

UNIVERSITY OF MUMBAI

No. UG/ 96 of 2010

CIRCULAR :

A reference is invited to the Ordinances, Regulations and syllabi relating to the Bachelor of Management Studies (B.M.S.) degree course vide pamphlet No.309 and to this office circular No. UG/10 of 2010 dated 15th January, 2010 and the Principals of the affiliated colleges in Commerce are hereby informed that the recommendation made by the Faculty of Commerce at its meeting held on 16th February, 2010 has been accepted by the Academic Council at its meeting held on 3rd March, 2010 vide item No 4.55 and that, in accordance therewith, the syllabus and question paper pattern for the Bachelor of Management Studies (B.M.S.) degree course of Semester V & VI are revised as per Appendix and that the same has been brought into force with effect from the academic year 2010-2011.

Mumbai-400 032
21st May, 2010

(L.R. Mane)
Offg. Registrar

To,

The Principals of the affiliated colleges in Commerce.

A.C./4.55/03.03.2010.

No.UG/ 96 -A of 2010

MUMBAI-400 032

21st May, 2010

Copy forwarded with compliments for information to :-

1. The Dean, Faculty of Commerce,
2. The Chairman, Ad-hoc Board of Studies in Management
3. The Controller of Examinations,
4. The Co-ordinator, University Computerization Centre.

(D. N. Jadhav)

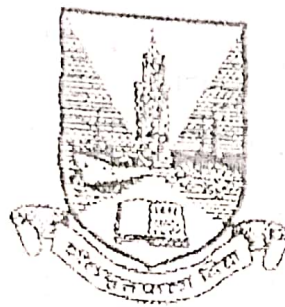
I/c. Deputy Registrar
UG/PG Section

Copy to :-

The Director, Board of College and University Development, the Deputy Registrar (Eligibility and Migration Section), the Director of Students Welfare, the Personal Assistants to the Vice-Chancellor, the Pro-Vice-Chancellor, the Registrar and the Assistant Registrar, Administrative, Ranagiri for information.

The Controller of Examinations (10 copies), the Finance and Accounts officer (2 copies), Record Section (5 copies), Publications Section (5 copies), the Deputy Registrar, Enrollment, Eligibility and Migration Section (3 copies), the Deputy Registrar, Statistical, Affiliation Section (2 copies), the Professor-cum-Director, Institute of Distance and Open Learning (IDOL), (10 copies) the Director, Institute of Distance and Open Learning (IDOL Building), Vidyanaigari, (2 copies) the Deputy Registrar

UNIVERSITY OF MUMBAI



Revised syllabus and Paper Pattern
OF
Bachelor of Management Studies
(B.M.S)

FOR
Semesters V & VI

(with effect from the academic year 2010 - 2011)

BACHELOR OF MANAGEMENT STUDIES

(BMS)

(SEMESTER Vth & VIth)

REVISED SYLLABUS AND PATTERN OF QUESTION PAPER

(With Effect from the Academic Year 2010-2011)

I. Syllabus

SEMESTER (V)		SEMESTER (VI)	
Sub Code	Subject	Sub Code	Subject
5.1	Human Resource Management	6.1	Entrepreneurship and Management of Small and Medium Enterprises
5.2	Service Sector Management	6.2	Operations Research
5.3	Financial Management	6.3	International Finance
5.4	Elements of Logistics and Supply Chain Management.	6.4	Indian Management Thought and Practices
5.5	Business Ethics and Corporate Social Responsibility	6.5	International Marketing
5.6	Elective I (i) Special Studies in Marketing OR (ii) Special Studies in Finance OR (iii) E-Commerce	6.6	Elective II: (i) Retail Management OR (ii) Investment Analysis & Portfolio Management OR (iii) Econometrics
5.7	Project Work		
	<i>Theory: 60 marks + Internals : 40 marks = 100 marks Total 600 marks (60 Lectures per subject --- 4 Lectures per week). + 200 marks project (grades to be allocated).</i>		<i>Theory: 60 marks + Internals : 40 marks = 100 marks Total 600 marks (60 Lectures per subject --- 4 Lectures per week).</i>

II. Assessment Pattern – 100 Marks (given on the last page).

SEMESTER V

5.1 Human Resource Management

Unit	Title	No. of Lectures
I	Introduction to HRM • Definition, Features, Scope/Functions of HRM, Definition of Personnel Management. • Evolution of HRM/ Trends in HRM, • Difference between HRM and PM , • Challenges before the HR manager, • Role of HR Manager, • Traits/Characteristics of the workforce, • Personnel Philosophy, • Personnel Manual. Human Resource Planning • Definition of HRP • Process of HRP along with brief coverage of personnel demand and supply forecasting techniques • Factors affecting HRP • Human Resource Information System (HRIS), • VRS, Outsourcing, Pink slip/ termination/ retrenchment/ downsizing/ separation • Contracting and Sub- contracting • Promotions and Transfers	15
II	Job Analysis, Job Design and Job Evaluation • Job Analysis – Definition, methods of collecting job data, merits and demerits/limitations. • Job Design – Definition, Factors affecting Job Design, Approaches to Job Design • Job Evaluation – Definition, methods of job evaluation, process of Job Evaluation. Recruitment, Selection and Induction • Recruitment – Definition, sources of recruitment , merits and demerits • Selection – Definition, process of selection, types of selection tests, types of interviews • Induction/Orientation – definition, methods, process • Placement Training and Development • Definition of Training and Development, • Methods of training managers, • Process/ procedure of conducting training programme, • How to evaluate effectiveness of training programmes, • Advantages of T&D	15

Unit	Title	No. of Lectures
III	Performance Appraisal • Definition of Performance Appraisal, • Methods of Appraisal for managers – traditional and modern • Process / procedure of conducting performance appraisal • Advantages of performance appraisal • Limitations of Appraisal Compensation Management • Definition of compensation, • Components of Salary / Salary slip, • Fringe Benefits – definition and types, • Performance linked incentives/ incentives- definition, advantages and disadvantages. Career Planning And Development • Definition of Career Planning and Career Development, • Process/ Procedure of Career Planning, • Career Stages/ Career Life Cycle and how to handle personnel at each stage, • Essentials to make career planning successful, • Career Counselling, • Employee Retention techniques, • Succession planning	15
IV	Participative Management • Definition of Participative Management, • Levels of participation • Trends in Participative Management • Factors essential for successful participative management • Forms of participation • Participation through Quality Circles • Empowered Teams Industrial Relations • Definition of Industrial Relations, • Features of Industrial Relations, • Importance of Industrial Relations, • Approaches to Industrial Relations, • Parties to Industrial Relations Trade Unions • Definition of Trade Union, • Features of Trade unions, • Trade union movement in India/ Trends in the Trade Union	15

Recommended Books:

