

## **BBA COMMON – 1<sup>st</sup> YEAR - SEM-I – SYLLABUS**

**Course Name:** PRINCIPLES OF MANAGEMENT

**Course Code:**

**Course Objectives:** At the end of the semester the students would be able to-

- Explain & understand management, evolution of management thought, social and ethical responsibilities of management, span of control and various functions management in the organization.

### **Module I: Introduction of Management**

- Definition of Management
- Need of Management Principles
- Management Science or Art
- Management as an Art
- Management as Science
- Management as both Science and Art
- Functions of Management
- Needs of Levels of Management
- Levels of Management
- Managerial Skills
- Managerial Roles

### **Module II: Evolution of Management Thought**

- Early Approaches to Management
  - Robert Owen: Human Resource Management Pioneer
  - Charles Babbage
  - Andrew Ure & Charles Dupin
  - Henry Robinson Towne
- Classical Approach
- Scientific Management
  - 4 Steps of Scientific Management
  - Taylor's Approach to Management
  - Limitation of Scientific Management
- Administrative Theory
  - Fayol Outlined 14 Principles of Management
- Bureaucratic Management
  - Mary Parker Follett: Focusing on Group Influences
  - Elton Mayo: Focusing on Human Relations

- Four Parts of Hawthorne Studies / Experiments
- Conclusions of Hawthorne Studies / Experiments
- Criticism of Hawthorne Studies / Experiments
- Abraham Maslow: Focusing on Human Needs
- Douglas McGregor
- Chris Argyris
- Quantitative Approach
  - Management Science
  - Operations Management
- Modern Approaches to Management
  - Systems Theory
  - Contingency Theory

### **Module III: Social and Ethical Responsibilities of Management**

- Social Responsibilities of Management
- Arguments for Social Responsibilities of Business
- Arguments Against Social Responsibilities of Business
- Social Stakeholders
- Measuring Social Responsiveness
  - Social Audits
- Managerial Ethics
  - Factors that Influence Ethical Behavior
  - Stages of Moral Development
  - Ethical Guidelines for Managers
  - Geographic Segmentation

### **Module IV: Span of Control**

- Meaning of Span of Control
- Importance of Span of Control
- Factors Affecting Span of Control
- Graicuna's Formula

### **Module V: Managerial Decision Making**

- Introduction
- Significance of Rational Decision Making
- Limitations of Rational Decision Making
- Managers as Decision Makers
  - The Rational Model
  - Non-Rational Model
- Decision Making Process
- Types of Managerial Decisions
  - Decision Making Under Certainty
  - Decision Making Under Risk
  - Decision Making Under Uncertainty
  - Modern Approaches to Decision-making under Uncertainty
- Management Information System Vs Decision Support System
- The Systems Approach to Decision Making
- Group Decision Making

- List of the advantages of Group Decision Making
- List of the disadvantages of Group Decision Making
- Forms of Group Decision Making
- Decision Making Techniques

## **Module VI: Fundamentals of Organizing**

- Introduction
- Definitions of Organizing
- Modern Organizations vs. Traditional Organizations
- Closed Systems Vs Open Systems
  - Characteristics of Open Systems
  - Developing an Open System Model
- Formal vs. Informal Organization
- Span of Management
- Factors Determining an Effective Span
- Use of Objective Standards
- Uses of Staff Assistance

## **Module VII: Strategic Organization Structure**

- Introduction
- Strategy or Structure
- Factors Influencing Organization Design
- Major Structural Alternatives
  - Functional Structure
  - Divisional Structure
  - Matrix Structure
  - Hybrid Structure
- Other Bases for Departmentation
  - Departmentation by simple numbers
  - Departmentation by time
  - Departmentation by process or equipment
- Strategic Business Units
- Choosing the Pattern of Departmentation

## **Module VIII: Group Decision Making**

- Introduction
- Developing a Culture for Group Decision Making
- Advantages of Group Decision Making
- Disadvantages of Group Decision Making
- Effective Practices in Group Decision Making
  - Deal with Conflict as it Arises

## **Module IX: Conflict Negotiation and Intergroup Behavior**

- Introduction
- Sources of Conflict
- Classification of Conflict
- The Conflict Process

- Negotiation
  - Distributive Bargaining
  - Integrative Bargaining
- Negotiation Process
- Issues in the Negotiation Process
- Intergroup Relations
  
- **Reference Books:**
- Principles of Management, By Tripathi, Reddy Tata McGraw Hill
- Principles & practice of management - Dr. L.M.Parasad, Sultan Chand & Sons - New Delhi

## Course Name: PRINCIPLES OF MICRO ECONOMICS

### Course Code:

**Course Objectives:** To familiarize the students with the basic concept of microeconomics.

To make student understand the demand and supply analysis in business applications. To understand the pricing and output decisions under various market structure.

### **Module 1: Introduction Micro Economics**

- Definition of Micro-Economics
- Difference between Micro and Macro-economics
- Introduction to Micro-Economics
- Circular flow

### **Module 2: Consumer Equilibrium & Demands**

- Law of demand
- Difference between demand and quantity demanded
- Demand curve
- Equilibrium

### **Module 3: Producer Behavior & Supply**

- Law of supply
- Difference between supply and quantity supplied
- Supply curve
- Equilibrium

### **Module 4: Form of Marketing**

- What is market
- Market structure
- Types of market
- Perfect competition and its features
- Monopoly and its features
- Monopolistic competition and its features
- Oligopoly and its features

### **Module 5: Price Determination**

- Price determination under perfect competition
- Price determination under monopoly
- Price determination under oligopoly

### **Module 6: Economics of Consumer Analysis**

- Law of diminishing marginal utility
- Law of substitution and consumer analysis
- Price elasticity of demand
- Income elasticity of demand
- Gross elasticity of demand
- Total revenue elasticity of demand

#### ➤ ***Reference Books:***

- Microeconomics: For BBAT. R. Jain
- Principles of Microeconomics, 7th Edition (Mankiw's Principles of Economics) by N. Gregory Mankiw
- Microeconomics: Principles, Problems, & Policies (McGraw-Hill Series in Economics) by Campbell McConnell, Stanley Brue, and Sean Flynn

**Course Name:** BUSINESS ACCOUNTING- I

**Course Code:**

**Course Objectives:** To impart to the learners the basic accounting knowledge. To train in the accounting process from entering business transactions to Journal, understand ledger posting, cash book and preparation of trial balance.

### **Module 1: Introduction –Accounting:**

- Accounting & Accountancy
- Advantages of Accounting
- Origin of Accounting
- Distinction between Accounting & Accountancy
- Accounting – An Art or Science

### **Module 2: Journal:**

- Introduction, Features,
- Advantages, Performa
- Journalizing & Journal Entry
- Problems on Journalizing

### **Module 3: Ledger:**

- Introduction, Importance of Ledger
- Distinction Between journal & ledger
- Format of ledger
- Ledger posting and steps involved in posting
- Balancing of ledger accounts

### **Module 4: Subsidiary Books:**

- Introduction, Subsidiary Books & IT features
- Advantages of subsidiary books
- Types of subsidiary books

### **Module 5: Trial Balance:**

- Introduction, features of trial Balance
- Preparation of trial Balance

### **Module 6: Bank Reconciliation Statement**

- Bank Reconciliation statement – Meaning & need
- Need of preparing Bank Reconciliation Statement
- Preparation of Bank Reconciliation statement

#### **➤ *Reference Books:***

- Mukherjee & Hanif, 'Fundamentals of Accounting', Tata McGraw Hill.
- Khatri, 'Financial Accounting', Tata McGraw Hill
- Libby, 'Financial Accounting', Tata McGraw Hill
- S.N. Maheshwari, 'An Introduction to Accountancy', Vikas Publication.
- Guruprasad Murthy, 'Financial Accounting', Himalaya Publishing

## **COURSE NAME: BUSINESS COMMUNICATION**

### **COURSE CODE:**

**COURSE OBJECTIVES:** To make students knowledgeable of communication skills.

### **Module 1: Fundamentals of Communication**

- The importance of communication
- The basic forms of communication
- The process of communication
- Barriers to communication
- Dealing with communication barriers

### **Module 2: Group Communication**

- Definition of Group Communication
- Advantages of Group Communication
- The Do's and Don'ts of participating in a GD
- Essential Traits & Skills for GD
- Characteristics of GD
- language for Group Discussion

### **Module 3: Interpersonal Skills**

- Building Positive Relationships
- Giving praise
- Dealing with criticism
- Managing conflict

### **Module 4: Interviewing**

- Introduction
- Different Types of Interview
- Planning for the Interview
- Conducting an Interview
- Ethics of an Interview

- Interview Skills

#### **Module 5: Letter Writing**

- An Introduction to Letter Writing
- objectives of letters writing
- Types of Letter
- Main Elements of a Letter
- Key Points of Better Letter Writing
- Elements of a Letter at a Glance

