

St. Xavier's College, Ranchi

(An Autonomous College of Ranchi University)

Syllabi

Department of Commerce Vocational Studies

- ***B.Com (Advertising, Sales Promotion & Sales Management)***
- ***B.Com (Principle & Practices of Insurance)***
- ***B.Com (Office Management & Secretarial Practice)***

SYLLABI OF B.COM (VOCATIONAL)
ADVERTISING, SALES PROMOTION & SALES MANAGEMENT

Course Curriculum

<u>Sem</u>	<u>Honours Paper</u>	<u>Subject</u>	<u>Marks</u>	<u>Credit</u>
I	I	Principle & Practice of Management	100	4
I	II	Marketing Management	100	4
I	III	Research Methodology & Quantitative Technique	100	4
I	IV	Financial Accounting	100	4
I	V	Business Economics	100	4
II	VI	Organizational Behaviour	100	4
II	VII	Advertising Management	100	4
II	VIII	Media Management	100	4
II	IX	Computer Application in Ad & Marketing	100	4
II	X	Project	100	4
III	XI	Integrated Marketing Communication	100	4
III	XII	Retail Marketing Management	100	4
III	XIII	Cost & Management Accounting	100	4
III	XIV	International Marketing	100	4
III	XV	Project	100	4
IV	XVI	Consumer Behaviour	100	4
IV	XVII	Event Management	100	4
IV	XVIII	Service Marketing Management	100	4
IV	XIX	Travel & Tourism Management	100	4
V	XX	Project	100	4
V	XXI	Sales Management	100	4
V	XXII	Sales Promotion & Salesmanship	100	4
V	XXIII	Product & Brand Management	100	4
V	XXIV	Logistic & Supply Chain Management	100	4
VI	XXV	Project/Environmental Studies & Ethics	100	4
VI	XXVI	Rural Marketing Management	100	4
VI	XXVII	Entrepreneurship Development Programme	100	4
VI	XXVIII	Marketing & Media Laws	100	4
VI	XXIX	Customer Relationship Management	100	4
VI	XXX	Management Information System	100	4

- ❖ Marks are based on 30:70 systems. 30 marks is allotted for the Mid-Semester Test and 70 marks is allotted for the End-Semester Test.
- ❖ Project Paper (Paper No. X, XV, XX, XXV) marks is divided on 50:50 systems. 50 Marks is allotted for the Internal Viva and 50 Marks is allotted for the External Viva.

Semester-I

Paper-I-Principle & Practice of Management

1. *Development of Management Thought and Approach—Taylor, Fayol, Herbert, Simon, Peter Drucker-Human Behaviour Approach, Management Science approach, Contingency or Situational approach.*
2. *Management Functions and Skills—Different Management Level functions—Board of Directors, Chief executive, Top management, Supervisory Management, Grassroot Management.*
3. *Planning—Fundamentals, Vision, Missions and Objectives, Strategy and Operational plans, Planning pre-requisites, Forecasting, Decision Making.*
4. *Organizing—Fundamentals, Design, Forms, Authority, Responsibility, Relationship, Conflict and Co-ordination, Changes in Organization.*
5. *Staffing—Fundamentals, Recruitment & Selection, Training & Development Performance Appraisal.*
6. *Directing—Fundamentals, Motivation theories, Application Leadership & Command.*
7. *Controlling—Fundamentals, Operational Control Techniques.*

Recommended Books

1. *Principles and Practice of Management—L.M. Prasad*
2. *Management: A Global and Entrepreneurial Perspective—Wehrich, Cannice, H. Koontz*
3. *New Era of Management—Richard L. Daft*
4. *Management—James A. F. Stoner, R. Edward Freeman, Daniel R. Gilbert, JR.*
5. *Principles of Management—P. C. Tripathi & P. N. Reddy*
6. *Essentials of Management-An International Perspective—H. Koontz, Heinz Wehrich*

Semester-I

Paper-II-Marketing Management

1. *Introduction to Marketing.*
2. *Nature, Scope and Significance of Marketing.*
3. *Marketing Process & Planning.*
4. *Marketing Strategy—Segmentation, Targeting & Positioning.*
5. *Marketing Strategies and Product Life Cycle.*
6. *Marketing Mix—Nature & Significance of Marketing Mix.*
7. *Product Decision.*
8. *Pricing Decision.*
9. *Promotional Mix—types of promotional mix, need-utility & Strategies.*
10. *Place Decision—Supply Chain Management.*
11. *Different Forms of Marketing.*
12. *Evaluation & Control of Marketing Functions.*

Recommended Books:

1. *Marketing Management—Philip Kotler*
2. *Principles of Marketing—Philip Kotler & Gary Armstrong*
3. *Marketing Management-Planning, Control—V. S. Ramaswamy & S. Namakumari*
4. *Modern Marketing Management—Rustom S. Davar*
5. *Case Study solutions in Marketing—H. Kaushal*
6. *Marketing Management—S. K. Sarangi*

Semester-I

Paper-III-Research Methodology and Quantitative Technique

Research Methodology

1. *Research—meaning, objective & types.*

2. *Research design—meaning, features of a good design.*
3. *Sampling & Methods of data collections.*
4. *Questionnaire Design & Attitude measurement & Scales.*
5. *Test of Hypothesis.*
6. *Parametric & Nonparametric Tests.*
7. *Interpretation & Report writing.*
8. *Introduction to Research in Media Industry, Advertising & Marketing.*

Quantitative Technique

1. *Statistics—Meaning & Definition, Scope, Limitations, Classification and Tabulation.*
2. *Measures of Central Tendency—Arithmetic Mean, Median and Mode, Geometric and Harmonic Mean.*
3. *Measures of Variations—Range, Quartiles, Mean Deviation and Standard Deviation.*
4. *Simple Correlation, Co-Efficient of Correlation, Correlation & Regression Analysis.*
5. *Time Series, Index Numbers.*
6. *Probability Distribution.*
7. *Permutations and Combinations.*
8. *Diagrammatic & Graphic Presentation of Data.*
9. *Using Excel for Quantitative Technique*

