



St. Xavier's College (Autonomous)

Department of Management Studies
BMS
Semester 6

Syllabus

June 2019 onwards

SYLLABUS UNDER AUTONOMY

BACHELOR OF MANAGEMENT STUDIES

SEMESTER VI

COURSE: CMS0601

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.

Unit number	Topics	No. of lectures
I	<p>Concepts of strategy and Strategic management process- 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 , Impact of the Macroenvironmental factors on the strategies of companies and Strategic planning Model.</p> <p>Strategy and Structure – 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.</p> <p>Structure- Strategy sequence, Structuralist and Reconstructionist approach. The Three Strategy Propositions- Value, Profit & People, Blue Ocean Strategy and Alignment.</p>	15
II	<p>Managing strategic change – growth and development- Incremental and Transformational change, Organizational culture for change, Growth cycle and Change Management. Issues in Management of Change- Reasons, Dynamics, Levels, Types, Process. Resistance to change and ways to overcome. Driving forces v/s Restraining Forces of Change. Strategies for</p>	15

	<p>management of change. Role of Power and Influence in Management of Change- Internal and external sources of power. John Kotter's Model , Kurt Lewin's Change Management Model</p> <p>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.</p> <p>Understanding the importance of Evaluation and Control in strategic management.</p>	
III	<p>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.</p> <p>Scenario mapping –managing new ventures: Strategic Mapping, Scenario Planning. Issues in Managing a New Venture for Success.</p>	15
IV	<p>Corporate Purpose, culture and strategic Fit -financial (McKinsey 7S model): Purpose and Profit. Aspects, determinants and implications of culture. Cultural web and its Audit. Culture and its relationship to strategy creation, structure, style of management, and Power. An international dimension of culture. McKinsey's 7S Framework to create excellence.</p> <p>Role of strategic leader in Implementation: Contribution by a strategic leader, Turnaround Strategies,, Role of strategic leader, Issues in strategic leadership (case examples to be discussed)</p>	15

Continuous Internal Assessment:

Mid semester test

Project Work-Assignment with viva

Reference Books:

1. Fred David“Strategic Management: Concepts and Cases”, 10th Edition, ISBN-10:0131503499, ISBN-13:978-0131503496.
2. Carl W Stern, Michael S. Diemler “The Boston Consulting group on Strategy: Classic concepts and new perspectives”
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”
5. Michael a. Hill, R. Duane Ireland,“Strategic Management Concepts”, ISBN-10: 0324405367, ISBN-13: 978-0324405361, Edition: 7.

SYLLABUS UNDER AUTONOMY

BACHELOR OF MANAGEMENT STUDIES

SEMESTER VI

COURSE: CMS0602

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.

Unit	Title	No. of Lectures
I	Introduction to Risk Definition of risk, types of risk , measurement of risk, management of risk,	15
II	Corporate Risk Management Derivatives and other contracts to manage risk Options to Hedge and exploit Risk Creating integrated Risk management Strategy Conquering Risk	15
III	Risk in Banking and Insurance. Credit Risk, Electronic Banking Risk, Risk in management policy, liquidity risk Risk base supervision of Banks Insurance as risk management technique Types of insurance to manage risk.	15
IV	Risk management in Human resources and Marketing The HR Contribution to understand how managing people risks will benefit their organization. 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. Variation Risk Management: Focusing Quality Improvements in Product Development and Production	15

Continuous Internal Assessment :

Mid semester test

Project Work- presentation

Reference Books:

1. John Stevens, "Managing Risk: The Human Resources Contribution"
2. Anna C. Thornton, "Variation Risk Management"
3. Prof K. M. Bhattacharya, "Management in Indian Banks", Himalaya Publication
4. Rene M. Stulz, "Risk Management", Thomson Publication.
5. Triesmann, "Risk management in insurance", Thomson Publication.

SYLLABUS UNDER AUTONOMY

BACHELOR OF MANAGEMENT STUDIES

SEMESTER VI

COURSE: CMS0603

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.