#### **Module 6: Presentation Skills**

- Definition
- Features of Presentation Skill
- Types of Presentation Skill
- Preparing Slides for Presentation
- How to Improve Your Presentation Skills

#### **Module 7: Negotiation Skills**

- Definition
- Types of Negotiation
- BATNA in Negotiation
- Negotiation Techniques
- Body Language for Negotiation
- Negotiation Skills

#### **Module 8: Nonverbal Communication**

- Nonverbal Communication Skills
- Nonverbal Communication Forms
- Para Language

➤ **Reference Books:**

- Business Communication Paperback – 1 Dec 2009 by R. C. Bhatia
- Business Communication by Pal Rajendra & Korlahalli : Publication - Sultan Chand & Company
- Business Communication by M.J.Mathew : Publication -RBSA Publications
- Business Communication by Pandey H.S, Neelima Pareek, Avantika Srivastava, Rakhi Gulati, Neha Sharma : Publication - RBD Publications

**Course Name: COMPUTER FUNDAMENTAL**

**Course Code:**

**Course Objectives:** Computers are a part of life-personal, social and professional. Use of computers has pervaded all forms of activities and all aspects of human society. It has become inevitable for students of management to learn computers and its application. To introduce the students to the fundamentals of computers and familiarize them with the jargon commonly used by computer literates. To introduce the students with some basic tools and applications which will enable them in e-communicating effectively and analyze data for decision making using data of different kinds? To introduce the student to the internet and its applications and thereby empowering him to utilize e-sources for upgrading his knowledge base.

**Module 1: Computer fundamentals**

- Definition of Computers
- Characteristics of Computers
- Evolution of Computers
- Basic Anatomy of the Computers
- Types Of Computers
- Storage Unit (Primary and Secondary)
- Processing Unit
- Input Devices & Output Devices
- Computer Output Microfilm (COM)
- Computer softwares
  - High-level programming language – COBOL, Fortran, BASIC, PASCAL, ADA, LISP
- Disc operating system
- features of WINDOWS-95
- Unix, Linux
- Data Backup
- Relationship between hardware and software
- Software License

**Module 2: Data Communication and Networks**

- Data Communication Definition
- Network Definition
- Types of Network – LAN, MAN, SAN, WAN
- Network Structure - Server based network, client server network, Peer to Peer network, Star Network, Bus Network, Mesh Network
- Network Media
- Network Hardware
- Common Terms In Internet World: WWW

- Types of internet connection : Analog: Dial-up Internet Access, DSL – Digital Subscriber Line, ADSL - Asymmetric Digital Subscriber Line
- Cyber crime, Cyber terrorism, Cyber extortion
- Social Engineering

### **Module 3: Office Packages**

- What is Microsoft Word 2010?
- Starting Microsoft Word
- **Ribbon Menu system in MS WORD** : Home" Ribbon Menu, Insert" Ribbon Menu, Page Layout" Ribbon Menu, References" Ribbon Menu, Mailings" Ribbon Menu, Review" Ribbon Menu, View" Ribbon Menu
- **Primary Tasks in MS WORD**: Creating a New Document, Opening an Existing Document, Saving a Document for the First Time, Saving a Document, Working With Text, Formatting – Margins, Formatting – Headers and Footers, Formatting – Page Numbers, Closing Documents
- Mail merge, Macros
- Templates in MS-Word
- Presentation using PowerPoint
- MS EXCEL - Understanding the Ribbon in MS EXCEL
- Customization Microsoft Excel Environment
- Settings for formulas MS EXCEL
- Important Excel shortcuts

### **Module 4: Advance excel and Multimedia**

- Functions in Excel – Average, MIN;MAX, COUNT IF, Function arguments
- How to enter a function
- Logical operators in EXCEL
- What are Excel Formulas: SUM, IF, Percentage, Subtraction, Multiplication, Division, COUNT, AVERAGE
- Definition of Multimedia
- Components of Multimedia
- Applications of Multimedia
- **Reference Books:**
- Fundamental of Computers =V. Rajaraman B.P.B. Publications
- Fundamental of Computers = P. K. Sinha
- Fundamental of Computers = ReemaThareja
- Computer Today = Suresh Basandra
- MS- Office 2000 (For Windows) = Steve Sagman

## **BBA COMMON – 1<sup>st</sup> YEAR - SEM-II – SYLLABUS**

**Course Name:** ORGANIZATION BEHAVIOR

### **Course Code:**

**Course Objectives:** After reading this lesson, you should be able to:

- Understand The Nature Of Management
- Identify And Describe The Functions Of Management
- Understand The Social Responsibilities Of Business
- Appreciate The Interests Of Various Stakeholders In The Business.

### **Module 1: Nature of Management**

- Social Responsibility Ties of Business
- Manager and Environment Levels in Management
- Managerial Skills - Planning - Steps in Planning Process - Scope and Limitations - Short Range and Long Range Planning - Flexibility in Planning - Characteristics of a sound Plan
- Management by Objectives (MBO) - Policies and Strategies - Scope and Formulation
- Decision Making - Techniques and Processes

### **Module 2: Organizing**

- Organization Structure and Design
- Authority and Responsibility Relationships
- Functional Departmentation
- Delegation of Authority and Decentralization
- Interdepartmental Coordination
- Emerging Trends in Corporate Structure, Strategy and Culture
- Impact of Technology on Organizational design
- Mechanistic vs. Adoptive Structures
- Formal and Informal Organization

### **Module 3: Perception and Learning**

- Perception Definition
- Perception affects learning: Need Patterns
- Factors Influencing Perception -- the perceiver, the perceived and the situation
- Learning Theories - Classical Conditioning, Operant Conditioning
- Individual Differences and Impact on Behaviour
- Locus of Control
- Introversion and Extroversion
- Self – Monitoring
- Motivation and Job Performance - Values, Attitudes and Beliefs
- Importance of Values, Sources of Values, Types of Values
- Sources of Attitudes
- Types of Attitudes: job satisfaction, job involvement, and organizational commitment.
- Stress Management : Managing Work-Related Stress
- Employee Assistance Programmes, Receive Social Support
- Communication- Definition- Types-Process - Barriers - Making Communication Effective

## **Module 4: Group Dynamics**

- Group Dynamics – definition
- Types of Groups : Formal, Informal Group, Command and Task Groups, Interest and Friendship Groups
- Leadership - Styles - Approaches - Power and Politics
- Organizational Structure - The Horizontal Dimension of Organisational Structure , Vertical Dimension of Organisational Structure
- Modern Organisational Structures
- Organizational Climate and Culture - Organizational Change and Development

## **Module 5: Comparative Management Styles and approaches**

- Management Styles – Controlling Style, Supporting Style, Leadership style
- Management by walking around
- Unique Features of Japanese Management
- Techniques of Japanese Management
- Creativity and Innovation : The Creativity Process
- Organizational Creativity and Innovation: Climate for Organizational Creativity.
- Factors Hamper Innovation
- Entrepreneurship
- Entrepreneurship vs. Managership
- Characteristics of Entrepreneurial Managers
- Benchmarking : Types of Benchmarking
- Management of Diversity : Meaning , Reasons for Diversity
- Individual Strategies for Dealing with Diversity

  

- **Reference:**
- Drucker, Peter, F., 1981. Management: Tasks, Responsibilities and Practices, Allied Publishers, New Delhi.
- Hodgetts, Richard M., 1986, Management Theory: process and Practice, Academic Press, London.
- Stoner, James. A.F. and Freeman.E.R., 1989. Management, Prentice Hall of India, New Delhi.
- Katz R.L., 1974. Skills of an Effective Administrator, Harvard Business Review, 52(5) 90- 102.

## **Course Name:** MACRO ECONOMICS

### **Course Code:**

**Course Objectives:** To understand the functioning of economy at the macro level. To understand how the economy is regulated through monetary and fiscal policies. To study the important indicators of the economy and their significance.

On completion of this course, the students will be able to: To explain the concept of macroeconomics. To apply the circular flow of income and expenditure. To analyze the income determination through classical and Keynesian economics. To integrate the role of fiscal and monetary policies in regulating economy.

