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ಮಂಗಳೂರು  
MANGALORE



ವಿಶ್ವವಿದ್ಯಾನಿಲಯ  
UNIVERSITY

ಕುಲಸಚಿವರ ಕಛೇರಿ  
ಮಂಗಳಗಂಗೋತ್ರಿ - 574199  
Office of the Registrar  
Mangalagangothri - 574199

ದಿನಾಂಕ / Date : 8/5/2012

ಕ್ರಮಾಂಕ / No.: MU/ACC/CR77/2011-12/A2



### NOTIFICATION

Sub: Revised syllabus of Bachelor of Business Management degree programme.

Ref: Academic Council decision No. 154 (2012) dated: 9-3-2012.

\* \* \* \* \*

The revised Syllabus of Bachelor of Business Management degree programme approved by the Academic Council at its meeting held on 9-3-2012 is hereby notified for implementation with effect from the academic year 2012-13 and onwards.

  
REGISTRAR  


To:

- 1) The Principals of the colleges concerned.
- 2) The Registrar (Evaluation), Mangalore University.
- 3) The Chairman, UG BOS in Business Mgt., Mangalore University.
- 4) Superintendent (ACC), Registrar's office, Mangalore University.
- 5) Guard file.

# I SEMESTER

## BM 101: PRINCIPLES OF ECONOMICS

**Objective:** To familiarize the students with the basic economic concepts and theories which are required for Business Management.

**Unit I** 12 hrs  
**Origin of Economics** - Definitions - Scarcity & Growth Oriented- Scope-Micro and macro economics - basic problems of economy - production possibility curve Price mechanism. Nature of economic laws- Basic assumptions in Economics. Consumers sovereignty - basic economic concepts - wants - features - classification - goods - utility.

**Unit II** 12 hrs  
**Consumer Behaviour** - Law of diminishing marginal utility - Law of equi-marginal utility  
**Indifference curve analysis** - Indifference schedule - curve, map - properties of Indifference curve  
marginal rate of substitution, Budget line - Consumers equilibrium.

**Unit III** 12 hrs  
**Demand**- meaning - Law of Demand - determinants of Demand - changes in Demand - consumers surplus - measurement and importance  
**Supply**- meaning Law of Supply - Elasticity of Demand - types price Elasticity - Income Elasticity Cross - Elasticity - Promotional Elasticity Degrees of Price Elasticity - Measurement of price Elasticity - Significance of Elasticity of Demand.

**Unit IV** 12 hrs  
**Production** - meaning - factors of production -land - features - labour, division of labour - types  
**Advantages & disadvantages** - Mobility of labour -Efficiency of labour - Input markets-factors determining demand for input-marginal productivity theory. Capital -Types - Stages of capital formation - organization - meaning - Functions of entrepreneur - Attributes of entrepreneur- recent trends.

**Total Hours: 48**

### Books for Reference:

- |  |                                  |
|--|----------------------------------|
| 1. M.L. Seth                                 | - Principles of Economics        |
| 2. S. Sankaran                               | - Economics Analysis             |
| 3. D.M. Mithani                              | - A course in Business Economics |
| 4. K.P.M. Sundaram & Ruddar Dutt             | - Indian Economy                 |
| 5. H.L.Ahuja                                 | - Advanced Economic Theory       |
| 6. S.K.Agarwal                               | - Principles of Economics        |
| 7. Paul. A. Samuelson & William D. Nord laws | - Economics                      |
| 8. Alfred W. Stonier & Douglas C. Hague      | - A Textbook of Economic Theory  |

## BM 102: PRINCIPLES OF MANAGEMENT

**Objective:** To introduce the concepts of management, its principles and familiarise the functions of management to the students.

### Unit I

12 hrs

**Nature and process of management-** meaning and definition of management - management process - Management as a science, an art or a profession- difference between administration and management - significance of management; Managerial functions- brief explanation of various management functions- managerial skills - role of managers.

Management thought: Classical Theory- Scientific Management - elements-principles criticisms; Administrative Management- principles of modern management; Contributions of Peter Drucker.

### Unit II

12 hrs

**Planning-** meaning, definition, features, benefits and limitations of planning- process of planning - how to make planning effective- types of plans-types/ kinds/ forms of planning; MBO- process-importance- making MBO effective; **Decision Making-** meaning- process- types of decisions.

### Unit III

12 hrs

**Organisation-**meaning - definition- features- principles of organisation- process-Types of organisation- line -functional- line & staff - matrix (in brief) - project (in brief)-committees (in brief) -Organisation chart-meanings & content -Organisation manual-meanings & content - Authority & power-(concepts only) -Delegation of authority-principles -Centralisation & Decentralisation -Span of management ; Staffing - meaning & significance - Process of staffing (in brief) ; Leadership - meaning, qualities - Styles of leadership.

### Unit IV

12 hrs

**Motivation** - meaning - importance and objectives, Morale and Productivity- Communication - importance and objectives. **Coordination and Control-** Coordination -Meaning- need - principles -control - meaning - process - control methods or techniques; Management Audit concept; - SWOT, KAIZEN, TQM, MIS, ISO, Change Management, Knowledge Management (Meaning only), emerging Trends - case studies in all units.

### Books for Reference:

1. Principles and Practice of Management - T.N. CHHABRA
2. Principles and Practice of Management - L.M. PRASAD
3. Principles and Practice of Management - V. S. P. RAO
4. Management: Text and Cases - V. S. P. RAO
5. Principles of management - KOONTZ & WEIHRICH
6. Principles of Management - K.S. ADIGA

**Total Hours: 48**

## BM 103: ACCOUNTING-I

**Objective: To familiarize the students with the fundamentals of Book-Keeping and Accountancy and to create awareness among the students about the practical utility of Accounting Concepts and Conventions.**

**Unit I** 12 hrs  
**Introduction-** Origin and Development of Accounting thought, Book-Keeping, Accounting, Accountancy- Meaning and Objectives of Accounting-Functions of Accounting; Accounting Principles-Concepts and Conventions; Accounting Standards (Meaning only). Basis of Accounting- Cash System, Mercantile System and Hybrid System; Systems of Accounting-Single Entry System (Meaning and features only), Recording of transactions under double Entry System-Journalizing, preparation of Ledger Accounts-recent developments in accounting – computerized accounting.

**Unit II** 12 hrs  
**Subsidiary Books** -Purchases Book, Sales Book, Purchases Returns Book, Sales Returns Book, Cash Book-Simple Cash Book and Three Column Cash Book, Petty Cash Book (under Imprest System), Bills Receivable Book and Bills Payable Book (Meaning and format only); Bank Reconciliation Statement-meaning- causes- preparation of Bank Reconciliation Statement.

**Unit III** 12 hrs  
**Depreciation Accounting-** meaning and definition-causes, methods of charging depreciation- Original Cost Method, Written- Down- Value Method and Annuity Method (excluding change of methods); Trial Balance- meaning, methods of preparation –Errors and their rectification- meaning- types of errors-rectification of errors- Errors located before the preparation of Trial Balance - Errors located after the preparation of Trial Balance and before the preparation of final accounts- Suspense Account.

**Unit IV** 12 hrs  
**Preparation of Final Accounts of a Sole Trader-**meaning-Trading Account, Profit and Loss Account and Balance sheet preparation.

**Total Hours: 48**

### Books for Reference

1. Accounting I
  2. Accounting I
  3. Introduction to Accounting
  4. Principles and Practice of Accountancy
  5. Accountancy
  6. Advanced Accountancy
  7. Financial Accounting
  8. Financial Accounting -a Managerial Emphasis
  9. Financial Accounting
  10. Book-Keeping and Accountancy
  11. Book-Keeping and Accountancy
- B.S. Raman (United Publishers)
  - K.S.N. Adiga (Shubhadri Books)
  - Shukla M.C. & T.S. Grewal (S Chand)
  - R.L. Gupta (Sultan Chand & Sons)
  - S.K. Paul (New Central Book Agency)
  - Maheshwari S.N. (Vikas Publishing House)
  - Dr. V.K. Goyal (Excel Books)
  - Ashok Banerjee (Excel Books)
  - Dr. P.C. Tulsian (S Chand)
  - Agarwal A.N.
  - Sarkar N

## BM 104: BUSINESS ORGANISATION

**Objective:** To introduce the concept of business, industry, trade and commerce and recent trends to the business management students.

12 hrs

### Unit I

**Nature - Scope and Forms of Business:** Meaning, Nature- scope - objectives, essentials of successful business; Forms: Sole proprietorship: Definitions, Features, Merits and Demerits Partnership: Definitions, Features, Merits and Demerits, Joint Stock Company: Definitions, Features, Merits and Demerits, Co-operatives: Definitions, Features, Merits and Demerits; Public Enterprises: Departmental Undertaking: Definitions, Features, Merits and Demerits Public Corporations: Definitions, Features, Merits and Demerits Government Companies: Definitions, Features, Merits and Demerits

### Unit II

**Business Combinations-**Meaning Definitions, Causes, Types, Forms, merits and demerits of Business Combinations, Recent Trends in Business Combinations

12 hrs

### Unit III

**Sources of Business Finance** -Types of Business Finance: Long, Medium and Short Term; Sources of Corporate Finance: Issue of Shares, Public Deposits, Retained Earnings, Institutional Financing (IDBI, IFCI, ICICI, SFC), Objectives, Functions and forms of assistance; Sources of Short Term Finance: Trade Credit, Bank Credit, Inter Company Loans, Lease Finance, Accounts Receivable, Financing Customer Advances.

12 hrs

### Unit IV

**Elements of Insurance** - Meaning, Significance, Principles, Types- Life Insurance: Terms and Conditions, Types-Fire Insurance: Features, Types and Proceedings for Claim, Marine Insurance: Features, Types, Clauses, Warranties and Marine Losses, Miscellaneous Types of Insurances and Recent Changes and Development in Insurance Sector.

12 hrs

**Total Hours: 48**

### Books for Reference:

1. S. A. Shrekar
  2. C. B. Guptha
  3. M. C. Shukla
  4. S. C. Saxena
  5. Y.K. Bhushan
- Business Organization
  - Business Organisation and Management
  - Business Organisation
  - Business Administration
  - Business Organization

## II SEMESTER

### BM 151: MANAGERIAL ECONOMICS

Objective: Providing basic knowledge to the students to apply concepts and theories to facilitate decision making and forward planning.

#### Unit I

**Nature and scope of managerial economics** - Basic Economic tools in Managerial economics - Role and responsibility of managerial economist- Production function, Law of variable proportions - laws of returns to scale - economies and diseconomies of scale, Capital budgeting - meaning and importance.

12 hrs

#### Unit II

**Cost-concept of cost output relationship** - concepts of revenue - Total revenue, average revenue and marginal revenue. Equilibrium of the firm - MC & MR approach. Gross profit & Net profit-profit maximization V/S sales maximization. Baumols sales maximization model.

12 hrs

#### Unit III

**Price and output determination under different forms of market** - perfect competition - monopoly - monopolistic competition - price discrimination - monopsony bilateral monopoly - oligopoly - oligopsony.

12 hrs

#### Unit IV

**Demand Forecasting** - factors involved - objectives of short -run and long- run demand forecasting - Forecasting demand for products - criteria of a good forecasting method - techniques of demand forecasting.

12 hrs

**Total Hours: 48**

#### Books for Reference:

1. H.L. Ahuja
2. R.L. Varshney & K.L. Maheshwari
3. D.M. Mithani
4. D.M. Dwivedi
5. Kamalpal, surendra kumar
6. Paul Samuelson & William D, Nord Laws
7. Alfred W. Stonier and Douglas C. Hague

- Business Economics - Micro
- Managerial Economics.
- A course in Business economics
- Managerial Economics
- Managerial Economics
- Economics
- A Text Book of Economic Theory.

## BM 152: BUSINESS ENVIRONMENT & ENTREPRENEURSHIP

**Object: To familiarize the students of management with changing economic, legal, and social environment of the business.**

### Unit 1

14 hrs

**Business and its Environment:** Meaning- Factors influencing business, internal and external factors; Social Responsibilities of business towards Share holders- Employees- Consumers-Dealers and public; Business Ethics and Social Value –Meaning- Principles of business ethics-Managerial and Professional ethics. Case studies on Social Responsibilities of Business, Business Ethics and Environment.

### Unit II

10 hrs

**Entrepreneurship:** Concept of entrepreneurship- characteristics of entrepreneurship- classification, types and role of entrepreneur.