Recommended Books:

1. *Research Methodology—R. Panneerselvam*
2. *Quantitative Techniques—C. R. Kothari*
3. *Quantitative technique—C. Satyadevi*
4. *Mass Media Research—Roger D. Wimmer & Joseph R. Dominick*

Semester-I

Paper-IV-Financial Accounting

1. *Introduction to Accounting, Double entry system.*
2. *Journal, Ledger, Trial Balance, Cash Book.*
3. *Bill of Exchange—Promissory Note, Negotiability, Date of Maturity, Renewal, Accommodation Bill, Bills for Collection, Bills Receivable and Bills Payable.*
4. *Final Account & different Adjustments.*
5. *Consignment Account—Meaning, Del credere Commission, Books of Consignor and Consignee, Valuation of Stock, Normal and Abnormal Losses.*
6. *Joint Ventures—Meaning, Distinction form Consignment, Separate books, Interest Calculation, Average due date.*
7. *Inventory valuation, Depreciation of immovable assets.*
8. *Partnership Accounts—Preliminary aspects, Admission and Retirement of Partners.*
9. *Company Accounts—Issue and Redemption of Share Capital, Preference Shares, Liabilities outside Balance Sheet, Operating Income vs. other income, Deferred Tax, Employee Stock Option Scheme, Write-off, Accounting in the case of Mergers, Acquisitions and Amalgamation.*
10. *Joint Stock Companies—Definition, Kinds, Privileges, Floation of Companies, Classes of Shares, Debentures, Books of Accounts, Provision of Reserve Funds, Final Account.*
11. *Branch and Departmental Account—Branch Account, Stock Pricing and debtors system, Independent Branch and Foreign Branch, Departmental Account.*
12. *Hire Purchase, Instalments and Royalties—Entries, Books of the hire vender, Default and Repossession of Goods, Instalment system, Hire Purchase Trading Account, Royalties.*
13. *Insolvency Account—Meaning, Individual and Partnerships, Preferential Creditors, Statement of Affair, Liabilities, Properties and Assets, Deficiency Account.*
14. *Bank Account—Definition, Forms of Business, Non Banking Assets, Minimum Capital*

Reserve, Statutory Reserve, Statutory Liquidity Ratio, Special Services, Accounting year, Rebate on Bills Discount, Bad Debts and Provisions, Income from Non Performing Assets, Classification of Advances, Final Account, Forms of Profit and Loss Account and Balance Sheet.

15. *Cash and Fund Flow Statements—Meaning, Classification, Form of Cash Flow and Fund Flow Statement, Distinction and Advantages.*

16. *Accounting Standards—Financial Accounting & Cost Accounting, Concept of Auditing.*

17. *Introduction to Computer Accounting.*

Recommended Books

1. *Fundamentals of Accounting—D.C. Rawat & R.C. Bhatt*

2. *Accounting & Analysis—CRISIL*

3. *Financial Accounting—Weygandt, Kieso & Kimmel*

4. *Introduction to Accountancy—T. S. Grewal and S. C. Gupta*

Semester-I

Paper-V-Business Economics

1. *Introduction to Business Economics—Need, Scope and Area of application.*

2. *Consumption—Consumers Sovereignty, Law of Diminishing Marginal Utility, The Indifference Curve Technique, Consumers Surplus.*

3. *Theory of Demand—Extension and Contraction of Demand, Determinants of Demand, Demand Estimation and Forecasting.*

4. *Elasticity of Demand—Meaning and Types of Demand Elasticity, Types and Measurement of Price Elasticity, Utility of Elasticity Concept.*

5. *Production Function—Meaning, The Law of Variable Properties, Economies' of Scale.*

6. *Cost of Production and Cost Concept—Classification of Various Cost, Determinants of Cost of Production, Opportunity Cost, Cost-Output Relationship.*

7. *Supply—The Law of Supply, Elasticity of Supply, Influential factors of Supply Elasticity on Cost of Production.*

8. *Revenue Analysis—Total Revenue & Marginal Revenue and their relationship.*

9. *Market Structure—Perfect Competition, Monopoly, Discriminating Monopoly, Monopolistic Competition, Oligopoly and Duopoly.*

10. *Pricing Mechanisms—Objectives & Factors, Different Methods with Advantages and Disadvantages.*

11. *Collective Bargaining & Wages—Real and Nominal Wages, Liquidity Preference Theory of Interest, Profit Policy and Planning, Break Even Analysis, Linear Programming.*

12. *National Income—Measurement of National Income and its measurement difficulties.*

13. *Business Cycles—Classification of Trade Cycle, General features of Trade Cycles, Phases of Trade Cycle, Theories of Business Cycle-Innovations Theory, Keynesian Theory.*

14. *International Trade—Balance of Trade, Balance of Payments, Foreign Exchange-Gustav Cassel's Purchasing Power Parity Theory, Exchange Control-Meaning and Objectives.*

15. *International Financial Institutions—International Monetary Fund, World Bank, International Development Association, Asian Development Bank, International Finance Corporation.*

16. *Public Finance—Taxes-Direct Taxes and Indirect Taxes, Taxable Capacity, Public Expenditure.*

17. *Monetary Policy and its Impact of Economy—Reserve Bank of India—Organisation, Commercial Banking, Regional Rural Banks, NABARD.*

Recommended Books

1. *Managerial Economics and Financial Accounting—M. Kasi Reddy & S. Saraswati*

2. *Managerial Economics—K. P. M. Sunderam*

3. *Microeconomics*—Robert S. Pindyck & Daniel L. Rubinfeld

4. *Business Economies*—K. Rajagopalachar

Semester-II

Paper-VI-Organizational Behaviour

1. *Introduction to Organizational Behaviour.*
2. *Basic Human Process—Perception and learning, Understanding and adapting to the work Environment, Individual differences, Personality and abilities, Emotions stress on the job.*
3. *The Individual in the Organization—Work related attitudes, Feeling about jobs, Organizations and people, Motivations in organizations, Career dynamics.*
4. *Group Dynamics—Group processes and work teams, Interpersonal Behaviour, Working with and against others.*
5. *Influencing Others—Influence, Power and politics in the organizations, Leaderships in the organizations, Organizational culture, Creativity and Innovations.*
6. *Organizational Processes—Organizational structures and design, Managing organizational change, Strategic planning and organizational change, Strategic planning and organizational development.*
7. *Negotiation Skills*