### **Module 1: Basic Concepts of Macro Economics**

- Definition and Nature of Macro economics
- Issues Addressed by Macroeconomists : Long-Run Economic Growth, Increased Output, Rates of Growth of Output, Business Cycles, Recessions, Unemployment, Inflation , The International Economy, Exports and Imports, Trade Imbalances, Budget Deficits, The Exchange Rate
- Macroeconomic Policy
- Effects of Inflation
- What Macroeconomists Do : Macroeconomic forecasting, Macroeconomic analysis, Macroeconomic research, Data development
- Economic Theory: The Classical Approach, The Keynesian Approach
- Evolution of the Classical Keynesian Debate

### **Module 2: National Income Accounting**

- Scope of Economic Territory
- Related aggregates of national income
- Domestic Aggregates, National Aggregates
- Methods of Estimation of National Income: National Income at Current Price, National Income at Constant Prices, Value of Output, Value added
- Problem of Double Counting in National Income
- Components of Final Expenditure in National Income
- Components of Domestic Income in National Income
- Net Factor Income from Abroad NFIA
- Net National Disposable Income (NNDI)
- Gross National Disposable Income
- Net National Disposable Income
- Concept of Value Added of One Sector or One Firm
- Personal Disposable Income from National Income

### **Module 3: Money & Banking**

- Introduction
- Money: Meaning and Functions : Primary and Secondary Function
- Classification of Money : Full Bodied Money, Credit Money, Fiat Money
- Supply of Money/ Money Supply
- Banking : bank Definition
- Central Bank : Definition, Features, Functions
- Supervision of Central Banks
- Credit Control Measures/Measures of Monetary Policy : Quantitative & Qualitative measures
- Money Creation by the Commercial Bank (Credit Creation)

### **Module 4: Determination of Income and Employment**

- Aggregate Demand: Components of aggregate demand
- Aggregate Supply: Components of Aggregate Supply(AS) or National Income(Y)
- Consumption Function (Propensity to Consume)
- Types of Propensities to consume
- Difference Between APC and MPC
- **Saving Function (Propensity to save):** Average Propensity to Save & Marginal Propensity to consume
- Investment function, Induced Investment & Autonomous investment
- When Aggregate Demand is more than Aggregate Supply, When AD is less than AS
- **Saving and Investment Approach :** When Saving is more than Investment, When Saving is less than Investment
- Full Employment Equilibrium, Underemployment Equilibrium, Over Full Employment Equilibrium
- Multiplier, Working of Multiplier,
- Excess of Demand, Inflationary Gap, Reasons for Excess Demand, Impact of Excess Demand
- Deficient Demand, Deflationary Gap, Reasons for Deficient Demand, Impact of Deficient Demand
- Measures to correct Excess Demand: Quantitative Instrument & Qualitative Instrument
- Measures to correct Deficient Demand: Quantitative Instrument & Qualitative Instrument

### **Module 5: Balance of payments**

- Introduction
- BoP Surplus and Deficit
- THE FOREIGN EXCHANGE MARKET
- Determination of the Exchange Rate
- Flexible Exchange Rates
- Fixed Exchange Rates
- Managed Floating

- Exchange Rate Management: The International Experience
- THE DETERMINATION OF INCOME IN AN OPEN ECONOMY
- TRADE DEFICITS, SAVINGS AND INVESTMENTS

### **Module 6: Government budget and Economics**

- Introduction
- COMPONENTS OF THE GOVERNMENT BUDGET
- Revenue Budget; Capital Budget
- FISCAL POLICY : Changes in Government Expenditure, Changes in Taxes

#### **➤ *Reference Books:***

- Ackley G. – Macro Economics: Theory and Policy, Macmillan Publishing Company, New York. 1978
- Ahuja H.L. – Macro Economics: Theory and Policy, S. Chand & Co. Ltd. New Delhi.2006
- Gupta S.B. – Monetary Economics, S. Chand & Co. Ltd. New Delhi.2002
- Shapiro E. – Macro Economic Analysis, Galgotia Publications, New Delhi. 1996 5th Ed.
- Jhingan M. L. – Macro Economic Theory: Vrinda Publications, New Delhi. 2006
- William Branson – Macro Economics: Theory and Policy.1988 2nd Edn.
- Dr. T. G. Gite& others: "SthulArthshastra", AtharvPrakashan, Pune. 2005.
- J. Harvey and H. Johnson – Introduction to Macro Economics
- D. N. Dwivedi – Macro Economics – Tata McGraw Hill, New Delhi-2006
- Samuelson, Nordhaus – Economics, Tata McGraw Hill, New Delhi-2007

## Course Name: BASIC ACCOUNTING - II

### **Course Code:**

**Course Objectives:** The objective of the course is to equip the students with the ability to analyze, interpret and apply the basic concepts and theories of accounting in business management. To understand Data Entry system of Book- Keeping, Petty Cash book. Preparing Final and branch Accounts.

### **Module 1: Depreciation:**

- What is Depreciation?
- How to calculate depreciation in small business?
- Types of depreciation
- Straight-line depreciation method
- Unit of Production method
- Double declining method

### **Module 2: Final Accounts**

- Definition of Final Accounts
- Components of Final Accounts : Trading Account, Profit and Loss Account, Balance Sheet
- Trading Account: Study of Debit side of Trading Account, Format of Trading Account
- Profit and Loss Account
- Balance Sheet : Assets & Liabilities

### **Module 3: ADJUSTMENT TO FINAL ACCOUNTS**

- Adjustment Entries in Final Accounts
- Usual adjustments

### **Module 4: CAPITAL AND REVENUE EXPENDITURE**

- Expenditure:
- Capital & Revenue Expenditure

### **Module 5: INTERNAL AUDITING**

- Internal Audit: Meaning,
- Internal Audit: Objectives
- Internal Audit: Advantages

### ***➤ Reference Books:***

- Mukherjee & Hanif, 'Fundamentals of Accounting', Tata McGraw Hill.
- Khatri, 'Financial Accounting', Tata McGraw Hill
- Libby, 'Financial Accounting', Tata McGraw Hill
- S.N. Maheshwari, 'An Introduction to Accountancy', Vikas Publication.

- Guruprasad Murthy, 'Financial Accounting', Himalaya Publishing
- Accounting Made Simple – Accounting Explained in 100 Pages or Less by Mike Piper
- Financial Accounting - P. C. Tulsian
- Advance Accounting - Dr. Shukla & Dr. Grewal
- Modern Accountancy Volume - A. Mukherjee & M. Hanif

## **SEM- III**

**Course Name:** HUMAN RESOURCE MANAGEMENT

**Course Code:**

**Course Objectives:** After completing this course, the student should be able to –

- To have an understanding of the basic concepts, functions and processes of human resource management.
- To Design and formulate various HRM processes such as Recruitment, Selection, Training, Development, etc.

### **Module I: Introduction and Scope**

- Concept of HRM
- Characteristics of HRM
- Scope of HRM
- Objectives of HRM
- Importance of HRM
- Functions of HRM
- Roles of HRM
- Origin, Evolution and Development of HRM

### **Module II: Human Resource Planning (HRP)**

- Concept of HRP
- Factors affecting HRP
- Process of HRP

## **Module III: Job Design and its Techniques**

- Concept of Job Design
- Approaches to Job Design
- Factors affecting Job Design
- Techniques of Job Design

## **Module IV: Job Analysis and Description**

- Job Analysis
- Significance of Job Analysis
- Process of Job Analysis
- Methods of information collection for Job Analysis
- Job Description
- Components of Job Description
- Job Specification

## **Module V: Human Resource Procurement**

- Concept of Recruitment
- Importance of Recruitment
- Recruitment Process
- Sources of Recruitment
- Meaning of Employee Selection
- Selection Procedure

- Meaning of Employee Placement
- Meaning of Induction
- Induction in Indian companies
- Conducting Effective Induction Programme

**➤ Reference Book:**

- Human Resource Management by Dr. T. K. Jain, Dr. Preeti Chugh
- Organization Effectiveness and Change Management by V.G. Kondalkar
- O.D. Interventions and Strategies edited by S Ramanarain, T.V. Rao and Kuldeep Singh
- Human Resource Management by Gary Dessler

**Course Name: MARKETING MANAGEMENT**

**Course Code:**

**Course Objectives:** Marketing management course enables a student to understand the fundamentals of marketing concept and the role marketing plays in business. This course enables a student to understand the 'Marketing mix' elements and the strategies and principles underlying the modern marketing practices

**Module I: Introduction to marketing**

- Introduction to marketing
- Marketing concepts
- Marketing process
- Marketing environment
- Buyer Behavior
- Market segmentation, targeting and positioning
- Introduction to marketing mix

**Module II: Product Marketing**

- Product Decisions
- Concept Of A Product
- Product Mix Decisions
- Brand Decision
- New Product Development Strategies
- Product Life Cycle Strategies

### **Module III: Pricing**

- Pricing Decisions
- Pricing Objectives and Approaches
- Pricing Policies and Constraints
- Pricing Methods

### **Module IV: Place (Marketing Channels)**

- Nature of marketing channels
- Structure and design of marketing channels
- Retailers and Wholesalers

### **Module V: Advertising and Promotion**

- Promotion Decision
- Promotion Mix
- Advertising Decision
- Objective And Campaign
- Ad Effectiveness
- Sales Promotion And Publicity
- Sales Force Decision

#### **Reference Book:**

- Sales and Marketing Management (Mathur Prakash)
- The Practical Guide to Sales & Marketing Management Gene Garofalo

### **Course Name: LEGAL ASPECTS OF BUSINESS**

#### **Course Code:**

**Course Objectives:** The objectives of the course are: To provide a basic understanding of various statutory provisions that confronts business managers while taking decisions.