### Unit III

12 hrs

**Public, Private and Cooperative Sectors:** Objectives-features, advantages and disadvantages- Study of MSME (Medium, Small and Macro Enterprises) - Salient features of MSME and Emerging trends, MNCs – meaning- Merits- Demerits- MNC and Impact on Indian Economy/ Business; Emerging Trends in Business.

### Unit IV

12hrs

**Consumerism:** Meaning- Needs- Objectives- Rights of consumer- Consumer Protection Act- Consumer redressal agencies-Consumerism in India. Recent trends - Case studies. Liberalisation- Privatisation- Globalisation - Impact of Globalisation- Features- Benefits and Obstacles. WTO- Functions; Emerging Trends.

**Total hours: 48**

### Books for Reference :

1. International Business Environment Text & Cases - Francis Cherunilam
2. Global Economy & Business Environment - Francis Cherunilam
3. Business and Society - Dr. P.G. Aquinas
4. Elements of Business Environment - K. Aswathappa
5. Economic Environment of Business - M Adhikari
6. Business & Society - Dr. Shankaran
7. Business Environment - Raj Agarwal
8. International Economy - D.M. Mithani
9. Business Environment - Dr. Vivek Mittal
10. Business Environment - Suresh Bedi
11. Small Scale Industries & Entrepreneurship. - Vasanth Desai
12. Entrepreneurial Development - S S Khanka

## BM 153: ACCOUNTING - II

**Objective: To familiarize the students with the accounts of Non-Trading Concerns, Consignment Accounts and Partnership Accounts.**

**12 hrs**

### Unit I

**Final Accounts of Non-Trading Concern** - Meaning- Books of Accounts, Treatment of Revenue and Capital items, Receipts and payments Account, Income and Expenditure Account and Balance Sheet, Preparation of Income and Expenditure Account and Balance Sheet from Receipts and payments Account and other information (other preparations excluded).

**12 hrs**

### Unit II

**Consignment Accounts** - meaning-important terms- valuation of Consignment Stock and Abnormal Loss Accounting Treatment-Journal entries and Ledger Accounts in the Books of Consigner and Consignee.

**12 hrs**

### Unit III

**Partnership Accounts** - meaning and definition of partnership- Essential Characteristics- Partnership Deed-meaning; Admission of a partner-Accounting treatment; Retirement of a partner-Accounting treatment.

### Unit IV

**Death of a partner** - Joint life Policies and Individual Policies (meaning only) - Accounting treatment; Dissolution of a Partnership Firm including insolvency of a partner (excluding Garner Vs Murray's case) - Accounting treatment; Gradual realization of assets and piece-meal distribution of cash (Proportionate Capital Method only).

**Total Hours: 48**

### Books for Reference:

1. Accounting II
2. Accounting II
3. Introduction to Accounting
4. Principles and Practice of Accountancy
5. Advanced Accountancy
6. Advanced Accountancy
7. Financial Accounting
8. Book-Keeping and Accountancy
9. Advanced Accountancy

- B.S. Raman
- K.S. Adiga
- Shukla M.C. & T.S. Grewal
- R. L. Gupta
- Jain and Narang
- Maheshwari S.N & Maheshwari S.K.
- Dr. V.K. Goyal
- Agarwal A.N.
- Basu & Das



## BM 154: MANAGERIAL COMMUNICATION

**Objective:** To equip the students with the skills of communication to introduce the intricacies arising out of communication methods.

**Unit I**  
**Business Communication** –definition and importance-objectives- process- types –horizontal, vertical(upward and downward) grapevine, consensus-simple rules of effective communication – barriers to communication. **12 hrs**

**Unit II**  
**Managerial Communication** -communication skills - verbal and non-verbal - effective; presentation skills - planning the presentation - communication network- audio and visual aids- telephone-dictaphone-pager system -cash register-computer-mobile phone-internet-telex-FAX-teleconferencing-videoconferencing-emergence of modern communication technology. **12 hrs**

**Unit III**  
**Management Reports** – principles of writing reports-types of reports-preparatory steps- Highlights- Use of graphs -Specimen report on Failure of product in the market –Re-organization of a concern, Establishment of a new branch, Extent of competition in the market & company Secretary's report. Business Letters - Types, Basic principles – Styles of layout – Parts of Letter – Letter calling for a post, calling for interview – Appointment order – termination order. **12 hrs**

**Unit IV**  
**Commercial Letters** – Enquiries – Replies to enquiry – Orders- Compliant and their adjustment – Collection letters – sales letters – Circular letters. **12 hrs**

**Total Hours: 48**

### Books for Reference:

1. R. Doctor & E. Doctor – Business and Managerial Communication
2. Y.K Bhusan – Report writing and correspondence.
3. Gulshan & Shukla – Report writing and correspondence.
4. M.S Ramesh, C.C Pattanshetti & Madhumati M. Kulkarni – Business Communication
5. Rajendra Pal & Koralahalli – Essentials of Business Communication
6. Pink & Thomas – English grammar, Composition & Correspondence.
7. Readers Digest Publication -Effective Letter Writing
8. Steve Mandel - Effective Presentation Skills –A Practical Guide to Special Speaking
9. M.K.Segal and Vandana Khetarpal -Business Communication
10. Raj Kumar -Basic Business Communication concepts, applications and skills

### III SEMESTER

#### BM 201: BUSINESS MATHEMATICS

Objective: To acquaint the students with the basic knowledge of business mathematics, increase their analytical ability and to use analytical skills to facilitate managerial decision making.

##### Unit I

Formulation of simple simultaneous equations and their solutions - Quadratic equations -solution of quadratic equation by factors and by formula; Matrices-Types- Basic concepts- addition- subtraction- multiplication; determinants- value of determinant-solving simultaneous equations(with two and three variables) by Cramer's rule.

12 hrs

##### Unit II

Minors and cofactors of matrices- Adjoint of a matrix, inverse of a matrix- solving simultaneous equations (with two and three variables) by matrix inverse method; Progression- Arithmetic Progression- Definition-  $n^{\text{th}}$  term-sum of  $n$  terms- three numbers in AP; Geometric progression- Definition-  $n^{\text{th}}$  term- sum of  $n$  terms- three numbers in GP-Practical problems related to AP and GP.

12 hrs

##### Unit III

Ratio- Proportion - direct proportion- inverse proportion; Simple interest-payment by installment- true discount Bankers discount and Bankers gain- equated due date; trade discount- cash discount - invoice price and selling price.

12 hrs

##### Unit IV

Logarithms- Definition- Laws of Logarithms (without proof) common logarithms- antilogarithms- mathematical calculations using common logarithms; Compound interest- Formula for compound interest- interest payable half yearly or quarterly- interest for fraction of a period, nominal and effective rates; Annuities- Amount of an immediate annuity and annuity due, present value of annuity immediate and annuity due present values of perpetuity due and perpetuity immediate.

12 hrs

Total Hours: 48

##### Books for Reference:

1. Business Mathematics
2. Business Mathematics
3. Problems and solutions in Mathematics
4. Business Mathematics
5. Mathematics for cost Accountants
6. Fundamentals of Business Mathematics and statistics
7. Business Mathematics & Statistics

- Rajmohan
- Ibrahim Byari
- V K Kapoor
- DC Sanchethi and V K Kapoor
- Vishwanath
- B M Agrawal.
- Dr. S. Sachdev.

## BM 202: BUSINESS ECONOMICS

**Objective: To acquaint the students with the macro issues of business economics and give a better picture about the interdependency in the economy**

**Unit I** 12 hrs  
**Meaning-** major issues and importance of Macro Economics-circular flow of money-A schematic model of business transaction. Keynes's Theory of Employment and its policy implication - Government and business: macroeconomic policy matters-monetary policy-Objective, instrument, monetary policy during inflation and deflation. Fiscal policy-Objective, instrument, fiscal policy during inflation and deflation. Consumption Function- Average and Marginal Propensity to Consume-Factors determining propensity to consume-Saving function-determinants of propensity to save, Autonomous and Induced Investment-Determinants of Investment.

**Unit II** 12 hrs  
**Index Numbers:-** Computation of simple & weighted Price index numbers. Inflation-Meaning-Types-Causes, Effects -consequences of inflation on industry - Measures to control inflation- Inflationary gap-deflation -Effects-Stagflation-causes- Business Cycles-Phases-Features-Evil effects on Business firms-Minimizing effects. Recession-causes, consequences, revival measures, stagflation-causes.

**Unit III** 12 hrs  
**Public Finance-Sources of Revenue-** Tax and Non-tax-classification of taxes-Canons of Taxation-Effects of taxation-VAT & its implication-Public expenditure-types- effect-Public debt-Importance-public debt and inflation-Deficit Financing-Purpose- impact on economic growth- disinvestments policy.

**Unit IV** 12 hrs  
**India and the World Economy -**Globalization-Emergence. Steps and effect-India and WTO-DOHA Declaration- Globalization of Indian business, recent developments.

**Total Hours: 48**

### Books for Reference:

1. H.L. Ahuja - Macro Economics for Business and Management
2. R.L.Varshney and K.L.Maheshwari -Managerial Economics (12<sup>th</sup> edition)
3. S. K. Misra and V. K. Puri - Indian Economy
4. D. M. Mithani - A Course in Business Economics
5. M.L.Seth - Money, Banking, International Trade & Public Finance
6. D.N.Dwimdi - Managerial Economics (6<sup>th</sup> edition)
7. Rosalind Levacic - Macro Economics The Static & Dynamic Analysis of Modern economy
8. V. K. Bhalla & S. Shiva Ramu- International Business-Environment and Management
9. Ruddar Datt & K..P. M. Sundharam- Indian Economy-(Latest Edition)
10. Tyagi - Public Finance
11. Atmanand -Managerial economics
- 12..Manab Adhikary - Business Economics

## BM 203: COMMERCIAL LAW

Objective: To familiarize the students with the relevant legislations affecting business.

### Unit I

12 hrs

**Nature and significance of Law-** Branches of Law - Sources of Mercantile Law- Law of contract- Definition, Difference between Agreement and Contract, essentials of Contract-Types of contract based on formation, performance, enforceability; Offer- Meaning, types- Rules governing offer. Meaning of cross offer, Meaning of Standing offer, Meaning of Tender; Acceptance- meaning and types, Essentials of valid acceptance.

### Unit II

12hrs

**Consideration-** Meaning- Rules governing consideration- Stranger to a contract cannot sue and its exceptions - Exceptions to the rule "no consideration no contract"; Capacity to contract- Minor- effects of minor's agreement, Persons of unsound mind - Legal incapacity; Free consent - Coercion - Undue influence - Fraud - Misrepresentation - Mistake. Differences between Coercion and Undue influence, Differences between Misrepresentation and Fraud.

### Unit III

12 hrs

**Legality of Object-** meaning-Unlawful objects-objects forbidden by law, objects defeating the provisions of law, fraudulent objects, objects injurious to person or property, immoral objects, Agreements opposed to public policy; Discharge of Contract - Modes of discharge - Breach of Contract - Remedies for breach of contract - Wagering agreement and contingent contract ( Meaning only) Quasi contract - meaning and types.

### Unit IV

12 hrs

**Negotiable Instruments Act** -meaning, features and presumptions. Bills of Exchange, Promissory Note and Cheque- (meaning- form or specimen, features and differences) Crossing- (meaning and types only) - dishonor of Cheque under section 138; Intellectual Property Rights -Meaning- Patents - Trade Marks - Copy Rights - Industrial designs.

### Unit V

12 hrs

**Information Technology Act** - Objectives - Digital signature (meaning only) - Cyber Crimes - Meaning, legal provisions - Crimes against Persons - Crimes against Property - Crimes against Government; Right to Information Act - Meaning - Meaning - Request for obtaining information - Disposal of Request - Exemption from disclosure of information - Grounds for rejection. Duties of Information Officer.

The relevant legal point, facts and the judicial decision relating to the following 10 case laws are to be specifically dealt with -1. Balfour Vs Balfour 2. Carlill Vs Carbolic Smoke Ball company 3. Felthouse Vs Bindley 4. Lalman Shukla Vs. Gauridutt 5. Durgaprasad Vs Baldeo 6. Chinnayya Vs Ramayya 7. Mohiribibi Vs. Dharmodas Ghosh 8. Ranganayakamma Vs Alvar Chetty 9. Hadley Vs Baxendale 10. Planche Vs Colburn.