Recommended Books

1. *Organizational Behaviour—M. N. Mishra*
2. *Organizational Development—Dr. Vasu Deva*
3. *Organizational Behaviour—Jit S Chandan*
4. *Organizational Behaviour—Dr. Vipin B. Kumar & Dr. S. Gopinandan*

Semester-II

Paper-VII-Advertising Management

1. *Meaning & Nature of Advertising.*
2. *Origin & Growth of Advertising.*
3. *Role of Advertising in Indian Scenario.*
4. *Several Supportive and Critical views of advertising.*
5. *Advertising vs. Publicity.*
6. *Fundamentals of Advertising.*
7. *Advertising in Marketing Mix.*
8. *Advertising & Marketing Strategies.*
9. *The Role of Ad Manager in an Ad Agency.*
10. *Advertising Agencies Organizational Structure and its Functioning System.*
11. *Advertising budgeting—Process, Influencing Factors and Methods of Ad Budgeting.*
12. *Approach to Copy Writing, Illustration, Layout, Use of Colour Model.*
13. *Creative Strategy—Creative Process, Appeal Creation and Excretion Style.*
14. *Features of different Advertisement—Consumer Goods Ad, Industrial Goods Ad, Service Products Ad, Co-operative Sectors Ad, Social Ad, Financial Ad*
15. *Production & Implementation of Advertising.*
16. *The Process of Creation of Print Ads.*
17. *Different Types of Print Ad—Classified & Display, Classified-Display, Colour & Non Colour Display.*
18. *The Process of creation of TV & Multimedia Ads—Practical Aspects*

Recommended Books:

1. *Advertising and Promotion—Belch & Belch*
2. *Advertising, Promotion, and New Media—Edited by Marla R. Stafford & Ronald J. Faber*
3. *Contemporary Advertising—William F Arens*
4. *Advertising Management—S. A. Chunnawala*

Semester-II

Paper-VIII-Media Management

1. *History of Media, Use of Media in Marketing.*
2. *Types of Media.*
3. *Selection of Media—TRP rating, Prime Time Demand, Sponsored Events Demand.*
4. *Print Media—Definition, Growth and Development, Functions, Impact of Mass Media, News & Features, Newspaper Organization and Editorial Department Set Up, Mass Media Guidelines & Press Censorship, Foreign Print Media.*
5. *The Press.—Indian Democracy, Publication of News Paper, Press Registrar, Register of News Paper, Press & Registration, Rights and Responsibilities of the Press, Press Council of India-Objectives and Composition of the Council, Functions of the Council, Formulation of Code of Conduct for Journalists, The International Principles of Professional Ethics in Journalism.*
6. *Broadcast Media—Television-Growth of Television in India, Structure of Television Industry,*
7. *Working of Television for different segments—Education, Satellite Instruction, Cable Television, Community Antenna with advantages and disadvantages of it, Spot advantages and disadvantages of it, Types of Sponsorship, Types of Retail Advertisers, Forms of Television Commercials with advantages and disadvantages of it, Sources of Television Revenues, Television Code of the National Association of Broadcasters.*
8. *Broadcast Media—Radio-Growth of Radio in India, All India Radio, Present Radio Broadcasting Network of different avenues—Educational Broadcast, Specific Audience Broadcast, Vividh Bharti Services, FM Radio, Rural Radio Forum, Radio Journalism, Live Commercial for Radio, Recorded Retail Radio Commercial, Programme Rating, Advantages & Disadvantages of Radio, Functions of Commercial Communication, New Policy for Broadcast Media, Print Media Vs Broadcast Media.*
9. *Cinema and Film Media—Development of Motion Pictures, Target audience analysis for Business Films, Sponsored Films, Animated Films, Animation of Puppets, Computer Animation, Bommalattam and Feature Films. Control of Cinematograph, Authorized & Unauthorised Cinematograph, Central Board of Film Censors—Procedure, Guidelines, Powers, and Appeal. Children's Film Society, National Film Development Corporation.*
10. *Electronic Media—The Role of Videsh Sanchar Nigam-Facilities and modes of operation, The Printed word and Electronic Invasion, Future of Printed and Without printed word, Electronic News Paper, Paperless Books, Media, Visual Communications, Visual Aids-Factors for selection and Using Guidelines, Advantages and Disadvantages of it.*
11. *Traditional Media—Three stages in Arts, Fine Arts and Realism, the Music-Cultural, Emotional, Moral and Emotional value of it. The Introduction of Dances in India, Introducing Indian Drama, Indian Dramatic Tradition, Folk Media, Reach Investment and Cost Factor.*

Recommended Books:

1. *Media and Communication Management—C.S. Rayudu*
2. *Mass Communication, Journalism and Media Management—S. Chauhan & N. Chandra*
3. *Media & Advertising—C. D. Aggarwal*
4. *Electronic Media—M. M. Gaur*
5. *Media Management—Dr. Rakesh Kumar*
6. *Print Media and Electronic Media—Jitendra Kumar Sharma*
7. *Mass Communication—Jitendra Singh*
8. *Mass Media—J. R. Hakemulder, F. A. D. Jonge & P. P. Singh*

Microsoft Word

1. Introduction—Working with documents, Saving the file, Formatting the text, Alignment to text, Applying fonts, Spell checking, Consulting thesaurus, Assign character styles, Borders and shading, Closing of the file, Save as option, Printing your document, Editing the document, Editing tools, Auto correct, Auto format, Find and replace, Page numbering, Header and footer, Footnotes and endnotes, Splitting panes, Tiling of the documents, Using mail merge, Opening screen of Microsoft word screen, Home panel, Insert panel, Page layout panel, Page setup, Reference panel, Mailing panel, Review panel, Views, Office button.