### **Module 1: Indian**

## **Contract Act – 1872**

- Introduction – Definition of contract – agreement – offer – acceptance – consideration
- Contractual capacity – contingent contract – Quasi contract – performance – Discharge –
- Remedies to breach of contract.

## **Module 2: Partnership & Sale of Goods Act**

- Essentials of partnership,
- Rights and duties of partner
- Types of partners.
- Dissolution of partnership.
- Sale of Goods Act: Sale and Agreement to sell, Conditions and Warranties,
- Transfer of property, Finder of goods, Performance of contract of sale, Rights of an unpaid seller

## **Module 3: Contract of Agency**

- Essentials of Contract of Agency – Creation of Agency
- Kinds of Agents – Comparison Between an Agent and Servant – Comparison Between an Agent and Independent Contractor
- Relationship of Principal and Agent – Duties of an Agent – Rights of an Agent
- Duties and Rights of the Principal – Delegation of authority by an Agent –
- Sub Agent Position of Principal and Agent in relation to third Parties
- Termination of Agency.

## **Module 4: Company – Formation**

- Memorandum – Articles – Prospective Shares – debentures
- Directors – appointment – Powers and duties.
- Meetings – Proceedings – Management
- Accounts – audit – oppression & mismanagement – winding up.

## **Module 5:**

# The Consumer Protection Act, 1986

- Object – Rights of Consumers –Important Terms
- Consumer Complaint - Consumer Protection Councils
- Redressal Machinery – District Forum – State Commission - National Commission.
- Cyber Law -Need for Cyber laws
- Cyber law In India – Information Technology Act – 2000 – Defining Cyber Crime –
- Types of Cyber Crimes – Preventing of Computer Crime

## ➤ **Reference Book:**

- Law of Business contracts in India by Sairam Bhat, Sage, [www.sagepublications.com](http://www.sagepublications.com)
- Company law, Ashok K Bagrial Vikas publishing House.
- Business Law, chandra Bose, PHI learning India PVT Ltd.

**Course Name:** COST AND MANAGEMENT ACCOUNTING

**Course Code:**

**Course Objectives**

1. To impart basic knowledge of both financial and cost accounting.
2. To understand financial statements and reports to make decisions.

**Module I: Overview of Cost Management Accounting and Introduction to cost Terms**

- Definition, Scope and functions of Management Accounting
- Difference between Management Accounting and Financial Accounting
- The Management Accountant: Strategic Decisions, Decision making, Planning and control, Cost-Benefit Approach
- The Chief Financial Officer and The Controller
- Costs and Cost Terminology: Direct Costs and Indirect Costs, Cost Allocation, Variable Costs and Fixed Costs, Cost Drivers, Relevant Range, Total Costs and

Unit  
Costs, Inventoriable Costs and Period Costs, Prime Cost and Conversion Cost  
➤ Relationship Of Types Of Costs

## **Module II: Cost concepts**

- Introduction
- Determination of costs
- Elements of Cost
- Cost classification

## **Module III: Overheads**

- Introduction
- Allocation, Apportionment, Absorption
- Control over Factory
- Administration
- Selling and distribution overheads

## **Module IV: Marginal costing**

- Introduction
- Characteristics/Features of Marginal Costing
- Need for Marginal Costing
- Advantages & Disadvantages of Marginal Costing
- Distinction between absorption costing and marginal costing
- Cost volume profit (CVP) Analysis
- Break Even Analysis
- Margin of safety

## **Module V: Budget and budgetary control**

- Introduction
- Objectives

- Advantages and limitations
- Production budget
- Sales budget
- Cash budget
- Flexible budget

➤ **Reference Book:**

- Management Accounting – My Khan & P K Jain. Tata Mcgraw hill.
- Management Accounting – A. Murthy and S. Gurusamy – By Tata Mcgraw Hill.
- Management Accounting – Paresh shaw – Oxford University Press.
- Management Accounting – NM Singhvi and Ruzbeh J. Bodhanwala PHI learning PVT Ltd.
- Management Accounting, Principles and Applications – HUGH Coombs, David Hobbs and Ellis Jenkuis – By Sage [www.sagepublications.com](http://www.sagepublications.com)
- Managerial Accounting – Indian Edition Ronald W.Hicton, G. Ramesh and M. Jayadev by Tata Mcgraw Hill.

**Course Name:** CONFLICT MANAGEMENT& NEGOTIATION SKILLS

**Course Code:**

**Course Objectives:** To enhance and improve the techniques and skills in conflict management; To manage interpersonal disputes among parties; To understand and acquire different negotiation skills.

## **Module 1:** **Introduction** **to Conflict** **Management**

- Meaning and Source of Conflict
- Types of Conflict
- Levels of Conflict

- Traditional and Modern Approaches to Conflict
- Functional and Dysfunctional Conflicts
- Conflict Process
- Management of conflict Resolution & Stimulation Techniques
- Dual Concern Model of Conflict

## **Module 2: Conflict Handling Styles**

- Four Myths about Conflict
- Team Conflict
- Understanding individual styles for handling Inter Personal Conflict
- Cross Cultural differences in Approaches to Conflict
- Importance of Emotional Intelligence

## **Module 3: Overview of Negotiation**

- Elements of Negotiation
- Multiparty Negotiations
- Stages of Negotiation Process
- Issues for Negotiation
- Preparation for Negotiations
- Types of Negotiation
- Strategies and Tactics in Negotiation
- Bargaining & Negotiation- Differences and similarities
- BATNA
- Context of Mediation
- Conciliation
- Arbitration
- Principles of Persuasion
- Persuasion Strategy and its Effectiveness

## **Module 4: Effective Negotiations Skills**

- Need for Developing Negotiation Skills
- Breakdown of Negotiation- Causes and Consequences
- Third Party Intervention
- Impasse and Alternative Dispute Resolution (ADR)
- Intractable Negotiations, Characteristics that make a Negotiation more intractable
- Effective Negotiation- Mutual Trust and Understanding
- Challenges for Effective Negotiators

## **Module 5: Cultural Dimensions in Negotiation**

- Understanding Cultural Differences in Negotiation
- Hofstede's Cultural Dimensions
- Seven Pillars to Negotiations
- International Negotiations
- Best Practices in Negotiations

➤ **Reference Book:**

- Booth, A., Crouter, A. C., & Clements, M. (Eds). *Couples in Conflict*. Mahwah, NJ: Lawrence Erlbaum.
- *Casing a Promised Land* by Goodall: Carbondale: Southern Illinois University Press.
- *Conflict Management & Organization Development* by Willem F.G. Mastenbroek: John Wiley & Sons.
- Coser, L. *The Functions of Social Conflict*. New York: Free Press.
- Cupach, W.R. & Canary, D.J (1997). *Competence in Interpersonal Conflict*. Prospect Heights, IL: Waveland.
- *International Journal of Conflict Management* by Jones, T.S., Remland, NonVerbal Communication and Conflict Escalation: An attribution Based Model.
- *Leading Through Conflict, How Successful Leaders Transform Differences into Opportunities* by Mark Gerzon: Harvard Business School Press.
- Nagy, M. *Philosophical Issues in the Psychology of C.G. Jung*. Albany: SUNY Press.

"Negotiating the Impossible: How to Break Deadlocks and Resolve Ugly Conflicts" by Malhotra

## **SEM- IV**

**Course Name:** ENTREPRENEURSHIP DEVELOPMENT

**Course Code:**

**Course Objectives:** The students develop and can systematically apply

an entrepreneurial way of thinking that will allow them to identify and create business opportunities that may be commercialized successfully. process; protection of intellectual property involving patents, trademarks, and copyrights.