**Total Hours: 60**

### Books for Reference:

- |                |                                 |
|----------------|---------------------------------|
| 1. N.D. Kapoor | - Elements of Mercantile Law    |
| 2. S.S.Gulshan | - Business Law                  |
| 3. Umesh Maiya | - A Text book of Commercial Law |
| 4. B.S. Raman  | - Business Law                  |
| 5. Anson       | - Contract Act                  |
| 6. Autar Singh | - Mercantile Law                |
| 7. Gogna       | - Commercial Law.               |

## BM 204: MARKETING MANAGEMENT

**Objective:** The objective of this paper is to acquaint students with the concepts of marketing and its applications in the business.

- Unit I** 12 hrs  
**Introduction to Marketing management** - Meaning & Definition of market, marketing & marketing management - Evolution of marketing management, Traditional v/s modern marketing, Emerging concepts of marketing, marketing management functions. Contemporary issues in marketing.
- Unit II** 12 hrs  
**Marketing mix & its elements** - Meaning of marketing mix- elements; Product : Meaning & definitions- features, types of product (consumer & Industrial goods) core concepts of product , product dimensions; Product planning & development, stages in new product development, failure of new products – reason -Product life cycle – meaning, stages and strategies -Product related and product mix strategies ( Packaging ,Branding, Labeling, Guarantee & warrantee) Pricing: Meaning, definition, importance and objectives of pricing, factors affecting pricing decisions, methods of pricing, pricing strategies.
- Unit III** 12 hrs  
**Promotion and distribution** - Marketing Communication mix & its elements : Advertising – meaning and objectives ; publicity personal selling – meaning and significance ; sales promotion – meaning and tools, Public relations – meaning; Distribution : meaning and definition of channel of distribution , types of channel, criteria for selecting the channel, channel for consumer goods and industrial goods retail management –meaning, retail mix, retail formats.
- Unit IV** 12 hrs  
**Rural marketing** - Meaning, definition, feature and significance of rural marketing- rural marketing v/s urban marketing, challenges and problems of rural markets, opportunities in rural markets, challenges in Indian rural markets.
- Unit V** 12 hrs  
**Service marketing** –Meaning, definition, features of service, goods v/s services- classification of services, marketing mix for services, service market segmentation- Recent trends in service marketing. -Case studies in all units.
- Total Hours: 60**

### Books for Reference:

1. Marketing Management - Philip kotler and Kavin lane Keller
2. Marketing Management - K D Basava
3. Marketing Management -Text and cases Indian context - Tapan K Panda
4. Marketing Management - Dr Karunakaran
5. Marketing Management - T N Chhabra and S K Grover
6. Modern Marketing Principles and Practices - R S N Pillai and Bagavathi
7. Marketing Management - Namkumari and Ramaswami
8. Marketing Management - Sontakki and Deshpande

## BM 205: INCOME TAX

**Objective: To acquaint the students of Business Management with the Income Tax Law of India, considering latest amendments/enactments.**

### Unit I

10 hrs

**Introduction and definitions:** Agricultural Income, Assessee, Person, Income, Assessment Year, Previous Year, Residential Status (Individual Assessee only), Scope of Total Income (Incidence of Tax); Problems on Residential Status and on Incidence of Tax.

### Unit II

10 hrs

**Incomes exempt u/s 10 as applicable to a Salaried Assessee:** Such as Gratuity, Commuted Pension, Leave Encashment, Leave Travel Concession, Compensation received under VRS, Retrenchment Compensation and House Rent Allowance; Deductions u/s 80 as applicable to a salaried assessee, Sec. 80C, 80 CCC, 80 CCD and 80 CCF.

### Unit III

14 hrs

#### Heads of Income:

**Income from Salaries:** Meaning & Definition, Characteristics of Salary income, Allowances, Perquisites, Deductions u/s 16, Provident Funds. Simple Problems on Computation of Taxable Salary and Deduction u/s 80C & 80 CCF (excluding problems on salary grade, retirement in the middle of the year and conversion of URPF into RPF).

### Unit IV

14 hrs

**Income from House Property:** Meaning, Computation of Annual Value of Let out and Self-occupied Property, Unrealized Rent, Deductions from Annual Value, Problems on Computation of Income from House Property; **Profits & Gains from Business and Profession:** Meaning, Business, Profession, Vocation, Speculative Business, Permissible Deductions u/s 30 to 37 (other than detailed discussion on Depreciation), Payments not Deductible, Deemed Income; Problems on Computation of Business / Professional Income, Computation of Gross Total Income.

### Unit V

12 hrs

**Capital Gains:** Meaning and definition, Transfer, Capital Asset-Short term & Long Term, Cost of Acquisition, Exemptible Capital Gains; Problems on Computation of Taxable Capital Gains; **Income from Other Sources:** Meaning, Interest on Securities and other incomes, Grossing up of Interest, Deductions u/s 57, exemption u/s 10(15); Problems on Computation of Income from Other Sources (excluding calculation of collection charges on net interest realised).

**Total Hours: 60**

#### Books for Reference:

- |                           |                       |
|---------------------------|-----------------------|
| 1. Income Tax             | - HC Mehrothra        |
| 2. Handbook of Income Tax | - Dr. Vinod Singhania |
| 3. Income Tax             | - TN Manoharan        |
| 4. Business Taxation 1&2  | - K Sadashiva Rao     |
| 5. Income Tax             | -Gaur and Narang      |
| 6. Income Tax             | -Dinakar Pagare       |

## BM206: CORPORATE ACCOUNTING- I

**Objective: To familiarize students with corporate accounting.**

### Unit I

12 hrs

**Issue of shares:** Shares and share capital-Meaning and types: Book building- Process and advantages: Stages –application (over- subscription and under- subscription), allotment and call: calls-in arrears, calls-in-advance: forfeiture of shares- reissue of forfeited shares (Theory only); Underwriting of shares and debentures- SEBI guidelines on underwriting - Partial underwriting- complete underwriting – Open underwriting and firm underwriting: Calculation of underwriters' liabilities – Journal entries.

### Unit II

12 hrs

**Redemption of preference shares** (Comprehensive problems) - Debentures- Meaning, kinds: Redemption of debentures- Various types of redemption (Theory only).

### Unit III

12 hrs

**Pre-incorporation and post - incorporation profit or loss** (Comprehensive problems with preparation of balance sheet).

### Unit IV

12 hrs

**Right shares and value of right:** Meaning-Calculation of value of right; **Bonus shares:** Journal entries with problems; Valuation of shares – Methods of valuation; Valuation of Goodwill – Super profit method only.

### Unit V

12 hrs

**Final accounts of companies:** Presentation of profit and loss statement and balance sheet in vertical form as per the latest amendments, if any (Simple problems).

**Total Hours: 60**

### Books for Reference:

1. RL Gupta and M. Radhaswamy - Advanced Accounting II
2. M.C Shukla, T.S Grewal and S.C Gupta - Advanced Accounts II
3. S.P Jain and K.L Narang - Advanced Accountancy II
4. S.P Iyengar - Advanced Accounts II
5. S.N Maheshwari - Advanced Accounting II
6. B.S Raman - Corporate Accounting
7. K.K Verma - Corporate Accounting

**IV SEMESTER**  
**BM 251: BUSINESS STATISTICS**

**Objective: To acquaint the students with the use of statistical tools and techniques to analyse business and managerial data and facilitate managerial decision- making.**

**Unit I**

**12 hrs**

**Introduction to statistics-** Definitions- functions and limitations- primary data- methods of collection, secondary data and sources-Classification-Types- Tabulation-Blank tables- Diagrammatical presentation-Bar diagrams -Pie diagram- Frequency graphs- histogram and ogives.

**Unit II**

**12 hrs**

**Measures of central tendency-** Mean, Median, Mode, Geometric Mean and Harmonic Mean- their merits, demerits and uses; Measures of dispersion- Range, Quartile deviation, Mean deviation and Standard deviation- their relative measures (coefficients)-Exploratory data analysis- The stem and leaf chart- Box plot chart.

**Unit III**

**12 hrs**

**Correlation analysis-** Meaning and types- Karl Pearson's Correlation Coefficient and Spearman's Rank correlation coefficient (with and without ties) -Regression analysis- Meaning- regression equations- properties of regression coefficients- estimation using regression equations.

**Unit IV**

**12 hrs**

**Time series-** components- studying trend by moving averages and method of least squares (linear trend only) Merits and demerits of these methods, Index Numbers- Price Index Number -Laspeyre's, Paasche's and Fisher's index numbers- Consumer price index number.- Linear programming- Formulation - Solving LPP by graphical method.

**Total Hours: 48**

**Books for Reference:**

- |  |  |
|--|--|
| 1. Statistical Methods                     | - S P Gupta                                      |
| 2. Business Statistics                     | - Rajmohan                                       |
| 3. Text book of Statistics Vol 1 and Vol 2 | - Rajmohan                                       |
| 4. Statistics for Beginners                | - Bhat B R, Srivenkataramana and K S Madhava Rao |
| 5. Business Statistics                     | - Indra Gupta & S C Gupta                        |
| 6. Business Statistics in Practice         | - Bowman, O'Connell, Murphree,                   |
| 7. Statistics                              | - R.S.N. Pillai, V.Bagavathi                     |
| 8. Statistics for Business and Economics   | - Anderson, Sweeney, Williams.                   |
| 9. Business Statistics                     | - RS Bharadwaj                                   |
| 10. Quantitative Methods in Management     | - R Selvaraj, C. Loganathan.                     |



## BM 252: MODERN BANKING MANAGEMENT

**Objective:** To provide basic knowledge about the working of the banking and financial system of the country and expose the students of management to the modern banking system.

### Unit I

12 hrs

**Commercial banking** -- meaning, nature, structures and functions of commercial banks in India, balance sheet of a bank, portfolio management in banks, credit creation, new trends in commercial banking, merchant banking, risk management-risk perception - management & mitigation - changing role of commercial banks as service providers, bank marketing.

### Unit II

12 hrs

**Central banking** -- Nature functions, credit control methods -- RBI and its monetary policy - Role of RBI. Banking sector reforms-a road map of RBI.

### Unit III

12 hrs

**Financial markets**- Money and capital markets - constituents - features -defects - instruments - development banks, SBI, RRB, EXIM bank, NABARD, organization, functions and performance; NBFI, globalization versus financial markets-reasons for globalization of financial markets-benefits and risks.

### Unit IV

12 hrs

**Banker and Customer Relationship** - general and special, Customer Relationship Management-importance and benefits CRM-strategies adopted in banking sector -Ancillary services of a banker, E-banking- KYC norms and Anti-money laundering measures -Recent Developments.

**Total Hours: 48**

### Books for Reference:

1. Theory and Practice of Banking
  2. Banking Law and Practice
  3. Banking Law and Practice
  4. Banking Theory and Practice
  5. Theory and Practice of Banking
  6. Banking Theory and Practice
  7. Banking Law and Practice in India
  8. Changing Profile of Indian Banking
  9. Merchant Banking
  10. Indian Financial System
  11. Money Banking and Foreign Trade
  12. Money Banking International Trade and Public Finance
  13. Principles of Banking
  14. Introduction to Banking
  15. Contemporary Issues and Challenges in Banking Financial Sectors in India
- S.N Maheshwari and R.R Pail
  - S.N Maheshwari
  - P.N Varshney
  - Sundaram and Varhsney
  - Reddy and Appannaiah
  - Chabra T.N
  - Tannan, M.L
  - Sushil J. Lalwani
  - Machiraju
  - Khan and Jain
  - Mithani D.M.
  - Ne. Thi. Somashekar
  - H.C. Aearwal
  - Vijayaragaran Iyengar
  - U. Bhojanna,S.N.Murthy

# BM 253: FUNDAMENTALS OF FINANCIAL MANAGEMENT

Objective: To acquaint the students with the fundamentals of financial management concepts and techniques.

## Unit I

Financial management- an overview- financial management : meaning ,definition, importance- relationship between financial management and other areas of management- Scope of financial management: Traditional Approach and Modern Approach – changing role of financial manager- Financial Decisions –Objectives of financial management: Profit Vs Wealth Maximization- Organization of Finance function in corporate set up. Time value of money: Meaning and significance.