- 1) *K. Aswathappa, "Human Resources & Personnel Management- Text And Cases – Fourth Edition", Tata Mc Graw Hill*
- 2) *Jayashree Sadri, Sorabh Sadri "A Strategic Approach to Human Resources Management". Jaico Publishing House, Mumbai*
- 3) *Mamoria, "Personnel Management", Himalaya Publication*
- 4) *Edwin B Flipppo, "Principles of Personnel Management", Mc Graw – hill International*
- 5) *M. Nair And T.V. Rao, "Excellence Through HRD", Tata McGraw Hill publications*
- 6) *Micheal Armstrong , "Handbook Of Human Resource Management Practice", Kogan Page*
- 7) *Gary Dessler, "Human Resource Management", Pearson Education.*
- 8) *Saiyadain, "Human Resource Management", Fourth Edition, Tata McGraw Hill publications*
- 9) *William J Rothwell and H.C. Kazanas – Planning & Managing Human Resources – Jaico Publishing House, Mumabai, 2nd Edition, 2008.*

5.2 Service Sector Management

Units	Title	No. of Lectures
I	Introduction to Services Marketing • Role of services in modern economy • Distinctive characteristics of services • Marketing Challenges of services • Services marketing environment • Goods Vs Services marketing • Goods-service continuum • Consumer behaviour • Services marketing triangle	15
II	Key Elements of Services Marketing • Product –Pricing Communication Mix • Distribution –People –Physical Evidence – Process • Positioning – Market Segmentation • Balancing of Demand and Capacity • Branding of Services – Problems and solutions	15
III	Service Quality • Improving service quality and productivity • Service quality – Gap Model • Measuring & improving service quality • Defining productivity-improving productivity • Service recovery • Complaint handling	15
IV	Service Management • Meaning • Vision –mission strategy • Service leadership • Service Mapping • Flowcharting • Benchmarking • Internal Marketing • Productivity • Current Status and Future Prospects	15

References Books

- 1) Valarie A. Zeithaml & Mary Jo Bitner, "Service Marketing", Tata McGraw-Hill editions.
- 2) Christopher Lovelock, Jochen Wirtz, Jayanta Chatterjee, "Service Marketing – People, Technology, Strategy- A South Asian Perspective", Pearson education.
- 3) Harsh V. Verma, "Services Marketing Text & Cases", Pearson Education
- 4) K. Ram Mohan Rao, "Services – Marketing", Pearson Education
- 5) Jay A. Kandampully, "Services Management : The New paradigm in Hospitality", Pearson Education
- 6) C. Bhattacharjee, "Service Sector Management", Jaico Publishing House, Mumbai, Edn 2008.
- 7) Govind Apte, "Services Marketing", Oxford Press
- 8) S. Balachandran, "Customer Driven Services Management", Response Book

5.3. Financial Management

Units	Title	No. of Lectures
I	Introduction: • Meaning and Scope of Financial Management • Functions and Objectives of Financial Management • Changing Role of Finance Managers Working Capital Management • Definition - GWC & NWC (Explain Core Assets & Non Core Assets) • Components of Working Capital • Factors Determining Working capital Receivables Management • Meaning and Importance • Credit Policy Variables • Case Study on Credit Evaluation • Methods of Credit Evaluation ◦ Traditional and Numerical Credit Scoring • Monitoring the Debtors – Techniques ◦ DSO, Ageing Schedule, Collection Matrix Cash Management • Motives Of Holding Cash • Strategies Of Cash Management • Cash Budget: Meaning and objectives • Budgeting of receipts and payments- Trading, non trading and capital • Preparation of monthly budget and finding out closing cash Balance (Excl. Financial Statements to be made From the Working Capital Estimation)	15
II	Cost Of Capital & Capital Structures: • Types of capital • Debt • Equity • Retained Earnings • Preference • Cost of Capital for each type of capital • Weighted Cost of Capital • Marginal Cot of Capital (w.r.t. Expansion). • Designing Capital Structure Alternatives Types of Leverages (Combined , Operating , Financial)	15

Unit	Title	No. of Lectures
III	Capital Budgeting: • Introduction, types of capital, sources of capital • Evaluation of capital expenditure proposal from given cash flow, concept of present value • Techniques of appraisal of investment proposal • Payback period method, Average rate of return method • Net present value method • Profitability index method	15
IV	Business Restructuring • Importance • Financial Implication • Valuation Types of Business Restructuring • Merger • Amalgamation • De-Merger • Other Restructurings (Elementary accounting problems – testing fundamental knowledge only) Long Term & Short Term Sources Of Finance • Traditional & Modern instruments of Finance Including Securitizations.	15

Reference Books:

- 1) Chandra Prasana, "Financial Management", Tata Mc Graw
- 2) Khan M & Jain, "Financial Management", Tata Mc Graw
- 3) James, C, "Financial Management & Policy", Prentice Hall of India
- 4) Pandey, I.M, "Financial Management", Tata Mc Graw Hill
- 5) Horne, J., Walchowicz, J., "Fundamentals of Financial Management", Prentice Hall of India
- 6) Bhalla V, "Investment Management", S. Chand
- 7) Diwan P, "Financial Management", Pentagon
- 8) Bhalla V.K, "Financial Management", Amol
- 9) Kapur S., "Financial Management", S. K. Publishers
- 10) Alexander Hamilton, "Financial Management Handbook", Global Books
- 11) Helfert, "Techniques of Financial Management", Jaico Publishing House.

5.4. Elements of Logistics and Supply Chain Management:

Units	Title	No. of Lectures
I	Background - Logistics and Logistical Management: Military origin/ basic concept / definitions/ scope/ importance in current competitive environment - Evolution of Logistics & Supply Chain Management Topics to be covered at concept level: Operating Objectives of Logistics/ Logistical Performance Cycles/ Inbound Logistics/ Manufacturing support Logistics/ Outbound Logistics/ Customer Order Cycle/ Lead-time/ Logistical interfaces/ Logistical mission/ Competitive Advantages/ 3 C's/ Logistical competency/ Outsourcing Logistical Activities/ 3rd and 4th party Logistics/ Integrated logistics/ Logistical Planning & Strategy. Supply Chain Management Basic concept/ definitions/ scope/ Comparison between Logistics and SCM/ Global Supply Chain scenario and importance/ Conventional Supply chains/ Supply chain participants/ channel agencies/ Relationship Management, concept of extended enterprises/ Bull-whip effect. Organization structure - Basic concept/definitions/scope/objectives and importance - Barriers In Forming Effective Organization, improving effectiveness - Stages in evolution of logistical organization, with emphasis on modern flat organization Customer Service - Definition / Scope / Objectives/Importance - Elements of Customer Service, Seven Rights - Customer Service Audit, Customer Service Strategy Demand Forecasting Definition/ Purpose of Forecasting/ Nature of Demands/ Forecasting Components/ Approaches to forecasting/ Qualitative & Quantitative Forecasting Techniques & their applicability, Time series analysis with numerical examples. (f) Order Processing: Integrated System / Customer Order Cycle / Electronic Data Interchange & its Advantages	15
II	Transportation: - Definition/Principles/Role/Functions/Importance - Different Modes of Transportation: Road, rail, water, air, pipelines, ropeways - Advantages & Disadvantages of individual modes/Inter-Modal Transportation/ Factors to be considered for Mode & Carrier Selection / Modal characteristics & Classification - Total Transportation Cost / Factors influencing Transport Cost / Transport Infrastructure	15