## **Module I: Introduction**

- Meaning, Definition And Concept Of Entrepreneur
- Entrepreneurship And Entrepreneurship Development
- Factors Affecting Entrepreneurship
- Characteristics And Skills Of An Entrepreneur
- Entrepreneur V/S Manager
- Concepts Of Intrapreneurship
- Types Of Entrepreneurs, Functions Of Entrepreneur
- Advantages Of Becoming An Entrepreneur
- Entrepreneurial Decision-Process, Challenges Faced By Entrepreneurs
- Common Mistakes In Entrepreneurship, And Changing Role Of Entrepreneur
- Women Enterprises
- Social Entrepreneurship
- Rural Entrepreneurship

## **Module II: Entrepreneurial Finance & Development Agencies**

- Estimating Financial Funds Requirement
- Sources of finance - Banks [VIEW](#)
- Various Financial institutions (including IFCI, ICICI, IDBI and SIDBI)
- Financing of small scale industries in Developing Countries
- Role of Central Government and State Government in Promoting Entrepreneurship with Various incentives, Subsidies, Grants
- Export Oriented units - Fiscal & Tax Concessions
- Role of Agencies Assisting Entrepreneurship:
- DICs, SSIs
- NSICs, EDII
- NIESBUD, NEDB
- Entrepreneurship Development Institute (EDI)
- New initiatives taken by Government to Promote Entrepreneurship in India at Larger Scale

## **Module III: Developing Entrepreneurial Mind-set**

- Idea Generation-Sources and Methods
- Identification and Classification of ideas
- Individual Creativity: Roles and Process
- idea to Business opportunity
- Entrepreneurial Motivation, Meaning of Entrepreneurial Competencies
- Major Entrepreneurial Competencies
- Developing Entrepreneurial Competencies
- Opportunity Assessment
- Business opportunities in Various Sectors
- Challenges of New Venture Start-Up
- Reasons for failure of New Venture
- How to begin with Low investment

## **Module IV: Developing a Business Plan**

- Environmental Scanning and SWOT analysis
- The Business Plan as an Entrepreneurial Tool
- Business Planning Process:
  - Elements of Business Planning
  - Preparation of Project Plan
- Components of an ideal Business Plan:
  - Market Plan, Financial Plan
  - Operational Plan
  - Feasibility Analysis Aspects
  - Economic Analysis
  - Financial Analysis
  - Market and Technological feasibility

## Module V: Launching a New Venture

- Steps involved in launching a business (Process Charts)
- Various Forms of business ownership
- Registration of business units
- Start-up to going IPO
- Revival, exit and end to a Venture

### ➤ Reference Book:

1. "Entrepreneurial Development" by Khanka S S
2. "Entrepreneurial Development and Small Business Management" by Dr P T Vijayashree & M Alagammai
3. "Entrepreneurial Development" by Desai

**Course Name:** LEADER SKILLS AND MANAGERIAL EFFECTIVENESS

**Course Code:**

**Course Objectives:** After completing this course, participants should be able to:

1. Understand the fundamental aspects of managing and leading organizations
2. How to practice effective leadership and management
3. How to create Team giving best output.
4. How to Manage Change, Communication and Action Plan

## Module 1: Introduction to Leadership & Management

- Differentiating between Management and Leadership
- Factors of Leadership
- Leadership challenges at work
- Management challenges at work

## **Module 2: Practicing Effective Leadership**

- Recognising Leadership Styles:
- Effective delegation and situational leadership
- The Managerial Grid: Blake and Mouton
- Four development levels of followers
- The four situational leadership styles
- Adapting your leadership style
- Influencing and motivating your team
- The Art of Persuasion and Negotiation
- The Speed of Trust - The Heart of Leadership

## **Module 3: Practicing Effective Management**

- The Essentials of Management: Planning, Organising, Controlling
- The Top Ten Qualities of an Excellent Manager
- Interviewing and Selection Skills
- Running Effective Meetings
- Making Effective and Impactful Presentations
- Managing Performance
- Decision Making and Delegation Skills

## **Module 4: Creating High Performance Teams**

- Teamwork in Action
- Team Learning and Performance
- Team Evolution Stages
- Managing Remote Teams
- Coaching and Mentoring Skills for Managers
- Managing of Challenging Behaviors
- Managing Pressure: Urgency vs Important
- Strategies for Different Quadrants on the Matrix

## Module 5: Managing Change, Communication and Action Plans

- Understanding Change and How Teams Respond
- The content and process dimensions of change
- Why do Organisations Resist Change?
- Overcoming Resistance
- Managing Change Effectively
- Effective Communication Skills
- Improving internal communications
- Getting Things Done: Practical Action Planning

### ➤ Reference Book:

- Bass, B.M. (1990). Bass and Stogdill's Handbook of Leadership: Theory, Research and Managerial Applications. 3rd Ed. New York: Free Press.
- Bing, John W. (2004, February). Hofstede's Consequences: The impact of his work and on consulting and business practices. *The Academy of Management Executive*. Briarcliff Manor: February 2004. Vol.18, No. 1: pp. 80-87.
- Black, J. Stewart & Porter, Lyman W. (1991) Managerial Behaviours and Job Performance: A Successful Manager in Los Angeles May Not Succeed in Hong Kong. *Journal of International Business Studies*, 1991, 22(1): 99-114., *Journal of International Business Studies*, 22(1), 99-114
- Bolman, Lee G., and Deal, Terrence E. (2003). Reframing Organisations: Artistry, Choice, and Leadership. San Francisco: Jossey-Bass Publishers.

**Course Name:** PROJECT MANAGEMENT

**Course Code:**

**Course Objectives:** 1. To develop critical thinking and knowledge in project Management's theory and

practice.

- To help students develop the competence of analyzing the feasibility of the project.
- To provide the student with analytical skills for solving problems relating to project management..

## **Module 1: Introduction to Projects**

- Definition of Project Management
- Project Management
- Project Manager and his Responsibilities
- PM as a Profession
- Selection of a Project Manager
- Fitting Projects into Parent Organization
- Project Management Team
- Phases of Project Management
- Project Environment
- The 7S of Project Management

## **Module 2: The Project Life Cycle**

- Concept of Project Management
- Project Life Cycle
- Project Classification Extended and Project Life Cycle

## **Module 3: Strategic Management and Project Selection**

- Selection Process of Project
- Project Selection and Criteria
- Nature of Project Selection Models
- Types of Project Selection Models
- Analysis under Certainty

## **Module 4: Project Analysis and Selection**

- Project Initiation and Resource Allocation
- Why is Resource Allocation needed?
- Market Analysis and Demand Analysis
- Criteria for a Good Forecasting Method
- Technical Analysis
- Material Inputs and Utilities
- Basis of Government Regulatory Framework
- Project Proposal and Project Portfolio Process

## Module 5: Functions of a Project Manager

- Functions of a Project Manager
- Roles and Responsibilities of a Project Manager
- Delegation of Authority
- Building Project Team
- Project Organisation
- Matrix Organisation
- Project Team and Human Factors

### ➤ Reference Books:

- Clements/Gido, Effective Project Management, Thomson
- Clifford F. Gray and Erik W. Larson, Project Management, Tata McGraw Hill
- Dennis Lock, Project Management, Ninth Edition, Gower
- K. Nagarajan, Project Management, Third Edition, New Age International
- P.C.K. Rao, Project Management and Control, Sultan Chand & Sons
- Prasanna Chandra, Projects - Planning, Selection, Financing, Implementation, and Review, Sixth Edition, Tata McGraw Hill
- Vasant Desai, Project Management, Second Revised Edition, Himalaya Publishing House

**Course Name:** SMALL BUSINESS MANAGEMENT

**Course Code:**

**Course Objectives:** To enable the students to know the importance of small scale business in a developing economy like India and motivate the students to start small scale business.

## **Module 1: Basics of Small Business Enterprise**

- Small Business - Definition - Features
- Role of Small Business in Economic Development
- Reasons for Establishing Small Business
- Quality of Small Businessmen
- Advantages and Disadvantages of Small Business
- Reasons for Failures of Small Business
- Characteristics of Successful Small Businessmen
- Different Stages of Small business

- Steps in Setting up a Small Business
- Crisis Management in Business
- Relationships between Small and Large Units
- Small Sector in India
- A note on Family Business.

## **Module 2: Dynamics of Small Business**

- Concepts and Definitions of Small Scale Industries (SSIs)
- Role of SSIs -
- Government Policy and Development of SSIs
- Growth and Performance -SSI
- Reservation of items for SSI
- Problems of SSI
- Sickness of SSI: Causes, Symptoms and Cures

## **Module 3: Institutions Supporting Small Business**

- Central, State and Other Institutional Support for SSI
- Technological Upgradation and Institutional facility for SSI
- Incentives and Subsidies for SSI.

## **Module 4: Management of Small Business**

- Production Management in Small Business Enterprises
- Financial Management in Small Business Enterprises
- Marketing Management in Small Business Enterprises
- Strategic Management in Small Business Enterprises
- Personal Management in Small Business Enterprises
- Office Management in Small Business Enterprises

## Module 5: International Small Business

- Preparing to go International
- International Business Plan
- Establishing Business in Another Country
- Exporting & Importing
- Financial Mechanisms for Going International
- The International Challenge

### ➤ Reference Books:

- Small Business Management Hardcover - 26 September 2013 by Leslie Palich (Author), Frank Hoy (Author), Justin G. Longenecker (Author), J. Petty (Author).

**Course Name:**DIGITAL MARKETING & E –COMMERCE

**Course Code:**

**Course Objectives:** The Course aims to provide an insight into the dynamic and exciting industry that is digital marketing and e-commerce.