2. Working systems—Charts and graphics, Crop a graphic, Sizing a graphic, Wrap text around graphics, Insert a symbol, Insert a word art object, Creating a drawing, Working with charts, Create a graph, Create a chart from a table, Modify a chart, Working with tables, Inserting rows and columns, Deleting data from a table, Borders and Shading, Converting text to a table, Sort table data, Creating Nested tables, Calculations in a table, Merging cells, Drawing more complex tables, Setting options, Popular options, Display options, Proofing options, Save options, Advanced options, Cut copy and paste, Pasting from other options, Show document content, Display, Print, Save, Preserve fidelity when sharing this document, General, Compatibility options.

Microsoft Excel

1. Introduction—Understanding spreadsheets, Creating a worksheet in Excel, Styles, Functions in Excel, Using auto calculate, References, Sum Functions, Average function, Creating charts in Excel, Auditing a workbook, Comments Inserting, Outlines, Worksheet fitting on a page, Function Wizard, Goal seeking, Scenarios manager, Creating a pivot table report, Typing with auto fill, Formatting numbers and labels, Changing the size of rows and columns, Adding and deleting rows and columns, Inserting page breaks, Applying themes, Add or remove a sheet back ground, Convert text to columns, Protect worksheet or workbook elements, Functions in Excel.

2. Working Systems—Introduction to charts, Creating charts in excel, Modifying charts, Available chart types, Display hidden data and empty cells in a chart, Plot data series from worksheet rows or columns, Change the layout or style of a chart, Select a predefined chart style, Change the layout and style of chart elements manually, Save a chart as a chart template, Format chart elements, Prevent Invalid data entry in a worksheet, Create a drop-down list from a range of cells.

1. Microsoft Office PowerPoint.

CorelDraw

- a) Introduction to CorelDraw*
- b) Customizing CorelDraw*
- c) Working with Tools in CorelDraw*
- d) Working with Curves and Text in CorelDraw*
- e) Working with Colours in CorelDraw*

Photoshop

- a) Introduction to Photoshop*
- b) Tools of Photoshop*
- c) Using Paints and Colours in Photoshop*
- d) Working with Masks and Layers in Photoshop*
- e) Using Transformations in Photoshop*

- f) *Playing with Text in Photoshop*
- g) *Working with images in Photoshop*
- h) *Applying Special effects in Photoshop*

Recommended Books

1. *Microsoft Office 2007—Lawpoint*
2. *Adobe Photoshop CS3—Lawpoint*
3. *CorelDraw X3—Lawpoint*

Semester-II

Paper-X-Project & Viva Voce

Different conventional and research topics are assigned to each student with the approach of different functional areas, so that he/she will be more conversant with the practical practices of strategic methodology of operation and market orientation. Student is also encouraged to perform in the real operative situation to enhance their skills. Student has to present the project report for Internal and External Examination.

****Topics, Objectives & Guidelines of the Project are to be decided by the Project Guide.***

Semester-III

Paper-XI—Integrated Marketing Communication

1. *Introduction to Marketing Communication.*
2. *Meaning & Importance of Marketing Communication.*
3. *Pre-requisite of effective Marketing Communication.*
4. *Marketing Communication through Marketing Mix.*
5. *Communication Model in Marketing—Graphic Models, Verbal Models, The Response Set-AIDA Model, Lavidge-Steiner Model, McGuire Model, DAGMAR Model.*
6. *Integrated Marketing Communication—Brand Marketing, Direct Marketing, Customer Relationship Management, One Voice Marketing Communication, Integrated Communications.*
7. *IMC Strategy in—Advertising, Planning, Determination & Promotional Objective.*
8. *IMC Concepts in Product Communicates, Price Communicates, Place (Point of Sale) Communicates, Promotion Communicates and Publicity in relation with marketing.*
9. *Major tools of Publicity--News, Speeches, Special event, Handouts, leaflets and audio-visual public service activities and other miscellaneous tools.*
10. *Persuasive Communication Factors—Content bound, Appeal bound, Argument bound, Style bound, Communication bound, Media bound, Situation bound and Persuasion Approaches.*
11. *Future Marketing Communication Medium—Webs & Internet and its implications.*

Recommended Books

1. *Integrated Marketing Communication—Niraj Kumar*
2. *Marketing Communication-Theory and Practice—Niraj Kumar*
3. *Integrated Advertising, Promotion and Marketing Communication—Clow & Baack*

Semester-III

Paper-XII-Retail Marketing Management

1. *Introduction to Retail Marketing.*
2. *Basics of Retail Merchandising, Process of Merchandising Planning, Methods of Merchandising Procurement, Retail pricing and evaluating Merchandising Performance, Category Management.*
3. *Retail Strategies—Locational Advantages, Store Site Selection and Customer orientation.*
4. *Human Resource Management in Retail.*
5. *Retail Store Operation and Management.*
6. *Retail Store Design and Visual Merchandising.*

7. *Retail Customer Service Management.*
8. *Retail Marketing and Brand Management.*
9. *Retail Distribution and Supply Chain Management.*
10. *Retail Management Information system.*
11. *The Retail Marketing Mix and Products Management.*

Recommended Books:

1. *Retail Marketing Management—David Gilbert*
2. *Retail Management—Dr. Harjit Singh*
3. *Retail Management—C. Bajaj, Rajnish Tuli & Nidhi V Srivastava*
4. *Retail Management—Gautam Bansal & Sandhir Sharma*
5. *Retail Business Management—Yoginder Singh*