12 hrs

## Unit II

Capital budgeting decisions- Capital budgeting decisions: Meaning significance and process- nature of projects for investments. Cash flows Vs accounting profits, Determination of relevant cash flows – Long term investments evaluation Techniques, Traditional Techniques (ARR, Payback period), discounted cash flow Techniques (NPV, IRR, PI and Discounted Payback period). (Simple problems; no problems on IRR & differential cash flows). Capital rationing, meaning, causes and selection process under capital rationing.

12 hrs

## Unit III

Concept and measurement of cost of capital- Cost of capital: definition, importance and concepts- Historical and Future cost, Explicit and implicit cost, Marginal cost, Specific cost and WACC- Measurement of specific cost; Cost of debt, preference, Equity and retained earnings- Computation of overall cost of capital based on book value Weights, Marginal Weights and Market Value weights.

12 hrs

## Unit IV

Financing Decisions - Meaning and significance of Capital Structure, meaning of financial structure and Optimum Capital Structure – Theories on capital Structure: NI Approach, NOI Approach, Traditional Approach, M-M Hypothesis with taxes and without taxes. Factors affecting Capital Structure.

12 hrs

## Unit V

Dividend Decisions -Meaning of dividend and dividend Policy- Conflicting theories on dividend Policy: Walter's Model, Gordon's Model, M-M Hypothesis- internal and external factors affecting dividend policy- stability of dividend: Significance, forms, merits and demerits- Forms of Dividends; Bonus Share: Meaning, guidelines for issue, advantages and drawbacks.(Problems on Walter and Gordon's Model).

12 hrs

### Books for reference and study:

1. Van Horne J.C
2. Van Horne J.C
3. Khan M.Y & Jain P.K
4. Prasanna Chandra
5. I.M Pandey
6. S.N.Maheshwari
7. Preethi Singh
8. Umesh Maiya & Phanikumar

- Financial Management and Policy
- Fundamentals of Financial Management
- Financial Management, Text and Problems
- Financial Management, Theory & Practice
- Financial Management
- Financial Management
- Financial Management
- Text Book of Financial Management

## BM 254- COMPUTER APPLICATIONS IN MANAGEMENT

**Objective:** To familiarize students with the latest developments in the field of computers, give a brief idea about application of computers in business and basics of management information systems.

**Unit I**  
**Introduction to computer**-Types of computer-characteristics-components of computer with block diagram-computer software and classification-functions of operating system-Accounting packages-Tally. **12 hrs**

**Unit II**  
**Introduction to computer networking**-uses and types of network- network topology. Introduction to internet and its services. Data Base concept-DBMS facilities and models. **12 hrs**

**Unit III**  
**Introduction to Management Information Systems**-objectives-characteristics-functions-components-structure of information system-framework for information systems- role and importance of MIS-MIS organization-critical success factors of MIS implementation. **12 hrs**

**Unit IV**  
**MIS as a communication process**-MIS planning-establishing an MIS-Data-Information-Data processing-Nature of information- manager and information-characteristics of information-sources of information-Information system and decision making-phases of decision making process. **12 hrs**

**Unit V**  
**Office Automation Systems**- concept of office and office automation- functions of office- nature of office-virtual office- advantages and disadvantages-measuring for making virtual office- office automation application-role of office automation in problem solving. **12 hrs**

**Total Hours- 60**

### Books for Reference-

1. Introduction to computer
  2. Fundamentals of Database Systems
  3. Computers Today
  4. Understanding Computers
  5. Implementing Tally
  6. Management Information System
  7. Management Information System
  8. Management Information System
  9. Management Information System
  10. Management Information System
  11. Management Information System
  12. Management Information System
  13. Management Information System
  14. Secretarial practice and Office Management
  15. Office Organisation & Management
  16. Office Organisation & Management
  17. Office Management
  18. Office Management
- Peter Norton 5<sup>th</sup> & 6<sup>th</sup> edition
  - Navate and Elamsri
  - Suresh K Basandra
  - R Rajgopalan
  - K K Nadhani
  - Robert Schulthes & Mary Sumner
  - Gordon B Davis & Margrethe H Olson
  - C.S.V Murthy
  - James A O'brich & George M Marakas
  - Ashok Arora & Akshaya Bhatia
  - L.M.Prasad
  - W S Jawadeka
  - Laudon Kenneth & Laudon Jane
  - Prashanth K Ghosh
  - M.E Thukaram Rao
  - N Kumar & R Mithal
  - R K Nair
  - T N Chabra

## BM 255: HUMAN RESOURCE MANAGEMENT

**Objectives:** The objective of this course is to help students to understand elements of Human Resource Management.

**Unit I** 12 hrs  
**Introduction to Human Resource Management:** Concept of HRM-Nature, Scope, objectives, significance and Functions of HRM-Evolution of HRM-Difference between HRM and Personnel Management, Qualities of Human Resource Manager-Role of HR Manager- Challenges of modern HR Managers. HR Policies: Meaning & Definition of HR Policies-Nature-Importance-Types and Essentials of sound HR Policies.

**Unit II** 12hrs  
**Human Resource Planning and Job Analysis:** Concept of HR Planning-Objectives, Importance, Process and Guidelines to make an effective HR Planning. Meaning and Objectives of Job Analysis-Concept of Job Design-Methods of Job Design and Recent trends in Job Design. Meaning of Job Specification, Job Description, Job Enlargement and Job Enrichment-Differences between Job Enlargement and Job Enrichment.

**Unit III** 12 hrs  
**Recruitment, Selection, Placement And Induction:** Meaning & Definition of recruitment, Objectives, Factors affecting recruitment- Sources of recruitment (Internal and External)-Techniques of recruitment. Selection: Meaning and Definition of Selection-Steps in selection process-selection tests. Interview -Meaning, types, steps, limitations of interview and Guidelines to make effective interview. Meaning of placement and Socialization. Meaning and objectives of Induction.

**Unit IV** 12 hrs  
**Transfer, Promotion, Demotions and Separations:** Transfer- Meaning & Definition, Objectives, Types, Transfer Policies. Promotion-Meaning, Basis /Criteria of Promotion, Benefits of Promotion and Promotion Policies. Meaning of Demotion. Separations-Meaning and Types (Lay-off, Retrenchment, Dismissal, Suspension).

**UNIT V** 12 hrs  
**Job Evaluation and Employee Compensation:** Job Evaluation-Meaning & Definition of Job Evaluation, Objectives, Process, Merits & Demerits, Methods of Job Evaluation. Employee Compensation- Meaning & Definition of Employee Compensation, Objectives, Essentials of Sound Wage System, Factors affecting determination of Wage System/Structure- Meaning of Minimum Wage, Fair Wage and Living Wage, recent Trends.  
Case Studies relating to all units.

**Total Hours: 60**

**Books for Reference:**

1. Human Resource Management: V.S.P. Rao
2. Human Resource Management: P Subba Rao
3. Human Resource Management: C.B. Gupta
4. Human Resource Management: S.S Khanka
5. Personnel Management and Industrial Relations: P.C. Tripathi
6. Personnel Management: C.B. Memoria
7. Human Resource Management: Ashwathappa
8. Human Resource Management: N K Singh
9. Personnel Management and Industrial Relations: Dale Yoder
10. Personnel Management and Industrial Relations: Edwin Flippo.

## BM 256: Corporate Accounting- II

**Objective: To familiarize students with corporate restructuring and accounts of different companies.**

**Unit I**  
**Amalgamation, Absorption of Companies** – Accounting Standard 14: Accounting for corporate restructuring - problems from the nature of purchase only. **12 hrs**

**Unit II**  
**Reconstruction:** Internal reconstruction, External reconstruction as per AS 14 (Comprehensive problems) **12 hrs**

**Unit III**  
**Liquidation of Companies** – Preparation of Liquidator's final statement of accounts. (Comprehensive problems) **12 hrs**

**Unit IV**  
**Final Accounts of Banking Companies:** Vertical presentation with relevant schedules. (Simple problems only) **12 hrs**

**Unit V**  
**Accounts of Electricity Companies:** Preparation of revenue account, net revenue account, capital account and balance sheet; Conceptual framework for preparation and presentation of financial statement – Accounting Standard -1. **12 hrs**

**Total Hours: 60**

### Books for Reference:

- |   |                           |
|---|---------------------------|
| 1. RL Gupta and M. Radhaswamy           | - Advanced Accounting II  |
| 2. M.C Shukla, T.S Grewal and S.C Gupta | - Advanced Accounts II    |
| 3. S.P Jain and K.L Narang              | - Advanced Accountancy II |
| 4. S.P Iyengar                          | - Advanced Accounts II    |
| 5. S.N Maheshwari                       | - Advanced Accounting II  |
| 6. B.S Raman                            | - Corporate Accounting    |
| 7. K.K Verma                            | - Corporate Accounting    |

## V SEMESTER

### BM 301: ORGANIZATIONAL BEHAVIOUR

**Objective: To create awareness among the students of management about the factors that influence the personality and improve one's perceptions.**

- Unit I** 12 hrs  
Introduction- Meaning-Definitions, Nature-Key elements-Historical Development-Fundamental Concepts-Relevance and importance of OB in modern business organizations.  
Personality- Meaning and definitions-Determinants of Personality-Personality Traits: Personality traits influencing OB-Theories of Personality-Intra-psyche theory of Sigmund Freud, Carl Jung's Introvert Extrovert theory, Sheldon's Physiognomy theory, Carl Roger's Self theory.
- Unit II** 12 hrs  
Perception - Meaning and definition-Nature-Importance, relevance or application of perception in OB-Principles of Perception- Factors influencing perception- Process - Distortion in perception; Attitude- Meaning and definition-Nature of Attitude-Components of Attitude-Formation of Attitude- Functions of Attitude- Changing attitudes.
- Unit III** 12 hrs  
Motivation- Meaning-Motivation Process-Theories of Motivation-Maslow's theory, Herzberg's theory, Vroom's theory, McGregor's theory-Financial & non-financial incentives; Group Dynamics-Meaning-Nature-Types-Group behavior-Group Norms, Group cohesiveness- Group effectiveness.
- Unit IV** 12 hrs  
Conflicts: Meaning-Intrapersonal conflict-Reasons-Inter personal conflict-Reasons-Transactional Analysis-Life Positions and Johari window- Intergroup conflict-causes-Resolution of different types of conflict; Power- Meaning-Power Dynamics-Determinants-Types of Power-Acquisition of Power-Power Tactics.
- Unit-V** 12 hrs  
Stress- Meaning and definition-What is not Stress - Causes of Stress-Stress management-Individual and organizational Strategies; Counseling- Concept-Types-Career Appraisal, Grievances-Uses of Employee counseling; Emerging issues and challenges- Managing diversity- Work Stress- Ethics in Work Place -Emotional Intelligence (EI) and other new emerging issues.
- Case Studies**

**Total hours: 60**

#### Books for Reference

- |                                    |                     |
|------------------------------------|---------------------|
| 1. Organisation Behaviour          | - Fred Luthans      |
| 2. Organisation Behaviour          | - Stephen Robbins   |
| 3. Human Behaviour in organization | - Keith Davis       |
| 4. Organisation Behaviour          | - Ashwathapa        |
| 5. Organisation Behaviour          | - S.S.Khanka        |
| 6. Organisation Behaviour          | - Devis of Newstorm |
| 7. Organisation Behaviour          | - Gregory Moorhead  |
| 8. Organisation Behaviour          | - Keith Davis       |
| 9. Organisation Behaviour          | - V.S.P. Rao        |
| 10. Organisation Behaviour         | - PG Aquinas        |

## BM 302- PROJECT MANAGEMENT

**Objective:** To acquaint the students of Business Management with different areas of Project Management and familiarise them with the parameters needed for preparation of a Project.

**Unit I** **12hrs**  
**Project** -Introduction – Definitions -Classifications – Project risk – Scope. Project Management – Definitions – overview – Project plan – Management principles applied to Project Management – Project management life cycles and uncertainty.

**Unit II** **12 hrs**  
**Project Planning-** Scope – Problem statement – Project goals – objectives – success criteria - Assumptions – Risks – obstacles – approval process – Project and Strategic planning. Project implementation – Project resource requirements – Types of resources – Men – Materials –Finance.

**Unit III** **12 hrs**  
**Project Monitoring-** Evaluation – Control – Project network technique – Planning for Monitoring and Evaluation – Project audits – Project Management Information System – Project scheduling – PERT & CPM – Project communication – Post project reviews.