### **Module 1: Introduction to E-commerce**

- E-Commerce - Meaning, Features of E-Commerce, Categories of E-Commerce, Advantages and Limitations of E-Commerce, Traditional Commerce and E-Commerce
- E-Commerce Environmental Factors: Economic, Technological, Legal, Cultural and Social
- Factors Responsible for Growth of E-Commerce, Issues in Implementing E-Commerce, Myths of E-Commerce.
- Impact of E-Commerce on Business, E-Commerce in India
- Trends in E-Commerce in Various Sectors: Retail, Banking, Tourism, Government, Education
- Meaning of M-Commerce, Benefits of M-Commerce, Trends in M-Commerce

### **Module 2: 2 E-Business and Applications**

- E-Business: Meaning, Launching an E-Business, Different Phases of Launching an E-Business
- Important Concepts in E-Business: Data Warehouse, Customer Relationship Management, Supply Chain Management, Enterprise Resource Planning.
- Bricks and Clicks Business Models in E-Business: Brick and Mortar, Pure Online,

Bricks and Clicks, Advantages of Bricks and Clicks Business Model, Superiority of Bricks and Clicks, E-Business Applications: E-Procurement, E-Communication, E-Delivery, E-Auction, E-Trading.

- Electronic Data Interchange (EDI) in E-Business: Meaning of EDI, Benefits of EDI, Drawbacks of EDI, Applications of EDI.
- Website: Design and Development of Website, Advantages of Website, Principles of Web Design, Life Cycle Approach for Building a Website, Different Ways of Building a Website

### **Module 3: Payment, Security, Privacy and Legal Issues in E-Commerce**

- Issues Relating to Privacy and Security in E-Business.
- Electronic Payment Systems: Features, Different Payment Systems: Debit Card, Credit Card, Smart Card, E-Cash, E-Cheque, E-Wallet, Electronic Fund Transfer.
- Payment Gateway: Introduction, Payment Gateway Process, Payment Gateway Types, Advantages and Disadvantages of Payment Gateway.
- Types of Transaction Security.
- E-Commerce Laws: Need for E-Commerce laws, E-Commerce Laws in India, Legal Issues in E-Commerce in India, IT Act 2000

### **Module 4: Digital Marketing**

- Introduction to Digital Marketing, Advantages and Limitations of Digital Marketing.
- Various Activities of Digital Marketing: Search Engine Optimization, Search Engine Marketing, Content Marketing and Content Influencer Marketing, Campaign Marketing, E-mail Marketing, Display Advertising, Blog Marketing, Viral Marketing, Podcasts and Vodcasts.
- Digital Marketing on Various Social Media Platforms.
- Online Advertisement, Online Marketing Research, Online PR.
- Web Analytics.
- Promoting Web Traffic.
- Latest Developments and Strategies in Digital Marketing.

### **Module 5: Managing your career**

- What do Digital Marketers do?
- Where to work in Digital Marketing : Client-side, Vendor, Agency
- Digital Disciplines
- Preparing for Job in Digital Marketing & E-commerce

### **➤ Reference Books:**

- Risk Management for meeting and events by Julia Rutherford Silvers
- Event Risk Management and Safety (The Wiley Event Management Series) by Peter E. Tarlow

## **Bachelors for Business Administration in Investment Banking**

### **CURRICULUM & COURSE CONTENT FOR INVESTMENT BANKING – Third YEAR**

#### **SEM-V**

**Course Name:** REGULATORY ASPECTS OF FINANCIAL SYSTEMS & CAPITAL MARKET

**Course Code:**

**Course Objectives:**

The basic objective of this course is the students would be able to acquire knowledge in,

- ► The legal & regulatory framework of the financial system.
- ► and the various laws and enactments affecting day to day financial Operations

#### **Module 1: Introduction to the Financial System**

- Understand the Indian Financial System
- Know about the Financial Market Intermediaries
- Know the various types of Financial Securities
- Define and Understand types of Financial Securities

#### **Module 2: Regulatory Framework – General View**

- Know the Regulatory System in India
- List the Financial Market Regulators and understand their role
- Discuss the role of SEBI in Financial Market Regulation
- Describe the role of RBI in Financial Market Regulation.
- Discuss the IRDA in Financial Market Regulation.
- Describe the PFRDA in Financial Market Regulation
- Discuss the role of other regulators in the financial market
- Know the Registrar of companies (ROC)
- Know the Economic Offences Wing (EOW)
- Know the Financial Intelligence Unit - India (FIU-I)
- Know the Police Authorities
- Understand the role of Appellate Authority
- Understand the Role of Appellate Authority -Securities Appellate Tribunal (SAT)
- Discuss the Legislative Framework Governing the Financial market
- Know the SEBI act 1992
- Know the Securities Contracts (Regulation) Act, 1956
- Know the Securities Contracts (Regulation) Rules, 1957

- Know the Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 2015
- Know the SEBI (Prohibition of Fraudulent and Unfair Trade Practices relating to Securities Market) Regulations, 2003
- Know the SEBI (Substantial Acquisition of Shares and Takeovers) Regulations, 2011
- Know the Companies Act, 1956/2013
- Know the Indian Contract Act
- Know the Public Debt Act, 1944
- Know the Prevention of Money-Laundering Act, 2002
- Know the Foreign Exchange Management Act, 1999
- Know the Bye-Laws of Stock Exchanges
- Know the Taxes on Securities

### **Module 3: Introduction to Compliance**

- Understand the need for Compliance
- Understand the meaning of Compliance
- Understand the meaning of Compliance Officer.
- Discuss the importance of appointment of compliance officer.
- Know the Role and Reporting Structure
- Understand the scope and role of a compliance officer.
- Know the Reporting Structure pertaining to Compliance Officer.
- Explain the need for independence for the Compliance Officer to perform his function.
- Explain the reporting responsibility of the Compliance Officers.
- Understand the Responsibilities of COs towards Stakeholders:
- Know the Compliance requirements under the SEBI (CAPSM) Regulations, 2007
- Know the Obligation of Obtaining Certification
- Know the Manner of Obtaining Certification
- Know the Validity Period of Certificate
- Understand the Continuing Professional Education Requirements

### **Module 4: SEBI Act, 1992**

- Understand the Salient Feature of SEBI Act, 1992
- Explain the powers & functions of the SEBI
- Understand the Penalties and Adjudication
- Explain the Appellate Tribunal
- Know the Registration of Intermediaries
- Know the Prohibition of Manipulative and Deceptive Devices, Insider Trading etc

### **Module 5 : SEBI (KYC Registration Agency) Regulations, 2011**

- Introduction to the SEBI (KYC Registration Agency) Regulations, 2011
- Understand the registration process, conditions of initial and permanent registration.
- Understand the Obligations on Surrendering Certificate of Registration.
- Understand the Functions and Obligations of KRA and Intermediary
- Understand the Functions and Obligations of KRA

- Understand the Functions and Obligations of the Intermediary
- Discuss the Code of Conduct for KRA
- Understand the Guidelines for Intermediaries, KRAs and In-person Verification
  
- **Reference Book:**
- Capital Market and SEBI Regulations Paperback - 30 Oct 2009 by Tapash Ranjan Saha
- Financial System and its Regulation in India by Alok Pandey, G.L. Sharma, V.K. Mehta

## **Course Name:** SECURITY ANALYSIS AND VALUATION

### **Course Code:**

**Course Objectives:** This course provides insights and understanding of security analysis and valuation from both theoretical and empirical perspectives.

On completion of this course and the Essential reading and activities, you should be able to:

- carefully analyze the financial performance of given securities and critically review equity research published by financial analysts
- competently apply valuation technologies required in corporate finance with minimum guidance
- critically assess third-party valuation reports
- recall main insights and key facts of the fund management industry
- clearly recognize the difficulties associated with measuring abnormal returns in fundamental and technical analysis.

### **Module 1: Introduction**

- Introduction to the analysis framework using financial statements
  - The setting: investors, firms, securities and financial markets.
  - The framework for analysis. Business strategy analysis. Industry analysis. Competitive strategy analysis.
  - Sources of competitive advantage. Achieving and sustaining competitive advantage.
  - Accounting analysis. Financial analysis. Prospective analysis
- Introduction to stylized financial statements
  - Stylized profit and loss, balance sheet and cash flow statement
  - Accounting relations governing the stylized financial statements.

### **Module 2: Stock Market**

- Stock Exchanges in India - Operations
- Regulation and Management of Stock Exchanges
- Recognition of Stock Exchanges
- Stock Exchange Members
- Trading at Stock Exchanges

- Trading Limits
- Stock Market Indices
- Weekly settlements
- Stock depositories
- Steps in Stock Exchange Transactions
- Stock Brokers & Other Intermediaries

### **Module 3: Securities valuation**

- Securities valuation
- Implications for price-to-earnings and price-to-book ratios
- Financial information and stock prices

### **Module 4: Securities and Investments**

- Introduction
- Equity Shares
- Fixed income securities
- Mutual funds
- Deposits
- Life insurance policies
- Financial derivatives
- LISTING OF SECURITIES
- Chandratre Committee Report (1997)
- EFFICIENT MARKET THEORY
- The Runs Test

### **Module 5: Empirical evidence on returns to fundamental and technical analysis**

- Returns to fundamental analysis
- Returns to technical analysis
- ***Reference Books***
- Palepu, K., V. Bernard and P. Healy Business analysis and valuation. (Mason, OH: South-Western College Publishing, 2012) fifth international edition [ISBN 9781133434863].
- Penman, S. Financial statement analysis and security valuation. (Boston, MA: McGraw-Hill, 2012) fifth edition [ISBN 9780071326407].