Semester-III

Paper-XIII-Cost & Management Accounting

1. *Introduction to Cost & Management accountancy and its different terms.*
2. *Introduction to Cost Accounting Standards (CAS).*
3. *Generally Acceptable Cost Accounting Principles (GACAP)*
4. *New mechanism of maintaining cost records—The Companies (Cost Accounting Records) Rules 2011 and The Companies (Cost Accounting Reports) Rules 2011.*
5. *Cost Sheet and its components, absorption costing.*
6. *Material Cost—accounting, valuation and control.*
7. *Labour cost.*
8. *Overheads—allocation, absorption and control.*
9. *Job, batch and contract costing.*
10. *Process costing.*
11. *Cost Benefit analysis—breakeven point analysis, marginal cost and marginal costing, decision making.*
12. *Budget and budgetary control.*
13. *Standard costing and variance analysis.*
14. *Cost ledgers and reconciliation with financial accounts.*
15. *Joint products and by products.*
16. *Service and operating costing.*
17. *Uniform costing—inter firm and intra firm comparison.*
18. *Activity based costing.*
19. *Price decisions.*
20. *Introduction to Cost Audit.*
21. *New Costing Techniques—target costing, throughout costing, inflation accounting, life cycle accounting, total cost management etc.*

Recommended Books

1. *Financial Management—I. M. Pandey*
2. *Financial Management—M. Y. Khan & P. K. Jain*
3. *Accounting for Management—Dr. Ashok Sehgal & Dr. Deepak Sehgal*
4. *Accounting for Managerial Decision—Ved Prakash*

Semester-III

Paper-XIX-International Marketing

1. *Concepts of International Marketing.*
2. *Opportunities in International Markets.*
3. *WTO (World Trade Organization) and its implications in the International Marketing and Regional Trade Blocks.*
4. *Decision making process for International Markets.*

5. *Product Strategy for International Markets.*
6. *Building Brands in International Markets.*
7. *Pricing Decision for International Markets.*
8. *International Logistics and Distribution.*
9. *Communication Decision for International Markets.*
10. *International Trade Finance and Risk Management.*
11. *Export Procedure and Documentation.*
12. *Framework of Import-Export Policy.*
13. *Institutional Infrastructure for Export Promotion.*

Recommended Books:

1. *International Marketing—Rakesh Mohan Joshi*
2. *Export Marketing—B. S. Rathor & J. S. Rathor*
3. *International Marketing Management—Hamant Wagdre*
4. *Global Management—V. D. Dudeja*
5. *International Marketing Management—M. P. Sirohi*

Semester-III

Paper-XV-Project & Viva Voce

Different conventional and research topics are assigned to each student with the approach of different functional areas, so that he/she will be more conversant with the practical practices of strategic methodology of operation and market orientation. Student is also encouraged to perform in the real operative situation to enhance their skills. Student has to present the project report for Internal and External Examination.

***Topics, Objectives & Guidelines of the Project are to be decided by the Project Guide.**

Semester-IV

Paper-XVI-Consumer Behaviour

1. *Introduction to Consumer Behaviour—Meaning, Definition, Influencing Factors, Advantages & Disadvantages, Scope and Application.*
2. *Consumer Motivation—Concept and Different Theories of Motivation.*
3. *Buying Behaviour—Nature, Attitude, Personality, Freudian Theory, Life Style Concept.*
4. *Consumer Psychographics—Meaning & Definition, Variables and Applications.*
5. *Group Dynamics & Consumer Reference—Meaning and Nature, Types, Reference Groups-Factors & Applications.*
6. *Influential Factors—Meaning & Definition, Social and Economic Class, Family and its role-Life Style of Family, Role in the decision making process.*
7. *Diffusion of Innovations—Meaning & Process, Attributes, Adoption Process, Cultural aspects of different Habitual, Gender and Age Group*
8. *Organizational Buying Behaviour—Meaning & Definition, Models of Industrial Business and Service Sector Buying Behaviour.*
9. *Consumer involvement & Decision making—Definition, Antecedents, Strategic Implications, Consumer Involvement Model.*
10. *Information Search & Processing—Definition, Factors, Stages.*
11. *E-Commerce & Consumer behaviour—Definition, Operation, Sales and Advertising Methods.*
12. *Purchase & Results—Methods & Process, Retail Buying, In-home Shopping, Possible Results.*
13. *Introduction to Consumer Behaviour Model: Howard Model, Engel Blackwell Model, Jagdish Sheth Model, Model of Industrial Marketing.*

Recommended Books

1. *Consumer Behaviour—P. C. Jain & Monika Bhatt*

2. *Consumer behaviour—M. Vohra*
3. *Consumer behaviour—Schiffman L. G*
4. *Consumer Behaviour—Blackwell*
5. *Consumer Behaviour—P. C. Jain*

Semester-IV

Paper-XVII-Event Management

1. *Introduction to Event Market—Segmentation, Targeting and Positioning.*
2. *Concepts of Product, Price and Promotion in Events.*
3. *Introduction to Event Management—Scope, Significance and Need of Event Management.*
4. *Strategic Market Planning in Events.*
5. *Strategic Critical approach in events—PREP Model (Predatorial Strategy, Retaliatory Strategy, Enrichment Strategy, Proactive Strategy), Risk vs. Return Matrix.*
6. *Key elements of Events.*
7. *Role of Event Management in different organization.*
8. *Event Manager—Role, Objective and Responsibilities.*
9. *Event Management—Role in Publicity and Sales Promotion.*
10. *Various aspects of Event Management—Concept and Design, Feasibility, Legal Compliance, Promotion, Financial aspects, Risk Management, Protocol, Staging, Staffing, Leadership, Operation and Logistics, Safety and Security, Crowd Management and Evacuation, Monitoring and Control.*
11. *Event Management in socio-economic development of the society.*
12. *Resource generation and application in Event Management.*
13. *Evaluation of Event Performance.*

Recommended Books:

1. *Event Management—Lynn Van Der Wagen & Brenda R. Carlos*
2. *Event Marketing & Management—Sanjay Singh Gaur & Sanjay V. Saggere*
3. *Successful Event Management—Anton Shone & Bryn Parry*

Semester-IV

Paper-XVIII-Services Marketing Management

1. *Introduction to Services Marketing—Need, Scope*
2. *Classification of Services.*
3. *Introduction to Service Marketing Management.*
4. *Service Marketing Mix—a) Product b) Price c) Promotion d) Place e) People f) Process g) Physical Evidence.*
5. *Organisation for Services Marketing—Role, Understanding, Planning and Management, Internal Marketing, Relationship Marketing and Service Quality.*
6. *Special Aspects of Services Marketing—No Profit Service Marketing, Leisure Service Marketing, Tourism Marketing, Charities Marketing, Financial Services Marketing, Professional Services Marketing, Hospital Marketing, Education Marketing, Social Marketing, Religious Services Marketing.*
7. *The Internationalisation of Services.*
8. *The Importance of After Sales Services in the Services Marketing.*

