**Strategic Management**  
*[60 lectures]*

**Learning Objectives:**

- To apply common business terminology accurately and appropriately to describe strategy, marketing, new product development, operations, finance, economics and accounting in discussion and in written analyses.
- To Analyze business as an integrated system, describe its component parts and their interrelationships, and demonstrate how to manage the system to maximize shareholder value.
- To Find, analyze, interpret and evaluate financial and other company data, using a variety of online and print sources commonly available to the business community.
- To Recognize competitive forces in the marketplace, and develop appropriate reactions based on existing constraints and resources.

<table>
<thead>
<tr>
<th>Unit number</th>
<th>Topics</th>
<th>No. of lectures</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td><strong>Concepts of strategy and Strategic management process-</strong> Terminology-Strategic Thinking, Strategic planning, Strategy, Management of Strategy. Strategic- Intent, Assessment, Options and their interaction. Profit and Purpose. The Strategic Planning Process- Traditional, Environmental Scanning and Strategic planning Model. <strong>Strategy and Structure</strong> – Building capable organization- Structural considerations, Organizational Structures- Simple, Functional, Divisional, Matrix, SBU, Hybrid- Features, advantages and disadvantages of each. Linking structure to strategy, developmental stage and structure, considerations for choice of structure. Structure- Strategy sequence, Structuralist and Reconstructionist approach. The Three Strategy Propositions- Value, Profit &amp; People, Blue Ocean Strategy and Alignment.</td>
<td>15</td>
</tr>
</tbody>
</table>
Management of Change - Internal and external sources of power.

**Strategic choices – sustaining competitive advantage** – price based advantage, differentiation based advantage. Sustainable Competitive advantage through collaboration, Technology, RBT, Learning, Logistics, IT CSR and others. Strategic choices at corporate and business levels, difference between the two. Behavioral considerations affecting strategic choice. Games Theory - Introduction to strategic games, Terminology and classification of games, prisoners’ dilemma, Nash equilibrium, Best response analysis.

### III

**Mergers and acquisitions:** The popularity of Merger and Acquisition Strategies. Difference between Merger, Acquisition and Takeover, Reasons for Acquisition. Problems in having a successful acquisition. Attributes of successful acquisition.

**Scenario mapping – managing new ventures:** Strategic Mapping, Scenario Planning. Issues in Managing a New Venture for Success.

### IV


**Role of strategic leader in Implementation:** Contribution by a strategic leader, Role of strategic leader, Issues in strategic leadership.

---

**Continuous Internal Assessment:**
- Mid semester test
- Project Work - Assignment with viva

**Reference Books:**

3. “HBR’s 10 must reads on Strategy”, Harvard Business Review
4. W. Chankim, Renee M “Blue Ocean Strategy: How to create uncontested market space and make competition irrelevant”

**SYLLABUS UNDER AUTONOMY**
Risk Management  
[60 lectures]

Learning Objective:

- To give brief introduction of different types of risk.
- To help students understand how to manage different types of Risk.

<table>
<thead>
<tr>
<th>Unit</th>
<th>Title</th>
<th>No. of Lectures</th>
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</thead>
<tbody>
<tr>
<td>I</td>
<td>Introduction to Risk</td>
<td>12</td>
</tr>
<tr>
<td></td>
<td>- Definition of risk, types of risk, measurement of risk, management of risk,</td>
<td></td>
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<tr>
<td>II</td>
<td>Corporate Risk Management</td>
<td>16</td>
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<tr>
<td></td>
<td>- Derivatives and other contracts to manage risk</td>
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<td></td>
<td>- Options to Hedge and exploit Risk</td>
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<td></td>
<td>- Creating integrated Risk management Strategy</td>
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<td></td>
<td>- Conquering Risk</td>
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<tr>
<td>III</td>
<td>Risk in Banking and Insurance</td>
<td>16</td>
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<tr>
<td></td>
<td>- Credit Risk, Electronic Banking Risk, Risk in management policy, liquidity risk</td>
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<tr>
<td></td>
<td>- Risk base supervision of Banks</td>
<td></td>
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<tr>
<td></td>
<td>- Insurance as risk management technique</td>
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<tr>
<td></td>
<td>- Types of insurance to manage risk</td>
<td></td>
</tr>
<tr>
<td>IV</td>
<td>Risk management in Human resources and Marketing</td>
<td>16</td>
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<td>- The HR Contribution to understand how managing people risks will benefit their organization.</td>
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<td>- Assist the user to put into place a practical policy for managing risks associated with employees from recruitment through to the close of the employee/employer relationship.</td>
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<td></td>
<td>- Variation Risk Management: Focusing Quality Improvements in Product Development and Production</td>
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</tbody>
</table>

Continuous Internal Assessment :
Mid semester test
Project Work- presentation

Reference Books:

3. Prof K. M. Bhattacharya, “Management in Indian Banks”, Himalaya Publication

SYLLABUS UNDER AUTONOMY

BACHELOR OF MANAGEMENT STUDIES

SEMESTER VI

COURSE: C.BMS.6.03

Operations Research
[60 lectures]

Learning objectives:

- To introduce students to advanced analytical methods of decision making.
- To help them use techniques such as mathematical modeling to analyze complex situations.
- To help them build more productive systems.