**Course Objectives:** The course presented examines the theoretical basis and practical approach to the management of stocks and fixed income investment portfolios. The course objective is to acquaint students with the theoretical foundation of modern portfolio theory, the major groups of investors and their investment objectives and constraints, and to master practical skills in investment management, forming capital market expectations and forecasting markets activity to justify major investment portfolio management strategy for equity and fixed-income instruments. A distinctive feature of the course is to focus on practical issues of managing the investment portfolio, ground on the results of recent academic research in the field of portfolio management. As a result of the course, students will know the basic theoretical foundations of portfolio theory, understand the investment process scope and stages, be able to form market expectations and build strategic asset allocation, select the optimal investment strategy.

### **Module 1: The investment process, milestones portfolio management**

- Planning
- Implementation
- Monitoring and rebalancing

### **Module 2: Investment objectives and constraints of the different groups of investors**

- Private investors

- Pension funds
- Insurance companies
- Foundations and endowments
- Banks

### **Module 3: Assessment of market expectations**

- The analytical process
- Limitations of economic data and analysis methods
- Psychological Traps
- Basic model group
- Economic analysis and market forecasts

### **Module 4: Strategic asset allocation**

- The importance of asset allocation
- Asset and Liability Management (ALM)
- Financial Psychology
- Selection of asset classes
- Optimization

### **Module 5: Portfolio management, fixed income**

- Bond Portfolio Management Strategies
- Active and passive portfolio management
- Sources of income from fixed-income instruments
- Investing in foreign bond markets

### **Module 6: Managing a portfolio of stocks**

- Active and passive management of a portfolio of stocks
- Equity Indices
- Tools passive investing
- Investment Styles
- Analysis of investment styles based on portfolio and income
- A market-neutral investment

#### ***Reference Books***

- John L. Maginn, CFA (Editor), Donald L. Tuttle, CFA (Editor), Dennis W. McLeavey, CFA (Editor), Jerald E. Pinto, CFA (Editor). *Managing Investment Portfolios: A Dynamic Process*. 3rd Edition. April 2007.
- Dan Nevins. «Goals-based Investing: Integrating Traditional and Behavioral Finance». By SEI, October 2003.
- Hammond, John, Ralph Keeney, and Howard Raiffa. 1998. «The Hidden Traps in Decision Making.» *Harvard Business Review*. Vol. 76, No. 5: 47-58.
- Bekaert, Geert, Robert Hodrick, and David Marshall. 2001. «Peso Problem Explanations for Term Structure Anomalies.» *Journal of Monetary Economics*. Vol. 48, No. 2: 241-270.
- Goetzmann, William, and Philippe Jorion. 1999. «Re-Emerging Markets.» *Journal of Financial and Quantitative Analysis*. Vol. 34, No. 1: 1-32.
- Dimson, Elroy, Paul Marsh, and Mike Staunton. 2002. *Triumphs of the Optimists: 101 Years of Global Investment Returns*. Princeton, NJ: Princeton University Press.
- Dimson, Elroy, Paul Marsh, and Mike Staunton. 2006. *Global Investment Returns Yearbook 2006*. ABN-AMRO.

**Course Name:** INVESTMENT MARKETING

**Course Code:**

**Course Objectives:** On completion of this course, the students will be able to understand the critical success factors for financially evaluating and effectively controlling marketing investment decisions

### **Module 1: Marketing Investment Analysis**

- The critical success factors for financially evaluating and effectively controlling marketing investment decisions
- Segmentation in a Mature Market
- Accounting Principles
- Effectiveness versus Efficiency
- Strategic Thrust
- Corporate Brand Name

### **Module 2: Critical success factor**

- Clarifying your objectives
- Understanding life-cycles
- Selecting an evaluation technique appropriate to measuring effectiveness within the time-scales of the decision.
- Evaluating against the base case.

### **Module 3: Control of the investment decision.**

- Definition of investment decision and control
- Investment Decision Process

### **Module 4: Return on Marketing Investment**

- Return on Marketing Investment (ROMI)
- Measuring the financial contribution generated by marketing
- Marketing Mix Modelling
- Conjoint Research
- Drivers Analysis
- Use of Brand Impact Analysis Sophistication and Scale Analysis

### **Module 5: Using feedback as a learning tool**

- Provides motivation to managers
- Investment centre
- **Reference Books**
- Bat-wise. P.. Marsh. P.R. and Wenslev. R. "Must Finance and Strategy Clash?", Harvard Business Review, September-October 1989, ~~85-90.
- Ravburn. L.G. "Marketing Costs - Accountants to the Rescue", Management Accounting (US), January 1981, ~~32-41.
- Reece. J.S. and Cool. W.R. "Measuring Investment Centre Performance", Harvard Business Review, MayJune 1978, ~~28-46.
- Ward. K.R. "Financial Aspects of Marketing", Heinemann, 1989

# **Bachelors for Business Administration in Investment Banking**

## **CURRICULUM & COURSE CONTENT FOR INVESTMENT BANKING**

### **– Third YEAR**

#### **➤ SEM-VI**

**Course Name:** FINANCIAL DERIVATIVES

**Course Code:**

**Course Objectives:** After going through this lesson you will be able to:

- understand meaning and evolution of derivatives
- describe the features and types of financial derivatives
- understand uses and functions of derivative securities
- distinguish between futures and forward contracts

#### **Module 1: Introduction**

- Introduction
- Various Definitions of Derivatives
- Types of Derivatives
- Evolution of derivatives
- Popular Derivative Instruments
- Uses of Derivatives
- Derivatives in India
- Regulations for Derivatives Trading
- SEBI Act 1992
- L.C Gupta Committee Recommendations for Derivative Trading

#### **Module 2: Types of financial derivatives**

- Classification of Derivatives
- Derivatives contracts

#### **Module 3: Uses and functions of derivatives**

- Risk aversion tools
- Prediction of future prices
- Enhance liquidity
- Assist investors
- Integration of price structure
- Catalyze growth of financial markets
- Brings perfection

## **Module 4: Functions of derivatives markets**

- Economic functions of the derivatives market
- Derivatives Market
- Price Discovery
- Risk transfer
- Cash Market
- Speculation
- How Disruptive Startups Spread the Wealth by Encouraging Derivative Businesses
- Why disruptors need derivatives
- Entrepreneur Editors' Picks
- Derivative Markets
- How Margin Trading Works?
- Time-Bound Nature of Derivative Contracts

## **Module 5: Futures contracts and Forward Contracts**

- Future Contracts
- Role of clearing house
- Functions of clearing house
- Margin system
- Marking to Market (daily settlement)
- Features of Currency futures
- Interest rate futures
- Stock index futures
- Commodity futures
- Trading strategies in stock futures
- Settlement of futures
- Forward Contracts
- Difference between spot contract and forward contract
- Payoff on Forward Contracts

### ***Reference Books***

- Apte, Prakash, G., International Financial Management, 3rd edition, Tata McGraw Hill Publishing Company Ltd., New Delhi, 2005.
- Bhalla, V.K., Financial Derivatives- Risk Management, Sultan Chand and Company Ltd., New Delhi, 2001.
- Bhalla, V.K., International Financial Management, 2nd edition, Anmol Publishing House, New Delhi, 2001.
- Dubofsky, Junior, Miller W. Thomas, Derivatives valuation and risk management, Oxford University Press, New York, 2003.
- Fabozzi et al., Foundations of Financial Markets and Institutions, Pearson Education inc. Delhi, 2002.
- Gupta, S.L., Financial Derivatives (Theory, Concepts and Problems), Prentice Hall of India Ltd., New Delhi, 2005.
- Hull, John C., Options, Futures and Other Derivatives, 5th edition, Prentice Hall of India Pvt. Ltd., 2003.
- Jain et al., International Financial Management, Macmillan India Ltd., Delhi, 2005

**Course Name: COMMODITIES MARKET**

**Course Code:**

**Course Objectives:** To provide an insight into what is Commodity market and its importance, objective, function and role. To know Regulatory Mechanism of Commodity Markets in India and Distinction between Stock Market and Commodities Market

### **Module 1: Commodities Market Overview**

- What Is a Commodity?
- Commodity Exchanges in India and the Products Traded
- What are the different types of traded commodities?
- How to trade in the Commodities market?
- Importance of Commodities Market in India
- How do you invest in commodities?
- Forward Markets Commission
- Following are the key differences between the stock market and commodity market:
- Things to Consider While Choosing Between Stock Market and Commodity Market

### **Module 2: Commodities Market: Role and Organization**

- What Are Commodity Markets?
- Evolution of Commodities Markets in India:
- EVOLUTION OF COMMODITY DERIVATIVES TRADING IN INDIA:
- AGRICULTURAL COMMODITIES
- INTERNATIONAL COMMODITY MARKET
- FUTURE OF THE FUTURES MARKET
- Commodity Derivative Market- An Overview
- Types / Categories of Membership

### **Module 3: Commodity Exchanges**

- Commodity Exchanges
- Major Commodity Trading Exchanges in India
- Commodity exchanges: Regional, National & International
- Nature of Commodity Exchanges
- Functions of Commodity Exchanges
- The most important of such services are as follows
- Types of Commodities

### **Module 4: Trading In Commodities Market**

- Introduction
- Patterns of Trading
- Types of Orders
- Broker and Trader
- Participants in the Market
- Clearing
- Settlement

## Module 5: Efficiency of Commodity Markets

- Introduction
- Size of Commodity Markets in India
- Benefits of Commodity Markets
- Advantage & Disadvantage Of Commodity Markets
- Electronic Commodities Trading
- Contracts in the commodity market
- Derivatives

### Reference Books

- Guide to Indian Commodity Market Paperback – 2007 by Ankit Gala (Author), Jitendra Gala (Author)
- Pring M.J.: hard book of Commodity and Futures, McGraw Hill.
- Kleinman G., Commodity Futures and Options, Taxman.