	Warehousing • Definition/Principles/Role/Functions/Importance • Warehouses/Distribution Centers / Warehousing / Need For Warehousing/Economic/Service benefits • Types Of Warehouses - Their Advantages & Disadvantages/ Warehousing Location/ Area Of Warehouse/ Number of warehouses/ Warehousing Operations/ Factors Affecting Warehousing Cost/ Warehouse Layout/ design principles. Materials Handling System • Definition/Principles/ Role/ Functions/ Importance • Activities Covered / Functions Performed During Materials Handling / Material Handling Equipment with selection criteria / Material handling methods/ M. H. System Design – Objectives & Principles. Packaging • Definition/Principles/ Role/ Functions/ Importance • Unitizing (Concept of unit-load) & palletizing/ kitting • Logistical Functions of packaging/ Objectives & Benefits of Packaging/ Consumer & Logistical Packaging/ Factors Influencing Good Package Design	
III.	Inventory Management • Inventory: Definition/Principles/ Role/ Functions/ Importance/ Purpose of Inventory Holding / Types of Inventories/ Inventory and profitability/ Impact of Inventory on total logistical cost. • Inventory Management: Objectives/ Importance/ Symptoms of Poor Inventory Management/ Improving effectiveness of Inventory Management/ Inventory turnover/ Service Levels Economic Order Quantity/ Economic Batch Quantity/ Assumptions & Its Limitations/ Re Order level/ Safety Stock with numerical examples. Inventory Control: Inventory ranking methods and Quadrant Technique Selective techniques of Inventory Control: Inventory control methods: (Pull/push models)Traditional methods: 'Q' MODEL & 'P' MODEL, two bin system, fair-share allocation model, MRP I / MRP II Modern methods: kanban as a tool of JIT, Vendor managed inventory (JIT II, response based techniques-QR, CR, and AR). DRP, ERP Inventory valuation Information System • Definition/Principles/Role/Functions/Importance • Management Information System: Elements of LIS/ Advantages of Computerization of Information/ Importance of Information system/ Internal & external Information System / Functionality (IS operations)/ Automated Order Processing System, RFID, EDI/ Satellite tracking system.	15

IV	(i) Performance Measurement • Definition/Principles/Role/Functions/Importance/Objectives • Activity based/process based/ Internal/External Performance Measurement • Classification of performance measures • Performance Auditing / Perfect Order/ Service Levels • Characteristics of ideal performance evaluation system (ii) Logistics Costing: Principles of Logistics Costing/ Activity Based Costing / Mission Based Costing/ Total Cost Analysis/ Steps to Be Adopted For Total Cost Approach (iii) Logistical Network analysis: Concepts/ definitions/ scope/ objectives/ importance Network options/ number of facilities/ Milk-runs/ RORO/ LASH. (iv) Modern Logistics Infrastructure • Containerization/ mechanized material handling equipment/ Deep water ports/ ICDs & CFS network/ maritime logistics/ cold chain logistics • Dedicated Freight Corridors/ Golden Quadrilateral and network of highways • Specialized equipment/ double stack containers/ unit trains • Logistics Parks • Container Corporation of India • Private Logistics Companies.	15
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Reference Books

1. Donald J. Bowersox, David J Closs, M Bixby Cooper , "Supply Chain Logistics Management" Tata McGraw-Hill
2. Donald J. Bowersox, David J Closs , "Logistical management", Tata McGraw-Hill
Fundamentals of Logistics Management McGraw-Hill
3. Douglas M. Lambert, James R. Stock & Lisa M. Ellram Irwin, "The management of Business Logistics Coyle", Bardi, Langley Thomson, South – Western
4. Stephen Lema, Joe B , "Logistics David J Bloomberg", Hanna Prentice Hall of India
5. M Martin Christopher, "Logistics & S C", Pearson Education
6. Chopra Meindl, Kalra, "Supply Chain Management".
7. Herald Dyckhoff, Richard Lacks and Joachin Reese, "Supply Chain Management".
8. Anurag Saxena, Caaushik Sircar, 'Logistics and Supply Chain Management – Text and Cases' - Jaico Publishing House, Mumbai, 3rd Edn 2009.

5.5 Business Ethics and Corporate Social Responsibility

Unit	Title	No. of Lectures
I	Introduction to Business Ethics • Normative ethics, Prescriptive ethics and Applied ethics • Ethics, Morality and Legality • Concept of Right and Duty : Business – Western and Indian Perspectives, Definition and Scope Relevance in social changes • Ethical organism and corporate code of conduct Business Ethics – Conceptual Background • Conceptual Approaches to Business Ethics • Egoism vs. Altruism • Entrepreneur and Manager – Role and Responsibilities • Responsibilities towards stakeholders: an overview • Profit – making; An Objective with an ethical dimension	15
II	Indian Perspective of Ethics • Purusharthas: Dharma, Artha, Kama, Moksha • Concept of Dharma Ethics: A Global Perspective: • Ethics in Global Marketing & Advertising • Ethical perspective in Employment including in the international labour Organization Std. • Ethics and IT : E-commerce, Privacy Codes. • Environmental Ethics: Indian and Western perspectives • Ethics and Cross- culture influences • Ethical issues and functional aspects of business	15
III	Corporate Governance • Corporate Governance: Meaning scope & Reporting • The Agency Theory : Principal – Agent Relationship • Role of CEO, Board and Senior Executives • Right of Investors and Shareholders • Financial Regulations and their scope in CG • Corporate governance from Cadbury committee to Narayan Murthy committee	15

IV	Concept of CSR • Meaning and Scope of CSR • Relevance and Significance of CSR in contemporary society • Value approach to CSR CSR: within the Organization • Labour relation • Work Atmosphere : healthy and productive • Exploitation, atrocities and harassment • Safety standards and environmental concerns • Perquisites and incentives CSR and Society: • Role and responsibility of Local Community in Business. • Interventions of Business to fulfill social responsibilities • Role of NGOs and International Agencies in CSR Integrating CSR into Business : • CSR Measures and Indicators : Measuring CSR to improve shareholders value and societal value • CSR and Sustainable Development • CSR and Triple Bottom Line in business: an international endeavour.	15
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Reference Books