**Unit IV** **12 hrs**  
**Project Team Management-** Recruitment – organizing – human resources – Team operating rules – Project organization – various forms of Project organizations – Project organization charting – Project contracts – Principles – Compilation of Contracts – Practical aspects – Legal aspects – Global tender – Negotiations – Insurance. Case Studies.

**Unit V** **12 hrs**  
**Closing the project** -Types of Project Termination – Strategic implications – Project in trouble – Termination Strategies – Evaluation of termination possibilities – Termination procedures; Project Inventory Management- Nature of Project Inventory- Supply and Transportation of Materials; Recent Trends in Project Management-Concept of Project Quality-Quality Management Systems.  
**Case Studies in all units.** **Total Hours: 60**

### Books for Reference:

- |  |                                    |
|--|------------------------------------|
| 1. Project Management                  | - Denislok                         |
| 2. Project Management                  | - David I Cleland                  |
| 3. Project Management                  | - Gopalakrishnan                   |
| 4. Project Management                  | - Harry-Maylor                     |
| 5. Project Management                  | - S Choudhury                      |
| 6. Project Management and Control      | - Narendra Singh.                  |
| 7. Project Management for 21st Century | - Beenet P Lientz and Kathryn Prea |

## BM 303 : EXPORT MANAGEMENT

**Objective: To bring awareness about export business activities and its potential for business occupation for students.**

**UNIT I:** **12 Hrs**  
Meaning of International Trade –Benefits of International Trade for the nation –for business firm and to the individual citizens. Balance of Payments –Disequilibrium in BOP –Kinds of Disequilibrium in BOP-Causes Methods to correct disequilibrium in BOP

**UNIT II:** **12 Hrs**  
Export Promotion Measures and Export Incentives-Institutional setup –Export Promotion Council – Board of Trade –Export Promotion Agencies, Chamber of Commerce and industries, ITPO ,FIEO,IIFT, Indian Council of Arbitration ,STC-Objectives ,Functions, Deficts of STC –MMTC – Export Houses / Trading Houses –Free trade zones -100% EOU's -SEZ's.

**UNIT III** **12 Hrs**  
Export Management –Features –Scope –Functions and Principles. Export trade procedure – documents used in foreign trade –substantive documents –Bill of Lading –Classification of BL- Airway Bill –Marine Insurance Policy –Bill of Exchange –Type of Bill of Exchanges .Auxiliary documents –Commercial Invoice, Consular Invoice, Customs Invoice-Certificate of Origin, Inspection Certificate, Packing List, Trust Receipt. Foreign Direct Investment (FDI) –Significance and Impact.

**UNIT IV** **12 Hrs**  
International Marketing –Features, Problems-Scope ,Methods of Export Marketing .International distribution system/Channels –Types of Export Marketing Organization. Trade Barriers/Restrictions –Tariffs-Non Tariff Barriers-GATT-WTO-Trade blocks-ASEAN-NAFTA.

**UNIT V :** **12 Hrs**  
Export Pricing –Objectives-Importance –Types. Export Finance-Terms of Payment Packing Credits-Pre shipment finance and post shipment finance.FEMA-EXIM Bank-ECGC

**Total Hours : 60**

### Books for Reference :

- |  |                     |
|--|---------------------|
| 1. Export and Import Management            | -Aseem Kumar        |
| 2. Export Management                       | -Balagopalan        |
| 3. International Marketing                 | -P Sharavanavel     |
| 4. International Trade & Export Management | -Francis Cherunilam |
| 5. Export Management                       | -T.N Ramkrishna     |
| 6. International Economy                   | -D.M Mithani        |



## BM 304: COST ACCOUNTING

**Objectives:** To familiarize the students with the costing terminology, principles and applications of costing methods, techniques to the business enterprises.

### Unit I

**Functions, Scope, Cost Concepts-** Definitions of Cost, Costing and Cost Accounting, Limitation of Financial Accountancy, Distinction between Financial Accounts & Cost Accounts, Cost Unit, Cost Centre, Methods of Costing, Techniques of costing, Classification of Costs. Preparation of Cost Sheets and simple problems on Tenders or Quotations.

12 hrs

### Unit II

**Materials- Purchase & Storage-** Classification of materials, Material control, Purchase Procedure – Pricing of receipts of materials. Storage – Classification & Codification, Bin card, Setting of Stock levels, EOQ, ABC analysis, Periodical and Perpetual Inventory Control System.

12 hrs

### Unit III

**Materials Pricing-** Issue of Materials, Material requisition, Bill of Materials, Material returned note, Material transfer note, pricing the material issues – FIFO, LIFO & Weighted Average methods.

12 hrs

### Unit IV

**Labour cost** – Meaning, Classification & Control, Labour turnover, Idle time and overtime (meaning only) Time keeping and Time booking – Purposes & methods. Labour Cost computation; Remuneration & Incentives-Systems of wage payment – Essentials of sound wage system, time rate system, piece rate system, differential piece rate systems (Taylor, Merrick & Gantt's) Premium Bonus Plans- Halsey premium plan and Rowan premium plan.

12 hrs

### Unit V

**Overhead Cost Classification & Absorption-** Classification, allocation & apportionment of overheads. Primary Distribution Summary and Secondary Distribution Summary – Direct Distribution, Simultaneous Equation and Repetitive Distribution methods- Computation of Machine Hour Rate.

12 hrs

**Total Hours: 60**

### Books for Reference:

1. B.K.Bhar
  2. Banerjee Bhabathosh
  3. B.M.Lall Nigam & G.L.Sharma
  4. R.L Gupta
  5. Umesh Maiya
  6. Swaminathan
  7. N.K.Prasad
  8. K.S.Adiga
  9. B.S.Raman
  10. Jain & Narang
- Cost Accounting
  - Cost Accounting
  - Theory and technique of Cost Accountancy
  - Principles and Practice of Cost Accountancy
  - A Textbook of Cost Accounting
  - Lectures on costing
  - Principles & Practices of Cost Accountancy
  - Cost Accounting
  - Cost Accounting
  - Cost Accounting

## ELECTIVES

### **BM 305/306: FINANCIAL MANAGEMENT – ELECTIVE**

#### **Paper I: Working Capital Management (FM 1)**

**Objective: to familiarize students with the concepts & techniques of working capital management & lease financing.**

#### **Unit I**

**14 hrs**

**Working Capital Management** -Meaning, Nature, Concepts and Definition of working capital, significance of working capital- determination of optimum investment in current assets, approaches to financing current assets- concepts of Operating Cycle, Problems on operating Cycle, Determinants of working capital, Assessment of working capital requirements (Problems on working capital requirements). Working capital finance- Sources of working capital finance- forms of Credit-Trade Credit, Bank Credit, and Bills discounted, Letter of Credit - Tandon & Chore committee recommendations on Working Capital Financing

#### **Unit II**

**12 hrs**

**Management of Cash and Marketable Securities** -Meaning- Facets of Cash Management – Objectives of Cash Management- Motives of holding cash, determinants of cash needs. Cash planning and control- managing cash flows – techniques, optimum cash balance, investing idle cash. Principles of Cash Management - Cash Management Models- Baumol model- and Miller-Orr model (theory only) Tools for cash planning and control- preparation of cash budgets. Marketable securities – Meaning and Characteristics- selection criterion - Marketable Securities alternatives.

#### **Unit III**

**12 hrs**

**Receivables and Payable Management**- Meaning – Goals of Receivables Management- Factors determining size of accounts Receivables- Crucial decision areas in Receivables management (Credit Policies, Credit terms, and Collection policies) - Cost and benefits of extending credit- determination of optimum credit policy- Problems. Payable Management –Meaning, Trade Creditors, payment period, Bills Payable, Cash Discounts, Creditworthiness, Creditors turnover ratio, Evaluation of creditors management.

#### **Unit IV**

**12 hrs**

**Inventory Management** - Meaning – Objectives of holding inventory- Motives of holding inventory. Cost and benefits associated with inventory-Techniques of inventory control: Fixation of Stock levels – EOQ, Stock Levels, ABC analysis, VED analysis and FSN analysis.

#### **Unit V**

**Lease Financing**-Meaning and definition of leasing, types of lease agreements – advantages, disadvantages of leasing - Lease evaluation from lessee's point of view – (Problems involving calculations for 4 years only).

**Total Hours: 60 hours**

#### **Books for Reference:**

- |  |                                |
|--|--------------------------------|
| 1. Financial Management, Text and Problems and cases                   | - M.Y Khan & P.K.Jain          |
| 2. Principles & Practice of management Accounting                      | - Brown J.L                    |
| 3. Management Accounting   | - S.B Chaudary.                |
| 4. Fundamental of Management Accounting                                | -P. K Ghosh & G.S.Gupta        |
| 5. Financial Management  | -I .M Pandey                   |
| 6. Problems& Solutions in Management Accounting &Financial Accounting- | S.N Maheshwari.                |
| 7. Financial Management  | -Ratnam.                       |
| 8. Advanced Accounts   | - Shukla and Grewal            |
| 9. Financial Management  | -Horngren James                |
| 10. Fundamentals of Financial Management                               | - Prasanna Chandra             |
| 11. Working Capital Management   | -Cris Rangarajan & Anil Mishra |

**BM 305/306: MARKETING MANAGEMENT- ELECTIVE**

**Paper I: MARKETING RESEARCH (MM1)**

**Objectives: To enable the students to learn the process, tools and techniques of marketing research and an understanding of consumer behaviour.**

**Unit I**  
**Introduction to Marketing Research** - Introduction Marketing Research process Meaning and definition , importance , nature ,scope , advantages and limitations of Marketing Research., Market Research V/S Marketing Research; Marketing Information System – Meaning, features and components . Marketing Information; System V/S Marketing Research. Marketing Research Process. **12 hrs**

**Unit II**  
**Data collection** -Methods of data collection , sources of data - primary and secondary data -advantages difference between primary data and secondary data. Questionnaire -meaning , essentials and steps in preparation of questionnaire , sampling – methods of sampling . **12 hrs**

**Unit III**  
**Consumer behaviour** - Meaning , definition , characteristics, importance . Factors affecting consumer behaviour. Buying decision process- consumer behaviour models,( Economic model, psychoanalytic model, Howard sheth model , learning model ) buying motives- meaning and types -Case study. **12 hrs**

**Unit IV**  
**Market segmentation**- Meaning , definition , features , process.-bases for market segmentation Criteria for successful market segmentation -market targeting – selection of target markets. . **12 hrs**

**Unit V**  
**Organisational markets**- meaning ,features types and factors influencing organisational buying consumer market v/s organisational markets - Case study. **12 hrs**

**Total Hours: 60**

**Books for Reference:**

1. Marketing Research - S.L . Gupta
2. Marketing Research contemporary Approach - Dr.P .Narayana Reddy Dr. G V R K Acharyulu
3. Marketing management - S.A Sherleka
4. Marketing Research - G.C Beri
5. Marketing Research - D.D Sharma
6. Modern Marketing Research - M. N Mishra
7. Consumer Behaviour in Indian perspective - Suja R Nair
8. Marketing Management ( Principles of Marketing ) - K.D Basava
9. Marketing management - Philip kotler and Kavin lane Keller
10. Modern marketing principles and practices - R S N Pillai Bagavathi

**BM 305/306: HUMAN RESOURCE MANAGEMENT- ELECTIVE**

**PAPER I: Human Resource Development (HRM 1)**

**Objective: To familiarize the students about the ways of developing the human resources and recent developments in HRD.**

**Unit I**  
**Human Resource Development:** Concept of HRD-Objectives, Need and Significance of HRD, Differences between HRM & HRD, Techniques of HRD and Principles in designing HRD Systems. **12 hrs**

**Unit II**  
**Employee Training & Executive Development:** Employee Training-Meaning & Definition of Employee Training, Objectives, Importance, Types, Assessment of training needs, Methods of Training (on-the-job training and off-the-job training), Principles of an effective training program. Executive Development-Meaning & Definition of Executive Development, Objectives, Methods and Principles of sound executive development. **12 hrs**

**Unit III**  
**Performance Appraisal And Employee Empowerment:** Meaning & Definition of Performance Appraisal, Objectives, Process, Merits & Demerits, Methods of Performance Appraisal (Traditional & Modern Methods), Pre-requisites/essentials of effective performance appraisal. Employee Empowerment- Meaning, Elements and Importance of empowerment. **12 hrs**

**Unit IV**  
**Human Resource Control:** Human Resource Records-Meaning, Objectives, Significance, Types and Principles. HR Research-Meaning and Objectives. HR Audit-Meaning, Objectives and Significance. HR Accounting- Meaning, Objectives, Merits and Demerits. HRIS-Meaning and Features. **12 hrs**

**Unit V**  
**Emerging Horizons In HRM:** Globalization-Concept of globalization, Impact of Globalization on HRM. Organizational Change-Meaning, Causes, Meaning of Resistance to change, Causes of resistance to change and Measures to overcome resistance to change. Workforce Diversity-Meaning and its implications on HRM. HR Outsourcing- Meaning, Benefits and Limitations. Meaning of Flexi Time, Moonlighting, Knowledge Management. Case Studies in all units. **12 hrs**

**Total Hours: 60**

**Books for Reference:**

1. Essentials of Human Resource Management and Industrial Relations - P. Subba Rao
2. Human Resource Management - C.B.Gupta
3. Human Resource Management - V.S.P. Rao
4. Human Resource Management - L.M.Prasad
5. Human Resource Management - G.D.Maheshwari
6. International Human Resource Management - S.K.Bhatia
7. Human Resource Management - David & Stephen P. Robbins
8. Human Resource Management - Michael Armstrong
9. Human Resource Development - R Krishnaveni
10. Personnel Management and Industrial Relations - P.C. Tripathi

**BM 305/306 : TAXATION- ELECTIVE  
PAPER - I: TAXATION-I (BT-I)**

**Objective:** To acquaint the students with advanced aspects of Taxation and to familiarize them with Deductions u/s 80, Computation of Total Income, Assessment of the Income of the Assessee and Computation of Tax Liability.