## Course Name: MUTUAL FUND & RISK MANAGEMENT

### Course Code:

**Course Objectives:** After completing this course you will be able to understand:

Concept of mutual funds, Structure and constituents of mutual funds, various types of mutual fund product,  
Management of bond fund portfolio, Management of equity fund portfolio, Accounting and valuation of mutual funds,  
Prospectus of mutual fund, Annual Report of mutual fund, Evaluation of performance of mutual fund, Regulations of mutual fund Industry, Trends in mutual fund Industry.

### Module 1: Mutual Funds - Concept

- Introduction
- Concept of mutual funds
- Basic types of mutual funds
- Advantage & Disadvantage Of Mutual Fund
- Pros of Mutual Fund Investing
- Cons of Mutual Fund Investing
- Difference Between Mutual Funds & Bank Deposits

### Module 2: Mutual Funds - Structure and Constituents

- Constituents Of A Mutual Funds
- Structure Of A Mutual Funds
- Mutual Funds In USA & Elsewhere
- Difference Between A Mutual Funds & Commercial Banks
- Various Types Of Mutual Funds Products
- Basic Classification Of Mutual Funds
- Such Other product Similar To Mutual Funds
- Types of Risks Associated With Mutual Fund

## **Module 3: Management of bond and equity fund portfolio**

- Bond funds
- Basic Characteristics Of A Bond
- Bond Valuation
- Risk In Bond Investment
- Equity Share
- Advantage & Disadvantage OF Mutual Fund
- Market Value Of Equity
- Types Of Equity Shares
- Equity Research
- Valuation
- Passive Portfolio Strategy
- Active Management
- Passive vs. Active Portfolio Management
- Portfolio Strategies

## **Module 4: Prospectus and Annual Reports of Mutual Fund**

- Meaning and importance of mutual fund prospectus
- What Does The Annual Report?
- Shareholder Expense
- Investment Portfolio
- Statement Of Assets & Liabilities
- Statement Of Operations
- Financial Highlights
- Financial Statements

## **Module 5: Evaluation Of Performance of Mutual Funds**

- Measuring Mutual Fund Performance
- Measuring Return
- Measuring Risk
- Risk – Adjusted Return
- Compare Mutual Funds
- Developing Performance Standards
- Pros & Cons Of Performance Measurement
- Pro & Cons Of Performance Evaluation

## **Module 6: Regulations of Mutual Fund Industry**

- SEBI Guidelines for Investing in Mutual Funds
- Legal and Regulatory Environment of Mutual Funds in India
- Legal Environment Of Mutual Funds
- Regulation of Mutual Funds in India
- Investor
- Rights Of Investors
- Market Context
- Transparency
- Expense Limit

- Mutual Fund Complexes

### ***Reference Books***

- Performance Appraisal for Mutual Funds – M. S. Turan, B. S. Bodlay
- Smart Guide to Profiting from Mutual Funds (The Smart Guides Series) by Susan Karp
- Common Sense on Mutual Funds: New Imperatives for the Intelligent Investor BY Author – John. C. Bogle
- Read more on Groww: <https://groww.in/blog/10-mutual-fund-books-that-should-be-in-your/>
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## **Course Name: FOREX MANAGEMENT AND CURRENCY DERIVATIVES**

### **Course Code:**

**Course Objectives:** The course objective is to enable the students to have an in-depth understanding of the principles and procedures relating to Forex markets and different types of currency derivatives and its operations. After this module you should be able to:

- Understand meaning and features of Foreign Exchange Market
- Understand the functions of Foreign Exchange Market
- Familiarize with the quotations in Foreign Exchange Market
- Familiarize with the process of transaction in Foreign Exchange Market

### **Module 1: The Foreign Exchange Market**

- Organization
- Spot Vs Forward Markets
- Bid and Ask rates
- Interbank Quotations
- Direct Quote
- Cross Rate
- Merchant Discount Rates
- Role Of RBI

### **Module 2: Exchange Rates**

- Exchange Rate
- Gold Standard
- Bretton Woods
- Fixed Vs Floating Exchange Rate
- 6 Factors That Influence Exchange Rates
- Exchange Controls

### **Module 3: Foreign Exchange Transactions**

- Spot Vs Forward transactions
- Forward Margins
- Interbank Deals
- Arbitrage
- Factors determining Forward margins
- Different types of Foreign exchange expositors

## **Module 4: Ready and Forward Exchange Rates**

- Principle types of Ready Merchant rates
- Ready rates based on cross rates
- Forward Exchange Contracts
- Execution Of Forward Contracts
- Dealing Position
- Exchange Position
- Cash Position

## **Module 5: Currency Derivatives**

- Currency Forwards
- Currency Futures
- Currency Options
- Exchange Traded Derivative
- Swaps
- Forward Rate Agreements
- Interest Rate Options

### ***Reference Books***

- Alan C Shapiro, MULTINATIONAL FINANCIAL MANAGEMENT, Prentice Hall, New Delhi
- Francis Cherunilam, INTERNATIONAL ECONOMICS, Tata Mc Graw Hill Pub Ltd, New Delhi
- Ian H Giddy, GLOBAL FINANCIAL MARKETS, AITBS Publishers and Distributors, New Delhi
- C Jeevanandam, FOREIGN EXCHANGE: PRACTICE, CONCEPTS, Sultan Chand & Sons, New Delhi
- Vijayabhaskar P and Mahapatra B., DERIVATIVES SIMPLIFIED, RESPOSE BOOKS, Sage Publications, New Delhi

## **Course Name: MERGERS AND ACQUISITIONS**

### **Course Code:**

**Course Objectives:** This course is designed to provide an understanding of the essential elements of Mergers and Acquisitions with the basic methods of valuation, post-merger valuation, methods of payment and financing options at global level.

## **Module 1: Mergers and Acquisitions**

- Introduction to Mergers
- Types of Mergers
- Mergers & Acquisitions
- Cross-Border Mergers and Acquisitions
- Issues In Cross – Border M & A
- Challenges Faced By Cross Border M and A

## **Module 2: Demerger**

- Types of demerger
- reverse merger
- Buyback
- leverage buy-out strategy
- How Does a Merger Work?
- Growth

- Synergy
- Operating Synergy
- Financial Synergy
- Diversification Acquisition
- Takeover & Its Types
- Takeover bids
- Legal Framework For Mergers & Acquisition
- Leverages & Buyouts
- Hostile Tender Offers
- Anti-Takeover Measure

### **Module 3: Procedures and Processes in an M&A**

- 10-step M&A deal process
- Concept Of Mutual Funds
- M&A Deal Structure
- Strategic Vs Financial Buyers
- Analysing Mergers & Acquisitions

### **Module 4: Deal Valuation and Evaluation**

- Basics of Valuation
- Methods Of Valuation
- Economic Value Added ( EVA )
- Sensitivity Analysis
- Slump Sales & It's Implications
- Cost – Benefit Analysis
- Swaps Ratio

### **Module 5: Post-Merger Evaluation**

- Financial Evaluation Of M&A
- How Does a Merger Affect Shareholders?
- Methods Of Payment & Financing Option In Mergers & Acquisitions Financing Decision
- Mergers Acquisition & Competition Law 2002
- Friendly Takeover

### **Reference Books**

- Gupta, Manju (2010): Contemporary Issues in Mergers and Acquisitions. Himalaya Publishing
- Sundarsanam (2006); Creating Value from Mergers and Acquisitions, (1st ed.) Pearson Education
- Ramanujan. S. (1999); Mergers: The New Dimensions for Corporate Restructuring, McGraw Hill
- Narayankar, Ravi, (2013): Merger and Acquisitions Corporate Restructuring, Strategy and Practices, (2nd ed.). International Book House Pvt. Ltd.

