



St. Xavier's College (Autonomous)

Department of Management Studies
BMS
Semester 2

Syllabus

June 2019 onwards

COURSE: CMS0201

ORGANIZATIONAL BEHAVIOUR
[60 LECTURES]

LEARNING OBJECTIVES:

- 1. To understand basic concepts, theories and techniques in the field of human behaviour at the individual, group and organizational levels in the changing global scenario.*
- 2. To increase managerial effectiveness through understanding of self and others.*

Unit Number	Topics	No. Of Lectures
I	Introduction Concept and nature of Organizational behaviour; Contributing disciplines to the field of O.B.; O.B. Models; Need to understand human behaviour; Challenges and Opportunities.	15
II	Individual & Interpersonal Behaviour: Biographical Characteristics; Ability; Values; Attitudes-Formation, Theories, Organisation related attitude, Relationship between attitude and behaviour; Personality – determinants and traits; Emotions; Learning-Theories and reinforcement schedules, Perception –Process and errors. Interpersonal Behaviour: Johari Window; Transactional Analysis – ego states, types of transactions, life positions, applications of T.A.	15
III	Group Behaviour & Team Development: Concept of Group and Group Dynamics; Types of Groups; Formal and Informal Groups; Stages of Group Development, Theories of Group Formation; Group Norms, Group Cohesiveness; Group Think and Group Shift. Group Decision Making; Inter Group Behaviour; Concept of Team Vs. Group; Types of teams; Building and managing effective teams. Effective Thinking, Thinking Skills, Thinking Styles, Concept of Six Thinking Hats	15
IV	Organization Culture and Conflict Management: Organizational Culture- Concept, Functions, Socialization; Creating and sustaining culture; Managing Conflict – Sources, types, process and resolution of conflict; Managing Change; Managing across Cultures; Empowerment and Participation.	15

Continuous Internal Assessment:
Mid Semester test - Case Study
Project work

REFERENCES:

Sr. no.	Author	Title	Publisher
1	Luthans Fred	<i>Organizational Behaviour</i>	Tata McGraw Hill New Delhi 2003.
2	Chhabra T.N & Singh B.P	<i>Organization Behaviour</i>	Sultan Chand & Sons.
3	Khanka S.S	<i>Organizational Behaviour</i>	Sultan Chand and Sons New Delhi.
4	Joseph Weiss	<i>Organization Behaviour and Change</i>	Vikas Publishing house 2004.
5	Prasad L.M.	<i>Organizational Behaviour</i>	Sultan Chand & Sons 2003.
6	Stephen P. Robbins	<i>Organizational Behaviour</i>	“Prentice Hall of India Pvt. Ltd
7	Gosh P.& K &Ghorpade M.B	Industrial Psychology	Himalaya, Mumbai
8	Newstrom J. Keith D	Organizational Behaviour	Tata McGraw Hill, New Delhi

COURSE: CMS0202

INDUSTRIAL LAW [60 LECTURES]

LEARNING OBJECTIVES:

To emphasize on the practical aspect and uses of Industrial Law by the Organization

Unit Number	Topics	No. Of Lectures
I	Laws related to Industrial Relation and Industrial Disputes 1. Industrial Disputes Act, 1947-Definitions, authorities award and settlement, strikes, lockouts, layoffs, retrenchment and closure 2. The Trade Unions Act, 1926	15
II	Laws related to Health, Safety and Welfare The factories Act, 1948-Provisions related to approval, licensing, registration, inspecting staff, health safety and welfare	15
III	Social Legislations 1. Employees' State insurance Act, 1948-Committees councils and various benefits 2. Employees' Provident fund and miscellaneous Provision Act, 1948-schemes, administration and determination of dues	15

IV	Laws related to Compensation Management: 1. The Payment of Wages Act, 1948: Objectives, Definitions, authorized deductions 2. The Minimum wages Act, 1948 3. The Payment of Gratuity Act, 1972	15
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Continuous Internal Assessment:

Mid Semester test

Project work – Presentation and Viva

REFERENCES:

Sr. no	Title	Author	Publisher
1	Industrial and Labour Laws	Dr.Sanjeev Kumar	Bharat Law H P Ltd
2	Commercial and Industrial Law	S K Dasgupta	Sterling Publishers Pvt Ltd
3	Bare – Acts ---- Govt. Publications		
4	Industrial Law	Mr.N.D.Kapoor	Sultan Chand
5	Industrial and Labour Laws	Dr.Sanjeev Kumar	Bharat Law House (P) Ltd.
6	Industrial Participation	Bell D Pitman London	
7	Employee’s Provident Fund	Chopra D.S	Labor Law Agency
8	Industrial Law	Mr.P.L.Mallick	Mr.P.L.Mallick

COURSE: CMS0203

MARKETING MANAGEMENT
[60 LECTURES]

Learning objectives:

- To make the students understand the basic fundamentals of marketing management, it would also involve a detailed study of the various elements of the marketing mix as applied by both domestic and international firms.
- The program also seeks to equip students to be visionary marketing professionals who would add value to the organization.