- 1) William Lillie, "An Introduction to Ethics", Universal Paperbacks
- 2) S.K. Chakrabarty, "Wisdom leadership : Dialogues and Reflections", Wheeler Publishing
- 3) Kenneth Blanchard & Norman Vincent Peale, "The Power of Ethical Management", William Morrow & Co, Inc,
- 4) R.M. Lala, "In search of Ethical Leadership", Vision Books Pvt. Ltd
- 5) Living within – The Yoga Approach to Psychological Health and Growth (Sri Eurobond Ashram, Pondicherry.)
- 6) Dr. R.R.Khan, "Management and HRD", Fine Publishing House
- 7) Stuart Rainer Key Management ideas : Thinking that changed the Management world – Macmillan India Ltd.
- 8) Susan J. Bethanis, "Leadership Chronicles of a Corporate Sage : Five Keys to Becoming a more Effective leader", Ed corpus Colossus Learning Pvt. Ltd.
- 9) K.K. Iyer, S.R.P. Shukla, Ashok Kumar, "Indian Management Emerging Responses", Tata McGraw- Hill Publishing Company Limited
- 10) Buried Treasure – Discovering and Implementing the Value of Corporate Social Responsibility – Caleb Wall – Greenleaf Publishing – 2008.
- 11) Jayashree Sadri, Sorab Sadri and Dhum Dastoor, "The Theory and Practice of Managerial Ethics", 2nd Edn, 2006, Jaico Publishing House, Mumbai.
- 12) Joseph Des Jardins, "An Introduction to Business Ethics", Tata Mc Graw Hill, 2nd Edition, 2009.

5.6 (E- 1) Special Studies in Marketing

Unit	Title	No. of Lecture
I	Consumer Behaviour • Definition of CB • Why study Consumer Behaviour • Research Perspectives on Consumer Behaviour • Decision Making Model • Factors affecting Consumer Behaviour (Psychological, Personal, Social, Cultural) • Touch upon theories of Motivation (Maslow's Hierarchy of Needs, Mclellands Theory) • Understanding perception & Stages in perception, Beliefs, Attitudes • Concept of age & Family Life Cycle (FLC), Occupation, Economic Situation • Understanding Personality & Self Concept • Lifestyle Identification- Attitudes, Opinions, Interests (AIO statements) • Types of Buying Behaviour and Consumer Involvement • Stages in Adoption process/ Diffusion of Innovation	15
II	Communication Process With Reference To Advertising • Definition of communication • Models of Communication / Traditional Response Hierarchy Models- AIDA, Hierarchy of Effects, Innovation Adoption, information processing. • Communication model for rural and urban communication Integrated Marketing Communication • Definition and Features of IMC, • Advantages/ Relevance of IMC • Components of IMC Objectives for IMC With Special Reference to DAGMAR Objectives Importance / value of objectives, • Promotion Objective, Communication Objectives, Sales Objectives • DAGMAR Ad Agency – Structure, Functions & Evaluation : • Definition of advertising , Features and Functions of Advertising • Definition of Ad agency • Structure of Ad Agency • Functions of Ad Agency Advertising Budget • Definition of Advertising Budget • Definition of Advertising Appropriation • Methods of Budgeting /Advertising Budgeting Methods	15

III	Types of Media & Media Planning : • Media – Print and Broadcast – Types, advantages • Support Media • OOH Media, In –Store Media, Transit Advertising, Promotional, Products Marketing, Yellow Pages advertising, Advertising in Movie theaters, Product Placement in movies and on TV, In flight advertising, Miscellaneous Media Planning • Definition of Media Planning, • Terms to be studied under media planning Reach, Frequency, GRP, Coverage, BDI , CDI ,TRP , CPM , CPP / CPR/ CPRP • Process of Media Planning • What are the factors that Media Planners must consider? • Problems in Media Planning • Media Research • Media Scheduling – definition, methods Measuring The Effectiveness of Advertising • Testing Process for advertising effectiveness • Tests for measuring effectiveness of advertising • Essentials for effective testing of advertisements.	15
IV	Brand and Branding Strategy Development • Definition of Brand and Brand Positioning • Positioning Strategies • Guidelines for effective positioning • Brand Image – Definition, Strategy for Brand Image Development Other Brand Building activities • Public Relations Definition , How to build corporate image through PR Corporate Advertising, Importance of PR • Sales Promotion Definition, Sales Promotion Tools – for Consumers and Dealers, Importance of Sales Promotion • The Internet Importance of the Internet as a tool of IMC • Direct Marketing Definition, Role of Direct Marketing in IMC , Tools of Direct Marketing • Personal Selling Definition, Role /Importance of Personal Selling, Relationship Marketing. • E- Commerce	15

Reference Books

1. Belch and Belch, "Advertising and Promotion", Tata McGraw Hill
2. Aker and Myers, "Advertising Management", Prentice Hall of India
3. Thakur D, "Advertising, Marketing and Sales Management", Deep & Deep
4. Mohan M., "Advertising Management", Tata McGraw Hill
5. Rathor B, "Advertising Management", Himalaya
6. Chahan M, "Advertising", Anmol
7. Prasanna Chandra, "Projects", Tata McGraw Hill
8. Schiffman, L G Kanuk, "Consumer Behaviour", Galgotia
9. Keller Kevin Lane, "Best Practice Cases in Branding : Lessons from the World's Strongest Brands", Pearson Education New Delhi
10. David Accar "Strategic Brand Management"
11. Noel Katsrer "Strategic Brand Management"
12. Mike Keller, "Building Strong Brands"
13. Stephemen Kanuk, "Consumer Behaviour"
14. Noudon and Della Vieta, "Consumer Behaviour"

5.6 (E- 2) Special Studies in Finance

Unit	Topics	No. of Lectures
I	Economic Value Addition (EVA) Current Developments • Deferred Tax (Assets & Liabilities) – AS – 22 • Segment Reporting (AS - 17) • Initial Public Offer (I.P.O) • Employees Stock Option Plan (E.S.O.P) • Sweat Equity Financial Derivation & Future Derivations AS – 30 - Recognition & Measurement AS – 31 – Representation	15
II	Appraisal Of Term Loan Project Report – Structure of Project Report	15
III	Accounting for effects of changes in foreign exchange rates (AS 11) • In relation to purchase and sale of goods, services and assets and loan and credit transactions. • Computation and treatment of exchange differences	15
IV	Financial Services • Hire Purchase • Lease • Capital Market • Underwriting • Merchant Banking • Credit ratings • Mutual Funds	15

Reference Books:

1. Raj A, "Corporate Financial Management", Tata Mc Graw Hill
2. Kulkarni P, "Business Finance" Himalaya Publications.
3. Chandra P. "Financial Management", Tata Mc Graw Hill
4. Khan & Jain, "Basic Financial Management", Tata Mc Graw Hill
5. I M Pandey, "Financial Management", Vikas Publication House Pvt Ltd.
6. Helfert, "Techniques of Financial Management" – Jaico Publishing House, Mumbai.
7. William W. Sihler, Richard D. Crowford and Henry A. Davis, "Financial Management", Jaico Publishing House, Mumbai, Edn 2009.