**UNIT I**

**12 hrs**

**Depreciation:** Meaning and rules governing depreciation, Block of Assets Method, Rates of Depreciation, Additional Depreciation, Unabsorbed Depreciation, set off and carry forward of Depreciation; Problems on Computation of Depreciation under Block of Assets Method.

**Set off & Carry Forward of Losses-** Meaning, Rules, Provisions relating to set off of Losses, Provisions relating to carry forward and set off of Losses; Problems on set off and carry forward & set off of Losses. **Clubbing of Income-** Meaning and Rules Governing Clubbing of Income, Exceptions; Treatment of Loss.

**UNIT II**

**12 hrs**

**Deductions u/s 80 & Computation of Total Income:** Deduction u/s 80C, 80 CCC, 80 CCD, 80 CCF, 80 D, 80 DD, 80 DDB, 80 E, 80 G, 80 GG, 80 GGA, 80 GGB, 80 GGC, 80 QQB, 80 RRB, 80 U. Computation of Total Income after deductions u/s 80.

**Assessment of Individuals:** Computation of Total Income and Tax Liability of Individual Assessee (Senior Citizen, Super Senior Citizen, Woman Assessee and Others), Computation of Advance Tax and Interest thereon for Non-payment.

**UNIT III**

**12 hrs**

**Assessment of HUF:** Provisions governing assessment of HUF; Problems on Computation of Total Income of HUF and its Tax Liability.

**Assessment of Partnership Firms u/s 184:** Meaning of Partner, Working Partner, and Partnership, Assessment of firm u/s 184, Computation of Firm's Book Profits & Business /Professional Income, Computation of Firm's Total Income and Tax Liability, Share of Income from Firm exempt in the hands of Partners u/s 2(A), Computation of Income of the Partners from Firm taxable u/s 28 in the hands of Partners; Problems on Assessment of Firm u/s 184, Computation of Total Income of Partners.

**UNIT IV**

**12 hrs**

**Assessment of Companies:** Meaning of a Company, Indian Company & Foreign Company, Disallowance of Unpaid Liability u/s 43B, Tax Rates, Provisions governing Minimum Alternate Tax u/s 115 JB, Computation of Book Profit under MAT, MAT Credit u/s 115 JAAQ, Problems on MAT & MAT Credit; Problems on Computation of Total Income.

**UNIT V**

**12 hrs**

**Assessment Procedure:** Types of Assessment, PAN-Meaning, Importance, penalty for not quoting PAN, Filing of Returns u/s 139, Filing of Returns of Individual Assessee in ITR1, ITR2, E-Filing.

**Total: 60 hours**

**Books for Study & Reference:**

- |                          |                              |
|--------------------------|------------------------------|
| 1. Direct Taxes          | -HC Mehrotra                 |
| 2. Direct Taxes          | - Dr. Vinod Singhania        |
| 3. Business Taxation 3&4 | - K Sadashiva Rao & Ganesh Y |
| 4. Income tax            | -Gaur and Narang             |
| 5. Income tax            | -Bhagawati Prasad            |

**BM 305/306: BANKING AND INSURANCE MANAGEMENT- ELECTIVE**  
**Paper I: Advanced Banking (BIM 1)**

**Objective: To provide and update the students with the Banking Industry and Financial System knowledge.**

**Unit I** **12 hrs**  
**Indian Banking System- Structure and operation-** Structure of Indian Banking System- Reserve Bank of India (RBI) - Commercial Banks- Classification of Commercial Banks- Public sector, Private sector, Indian, Foreign Banks- Regional Rural Banks (RRBs) - Co-operative Banks- Development Banks.

**Unit II** **12 hrs**  
**Employment of Bank Funds -** Meaning of employment of Funds- Principles of sound lending- Liquidity- Profitability- Security or Safety- factors limiting the level of advances, different types of loans and advances- Modes of securing advances- charges, lien, pledge, hypothecation and mortgages.

**Unit III** **12 hrs**  
**Priority Sector Lending and Social Banking-** Purpose of Priority sector lending, Targets for Priority sector lending- classification of Priority sector lending- Narasimham Committee Recommendations on Priority sector lending. Social Banking- Self-employment and Poverty alleviation programmes- Lead Bank Scheme.

**Unit IV** **12 hrs**  
**Non-Performing Assets (NPAs) and Banking Sector Reforms-** Relevance of Profitability in commercial banks- NPAs- Reasons for NPAs- Indicators of NPAs- Classification of NPAs- Management of NPAs- Narasimham Committee Recommendations regarding classification of sets and provisioning norms- SARFAESI Act 2002.

**Unit V** **12 hrs**  
**Technology in Banks and Financial Innovations -**Modern technology in banking- Computerisation- Core banking- E-banking- Anywhere Anytime banking- Electronic Clearing Service (ECS)- Electronic Fund Transfer (EFT)- National Electronic Fund Transfer (NEFT)- Real Time Gross Settlement (RTGS)- Cheque Processing- MICR cheques- Automated Teller Machine (ATM)- Debit Cards- Credit Cards- Internet banking- Mobile banking.

**Total Hours: 60**

**Books for Reference:**

1. Banking and Insurance : Principles and Practices – Neelam C Gulati
2. Banking and Finance : Theory, Law and Practice – Clifford Gomez
3. Banking : Theory and Practice – K C Shekhar, Lekshmy Shekhar
4. Bank Credit Management : Text and Cases – G Vijayaraghavan
5. Modern Banking – Sundaram & Sundaram
6. Modern Banking in India – Subrahmanya K N
7. Trends in Indian Banking : Past and Present – Gurudatt
8. Banking Law and Practice – G P Balegar
9. Banking Theory and Practice – Dr. P K Srivastava
10. Banking Law and Practice – Maheshwari S N

## VI SEMESTER

### BM 351: COMPANY LAW

**Objective:** To give an insight into the main provisions of the Companies Act relating to the formation, managing and closure of the Joint Stock Companies.

#### Unit I

**An Introduction to Company:** Meaning, Features, Lifting the corporate veil- under Judicial discretion and statutory provisions, Kinds or types of companies- Special privileges or advantages of a Private Company, When does a private Company become a Public Company? 12 hrs

#### Unit II

**Formation of a Company:** Steps, Promoter, Legal Position of a promoter, Duties, Rights, and Liabilities of a Promoter, Effects of pre-incorporation contracts, Memorandum of Association, Clauses of Memorandum of Association, Doctrine of Ultra vires, Articles of Association, Doctrine of constructive notice, Doctrine of Indoor Management, Prospectus- provisions of the Companies Act with regard to issue of prospectus, Contents, Types, Golden Rule for framing a prospectus, Consequences of Misstatement in prospectus, Liability of a Company for Untrue Statements. 12 hrs

#### Unit III

**Share Capital and Shares:** Types of share capital and shares, Sweat Equity shares, Provisions regarding allotment of shares, Irregular allotment, Rights shares, Bonus shares, Meaning of Calls on shares, Forfeiture of shares, surrender of shares, lien on shares, Underwriting of securities and listing of securities, Blank transfer and Forged transfer, Meaning of Depository, Meaning of DEMAT Account and its features. Membership: Meaning, Modes of acquiring membership, who can be members?, Termination of membership, Register of Members. 12 hrs

#### Unit IV

**Company Management:** Company Secretary -Qualification and Duties only. Directors-Qualification and Disqualification-Appointment and Removal- Duties and Liabilities. 12 hrs

#### Unit V

**Company Meetings-** Essentials- Types; Appointment of Chairman, methods of voting, Resolutions-Types; Oppression and Mismanagement; Winding Up- Liquidation of company, Modes of winding up of a company. 12 hrs

**Total Hours : 60**

**Following Case laws are to be specifically dealt with:**

1. Solomon V/s Solomon and Company Limited
2. Continental Tyre and Rubber Company V/s Daimler Co. Ltd.
3. Dinshaw Maneekjee Petit V/s Income Tax Officer
4. Guzdar V/s CIT Bombay
5. Gilford Motor Company V/s Horne
6. Jones V/s Lipman
7. Kotla Venkatswamy V/s Ram Murthy
8. Royal British Bank V/s Turquand

**Books for Reference:**

- |                    |                             |
|--------------------|-----------------------------|
| 1. N.D. Kapoor     | - Company Law               |
| 2. Dr. Umesh Maiya | - A Textbook of Company Law |
| 3. Avtar Singh     | - Company Law               |
| 4. P.P.S. Gogna    | - Company Law               |
| 5. B.S. Raman      | - Company Law               |
| 6. Avatar Singh    | - Company Law               |

## BM 352: INVESTMENT MANAGEMENT

**Objective:** To give a general idea regarding the nature and types of investment opportunities in India.

### Unit I

Investment- types, scope- Speculation- Gambling- Risks of investment- Features of investments- Avenues of investments- Security form of investment- Non-securities form of investment. Innovative financial instruments- credit rating of debt instruments. New instruments traded in market- Zero coupon bonds, Deep discount bonds, Flexi bonds, Loyalty coupons, Share warrants, Stock invest. Credit rating- Meaning, key factors, merits & demerits, Agencies- CARE, ICRA, CRISIL.

12 hrs

### Unit II

**Fundamental and Technical Analysis-** economy. Industry and company analysis, benefits of fundamental analysis- technical analysis- Assumptions- Differences between fundamental and technical analysis- brief discussion on important tools of technical analysis- How to pick blue chips.

12 hrs

### Unit III

**Financial Markets-** Primary and Secondary markets- Inter- relationship between primary and secondary markets- Stock markets- NSE and BSE- Stock Market reforms: pre computerization era & reforms done after Computerisation, Speculators -Listing, trading and settlement- capital market segment- Wholesale debt market- futures and options- risk management- membership- Depositories and benefits of depositories- A brief study of stock indices using BSE & NSE- Meaning and uses- Speculator dealings- A brief introduction of Government Securities market- Book building.

12 hrs

### Unit IV

**Mutual Funds-** Concept- Benefits of Mutual Funds- Organizational structure- Product variety- Measurement and Evaluation of Mutual fund performance- Role of Association of Mutual funds in India (AMFI).

12 hrs

### Unit V

**Portfolio Management-** Meaning, objectives, Factors influencing portfolio construction- Beta- Meaning and uses. Calculation of Alpha, Beta & return using CAPM, problems on CAPM.