<table>
<thead>
<tr>
<th>Units</th>
<th>Title</th>
<th>No. of Lectures</th>
</tr>
</thead>
</table>
| I     | **Introduction to OR and Linear Programming**  
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** | 15 |
### Construction of Network – Rules & precautions.

<table>
<thead>
<tr>
<th>IV</th>
<th>Decision Theory and Decision Tree</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Decision Environments – risk &amp; uncertainty. Payoff table, Regret table.</td>
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<td></td>
<td>• Decision making under uncertainty</td>
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<td></td>
<td>• Maximin &amp; maximax criteria</td>
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<td></td>
<td>• Minimax Regret criterion</td>
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<td></td>
<td>• Laplace criterion</td>
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<td>• Hurwicz criterion</td>
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<td>• Expected Monetary Value criterion.</td>
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<td>• Expected Value of Perfect Information (E.V.P.I)</td>
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<td></td>
<td>• Expected Opportunity Loss (E.O.L).</td>
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<tr>
<td></td>
<td>• Decision Tree (Simple examples)</td>
</tr>
</tbody>
</table>

### Continuous Internal Assessment:
- Mid semester test
- Project Work- Assignment

### Reference Books:

**SYLLABUS UNDER AUTONOMY**

**BACHELOR OF MANAGEMENT STUDIES**

**SEMESTER VI**

**Business Ethics and Corporate Social Responsibility**

[60 lectures]
## Learning Objectives

- To highlight the importance of ethical values in every aspect of industry and business.
- To help students link the concept of business and its existence for societies contribution.

<table>
<thead>
<tr>
<th>Units</th>
<th>Title</th>
<th>No. of Lectures</th>
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<tbody>
<tr>
<td>I</td>
<td><strong>Introduction to Business Ethics</strong></td>
<td>10</td>
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<tr>
<td></td>
<td>• Normative ethics, Prescriptive ethics and Applied ethics</td>
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<td></td>
<td>• Ethics, Morality and Legality</td>
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<td></td>
<td>• Concept of Right and Duty: Business - Western and Indian Perspectives, Definition and Scope Relevance in social changes</td>
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<td></td>
<td>• Ethical organism and corporate code of conduct</td>
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<td></td>
<td><strong>Business Ethics - Conceptual Background</strong></td>
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<tr>
<td></td>
<td>• Conceptual Approaches to Business Ethics</td>
<td></td>
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<tr>
<td></td>
<td>• Egoism vs Altruism</td>
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<td></td>
<td>• Entrepreneur and Manager - Rote and Responsibilities</td>
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<td></td>
<td>• Responsibilities towards stakeholders: an overview</td>
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<td>• Profit - making; An Objective with an ethical dimension</td>
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<td>II</td>
<td><strong>Indian Perspective of Ethics</strong></td>
<td>20</td>
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<td></td>
<td>• Purusharthas: Dharma, Artha, Kama. Moksha</td>
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<td>• Concept of Dharma</td>
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<td></td>
<td><strong>Ethics: A Global Perspective:</strong></td>
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<td></td>
<td>• Ethics in Global Marketing &amp; Advertising</td>
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<td>• Ethical perspective in Employment including in the international labour</td>
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<td>• Organization Std</td>
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<td></td>
<td>• Ethics and IT: E-commerce, Privacy Codes.</td>
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<td></td>
<td>• Environmental Ethics: Indian and Western perspectives</td>
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<td>• Ethics and Cross- culture influences</td>
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<tr>
<td></td>
<td>• Ethical issues and functional aspects of business</td>
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<tr>
<td>III</td>
<td><strong>Corporate Governance</strong></td>
<td>15</td>
</tr>
<tr>
<td></td>
<td>• Corporate Governance: Meaning scope &amp; Reporting</td>
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<td></td>
<td>• The Agency Theory Principal - Agent Relationship</td>
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<td></td>
<td>• Role of CEO. Board and Senior Executives</td>
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<td>• Right of Investors and Shareholders</td>
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<td>• Financial Regulations and their scope in CG</td>
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<td>• Corporate governance from Cadbury committee to Narayan Murthy committee</td>
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<td>IV</td>
<td><strong>Concept of CSR</strong></td>
<td>15</td>
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<tr>
<td></td>
<td>• Meaning and Scope of CSR</td>
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<td></td>
<td>• Relevance and Significance of CSR in contemporary society</td>
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<td>• Value approach to CSR</td>
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<td></td>
<td><strong>CSR: within the Organization</strong></td>
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<tr>
<td></td>
<td>• Labour relation</td>
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<td></td>
<td>• Work Atmosphere: healthy and productive</td>
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<td></td>
<td>• Exploitation, atrocities and harassment</td>
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</tr>
</tbody>
</table>
• Safely 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.