5.6(E- 3)) E-Commerce

Unit	Topics	No. of Lectures
I	Introduction to E-Commerce: • Introduction to role of IT in business and different applications. • Role of ICT in Communication and business applications. • Different application of IT in global business scenario. • Introduction to IT Act and its role to encourage E-business. • Growing E-learning and E-Governance. Evolution and Types of E-Commerce: • Evolution of E-commerce. Global and Indian scenario. • History of e-commerce, Generic Model of E-Commerce. • Definition, classification – B2B, B2C, C2C, G2C, B2G sites, • Factors of growth and key performance indicators of E-Commerce.	15
II	E-Commerce Models • E-commerce Models – Store-front Model, Brick and Mortar Model, • Build to Order Merchant Model, Service Provider Model, Subscription based Model, • Broker Model, Advertiser Model, Virtual Mall Model and Infomediary Model. Sub-Systems of E-Commerce • E-commerce Trade Cycle and Trading Process • E-market and Internet Commerce • EDI and working mechanism of EDI • Identify factors that are important for an E-Commerce • Difference between Conventional Commerce and Electronic Commerce.	15
III	Payment, Security and Privacy Issues in Online Business • Issues relating to privacy and security in online trading • Electronic payment systems- credit cards, debit cards, smart cards, e-credit accounts, e-money. • Security concerns in e-commerce, authenticity, privacy, integrity, non-repudiation, encryption. • Cryptography techniques and restrictions placed by them on exports. • Securing networks using firewalls and other machines. Marketing Trends in E-Business • Growth of Online Retailing and E-marketing concepts. • Online Advertising and revenue generation • Use of on-line market research and use of CRM techniques • Growing use of Content Management Systems • Integration of E-Commerce in business lines. • Different Service Provider (Utility).	15

Unit	Topics	No. of Lectures
IV	Building E-Presence: • Architecting and e-Business & Website Design • The building life-cycle • Design Criteria and attracting customers • Site Content and Traffic Management • Using Content Management System. Emerging Trends of M-Commerce: • Emerging trends of M-Commerce • Infrastructure of M-Commerce and Comparison between - E-Commerce and M-Commerce • Security and Bandwidth issues in E-Commerce • Trading process in M-Commerce • Trends in technology; developing markets for E-commerce.	15

Reference Books

- 1) *E-business & E-Commerce Management 3rd Ed.* - Pearson Education ISBN 978-81-317-2518-4.
- 2) Kalokota, Robinson, "E-Business 2.0 Road map for Success", Pearson Education ISBN- 978-81-7758-4.
- 3) Elias M. Awad, "Electronic Commerce, 3rd Edition". Pearson Education, ISBN 81-317-0705-9.
- 4) Erfan Turban et.al., "Electronic Commerce – A Managerial Perspective, Pearson Education", ISBN 81-780-8362-0.
- 5) R. Kalokota, Andrew V. Winston, "Electronic Commerce – A Manger's Guide", Pearson Education, ISBN 81-780-8158-X.
- 6) Prof Munesh Chandra Trivedi, "E-Commerce", Jaico Publishing House, Mumbai, Edn 2010.

ASSESSMENT PATTERN

A) Internal Assessment

40 Marks

The allocation of 40 marks shall be as follows:

- | | |
|---|----------|
| 1) Two best of three periodical class tests held in the semester - | 20 marks |
| 2) A better of the two assignments with class presentations to be assessed by the teacher concerned . | 10 marks |
| 3) Group discussions on current issues relating to the subject. | 10 marks |

B) Semester End Examination

60 marks

- 1) Duration – This examination shall be of 2 Hrs duration.
- 2) Question paper pattern –

Section I (Compulsory -30 marks)

- 1) Concept Testing - based on entire syllabus
- 2) Case study/problem/ Application

15 marks

15 marks

Section II (Any 3 Qs out of 4 Qs)

30 marks

4 questions carrying 10marks each should cover all the 4 units

***Marking and Grading Scheme:**

The ordinances for examinations are same as the existing ordinances.

Semester VI

6.1. Entrepreneurship and Management of Small and Medium Enterprises

Units	Title	No. of Lectures
I	• Concept, meaning and definition of entrepreneur and entrepreneurship. • Importance and significance of growth of entrepreneurial activity. • Concept of intrapreneur. • Characteristics and qualities of entrepreneurs • Classification and types of entrepreneurs. • Women entrepreneurs • Theories of entrepreneurship • Contribution of Mc Clelland and Joseph Schumpeter	15
II	• Factors influencing entrepreneurial development and motivation. • Role of culture in entrepreneurial development. • Entrepreneurial development programme (EDP), <u>Managing the problems faced by entrepreneurs</u> • Development of women entrepreneurs-with reference to SHGs • Options available to entrepreneurs,-ancillarisation franchising and outsourcing. <u>Cases on takeover, mergers and acquisitions in India and at global level.</u> • Social Entrepreneurship-Definition,importance and social responsibilities-NGOs	15
III	• <u>Entrepreneurial Project Development</u> • Idea generation – sources and methods • Identification and classification of ideas. • Environmental Scanning and SWOT analysis • Preparation of project plan –Points to be considered • Components of an ideal business plan – market plan, financial plan, operational plan, and HR plan. • Project formulation –project report significance and contents • Project appraisal –Aspects and methods : (a) Economic oriented appraisal (b) Financial appraisal (c) Market oriented appraisal • Technological feasibility • Managerial competency	15
IV	<u>Small and Medium Enterprises :</u> • Meaning and definition (evolution) • Role and importance • Policies governing SMEs • Organisational structure • Steps in setting up a small unit • SME funding. Requirements of capital (fixed and working), Factors determining capital requirements, Importance of fixed and working capital,	15

	Working capital management, Sources of finance for SME's, Taxation benefits • SIDBI and SISI- Their role in the development of SMEs • Marketing mechanism in SMEs. • Export potential of SMEs • Problems of SMEs and prospects • Turnaround strategies for SMEs	
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Reference Books

- 1) Dr. Vasant Desai, "Small scale industries and entrepreneurship", Himalayan Publishing House
- 2) Dr. Vasant Desai, "Management of small scale industries", Himalayan Publishing House
- 3) J.C. Saboo, Megha Biyani, "Management of small scale industries", Himalayan Publishing House
- 4) Dr. Vasant Desai, "Dynamics of entrepreneurial development and Management", Himalayan Publishing House
- 5) Moharanas and Dash C.R., "Entrepreneurship development", RBSA Publishing, Jaipure
- 6) Collins and Lazier W, "Beyond entrepreneurship", Prentice Hall, New Jersey, 1992
- 7) Hisrich Peters Shephard, "Entrepreneurship", Tata McGraw Hill
- 8) S. K. Mohanty, "Fundamentals of entrepreneurship", Prentice Hall of India
- 9) David Oates, "A Guide to Entrepreneurship", Jaico Publishing House, Mumbai, Edn 2009.