Unit	Topics	No. Of
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Number		Lectures
I	<p>Introduction to Marketing</p> <ul style="list-style-type: none"> a) The 4Ps and Cs of Marketing b) Marketing as an activity, function, and philosophy. c) Needs, wants and demand; transactions, transfers and exchanges d) Orientation of a firm: Production concept, product concept; selling concept, and marketing concept <p>New Trends in marketing: E – Marketing, Internet Marketing, and Marketing using social networks Societal Marketing/Relationship Marketing</p>	15
II	<p>Marketing Research: MIS; & Consumer Behavior:</p> <p>The micro environment of business (management structure; marketing channels; markets in which a firm operates; competitors and stakeholders. Macro Environment: political factors; economics; socio-economic factors; technological factors (pest analysis)</p> <p>Marketing Research: Importance of Marketing Research; Types of Marketing Research; Product Research; sales research; consumer research; promotion research.</p> <p>Consumer behavior: basic stimulus response model; influence on consumers decision making process; high involvement and low involvement products; influences on buying behavior: cultural factors, social factors, personal factors, and psychological factors (Maslow’s Hierarchy); Methods of sales forecasting</p>	15
III	<p>Industrial Buying Behavior; Product and Brand management; STP; Decision making process; DMUs and its composition factors influencing purchasing; economic environment; organizational factors; inter-personal characteristics and individual buying characteristics; Key differences between Consumer and Organizational Buying.</p> <p>Product and Brand Management</p> <p>Product Management: Core, tangible and augmented products; product decision mix; product line decisions; strategic filing, line modernization decisions,</p> <p>New product development process; idea generation, screening, concept development and testing, marketing market testing, test marketing and commercialization; product life cycle: introduction, growth, maturity, decline</p> <p>Brand management:</p> <p>Brand equity; Branding Decisions, brand extension and Brand Portfolios</p> <p>Segmentation targeting and Positioning (STP) : Segmentation variables for consumer markets: Geographic , demographic, behavioral, psychographic; segmentation variables for industrial markets; customer location, type of industry, size of the firm, purchase criteria, etc</p> <p>Targeting: undifferentiated marketing; single segment and multi segment structures; guidelines for selecting target markets</p> <p>Position: Identifying frame of reference; points of parity and points of difference; choosing category membership; product and brand differentiation for identifying of position.</p>	15

IV	<p>Pricing decisions, channel decisions: promotion mix; strategies; Integrated Marketing Communication; marketing services; ethics in marketing.</p> <p>Pricing decisions: pricing objectives, factors influencing pricing decisions; Types of Pricing: Mark up/ Cost plus Pricing, perceived value pricing, value pricing, geographic pricing etc; Responding to competitors; Action through price and non-price variables; impact of the Products: stage in the PLC on pricing decisions.</p> <p>Channel decisions: Types of channels; intensity of distribution, channel conflict and channel management; Retailing importance and types of retail formats, Indian retail scenario; Promotion mix; Advertising: importance and scope; Sales promotions: objectives, consumer promotions; PR and Publicity; Personal Selling: recruitment, selection, training, motivation and evaluation, selling sales rep.</p> <p>Integrated marketing communication: Definition of target audience; determining communication objectives, designing communication and selection of channels.</p> <p>Marketing Services: Characteristics of services, ways of improving services, delivery, managing service maturity</p> <p>Ethics in marketing: Advertising standards Council of India, code of ethics in advertising; Promotion to children; unfair practices in marketing.</p>	15
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Continuous Internal Assessment :

Mid semester test

Project Work-Presentation

Reference Books:

Sr. no.	Title	Author	Publisher
1.	Marketing Mangement: A South Asian Persepective	Kotler, keller, Koshy and Jha	12e, Pearson/ Prentice Hall
2.	Marketing Concepts and Cases	Etzel, Stanton, walker and Pandit	13t Tata Mcgraw Hill
3.	Marketing Management	Russel S. Winer	3e, Pearson Education
4.	Principles of Marketing	Kutze Boone	Thomson
5.	Marketing Management	S H HKazmi	Excel
6.	Marketing Management	Kerin Hartley	Tata Mcgraw Hill
7.	Marketing Management	Ramaswamy and Namakumari	Macmillan India
8.	Peterson Marketing Strategic Problems	Roger Kerin/ Robert A	Prentice Hall
9.	Marketing	Roger A Kerin, Steen W. Harley	Tata Mcgraw hill
10.	Marketing Planning and Strategy	Thomson	

UNIT	KNOWLEDGE	UNDERSTANDING	APPLICATION	TOTAL
I	8	2	2	12
II	6	4	6	16
III	6	4	6	16
IV	5	5	6	16
TOTAL	25	15	20	60

COURSE: CMS0204

MICROECONOMICS
[60 LECTURES]

LEARNING OBJECTIVES:

To understand the basic concepts and issues in business economics and their application in business decisions.

Unit Number	Topics	No. Of Lectures
I	Introduction Meaning and Scope of managerial economics- relationship to economic theory, relationship with decision theory- role of managerial economics- objectives and constraints of the firm- introduction to risk, asymmetric information and game theory	15
II	Demand Analysis Meaning of demand-Market demand function -Demand curve, factors affecting demand-Variation and increase/decrease in demand-Elasticity of demand-Graphical representation of price elasticity of demand Price- income and cross elasticity of demand- Estimation of demand-Numerical problems for measurement of elasticity	15
III	Production and Costs Meaning of production- Types of production function – Importance of production function in managerial decision-making – Application of production function in productive sectors (service and manufacturing) –Economies of scale and scope. Importance of cost in managerial decision-making – Economic concepts of cost – Functional form of short run and long run cost – Estimation and alternative methods of estimation of cost - LAC as a decision-making tool – Impact of learning curve	15
IV	Market Structures	15

	<p>Meaning of market structure, need for analyzing market structure, types of markets</p> <p>Perfect competition & Monopoly</p> <p>Features-Representative firm, and industry-Equilibrium in short and long run-Price and output determination using diagrams- Normal profits, losses and supernormal profits in short run-Long run and normal profit-Merits and limitations of perfect markets</p> <p>Oligopoly and Monopolistic Competition</p> <p>Oligopoly-definition and characteristics-Collusion and cartel-Non-price competition-Price stickiness and kinked demand</p> <p>Monopolistic competition-definition and characteristics-Equilibrium-Price and output determination</p>	
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Continuous Internal Assessment :
Mid Semester test
Project work – Presentation

REFERENCES :

Sr. no	Title	Author	Publisher
1	Managerial Economics	Dean Joel	Eastern Edition
2	Managerial Economics	Almanand	Excel Books New Delhi
3	Managerial Economics	Hague D Longman London	
4	A study of Managerial Economics	Gopalakrishna	Himalaya Mumbai
5	Managerial Economics	Cauvery Retal	S. Chand New Delhi
6	Managerial Economics	Paul G Keat KY	Young Prentice Hall Publication
7	Managerial Economics- Analysis Problems Cases	Lila J. Truett and Dale B. Truett	<i>John Wiley & Sons</i>
8	The Economy Today	Bradley R Schiller	McGraw-Hill
9	Principles of Economics	Robert H Frank and Ben S Bernanke (2007)	Tata McGraw- Hill New Delhi
10	Managerial Economics	Ahuja HL (2007)	S. Chand & Co Delhi
11	The New Managerial Economics	William Boyce Biztantra	

COURSE: CMS0205

BUSINESS STATISTICS

[60 LECTURES]

LEARNING OBJECTIVES:

To develop student's familiarity with the basic concept and tools in statistics and operations research. These techniques assist specially in resolving complex problems and serve as a valuable guide to the decision makers.