**Continuous Internal Assessment:**  
Mid semester test  
Project Work- Presentation

Reference Books:

1) William Lillie, "An Introduction to Ethics", Universal Paperbacks
2) S.K. Chakrabroty, "Wisdom leadership: Dialogues and Reflections", Wheeler Publishing
4) R.M. Lala, "In search of Ethical Leadership", Vision Books Pvt. Ltd
5) Living within - The Yoga Approach to Psychological Heath and Growth (Sri Eurobond Ashram, Pond cherry.)
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
E-Commerce
[60 lectures]

**Learning Objectives**
- To highlight the importance of IT in business today.
- To understand the technicalities of doing business online.

<table>
<thead>
<tr>
<th>Unit</th>
<th>Topics</th>
<th>No. of Lectures</th>
</tr>
</thead>
</table>
| I    | **Introduction to E-Commerce:**  
• Introduction to role of IT in business and different applications.  
• Role of IT 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.  
• 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. | 15 |
III  | 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 |

IV  | 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  
| Securing networks using firewalls and other machines.  
| Marketing Trends in E-Business  
| Growth of Online Retailing and E-marketing concepts  
| 15 |

Continuous Internal Assessment : 
Mid semester test  
Project Work-Presentation

Reference Books:


SYLLABUS UNDER AUTONOMY
**BACHELOR OF MANAGEMENT STUDIES**

**SEMESTER VI**

**COURSE:C.BMS.6.06**

**Investment Analysis and Portfolio Management (Elective I)**

[60 lectures]

**Learning Objective:**

- To give brief introduction of investment portfolio.
- To help them understands how risk and returns are related to investments.
- To help them understand what are the different types of instruments available in market for investment

<table>
<thead>
<tr>
<th>Units</th>
<th>Title</th>
<th>No. of Lectures</th>
</tr>
</thead>
</table>
| 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, Red herring Prospectus.  
  • Secondary Market – Stock Markets, Trading & Settlement -Debt Market  
  • Role of SEBI | 16 |
| 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) | 14 |
| 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** | 16 |
IV | **Equity & Debenture Valuation**
---|---
- Debentures: Debt Instruments – Bond valuation & Pricing – Yield to maturity (YTM), Interest Rate Risk – Determinants of Interest Rate Risk.

Continuous Internal Assessment:
- Mid semester test
- Project Work - Assignment

Reference Books:

**SYLLABUS UNDER AUTONOMY**

**BACHELOR OF MANAGEMENT STUDIES**

**SEMESTER VI**

**COURSE:C.BMS.6.07**

**Econometrics (Elective II)**

[60 lectures]

*Learning Objectives:*
- To introduce students to the subject of econometrics
- To enable them to use advanced models in decision making

<table>
<thead>
<tr>
<th>Units</th>
<th>Title</th>
<th>No. of Lectures</th>
</tr>
</thead>
</table>
### 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

### 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.

### 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

### 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)

**Continuous Internal Assessment :**
- Mid semester test
- Project Work - Presentation

**Reference books:**
7. G.S. Maddala, “Introduction to Econometrics”, Wiley
10. David S. Huang,”Regression & Econometric Methods”, Wiley Series I Probability and
### SYLLABUS UNDER AUTONOMY

#### BACHELOR OF MANAGEMENT STUDIES

**SEMESTER VI**

**COURSE: C.BMS.6.08**

Retail and Sales Management (Elective III)

[60 lectures]

**Learning Objectives:**
- To educate the students of the core principles of retail strategy and Merchandise Planning.
- To update them about the latest in the field of Retail and also of the role and importance of the various intermediaries in the business.

<table>
<thead>
<tr>
<th>Units</th>
<th>Title</th>
<th>No. of Lectures</th>
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</table>
| 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, | 15 |
<table>
<thead>
<tr>
<th>III</th>
<th>Store Management</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>• responsibilities of store managers</td>
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<tr>
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<td>• store planning, location planning</td>
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<td>• store design &amp; the retail image mix, the space mix</td>
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<tr>
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<td>• effective retail space management, store layout, floor space management and visual merchandising and displays</td>
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<table>
<thead>
<tr>
<th>IV</th>
<th>Sales Management</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Meaning and importance of sales planning and management</td>
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<tr>
<td></td>
<td>Sales Targets and implementation of sales plan</td>
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<td>Sales Training</td>
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<td>Sales Auditing</td>
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<td>Sales Budget</td>
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<td>Sales Organization</td>
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<td>Quality of a good sales person</td>
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<td></td>
<td>Compensation of the Sales person</td>
</tr>
</tbody>
</table>

Continuous Internal Assessment:
- Mid semester test
- Project Work- Presentation

Reference books:
6. Keith Lincoln & Lars Thomassen, “How to succeed at Retail”
7. Keith Lincoln, Lars Thomessen & Anthony Aconis, “Retailization- Brand survival in
   the age of retailer Power”, Kogan Page Ltd.,
   Hill.
11. Store Manager, Organiser / Planner- DMS retail
12. Dr. RamKishen Y. “International Retail Marketing Strategies”, Jaico Publishing House,
    Mumbai.