6.2. Operations Research

Unit	Title	No. of Lectures
I	Introduction to OR and Linear Programming Operations Research – Introduction, Models, Areas of Application. Linear Programming (L.P): Mathematical Formulation of L.P. problem. Graphical Method. Simplex Method - Concept of slack, surplus & artificial variables. Manual solutions of L.P.P. upto 3 iterations. Minimization & Maximization Problems. Special Cases – (i) Alternative optima (ii) Unbounded solutions & (iii) Infeasible solutions to be shown graphically & also by simplex method.	15
II	Transportation & Assignment Models Definition of the transportation model. Balanced / Unbalanced, Minimisation / Maximisation. Determination of the initial basic feasible solution using (i) North-West Corner Rule (ii) Least cost method & (iii) Vogel's approximation method for balanced & unbalanced transportation problems. Optimality Test & obtaining of optimal solution. (Considering per unit transportation cost) Assignment Problem – Hungarian method. Statement of Transportation & Assignment Problems as L.P. Problems.	15
III	Network Analysis Construction of Network -- Rules & precautions. C.P.M. & P.E.R.T. Networks. Obtaining of Critical Path. Time estimates for activities. Probability of completion of project. Determination of floats (total, free, independent & interfering) Crashing of Simple networks.	15
IV	Decision Theory And Decision Tree - Decision Environments – risk & uncertainty. Payoff table, Regret table. - Decision making under uncertainty - Maximin & maximax criteria - Minimax Regret criterion - Laplace criterion - Hurwicz criterion - Expected Monetary Value criterion. - Expected Value of Perfect Information (E.V.P.I) - Expected Opportunity Loss (E.O.L). - Decision Tree (Simple examples)	15

Reference books

- 1) Taha H.A, "Operations Research – An introduction 6th Edition, Prentice – Hall of India

- 2) Kapoor V.K., "Operations Research Techniques for Management 7th Edition", Sultan Chand & Sons
- 3) Kantiswarup, "Operations Research 9th Edition", Gupta P.K. & Sultan Chand & Sons Manmohan
- 4) Sharma S.D., "Operations Research" 8th Edition", Kedarnath, Ramnath & Company
- 5) Bronson R., "Operations Research 2nd Edition", Shaum's Outline Series
- 6) Vora N.D., "Quantitative Techniques in Management 3rd Edition", Tata McGraw Hill co.
- 7) Shreenath L.S., PERT & CPM, "Principles & Applications 3rd Edition", Affiliated East-West Press Pvt. Ltd.
- 8) Wagener H.M., "Principles of Operations Research. 2nd Edition", Prentice - Hall of India
- 9) Sasieni M., "Operations Research - Methods & Problems 1st Edition", Yaspan A & John Wiley & Sons Friedman L
- 10) Natrajan, Balasubramani, Tamilarasi, "Operations Research", Pearson Education - ISBN 978-81-317-0000-6.
- 11) G. Hadley, "Linear Programming", Narosa Book Distributors Private Ltd
- 12) L.C. Jhamb, "Quantitative Techniques (For Managerial Decisions VOL I)", Everest Publishing House, Pune.
- 13) Paul Loomba N "Linear Programming", Tata McGraw Hill Publishing Co Ltd
- 14) Aditham B. Rao "Operations Research", Jaico Publishing House, Mumbai, Edn 2008.

6.3. International Finance

Units	Topics	No. of Lectures
I	Fundamentals of International Finance • Meaning and Scope of International Finance • Balance of payments as determinant of demand for and supply of currency • Exchange rate, Determinants of/factors affecting exchange rates • Current account deficit v/s Balance of trade and their implications on exchange rate Foreign Exchange Arithmetic I • Exchange rate quotations, Direct and Indirect rates, cross currency rates, vehicle currency. • % spread, calculation of cross rates • Classification of rates in terms of settlement (cash, tom, spot and forward), • Arbitrage, Speculation and Trading (Spot rate arbitrage calculation)	15
II	Foreign Exchange Arithmetic II • Relationship between exchange rates, interest rates, and commodity prices (through international parity conditions namely Purchasing Power Parity, and Fisher Parity) • Use of Covered Interest Parity theory in arbitrage, borrowing and investment decisions. • Calculation of forward rates through use of forward schedules, through use of formula, annualized forward margin, calculation of swap points (calculations for cash / tom rates to be excluded) Exchange Rate Regimes • Gold Standard – Features. • Bretton Woods System – Background and Features, reasons for its failure, Smithsonian agreement, SDRs. • Flexible exchange rate system – Features, Managed float, Central Bank intervention. • Merits and Demerits of Fixed and Flexible Exchange rate systems	15
III	<u>International Foreign Exchange Markets</u> • Characteristics • Dealing room operations <u>Euro Currency Market</u> • Origin and reasons for the growth of Euro currency (off shore) markets, their characteristics and components. • A brief understanding of the Euro-currency deposit, loans, bonds and notes market. • Concept of off shore banking as a form of globalization of the Euro currency concept, its introduction in India, tax havens <u>International Equity Markets</u> • Concept of Depository Receipt, • Global Depository Receipt- characteristics, mechanism of issue, participants involved • American Depository Receipt - types and characteristics • Foreign Currency Convertible Bonds and Foreign Currency Exchangeable Bonds	15

	• Foreign Direct Investment and Foreign Portfolio Investment • Participatory notes	15
IV	<u>Foreign Exchange Management in India</u> • Retail and Wholesale components of the Indian foreign exchange market • Capital account Convertibility • Reserve Management • Role of FEDAI in the Indian foreign exchange market. <u>Risk Management And Derivatives:</u> • Risk versus exposure • Transaction, Translation and Economic risks faced by Corporate entities • Transaction, Position, Pre-settlement, Settlement risks faced by commercial banks • Internal and external hedging • Foreign currency derivatives as instruments of risk management i.e. Forward contracts, Swaps, Futures and Options. • Overview of Non-deliverable forward Market (NDF market) <u>International Institutions</u> • Contribution of Bank for International Settlements in risk management system • European Central Bank	

Reference Books:

1. Adrian Buckley – "Essential International Money" (Pearson Education)
2. Adrian Buckley – "International Finance" (Pearson Education)
3. Alan Shapiro – "Foundations of Multinational Finance" (Wiley)
4. Alan Shapiro – "Multinational Financial Management" (Wiley)
5. B.K. Chaudhuri, O.P. Agarwal – "A Text book of Foreign Trade and Foreign Exchange" (Himalaya Publishing House)
6. C. Jeevanandam – "A brief course in Foreign Exchange Arithmetic" (Sultan Chand & Sons)
7. C. Jeevanandam – "Foreign Exchange and Risk Management" (Sultan Chand & Sons)
8. C. Jeevanandam – "Foreign Exchange Practice, concepts and Control" (Sultan Chand & Sons)
9. G. Shailaja – "International Finance" (Universities Press, Hyderabad)
10. Geert Bekaert & Robert Hodrick – "International Financial Management" (Pearson Education)
11. John C. Hull – "Options, futures and other derivatives" (Prentice Hall, India)
12. Lucio Sarno & Mark Taylor – "The Economics of Exchange Rates" (Cambridge University Press)
13. Madhu Vij – "International Financial Management" (Excel Books, New Delhi)
14. Maurice D. Levi – "International Finance" (Routledge, London)
15. Michael Moffet, Arthur Stonehill & David Eiteman – "Fundamentals of Multinational Finance" (Pearson Education)
16. P.G. Apte – "International Financial Management" (Tata McGraw Hill, New Delhi)
17. Peter Rosenstreich – "Forex Revolution: An Insider's Guide to the Real World of Foreign Exchange Trading" (Pearson Education)
18. Prakash G. Apte – "International Finance – A Business perspective" (Tata McGraw Hill, New Delhi)
19. Rajwade A.V – "Foreign Exchange, International Finance, Risk Management" (Academy of Business studies, New Delhi)
20. Rupnarayan Dose – "Fundamentals of International Banking" (Macmillan India Ltd., New Delhi)
21. Steve Anthony – "Foreign Exchange in Practice" (Palgrave MacMillan)
22. Thomas J. O'Brien – "International Financial Economics: Corporate Decisions in Global Markets" (Oxford University Press)
23. V.A. Avadhani – "International Finance" (Himalaya Publishing House)

24. Vikash Yadav – "Risk in International Finance" (Routledge)
 25. Vyaptakesh Sharan - "International Financial Management" (PHI Learning Pvt. Ltd., New Delhi).
6.4. Indian Management Thought and Practices

Units	Title	No. of Lectures
I	Indian Ethos Multiplicity and variety – yet has commonness Focus on the ultimate Principle or Intelligence to whom (or which) man seeks recourse.	15
II	Personality Personality development through yoga – the three paths/marga – bhakti, karma and Jnana - The three gunas - sattva, rajas, tamas. - Individual – a being with infinite capabilities and potentials – is a result of your own actions - Koshas: the concept of man - Meditation – the technique for development of self - Leadership: qualities of leaders with special reference to Indian thoughts. - Motivation – Indian approach vis-à-vis American and Japanese approaches.	15
III	<u>Society and Social Groups:</u> - Society – combination of individuals of diversity – values that reflect on social practices and customs – impact on individual and collective behaviors – uses coercion to enforce compliance – societal values. - Significance of festivals – harmony with nature. Indian concept of learning – gurukul system of learning.	15
Units	Title	No. of Lectures
IV	<u>Spirituality:</u> - The core teachings of all founders of religions. - Spirituality vis-à-vis religion - Concept of Maya (Illusion) – Advaita Vedanta - Meaning, scope and implications at work - Concept of Dharma: varna ashram dharma, svadharma - Concept of karma – meaning and importance to managers, corporate karma. - Concept of Vasudhaiva Kutumbakam	15

Reference Books

- 1) S. E. Chakraborty, "Management by Values", Oxford Press
- 2) Rao M. & Rao S., "Management Theory", Kanishka Publishers Distributor
- 3) P. K. Ghosh, (Edt) "Indian Ethos in Management" IPR Cell, TePP, Outreach Centre
- 4) S. Balachandran and others, "Ethics, Indian Ethos and Management", Shroff Publishers and Distributors Pvt. Ltd.

6.5 International Marketing

Unit	Title	No. of Lectures
I	Introduction Definition of international marketing-important features of international marketing-need for & advantages of international marketing-difference between international & domestic marketing, Basis of International trade. International Business Environment External factors: Social/ Demographic/ Economic/ Commercial/ Political & legal- Trade Barriers, meaning, Objectives, effect of barriers on international trade, Types of barriers: Tariff & non Tariff barriers- Trading Blocs & Growing intra regional trade- WTO & trade liberalization-latest developments at WTO including Doha Round- Role of MNCs in International trade, FDI	15
II	Product Packaging and Distribution Packaging as a part of product planning- Functions of packaging- Factors for package design in international markets- Criteria for export packing (transport packing) - role of Indian Institute of packaging- Export marking on outer packing- Purpose of export marking , selection of overseas distribution channels, factors influencing selection of distribution channels, types of foreign intermediaries.	15
III	Pricing Policy in International Markets Factors determining price- Export costing methods- Elements of cost- Factors influencing pricing policy- Information required for export pricing- Export pricing strategies- Break even pricing- Impact of contract conditions on export price offers- INCOTERMS- Export assistances, incentives, Govt. of India's initiatives- Impact of export incentives on export pricing.	15
IV	Overseas Market Selection Methods of market entry, Identifying foreign markets, selecting potential markets- Constraints in entering in some global territories- Market selection process- Objectives entering into international markets- Setting parameters, preliminary screening of the probable markets- sources of information- Short listing of markets, evaluation & selection of potential markets- Market segmentation based on overall market profile, Basis for segmentation, Factors for segment selection, essential characteristics of market segments- Preference available to Indian exporters.	15

References

- 1) Justin Paul, "International Business", Tata McGraw-Hill Publishing Company Limited, New Delhi.
- 2) Francis Cherunilam, "International Marketing", Himalaya Publishing House, Mumbai.
- 3) Varshney RI, Bhattacharya B "International Marketing Management- An Indian Perspective", Sultan Chand & Sons, New Delhi.
- 4) P. K. Vasudeva, "International Marketing", Excel Books, New Delhi.

- 5) Cateora and Philip, "International Marketing (SIE), Tata Mc Graw Hill.
 6) Abbas J. Ali, "Globalisation of Business", Jaico Publishing House, Mumbai, 3rd Edn, 2009.

6.6 (E – i) Retail Management

Unit	Topics	No. of Lectures
I	Introduction: - Meaning & Definition on retailing Retailer's role in a distributional channel- - functions performed by retailers- prospects of retailing in India- Retailers characteristics - price-cost trade off, - types of merchandise, variety & assortment, customer services, - cost of offering breadth & depth of merchandise and services Types of retailers - food retailers, general merchandise retailers, - non store retail formats, services retailing, - types of ownership Multi Channel Retailing - meaning, the evolution toward multi channel retailing- Franchising - types, advantages, challenges, franchising in India.	15
II	Retailing strategy - Meaning - Retail Market Strategy - target market & retail format - building a sustainable competitive advantage, customer loyalty, location, human resource management, distribution and information systems, unique merchandise, vendor relations Multiple sources of advantages - strategic retail planning process Role of Information Technology in retailing	15
III	Merchandise Management - meaning, organizing the buying process by categories - setting objectives for the merchandise plan - sales forecasting, the assortment planning process Buying merchandise - branding options available to retailers - private labeling, international sourcing decisions - pricing strategy Price Adjustments	15