Unit Number	Topics	No. Of Lectures
I	Descriptive Statistics for Univariate Data Introduction to Statistics: Types of data. Data collection methods – Census and Sample Survey: Presentation of data: Tabular (Frequency distribution) and Graphical (Frequency Curve, Ogives, Histogram). Measures of Central Tendency: Arithmetic mean, median, mode, geometric mean-their properties and applications. Measures of Dispersion: Absolute measures – Range, Quartile deviation, Standard deviation, Variance and Relative measures – coefficient of range, coefficient of quartile deviation, coefficient of variation.	15
II	Forecasting Techniques Correlation and Regression: Karl Pearson's coefficient of correlation (Properties and calculation); Spearman's Rank Correlation coefficient. Linear regression equation – Statement and use. Time Series: Components. Additive and multiplicative models, Estimation of linear trend by (i) least squares method ii) moving average method. Determination of seasonal trend using simple average method. Index Numbers: Meaning and uses, Simple and composite index number. Aggregative and average of price relatives – simple and weighted index numbers. Construction of index number-fixed and chain base.	15
III	Probability and Probability Distribution Probability: Sample space as a concept, different types of events. Definition of probability. Addition and Multiplication Laws of probability (Statements and use only) conditional probability, Bayes' Theorem (concept only) Random Variable, Expectation and Variance. Probability distributions-Binomial and Normal.	15

IV	Testing of Hypotheses Sampling distribution: Sample mean and sample proportion. Determination of sample size. Central Limit Theorem (Statement only) Hypothesis: Simple and composite, null and alternative. Two types of errors, level of significance (concepts only) Large sample test Tests based on Normal distribution (Tests for mean and difference in two means, proportion and difference in two proportions). Interval estimation.t-test (concept only)	15
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Continuous Internal Assessment:

Mid Semester test

Project work - Presentation

REFERENCES:

- 1 Statistics for Management Richard Levin and David S. Rubin Prentice Hall of India, New Delhi
- 2 Statistics for Business & Economics David R Anderson, Dennis J Sweney Thompson Publication (Scuta Eastern)
- 3 Fundamentals of Statistics S.C. Gupta Himalaya Publishing House.
- 4 Business Statistics Bhardwaj Excel Books, Delhi
- 5 Introduction to Probability theory and its Application Feller W. Wiley
- 6 Data Analysis for Managers Roberts H Scientific Press
- 7 Statistics for Management Sharma Himalaya Publishing House.
- 8 Theory and Problems of Statistics M.R. Spiegel, McGraw Hill Publishing Co.
- 9 Elementary Statistics S.P. Gupta and ArchanaGupta Sultan Chand and Sons, New Delhi
- 10 Business Statistics J. S. Chandan Vikas Publishing House

COURSE: CMS0206

INTRODUCTION TO COST ACCOUNTING
[60 LECTURES]

LEARNING OBJECTIVES:

To familiarize the students with the basic cost, concepts, allocation and control of various costs and methods of costing.

Unit Number	Topics	No. Of Lectures
I	Introduction & Importance of Cost Accounting Cost, costing, Cost accounting; Cost ascertainment; Cost control; Cost classification; Reporting: Distinction between cost & financial accountancy; Advantages of cost accounting; Objectives of cost accounting	15
II	A. Elements of Cost: material-labour- overheads B. Bases of Cost Classification: On the basis of: - Behavior / Variability: Element of cost including direct & indirect concept Functions C. Determination of Total Cost Cost structure Cost sheets Composition of selling price	15
III	Reconciliation between Cost and Financial Records Meaning and Definition - Need for reconciliation - Causes of disagreement - Procedure and preparation of statement of reconciliation	15
IV	Elementary Principles and Techniques of Marginal Costing <i>(Excluding Problems on Managerial Decisions)</i> A. Elementary Principles of Marginal Costing: Meaning - Features of marginal costing - Advantages of marginal costing - Limitations of marginal costing - Concept of profit B. Techniques of Marginal Costing Contribution - Profit / volume ratio - Breakeven point Margin of safety - Cost volume profit analysis C. Contract Costing	15

Continuous Internal Assessment :
Mid Semester test
Assignment: Project

REFERENCES:

- 1 Management Accounting I.M PandeyVikas Publishing
- 2 Cost Accounting C.S. Rayudu Tata Mc. Grow Hill & Co. Ltd., Mumbai
- 3 Cost Accounting Theory & Practice M.N. Aurora S. Chand & Co. (P) Ltd., New Delhi
- 4 Cost Accounting-A Managerial Emphasis Horngren, Charles, Foster and Datar
Prentice Hall of India
- 5 Advanced Problems and Solutions in Cost Accounting *Maheshwari S.N. S. Chand & Co. (P) Ltd., New Delhi*
- 6 Cost Accounting *Jain S.P., Narang K.L. Kalyani, New Delhi.*
- 7 Cost Accounting and Financial Management Ravi M. Kishore Taxman's,
- 8 Principles of Cost Accounting Vanderbeck Thomson learning