Recommended Books:

1. *Services Marketing—S. M. Jha*
2. *Services Marketing—Helen Woodruffe*
3. *Services Marketing—Vasanti Venugopal & V. N. Raghu*
4. *Services Marketing—Ravi Shankar*

Semester-IV

Paper-XIX-Travel & Tourism Management

1. *Introduction to Travel.*
2. *Introduction to Tourism Management.*
3. *Nature and Characteristics of Tourism Industry.*
4. *Tourist Product.*
5. *Tourism Organization.*
6. *Planning & Process of Tourism Industry.*
7. *Strategy of Tourism Marketing.*
8. *Marketing Mix and Promotion of Tourism.*
9. *Different travel formalities and documentation.*
10. *Different emerging sectors of tourism.*
11. *Tourism policy of India.*

Recommended Books:

1. *Travel and Tourism Management—V. V. Vara Prasad & V. B. T. Sundari*
2. *Basics of Tourism Management—Suddhendu Narayan Misra & Sapan Kumar Sadual*

Semester-IV

Paper-XX-Project & Viva Voce

Different conventional and research topics are assigned to each student with the approach of different functional areas, so that he/she will be more conversant with the practical practices of strategic methodology of operation and market orientation. Student is also encouraged to perform in the real operative situation to enhance their skills. Student has to present the project report for Internal and External Examination.

****Topics, Objectives & Guidelines of the Project are to be decided by the Project Guide.***

Semester-V

Paper-XXI-Sales Management

1. *Introduction to Sales Management concept, the role and functions of the Sale manager.*
2. *Sales Planning—Process, Types and Control.*
3. *Sales Forecasting—Methods and Significance.*
4. *Sales Budget-Types, Methods and Procedure*
5. *Sales Force Management—Functions of Sales Manager-Recruitment, Selection, Training, Deployment, Compensation, Planning, Motivation, Control, Performance Appraisal.*
6. *Different forms of Sales Organization—Line, Line & Staff, Functional, Product based, Geography wise, Sales*
7. *Departmental Relations, Distribution-Network Relations.*
8. *Controlling and Sales efforts—, Quotas, Sales Control and Cost Analysis.*
9. *Sales Territories – Meaning, Significance, Consideration in Territory Management.*

Recommended Books:

1. *Fundamentals of Sales Management—Ramneek Kapoor*
2. *Sales Management In Indian Perspective—Vaswar Das Gupta*
3. *Sales Management-Theory & Practice—Bill Donaldson*
4. *Sales Management—Still, Cundiff & Govoni*

Semester-V

Paper-XXII-Sales Promotion & Salesmanship

Sales Promotion

1. *Introduction to Sales Promotion.*
2. *Planning for Sales Promotion.*
3. *Consumer Behaviour and Sales Promotion—Strategy in Sales Promotion, Evaluation of Sales Promotion and Appraisal, Product Decision and Sales promotion, Retailer and Wholesaler Promotion process, Strategic issues in Promotional strategies.*

4. *Substantive findings in Trade Dealing.*

Salesmanship

1. *Introduction to Salesmanship—Psychology in Selling.*
2. *Selection of Salesman—Training of Salesman, Remuneration of Salesman.*
3. *Fundamentals of Successful Selling—Importance and Nature of Product knowledge, Importance of Buying Motives, Different Types of Customers, Sales Grid.*
4. *Types of Salesman—Travelling Salesman: Responsibilities and Problems, Retail Salesman: Duties, Responsibilities and Problems.*
5. *Sales Talk: Presentation & Demonstration, Overcoming Objection, Closing of Sales Talk & Sales.*

Recommended Books

1. *Sales Promotion Management—V. K. Singh*
2. *Sales Promotion Management—Bir Singh*
3. *Salesmanship & Publicity—R. S. Davar*
4. *Salesmanship & Sales Management—P. K. Sahu & K. C. Raut*

Semester-V

Paper-XXIII-Product & Brand Management

1. *Introduction to Product & Brand Management—Functions, Significance, Management, Loyalty and Equity.*
2. *Product and Brands Advertising—the Design Theory, Unique Selling Proposition (USP).*
3. *Product & Brands Name Plans—Translation Problems and Hurdles.*
4. *Buying Decision Process—Source of Information and Evaluation.*
5. *Market Segmentation of different Products.*
6. *Freudian Theory and Brand Personality.*
7. *Branding Strategies.*
8. *Product & Brand Value—Scan and Measurement.*
9. *Brand and Stakeholders—Primary and Secondary.*
10. *Brand Equity and Brand Extensions—Projective Type and Technique, Brand Loyalty, Positioning Strategy and Integrated Focused Communications.*
11. *Concepts of Product Basket Mix and its Value Orientation.*
12. *New Product Development—Identification, Orientation and Research.*
13. *Marketing Mix Factors and Brands.*
14. *International Product identification and opportunities.*
15. *Introduction to Laws in Branding.*

Recommended Books

1. *Brand Management-Text and Cases—U. C. Mathur*
2. *Brand Management-The Indian Context—Y. L. R. Moorthi*
3. *Product Management and New Product Development—R. K. Srivastava*

Semester-V

Paper-XXIV-Logistics & Supply Chain Management

1. *Introduction to Supply Chain Management.*
2. *Introduction to Purchasing and Supply Management.*
3. *Integrated Logistics Management—Quality Customer Service, Service Response Logistics.*
4. *Integrated Logistics Activities—Domestic Transportation & Management, Inventory Management, Transportation Scheduling, Warehouse Management, Material Handling and Packaging.*
5. *Modes of Transportation, Containerization and Multimodal Transport in India*
6. *Distribution and Retail Supply Chain Management, Public Distribution System.*
7. *Reverse Logistics and Competitive Strategy.*