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

	<p>1) Decision making under uncertainty Maximin & maximax criteria, Minimax Regret criterion, Laplace criterion, Hurwicz criterion</p> <p>2) Decision making under Risk Expected Monetary Value criterion, Expected Value of Perfect Information (E.V.P.I), Expected Opportunity Loss (E.O.L).</p> <p>3) Decision Making under Conflict(Game theory) Types of strategies (pure and mixed strategies) Concept only. Two-person zero sum game, game value, saddle point, using simplex method to find the game value, Graphical Solution (2x2game, 2xm, mx2 game), graphical method to find game value, dominance value and Nash equilibrium.</p>	
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Continuous Internal Assessment:

Mid semester test

Project Work- Assignment

Reference Books:

- 1) Taha H.A, “Operations Research – An introduction 6th Edition, Prentice – Hall of India
- 2) Kapoor V.K., “Operations Research Techniques for Management 7th Edition”, Sultan Chand & Sons
- 3) Kantiswarup, “Operations Research 9th Edition”, Gupta P.K. & Sultan Chand & Sons Manmohan
- 4) Sharma S.D., “Operations Research” 8th Edition” ,Kedarnath, Ramnath& Company
- 5) Bronson R, “Operations Research 2nd Edition” ,Shaum’s Outline Series
- 6) Vora N.D., “Quantitative Techniques in Management 3rd Edition”, Tata McGraw Hill co.
- 7) Shreenath L.S., PERT& CPM, “Principles & Applications 3rd Edition”, Affiliated East-West Press Pvt. Ltd.
- 8) Wagener H.M., “Principles of Operations Research. 2nd Edition”, Prentice – Hall of India

COURSE:CMS0604

**ENTREPRENEURSHIP AND MANAGEMENT OF SMALL AND
MEDIUM ENTERPRISES**

[60 LECTURES]

SEMESTER VI

Learning objectives

- To expose students to the entrepreneurial cultural and industrial growth so as to prepare them to set up and manage their own small units.

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

Note- This course is a practical paper.

References Books

1. Dr. Vasant Desai, “Small scale industries and entrepreneurship”, Himalayan Publishing House
2. Dr. Vasant Desai, “Management of small-scale industries”, Himalayan Publishing House
3. J.C. Saboo, Megha Biyani, “Management of small scale industries”, Himalayan Publishing House
4. Dr. Vasant Desai, “Dynamics of entrepreneurial development and Management” Himalayan Publishing House
5. Corporate Entrepreneurship – Paul Burns
6. The Oxford Handbook of Entrepreneurship
7. Entrepreneurship in the New Millennium – Kutatko Hodgetts.
8. Collins and Lazier W, “Beyond entrepreneurship”, Prentice Hall, New Jersey, 1992
Hisrich Peters Shephard, “Entrepreneurship”, Tata McGraw Hill

SYLLABUS UNDER AUTONOMY

BACHELOR OF MANAGEMENT STUDIES

SEMESTER VI

COURSE: CMS0605

E-Commerce [60 lectures]

Learning Objectives

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

Unit	Topics	No. of Lectures
I	<p>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.</p> <p>Evolution and Types of E-Commerce: Evolution of E-commerce. Global and Indian scenario. History of e-commerce, Generic Model of E-Commerce. Definition, classification—B2B, B2C, C2C, G2C, B2G sites, Factors of growth and key performance indicators of E-Commerce.</p>	15
II	<p>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.</p>	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 concernsine-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:

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

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BACHELOR OF MANAGEMENT STUDIES

SEMESTER VI

COURSE: CMS0606

Investment Analysis and Portfolio Management (Elective I) [60 lectures]

Learning Objective:

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

Units	Title	No. of Lectures
I	<p>Introduction Meaning of Investment – Investment alternatives, Investment Avenues Meaning of Portfolio – What is Portfolio Management – Objectives, Principles of Portfolio construction.</p> <p>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</p> <p>Securities Market Primary Equity Market, IPO, Book Building Process, Red herring Prospectus. Secondary Market – Stock Markets, Trading & Settlement -Debt Market Role of SEBI</p>	15
II	<p>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)</p>	15
III	<p>(i) Risk & Return Meaning and Types of Returns Holding Period return— Expected return –Annualized return – measurement of return</p>	15

	Risk – Types of Risk – Measurement of Risk (ii) Fundamental and technical analysis	
IV	Equity & Debenture Valuation Equity: Balance Sheet Valuation – Dividend Discount Model – zero growth – constant growth – multiple growth model – price earnings ratio model Debentures: Debt Instruments – Bond valuation & Pricing – Yield to maturity (YTM), Interest Rate Risk – Determinants of Interest Rate Risk.	15

Continuous Internal Assessment :

Mid semester test

Project Work-Assignment

Reference Books:

1. Prasanna Chandra, “Security Analysis and Portfolio Management” , Tata McGraw Hill
2. Prasanna Chandra, ”Financial Management” , Tata McGraw Hill
3. Ravi Kishor, “Security Analysis and Portfolio Management”, Taxman Publishers
4. Khan & Jain, “Financial Management”, Tata McGraw Hill
5. Hirt and Block, “Fundamentals of Investment Management”, Tata McGraw Hill, Edn 2009.
6. Robert A. Strong, “Portfolio Management Handbook”, Jaico Publishing House, Mumbai. Edn 2008.
7. ZviBodie, Alex Kane, Alan J Marcus, PitabasMohanty, “Investments”, Tata McGraw Hill

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BACHELOR OF MANAGEMENT STUDIES

SEMESTER VI

COURSE: CMS0607

Retail and Sales Management (Elective II) [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.