12 hrs

**Total Hours: 60**

### Books for Reference:

1. Bhalla V K
2. Preethi Singh
3. Prasanna Chandra
4. V A Avadhani
5. Punithavathy Pandian
6. Grewal Navjot & Grewal S S
7. Grewal Navjot & Grewal S S
8. Sudhindra Bhat

- Investment Management
- Investment Management
- Investment Management
- Investment Management
- Security and Portfolio Management
- Successful Stock Market Investing
- Making Money on Stock Market
- Security and Portfolio Management



## BM 353: COST AND MANAGEMENT ACCOUNTING

**Objective:** To expose the students to the cost & management accounting methods and techniques used in practice.

<b>Unit I</b>	<b>12 hrs</b>
<b>Methods of costing:</b> Job, Batch and Operating (Transport operation only) Costing.	
<b>Unit II</b>	<b>12 hrs</b>
<b>Contract Costing and Process Costing-</b> Treatment of Normal loss, Abnormal loss & Abnormal gain; joint product, by-product (other than inter-process transfer).	
<b>Unit III</b>	<b>12 hrs</b>
<b>Management accounting</b> -meaning only); Techniques of Cost Analysis and Control- Marginal Costing – Basic concepts, C-V-P analysis. Break-even analysis and BE charts.	
<b>Unit IV</b>	<b>12 hrs</b>
<b>Budgets and Budgetary control:</b> Objectives-Functional budgets-Fixed and flexible budgets, Problems on Flexible Budget. Zero-base budgeting (meaning only). Reconciliation of Financial Accounting and Cost Accounting- Profit/Losses.	
<b>Unit V</b>	<b>12 hrs</b>
<b>Standard Costing:</b> Meaning, definition, advantages and disadvantages-Analysis of variances –Material,Labour and overhead variances-Simple problems on material variances (cost, price and usage) and labour variances (cost, rate and efficiency).	

**Total Hours: 60**

### Books for Reference:

- |                           |  |
|---------------------------|--|
| 1. Prasad N.K.            | -Principles and Practice of Cost Accounting.   |
| 2. Jawaharlal             | -Principles of Cost accounting.                |
| 3. Umesh Maiya            | - A Textbook of Cost Accounting                |
| 4. Jain and Narang        | -Principles of Cost Accountancy.               |
| 5. Gaur and Narang        | -Principles of Cost Accountancy.               |
| 6. Bhar B.K               | -Principles of Cost Accountancy.               |
| 7. Babathosh Banerjee     | -Principles of Cost Accountancy.               |
| 8. Kulshrestha K.Narendra | -Theory and Practice of Management Accounting. |
| 9. Man Mohan and Goel     | -Management Accounting.                        |
| 10. Roy Chakravarthy      | -Principles of Cost Accountancy                |
| 11. Agarwal               | -Principles of Cost Accountancy.               |
| 12. S.P.Iyengar           | -Principles of Cost Accountancy                |
| 13. Ratnam                | -Cost and Management Accounting.               |
| 14. -Charles T. Horngren  | -Cost Accounting                               |

## BM 354: AUDITING

**Object: To acquaint the students of Management with the intricacies of auditing, its need for the business and the Procedure & Practices.**

- Unit I** **12 hrs**  
**Introduction-** Definition of Auditing, features of Auditing, Advantages, objectives of Audit, Detection and prevention of errors and frauds- Classification of Audit- statutory, private, government, internal, continuous, annual, interim, partial, balance-sheet, cost, tax, management and social audit. Preparation before audit-Audit programme- Audit note book –Audit working papers -Procedure of Audit-Techniques of Audit.
- Unit II** **12 hrs**  
**Internal control-** meaning - features and objectives- Internal check-meaning, definitions, features, objectives, advantages and disadvantages. Internal check regarding-cash receipts, cash payments, wages and stores.
- Unit III** **12 hrs**  
**Vouching-** meaning, objectives and importance- Vouching of cash receipt transactions-cash sales, B/R, Receipts from sale of fixed assets, cash payment transactions-cash purchases, payment to creditor, wages, remuneration to auditor, purchase of investment, capital expenditure, and petty cash book.
- Unit IV** **12 hrs**  
**Verification of Assets and liabilities-** Classification of assets and verification and valuation of different assets- fixed, floating, wasting, intangible, fictitious assets and contingent. Valuation of stock-Auditor's duty- Verification of liabilities- meaning, auditor's duty.
- Unit V** **12 hrs**  
**Company Auditor-** meaning, disqualification, appointment, rights and duties. Liability of the company Auditor-civil liability for Negligence, case- Lead Estate Building Investments co v/s Shepherd, London Oil Storage co v/s Seears Husluck and Co. ;Civil liability for misfeasance- case- London and general bank Ltd, Kingston colton mills co, Ltd, union bank of Allahabad; Criminal liabilities of an Auditor under Companies Act of 1956 and Chartered Accountants Act; Auditors Report- Meaning, Importance and Types; Professional Ethics of an Auditor-Meaning, professional misconduct.

**Total Hours: 60**

### Books for Reference:

- |                     |                         |
|---------------------|-------------------------|
| 1. T.R. Sharma      | - Auditing              |
| 2. Tandon           | - Practical Auditing    |
| 3. Kamal Gupta      | - Contemporary Auditing |
| 4. B.S. Raman       | - Auditing              |
| 5. Jagadish Prakash | - Auditing              |

## ELECTIVES

### BM 355/356: FINANCIAL MANAGEMENT - ELECTIVE Paper II - Financial Analysis (FM 2)

**Objective:** To familiarize the students with the different techniques of Financial analysis & wealth creation.

12 hrs

#### Unit I:

**Financial statement Analysis** - Financial statements- Meaning & Types- Nature & limitations- Financial analysis- Meaning, Nature, Steps Types & techniques- Need for Financial analysis.

12 hrs

#### Unit II

**Fund flow and cash flow analysis** - Meaning of fund, fund flow and fund flow statement- Preparation of Fund flow statement (simple Problems) - Meaning of cash, cash flow statements- types of cash flows- preparation of cash flow statements as per AS-III (indirect method only).

14 hrs

#### Unit III

**Ratio analysis** - Meaning and objectives of ratio analysis, types of ratios- liquidity ratios, leverage/ capita structure ratios, profitability ratios related to sales and investments, return on investments (ROI), activity ratios Importance and limitations of ratio analysis, Du pont analysis.

12 hrs

#### Unit IV

**Leverage** - Meaning, Types of Leverage, Financial Leverage, Operating Leverage and Combined Leverage- Computation of Financial Leverage, Operating Leverage and Combined Leverage, Degree of leverage, EBIT- EPS analysis.

10 hrs

#### Unit V

**Creating wealth:** Corporate Financial Strategy and Decision Making - Corporate financial Strategic planning; key elements of Strategic Planning; Approach to Strategy; Economic Value Added(EVA) to measure performance and assess Strategy; What is EVA; EVA Basic premise; computing EVA; Uses and Limitations; Market Value Added(MVA).

**Total Hours: 60**

#### Books for Reference:

1. Financial Management, Text, problems and cases
  2. Principles & Practices of Management Accounting
  3. Management Accounting
  4. Fundamentals of Management Accounting
  5. Financial Management
  6. Problems & Solutions in Management Accounting & Financial Accounting
  7. Financial Management and Policy
  8. Advanced Accounts
  9. Financial Management
  10. Fundamentals of Financial Management
  11. Financial Management: Principles & Practices
- M. Y. Khan & P. K. Jain
  - Brown. J. L.
  - S. B. Chaudary.
  - P. K. Ghosh & G. S. Gupta
  - I. M. Pandey
  - S. N. Maheshwari
  - V. K. Bhalla
  - Shukla & Grewal
  - Horngren James
  - Prasanna Chandra
  - Sudhindra Bhat

Paper II- ADVERTISING AND SALES MANAGEMENT (MM 2)

**Objective:** To enable the students to learn different aspects of Advertising and Sales Management.

**Unit I** **12 hrs**  
**Advertising:** meaning , definition ,features ,objectives , importance , classification of advertising . limitation: of advertising , History and development of advertising in India .Relationship of advertising with other communication tools – advertising v/s personal selling, advertising v/s publicity Advertising budget - meaning , factors influencing the advertising budget allocation -Methods of allocating advertising budget .

**Unit II** **12 hrs**  
**Media planning and copy development -** Advertising media – meaning, factors influencing media selection Types of media – print media, electronic media , outdoor media transit media , direct mail and specialty advertising -Advertising copy – meaning , definition , types elements and essentials of advertisement copy Advertising layout – meaning , principles and essentials -Advertising appeals – Meaning and types - Ethical issues in advertising -ASCI.

**Unit III** **12 hrs**  
**Advertising agency -**measuring effectiveness of advertising -Advertising agency – Meaning , types , agency organization structure , functions and services of ad – agencies .Selection of advertising agency – agency compensation ,client turnover-Measuring effectiveness of advertising – Reasons for testing advertising , pre-testing and post testing meaning and methods.

**Unit IV** **12hrs**  
**Sales forecasting and sales organisation -**Sales forecasting – meaning, objectives and methods Sales organization – meaning, definition importance and functions.

**Unit V** **12 hr**  
**Salesmanship –** meaning, definition, kinds and importance, selling process – qualities of successful salesman. Recruitment, selection, training - motivation, compensation, supervision and control of salesmen.  
Case studies in all units.

**Total Hours: 60**

**Books for Reference:**

1. Advertising Management an Indian Perspective - P.K. Agarwal
2. Foundations of Advertising Theory and Practice - S.A Chunawalla and K.C Sethia
3. Advertising and Sales Promotion - S.H.H. Kazmi and Satish K. Batra
4. Modern Marketing Principles and Practices - R S N Pillai , Bagavathi
5. Advertising and Sales Promotion Management -An Indian perspective Text and cases -S L Gupta and V V Ratna
6. Marketing Management - K D Basava
7. Marketing Management - Philip kotler and Kavin lane Keller
8. Salesmanship and Sales Management - P K Sahu and K C Raut

BM 355/356- HUMAN RESOURCE MANAGEMENT-ELECTIVE

PAPER II – Industrial Relations & Labor Legislations (HRM 2)

**Objective-** To understand industrial relation functions and to provide a frame work for analysis of industrial relations problem, mechanism of settlement through the machineries provided by the legislations.

**Unit I**

**Industrial Relations and Trade Unions-** Meaning and Definition, Characteristics, Objectives, Three Actors of Industrial Relations, Approaches- Causes of poor industrial relations, Measures for improving industrial relations, Conditions for congenial industrial relations-Trade union-Meaning & Definition- Characteristics Objectives, Why workers join trade unions?, Functions -Types/Structure-, Historical Evolution -Problems and Shortcomings of Trade Unions in India, Measures for strengthening Trade unions, Objectives of Indian Trade Unions (AITUC, INTUC, BMS, UTUC & CITU).

12 hrs

**Unit II**

**Industrial Disputes-** Meaning & Definition of Industrial Disputes, Forms of Industrial Disputes- Types of strikes, Causes of Industrial Disputes, Prevention -Labor Welfare Officer with functions, Model Standing Orders, Code of Industrial Discipline, Grievance Procedure, Collective Bargaining, Works Committee, Joint Management Councils, Suggestion Scheme, Tripartite and Bipartite Bodies; Objectives of ILC & SLC Settlement of Industrial -Differences between Arbitration and Adjudication.

12 hrs

**Unit III**

**Collective Bargaining and Workers' Participation in Management-** Meaning & Definition - Characteristic - Objectives, Significance, Process, Types, Functions, Essential conditions for the success of Collective Bargaining-Workers' Participation in Management-Meaning & Definition, Objectives, Forms of WPM, Merit and Demerits Essential conditions for successful working of WPM. Quality Circle-Meaning, Objectives Organizational Structure, Benefits and Limitations of QCs'. Quality of Work Life-Meaning, Major issues in QWL, Improving QWL.

12 hrs

**Unit IV**

**Discipline and Grievance-** Meaning -Objectives of Discipline, Types -Meaning & Causes of Indiscipline Disciplinary procedure and Essential of a good disciplinary system/ Principles of Industrial Discipline. Meaning of Red Hot-Stove Rule and its features, Code of Discipline: meaning - principles; Employee Grievance Meaning -Causes -Understanding Employee Grievances, Grievance Procedure, Pre-requisites.

12 hrs

**Unit V**

**Employee Welfare & Social Security-** Meaning of Employee Welfare, Objectives/Benefits, Types of Welfare Services (Intramural & Extra-mural); Social Security-Meaning- Types. The Workmen's Compensation Act, 1923, The Employees' State Insurance Act, 1948, The Employee's Provident Funds and Miscellaneous Provisions Act, 1952, Maternity Benefit Act, 1961 with coverage and benefits.