8. *LSCM Alliances 3rd Party Logistics+4th Party Logistics=7th Party Logistics Principles.*
9. *Advantages and Outsourcing.*
10. *Organizing and Planning for LSCM functions*
11. *Measurement and Improvement of Logistics Service Quality.*
12. *Introduction to OR in Logistics.*

Recommended Books:

1. *Logistics Management—S. K. Bhattacharya*
2. *Logistics Management-The Supply Chain Imperative—Vinod V. Sople*
3. *Logistics—David J Bloomberg, Stephen Lemay, Joe B. Hanna*
4. *Business and Industrial Laws—P. P. S. Gogna*

Semester-V

Paper-XXV-Project & Viva Voce

Different conventional and research topics are assigned to each student with the approach of different functional areas, so that he/she will be more conversant with the practical practices of strategic methodology of operation and market orientation. Student is also encouraged to perform in the real operative situation to enhance their skills. Student has to present the project report for Internal and External Examination.

***Topics, Objectives & Guidelines of the Project are to be decided by the Project Guide.**

Semester-VI

Paper-XXVI-Rural Marketing Management

1. *Introduction to Rural Marketing.*
2. *Rural Marketing Management—Concepts & Systems.*
3. *Rural Marketing—Plans and Policies*
4. *Rural Customer Purchase Process.*
5. *Rural Marketing Mix and Product Management.*
6. *Rural Supply Chain Management.*
7. *Marketing of Agricultural Products.*
8. *Marketing of Rural and Cottage Industry Products.*
9. *Role of Financial Institution in Rural Marketing.*
10. *Role of Co-operative Institutions in Rural Marketing.*
11. *Rural Marketing Strategies for Fertilizers and Pesticides.*
12. *Marketing of Tractors and other Agricultural Equipments in the Rural Market.*
13. *Role of Financial Institutions in Rural Market.*
14. *Marketing of Credit in the Rural Market.*

Recommended Books:

1. *Rural Marketing Management—Sukhpal Singh*
2. *Rural Marketing Environment, Problem and Strategies—T. P. Gopalaswamy*
3. *Rural Marketing Management—Bir Singh*

Semester-VI

Honours Paper-XXVII-Entrepreneurship Development Programme

1. *Need, scope and characteristic of entrepreneurship.*
2. *Schemes for Entrepreneurs.*
3. *Identification of opportunity.*
4. *Exposure to demand based, Resource based service based, Import substitute and Export promotion industries.*
5. *Market survey Techniques.*
6. *Need scope and Approaches for project formulation.*
7. *Criteria for Principles of product selection and development.*
8. *Structure of project Report*

9. *Choice of technology, plant and Equipment.*
10. *Institutions, financing procedure and financial incentives*
11. *Financial Ratio and Their significance*
12. *Books of Accounts, financial statements and funds flow Analysis.*
13. *Energy requirement and utilization.*
14. *Resource Management—Men, Machine and Materials.*
15. *Critical Path Method (CPM) and Project Evaluation Review Techniques (PERT) as planning tools for Establishing SSI.*
16. *Creativity and innovation.*
17. *Strength, weakness, opportunity and threat (SWOT) techniques.*
18. *Plant layout and process planning for the product.*
19. *Quality control/Quality Assurance and testing of product.*
20. *Elements of marketing and sales management.*
21. *Nature of product and market strategy.*
22. *Packaging and advertising.*
23. *After sales service*
24. *Costing and pricing.*
25. *Management of self and understanding Human Behaviour.*
26. *Sickness in Small Scale Industries and their Remedial Measures.*
27. *Coping with uncertainties, Stress Management and Positive Reinforcement.*
28. *Licensing Registration.*
29. *Municipal Bylaws and Insurance Coverage.*
30. *Important Provisions for factory Act, Sales of goods Act and Partnership Act.*
31. *Dilution and Control.*
32. *Social Responsibilities and Business Ethics.*
33. *Income Tax, VAT and Excise Rules.*

Recommended Books:

1. *Entrepreneurial Development—S.S. Khanka*
2. *Entrepreneurship Development—E. Gordon & K. Natarajan*
3. *Entrepreneurship—Madhurima Lall & Shikha Sahai*

Semester-VI

Paper-XXVIII-Marketing & Media Laws

1. *Carriage of Goods Act—Governing Act-The Carriers Act 1865 & The Railways Act 1890. Common Carrier Act 1865, Rights, Duties and Liabilities of a Common Carrier*
 - *Carriage of Goods by Land-Governing Act, Duties, Rights and Liabilities,*
 - *Carriage of Goods by Sea-Governing Act, Charter Party and Bill of Lading, Different Conditions prevails on Voyage.*
 - *Carriage of Goods by Air-Governing Act, Passenger Ticket, Baggage Check, Airway Bill, Liability.*
2. *Contract Law 1872—Governing Act, Essential Elements, Kinds of Contract, Free Consent, Void Agreement, Standard Form Contract, Quasi Contract, Performance of Contract, Discharge of Contract, Breach of Contract, Indemnity, Guarantee, Letter of Credit, Discharge of Surety, Bailment and Pledge, Agency-Duties, Liabilities and Rights of Agent and Termination of Agent.*
3. *Information Technology Act 2000 (E-Commerce)—Governing Act, Objects, Application, Digital Signature, Asymmetric Cryptosystem, Electronic Governance, Electronic Records, Digital signature Certificate, Duties of Subscribers, Penalties and Adjudication, Cyber Regulations Appellate Tribunal, Compounding of Offences, Offences and Prosecution.*