	• meaning of terms like markdowns, coupons, rebates, price bundling, multiple unit pricing, variable pricing	
IV	Store Management • responsibilities of store managers • store planning, location planning • store design & the retail image mix, the space mix • effective retail space management, store layout, floor space management and visual merchandising and displays	15

Reference Books:

1. Michael Levy & Barton A Weitz, "Retailing Management", Tata Mc Graw Hill
2. Gibson C Vedamani, "Retailing Management", Jaico Publishing House, Mumbai.
3. Jim, "Retail Strategies- understanding why we shop", Jaico Publishing House, Mumbai.
4. Dunne Lusch, "Retail Management", south western Cengage Learning
5. K.S. Menon, "Store Management", Macmillan India Ltd.,
6. Keith Lincoln & Lars Thomassen, "How to succeed at Retail"
7. Keith Lincoln, Lars Thomassen & Anthony Aconis, "Retailization- Brand survival in the age of retailer Power", Kogan Page Ltd.,
8. Swapna Pradhan, "Retailing Management – Text and Cases", 3rd Edn, Tata Mc Graw Hill.
9. Bajaj, Tulli & Shrivastava, "Retail Management", Oxford University Press
10. Kishore Biyani, "It happens in India", & "The Wall Mart Story"
11. Store Manager, Organiser / Planner- DMS retail
12. Dr. RamKishen Y. "International Retail Marketing Strategies", Jaico Publishing House, Mumbai.

6.6. (E- ii) Investment Analysis and Portfolio Management:

Unit	Topics	No. of Lectures
I	Introduction - Meaning of Investment – Investment alternatives, Investment Avenues - Meaning of Portfolio – What is Portfolio Management – Objectives, Principles of Portfolio construction. Investment Alternatives - Non Marketable Financial Assets – Bonds or fixed Income securities – Equity shares – Mutual Funds – Schemes of mutual funds (only concept of equity scheme, Hybrid Scheme, Debt Scheme) - Calculation of “Net Assets Value” (only Basic problem) - Evaluation of portfolio performances Securities Market - Primary Equity Market, IPO, Book Building Process, Redherring Prospectus. - Secondary Market - Stock Markets, Trading & Settlement -Debt Market - Role of SEBI	15
II	Time Value of Money - Present Value - Future Value - Present Value of Annuity - Future Value of annuity (compounding & discounting factors concepts and simple problems based on it)	15
III	(i) Risk & Return - Meaning and Types of Returns Holding Period return— Expected return –Annualized return – measurement of return - Risk – Types of Risk - Measurement of Risk (ii) Fundamental and technical analysis	15
IV	Equity & Debenture Valuation Equity: Balance Sheet Valuation – Dividend Discount Model – zero growth – constant growth – multiple growth model – price earnings ratio model Debentures: Debt Instruments – Bond valuation & Pricing – Yield to maturity (YTM), Interest Rate Risk – Determinants of Interest Rate Risk.	15

Reference Books

1. Prasanna Chandra, “Security Analysis and Portfolio Management”, Tata McGraw Hill
2. Prasanna Chandra, “Financial Management”, Tata McGraw Hill
3. Ravi Kishor, “Security Analysis and Portfolio Management”, Taxman Publishers
4. Khan & Jain, “Financial Management”, Tata McGraw Hill
5. Hirt and Block, “Fundamentals of Investment Management”, Tata Mc Graw Hill, Edn 2009.

6. Robert A. Strong, "Portfolio Management Handbook", Jaico Publishing House, Mumbai. Edn 2008.
7. Zvi Bodie, Alex Kane, Alan J Marcus, Pitabas Mohanty, "Investments", Tata Mc Graw Hill

6.6 (E - iii) Econometrics

Unit	Topics	No. of Lectures
I	• Introduction to Econometrics methods and models – Definition and scope- Nature of Econometric Approach – Methodology of Econometric research – Specification of the models – Estimation of the Parameters of the Model – Evaluation of the Estimates – Evaluation of the Forecasting Ability of the Model – Desirable properties of an Econometric Model. • Types of Models: Single Equation models with one and two explanatory variables. Properties of OLS estimators. Co-efficient of determination of goodness of fit – Tests of significance of Alpha & Beta – Analysis of Variance and regression analysis	15
II	• Problems associated with the models- autocorrelation, Multicollinearity and heteroscedasticity. • Simultaneous equations models – Types of models, identification, method to solve them ILS and 2SLS. • Simple Correlation and regression (In the form of revision) – Partial correlation – Estimation of Partial Regression Co-efficient and Co-efficient of Partial correlation.	15
III	Input-Output Analysis • The Inter-industry Accounting System – The Input Output table – Balance equations – Input Output co-efficient – The Hawkins Simon conditions – Prices in Leontief Input Output system. • Assumptions of Input Output analysis – Validity of Input Output assumptions. • Closed Model – Comparison with Leontief's open static system	15
IV	Game Theory Introduction – Basic concepts in Game Theory - Solutions to Two – Person Zero – sum Game – Games with saddle point (Pure Strategies) – Games without saddle point (Mixed Strategies) – Graphical Solution (2x2game, 2xm, mx2 game)	15

Reference books

1. William Greene, "Econometric Analysis", Pearson Education (ISBN 978-81-7758-684-8).
2. Damodar N. Gujarati Basic Econometrics – Mc Graw – Hill Book Co.
3. Jack Johnston & John Dinardo, "Econometric Methods" (Fourth Edition), Mc Graw – Hill International Edition.
4. Carl. F. Christ, "Econometric Models & Methods", Wiley Eastern Pvt Ltd.
5. Meghnad Desai, "Applied Econometrics", TMH Edition.
6. Hamdy A. Taha, "Operations Research (An Introduction)", Prentice Hall, India.
7. G.S. Maddala, "Introduction to Econometrics", Wiley
8. Charles. R. Frank (JR), "Statistics & Econometrics", Holt, Rinehart & Winston.

9. Lawrence R. Klein, "A textbook of Econometrics", PHI
10. David S. Huang, "Regression & Econometric Methods", Wiley Series I Probability and Mathematical Statistics.

ASSESSMENT PATTERN

B) Internal Assessment

40 Marks

The allocation of 40 marks shall be as follows:

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| 4) Two best of three periodical class tests held in the semester - | 20 marks |
| 5) A better of the two assignments with class presentations to be assessed by the teacher concerned. | 10 marks |
| 6) Group discussions on current issues relating to the subject. | 10 marks |

C) Semester End Examination

60 marks

- 3) Duration – This examination shall be of 2 Hrs duration.
- 4) Question paper pattern –

Section I (Compulsory -30 marks)

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|---|----------|
| 3) Concept Testing - based on entire syllabus | 15 marks |
| 4) Case study/problem/ Application | 15 marks |

Section II (Any 3 Qs out of 4 Qs)

30 marks

4 questions carrying 10marks each should cover all the 4 units

*Marking and Grading Scheme:

The ordinances for examinations are same as the existing ordinances.