12 hr

**Case Studies in all units.**

**Total Hours: 60**

**Books for Reference:**

1. Personnel Management and Industrial Relations - P.C. Tripathi
2. Economics of Labor and Industrial Relations - T.N. Bhagoliwala
3. Personnel Management and Industrial Relations - Dale Yoder
4. Personnel Management and Industrial Relations - Arun Monappa
5. Essentials of Human Resource Management and Industrial Relations - P. Subba Rao
6. Human Resource Development - S.S. Khanka
7. Labor Welfare, Trade Unionism & Industrial Relations - Punekar S.D.
8. Personnel Management and Industrial Relations - S.R. Davar
9. Human Resource Management and Human Relations - Michael V.P.
10. Human Resource Management-Text and Cases - V.S.P. Rao
11. Industrial Relations and Labor Laws - B.D. Singh

**BM 355/356: TAXATION ELECTIVE**  
**PAPER – II: Taxation II (BT-II)**

**Objective: To acquaint the students with the provisions of Wealth Tax and with various Indirect Tax Laws such as Service Tax, Sales Tax and Central Excise & Customs Duties.**

**Unit I**

**12 hrs**

**Wealth Tax:** Meaning and definitions, Assets, Deemed Assets, Exempted Assets, Debts Owed, Valuation of Assets- Valuation of immovable Property, Valuation of Assets of Business, Valuation of Interest in Firm, Rate of Wealth Tax, Incidence of Wealth Tax; Problems on Computation of Net Wealth and Wealth Tax.

**Unit II**

**12 hrs**

**Service Tax:** Meaning and definition, Essentials for its Levy, Computation of Value of Services and Service Tax, Exemptions from Service Tax, Discussion on 10 Taxable Services: 1. Advertisement Agency 2. Business Auxiliary Services 3. Cable TV Operators 4. Practising Chartered Accountants, Company Secretaries, Cost Accountants' Services 5. Courier Services 6. Commercial Coaching and Training 7. Mandap Keepers 8. Outdoor Catering 9. Management, Maintenance & Repair Services 10. Tour Operators' Services; Problems on computation of Taxable Service and Service Tax on these 10 services.

**Unit III**

**12 hrs**

**Indirect Taxes:** Meaning, distinction between direct and indirect taxes.  
**Karnataka Value Added Tax Act 2003:** Introduction, Definitions, Registration, Incidence and Levy of KVAT, Input Tax, Output Tax and Net Tax, Schedules and Rates thereof, Maintenance of Accounts and Documents; Problems on Computation of Turnover and KVAT.

**Unit IV**

**12 hrs**

**Central Sales Act 1956:** Meaning, Constitutional Provision, Definitions, Principles Determining the nature of Sale, Registration of Dealers, Rate of CST, Forms to be availed; Problems on Computation of Turnover and CST.  
**Central Excise Duty:** Nature and meaning, kinds of duties, Acts, Basis for the Levy and Levy & Collection of CED, Exemptions from CED, Conditions for the levy of CED, Assessable Value, CENVAT; Problems on computation of AV and CED.

**Unit V**

**12hrs**

**Customs Duty:** Acts, Definitions, Types of Customs Duties, Prohibition of Importation and Exportation of Goods, Exemption from Customs, Valuation for Customs Goods, Rate of Exchange, Inclusions in and Exclusions from Customs/Assessable Value; Problems on Computation of Assessable Value and Customs Duty

**Total Hours: 60**

**Books for Reference:**

- |                          |                             |
|--------------------------|-----------------------------|
| 1. Direct Taxes          | -HC Mehrothra               |
| 2. Direct Taxes          | -Dr. Vinod Singhanian       |
| 3. Business Taxation 3&4 | -K Sadashiva Rao & Ganesh Y |
| 4. Indirect Taxes        | -Datey VS                   |

**BM 355/356- BANKING AND INSURANCE MANAGEMENT- ELECTIVE**

**Paper II – (BIM -2) Insurance & Risk Management**

**Objective-** To acquaint the students with the aspects of Insurance Industry and give an overview of managing risks. 12 hrs

**Unit I**

**Introduction to Risk management-** Overview of Risk- Concept of Risk- Definition of Risk- Types of Risk- Risk management Process- Risk Identification, Risk Analysis, Selection of Techniques- Risk Control, Risk Financing, Periodic Review. 12 hrs

**Unit II**

**Introduction to Market Risk and Interest Risk- Meaning of duration & rate risk- Derivatives - Futures and Forwards differences- valuation of futures, valuation of long and short forward contract, mechanics of buying and selling futures, margins. Uses of futures- specification of futures- commodity futures, index futures, interest rate futures- Arbitrage opportunity (concepts only). Swaps- mechanics of interest rate swaps- volatility of interest rate swaps- currency swaps- valuation of currency swaps. Options- types of options- specification of options- factors affecting option pricing- call and put options- mechanics of options- stock option, index option, interest rate option.** 12 hrs

**Unit III**

**Introduction to Insurance -** Meaning and scope of Insurance, Principles of Insurance, Essentials of Insurance Contract. Types of Insurance- Life Insurance, General Insurance- Fire, Marine, Miscellaneous- Distinguishing features of Insurance Contract, Functions of Insurance Company departments. Structure of Insurance Industry, Major players of Insurance Industry- economies of Insurance business/value chain analysis, Regulation of Insurance and IRDA. 12 hrs

**Unit IV**

**Insurance Products and Pricing -** Terminology and basic concepts, design and development of life and non-life Insurance products (in brief). Underwriting and basis of underwriting- Objectives and principles behind underwriting- underwriting life and non-life insurance business- introduction to pricing- Pricing and Rating procedure- Pricing objectives- basic pricing methods- principal rating procedures. 12 hrs

**Unit V**

**Claims Management -** Introduction to claims management- claim settlement in General Insurance- General Guidelines for settlement of claims in case of Fire Insurance, Marine Insurance, Personal Accident Insurance etc - Claims management in Life Insurance- Maturity claims- documents required- death claims implementation and monitoring of claim systems. 12 hrs

**Total Hours- 60**

**Books for Reference:**

- |   |                             |
|---|-----------------------------|
| 1. Fundamentals of Insurance                        | - Dr. P K Gupta             |
| 2. Insurance Management                             | - Anand Ganguly             |
| 3. Insurance and Risk Management                    | - Dr. P K Gupta             |
| 4. Risk Management and Insurance                    | - William, Smith and Young  |
| 5. Principles of Risk Management and Insurance      | - George E Rejda            |
| 6. Options and Futures                              | - Vohra and Barge           |
| 7. Options and Futures                              | - Hull.                     |
| 8. Risk and Insurance                               | - Skipper                   |
| 9. Insurance Principles and Practice                | - M N Mishra and S B Mishra |
| 10. Banking and Insurance- Principles and Practices | - Neelam C Gulati           |

**B.B.M. 2012 Scheme  
Pattern of Question Papers  
Theory Papers**

**1. PAPERS CARRYING 80 MARKS**

Papers without Case Analysis:  
Code Nos: BM 101, BM 151,  
BM 152, BM 154

Section A (1 mark each)  
Answer any 10 out of 12 questions

Section B (5 marks each)  
Answer any 5 out of 7 questions

Section C (15 marks each)  
Three Questions with internal choice

**2. PAPERS WITH CASE ANALYSIS:**  
Code Nos: BM 102, BM 104

Section A (1 mark each)  
Answer any 10 out of 12 questions

Section B (5 marks each)  
Answer any 5 out of 7 questions

Section C (15 marks each)  
First two questions with  
internal choice, third question  
a) theory 8 marks  
b) case study 7 marks

**1. PAPERS CARRYING 120 MARKS**

Papers without Case Analysis:  
Code Nos: BM 202, BM 203  
BM 252, BM 301, BM 302, BM 303 BM  
252, BM 301, BM 302, BM 303 BM 351, BM 352,  
BM 354 and Electives

Section A (2 marks each)  
Answer any 10 out of 12 questions

Section B (8 marks each)  
Answer any 5 out of 7 questions

Section c(20 marks each)  
Three Questions with internal choice

**2. PAPERS WITH CASE ANALYSIS:**  
Code Nos: BM 204, BM 255

Section A (2 marks each)  
Answer any 10 out of 12 questions

Section B (8 marks each)  
Answer any 5 out of 7 questions

Section C (20 marks each)  
First two question with  
internal choice, third question  
a) theory 10 marks  
b) case study 10 marks



**B.B.M. 2012 Scheme  
Pattern of Question Papers  
Quantitative Papers**

**PAPERS CARRYING 80 MARKS**

**Code Nos: BM 103, BM 153**

Section A (1 mark each)  
Answer any 10 out of 12 questions

Section B (5 marks each)  
Answer any 5 out of 7 questions  
(Maximum of two theory Questions)

Section C (15 marks each)  
First two Questions on problems  
without internal choice, third  
question also a problem with  
internal choice

**PAPERS CARRYING 120 MARKS**

**Code Nos : BM 205, BM 206  
BM 253, BM 256, BM 304, BM 353  
BM 201, BM 251 and Electives**

Section A (2 marks each)  
Answer any 10 out of 12 questions

Section B (8 marks each)  
Answer any 5 out of 7 questions  
(Maximum of two theory Questions)

Section c(20 marks each)  
First two Questions  
without internal choice, third question  
a problem with internal choice

**Note: The above pattern does not include Computer Application in Management(BM 254)**

**QUALIFICATIONS PRESCRIBED FOR TEACHING VARIOUS SUBJECTS**

**First Semester:**

Sl.No.	Code	Subject	Qualification
1	AA-101	English	M.A.(English)
2.	BB-101	Language	M.A. in respective languages
3.	BM-101	Principles of Economics	M.A. (Economics)/M.B.A/M.Com.
4.	BM-102	Principles of Management	M.B.A/M.Com.
5.	BM-103	Accounting-I	M.Com/CA/MBA
6.	BM-104	Business Organisation	/M.B.A/M.Com./M.A(Eco)
7.	CI-101	General Studies	

**Second Semester**

8.	AA-151	English	M.A.(English)
9.	BB-151	Language	M.A. in respective languages
10.	BM-151	Managerial Economics	M.A. (Economics)/M.B.A/M.Com.
11.	BM-152	Business Environment & Entrepreneurship	M.B.A/M.Com.
12.	BM-153	Accounting-II	M.Com/CA/MBA
13.	BM-154	Managerial Communication	M.B.A/M.Com./M.A.(English)
14.	HE-151	General Studies	

**Third Semester**

15.	BM-201	Business Mathematics	M.Sc.(Mathematics)/MBA/M.Com.
16.	BM-202	Business Economics	M.A. (Economics)/M.B.A/M.Com.
17.	BM-203	Commercial Law	M.Com/BALL.B/MBA
18.	BM-204	Marketing Management	M.B.A/M.Com.
19.	BM-205	Income Tax	MBA/M.Com/C.A.
20.	BM-206	Corporate Accounting-I	MBA/M.Com/C.A.

**Fourth Semester**

21	BM-251	Business Statistics	M.Sc.(Statistics)/MBA/M.Com.
22	BM-252	Modern Banking Management	M.A. (Economics)/M.B.A/M.Com.
23	BM-253	Fundamentals of Financial Management	M.Com//MBA/C.A
24	BM-254	Computer Applications in Management	M.C.A/ M.Sc(Computer science)/M.B.A./M.Com.
25	BM-255	Human Resource Management	MBA/M.Com/M.H.R.M/M.H.R.D
26	BM-256	Corporate Accounting-II	M.Com/M.B.A/C.A.

**Fifth Semester**

27.	BM-301	Organisational Behavior	MBA/M.Com/MHRM.
28.	BM-302	Project Management	M.Com/MBA
29.	BM-303	Export Management	M.Com//MBA/M.A(Eco.)
30.	BM-304	Cost Accounting	M.B.A./M.Com./CA/ICWA
31.	BM-305	Elective-I(Paper-I)	MBA/M.Com/CA/M.H.R.M
32.	BM-306	Elective-II(Paper-I)	M.Com/M.B.A/C.A/MHRM.

**Sixth Semester**

33.	BM-351	Company Law	MBA/M.Com/C.A/L.L.B
34.	BM-352	Investment Management	M.Com/MBA/C.A
35.	BM-353	Cost & Management Accounting	M.Com//MBA/C.A
36.	BM-354	Auditing/Project study <i>Report</i>	M.B.A./M.Com./CA/ MA (Eco)
37.	BM-355	Elective – I (Paper-II)	MBA/M.Com/CA/M.H.R.M
38.	BM-356	Elective – II (Paper-II)	M.Com/MBA/CA/M.H.R.M