Units	Title	No. of Lectures
I	<p>Introduction Meaning & Definition on retailing, current Status of the unorganized sector, Impact of FDI in the retail sector</p> <p>Retailer's role in a distributional channel- functions performed by retailers- prospects of retailing in India-</p> <p>Retailers characteristics price-cost trade off, types of merchandise, variety & assortment, customer services, cost of offering breadth & depth of merchandise and services</p> <p>Types of retailers and classification food retailers, general merchandise retailers, non store retail formats, services retailing, types of ownership</p> <p>Multi Channel Retailing meaning, the evolution toward multi channel retailing-</p> <p>Franchising Types, advantages, challenges, franchising in India.</p>	15
II	<p>Retailing strategy Meaning Retail Market Strategy target market & retail format Building a sustainable competitive advantage, customer loyalty, location, human resource management, distribution and information systems, unique merchandise, vendor relations</p>	15

	<p>Multiple sources of advantages strategic retail planning process</p> <p>Role of Information Technology in retailing</p> <p>Merchandise Management & Inventory Management meaning, organizing the buying process by categories setting objectives for the merchandise plan sales forecasting, the assortment planning process Improving the productivity of the store</p> <p>Buying merchandise branding options available to retailers private labeling, international sourcing decisions pricing strategy</p> <p>Price Adjustments meaning of terms like markdowns, coupons, rebates, price bundling, multiple unit pricing, variable pricing</p>	
III	<p>Store Management responsibilities of store managers store planning, location planning store design & the retail image mix, the space mix effective retail space management, store layout, floor space management and visual merchandising and displays</p>	15
IV	<p>Sales Management Meaning and importance of sales planning and management Sales Targets and implementation of sales plan Sales Training Sales Auditing Sales Budget Sales Organization Quality of a good sales person Compensation of the Sales person</p>	15

Continuous Internal Assessment:

Mid semester test

Project Work- Presentation

Reference books:

1. Michael Levy & Barton A Weitz, "Retailing Management", Tata McGraw Hill
2. Gibson C Vedamani, "Retailing Management", Jaico Publishing House, Mumbai.
3. Jim, "Retail Strategies- understanding why we shop", Jaico Publishing House, Mumbai.

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

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BACHELOR OF MANAGEMENT STUDIES

SEMESTER VI

COURSE: CMS0608

Econometrics (Elective III) [60 lectures]

Learning Objectives:

1. To introduce students to the fundamentals of Econometrics
2. To familiarize students to use of Computers for Econometric Calculations

Units	Title	No. of Lectures
1	Classical Linear Regression Model: PRF & SRF; Assumptions, Derivation and Properties of OLS Estimators; ANOVA and Coefficient of Determination of the Goodness of Fit	15
2	Extension of Classical Linear Regression Model: 2-Regressor Model and Testing of their Parameters; Regression through the Origin; Double Log Model; Semi-Log Model; Reciprocal Model; Polynomial Model	15
3	Shortcomings of Classical Linear Regression Model: Multicollinearity: Detection, Consequences, Remedial Measures; Spearman's Rank Correlation Test & Durbin-Watson Test Heteroscedasticity: Detection, Consequences, Remedial Measures; Variance Inflating Factor; R^2 Test; Ratio Transformation; Increase in Sample Size Auto-Correlation: Detection, Consequences, Remedial Measures; Runs Test, Durbin-Watson Test; Weighted Least Square Method	20
4	Input-Output Analysis: Input-Output Assumptions and Table; Balanced Equations and Technical Co-efficient; Hawkins-Simon Conditions, Closed and Open Model; Revenue, Cost & Profit Estimation	10

Continuous Internal Test:

Traditional Pen-to-Paper Test & Project Work

Basic Reference:

Gujarati, Porter and Gunasekar, 'Basic Econometrics', McGraw Hill Publication, 5th Edition (2012)

Other References:

1. Kmenta, Jan, 'Elements of Econometrics', Pearson
2. Miller, Ronald and Peter Blair, 'Input-Output Analysis Foundations and Extensions', Prentice Hall Publication.
3. Salvatore, Dominick & Derrick Reagle, 'Theory and problem of Statistics and Econometrics', Schaum Outline Series, McGraw Hill
4. Woolridge, Jeffery, 'Introductory Econometrics', Cengage Learning