4. *Sale of Goods Act 1930—Governing, Definition, Essential elements, Formalities in a Contract of Sale, Different kind of Goods, Effects of Destruction of Goods, Documents of Title of Goods, Conditions & Warranties, Doctrine of Caveat Emptor, Transfer of Property in Goods, Transfer of Title of Goods, Performance of a Sale Contract, Delivery of Goods, Acceptance of Delivery by Buyer, Rights of an Unpaid Seller, Buyer's remedies against Seller for Breach of Contract, Rights and Duties of Buyer, Rights and Duties of Seller, Auction Sale.*
5. *Consumer Protection Act 1986—Governing Act, Definition of Consumer, Nature of Protection, Consumer Dispute Redressal Agencies, Procedure of Making Complaint, Interim Relief, Service of Notice, Power of District Forum/State Commission, National Commission, Relief Available under the Act, Orders and Appeals, Enforcement of Order, Complaint Forum, Penalties, Complaint Forum.*
6. *Negotiable Instruments Act 1881—Governing Act, Implication of Section 31 & 32 of RBI Act, Definition, Meaning, Essential Ingredient, Kinds, Promissory Note, Bill of Exchange, Cheque, Relationship between Banker and Customer, Maturity and Grace Period, Presentation, Acceptance and Dishonor, Rules of Estoppels', Rules of Evidence.*
7. *Press and Registration of Books Act 1867—Definition, Particulars, Declaration, Prima Facie Evidence, Cancellation of Declaration, Rules as to Publication of Newspapers, Delivery of Goods, Exception, Disposal of Copies, Registration of Books, Contents of Memoranda of Books, Press Registrar, Register of Newspapers, Power of Central Government to make rules, Penalties for Contravention of Provisions.*
8. *The Young Persons (Harmful Publication) Act 1956—Statement of Objects and Reasons, Definition (Section-2), Penalty for Harmful Publications, Power of the Government, Appeal against Forfeiture Order, Seizure and Destructions.*
9. *The Drugs and Magic Remedies (Objectionable Advertisement) Act 1954—Definition, Advertisement, Drug, Import and Export Advertisement, Penalty, Search and Seizure, Offences by Companies, Cognizability and Jurisdiction, Exceptions or Savings, Powers of the Central Government.*
10. *Cinematograph Act 1952—Statement of Object and Reasons, Definitions, Central Board of Film Censorship-Delegation of Power by Board, Power of Direct Exhibition, Validity of Acts, Advisory Panels, Assessors, Examination Committee, Film Censor Procedure, Certification of Films and Types of Certificates, Appellate Tribunals, Seizure of Films, License for Exhibition and Licensing Authority, Principles in Certifying Films, Introduction to The Cinematographic (Amendment) Act 1981
Introduction to The Cinematographic (Amendment) Act 1984*

11. Intellectual Property Rights

Recommended Books:

1. *Business Law—R. S. N. Pillai & Bagavathi*
2. *Business Legislation for Management—M. C. Kuchhal*
3. *Business and Industrial Laws—P. P. Gogna*
4. *Mass Media and Regulations—C. S. Rayudu & S. B. Nageswar Rao*

Semester-VI

Paper-XXIX-Customer Relationship Management

1. *Meaning, Importance, Application in Marketing and Human Resources.*
2. *Measurement System, Market Research Process, Desk Research and Field Survey and Report Preparation.*
3. *Consumer Response and its Importance, Response in different Segments.*
4. *Consumer Satisfaction and its affecting factors, Measurement methodology and Analysis.*

5. *Satisfaction and Consumer Loyalty, Advantages of it, Loyalty breaking and Reclaim of lost consumers, Management of Consumer Loyalty.*
6. *Organizational success factors of CRM.*
7. *Complaint Management System, Classification and Advantages.*
8. *Types of Service Business, Characteristics and Segmentation, Generate Customer Satisfaction through services.*
9. *E-CRM—Need and Application and Performance Enhancement.*
10. *CRM in B2C Commerce*

Recommended Books:

1. *Customer Relationship Management—R. K. Sugandhi*
2. *Customer Relationship Management—H. P. Mohamed & A. Sagadevan*
3. *Electronic Customer Relationship Management—J. Fjermestad & N. C. Romano*
4. *Customer Relationship Management—Niranjan Pani & Sarbeswar Mohapatra*

Semester-VI

Paper-XXX-Management Information System

1. *Introduction—Evolution, Structure, Logical Foundations.*
2. *Organizational Systems—Introduction, Nature, Characteristics, Classification of data and Information Systems.*
3. *Organizing Information System, Absorption Process of MIS in the organization.*
4. *Communication Technology—Telecommunications and Computer Networking.*
5. *Database Technology—Database and Enterprise Management, File Processing Systems, Data independence, approach and architecture.*
6. *Decision Support Systems—Introduction, Definition, Evolution, Characteristics, Model Management*
7. *System Analysis & Design—Introduction, Context, Development, Design, Requirement Analysis, Diagramming Technique and Feasibility Analysis.*
8. *Introduction to ERP*

Recommended Books:

1. *Management Information System—Waman S Jawadekar*
2. *Management Information System—S. Sadagopan*
3. *Management Information System—Versha Mehta, A. S. Sudan & Sudhir Dawra*

SYLLABI OF B.COM (VOCATIONAL)

PRINCIPLES & PRACTICE OF INSURANCE

Course Curriculum

<u>Sem</u>	<u>Honours Paper</u>	<u>Subject</u>	<u>Marks</u>	<u>Credit</u>
I	I	<i>Principle & Practice of Life Assurance</i>	100	4
I	II	<i>Principle & Practice of General Insurance</i>	100	4
I	III	<i>Research Methodology & Quantitative Technique</i>	100	4
I	IV	<i>Financial Accounting</i>	100	4
I	V	<i>Business Economics</i>	100	4
II	VI	<i>Organizational Behaviour</i>	100	4
II	VII	<i>Health & Miscellaneous Insurance</i>	100	4
II	VIII	<i>Fire and Consequential Loss Insurance</i>	100	4
II	IX	<i>Insurance Marketing & Public Relations</i>	100	4
II	X	<i>Project</i>	100	4
III	XI	<i>Life Assurance Underwriting</i>	100	4
III	XII	<i>Fire Insurance Underwriting</i>	100	4
III	XIII	<i>Insurance Salesmanship</i>	100	4
III	XIV	<i>Principle & Practice of Banking</i>	100	4
III	XV	<i>Project</i>	100	4
IV	XVI	<i>Principle & Practice of Insurance Management</i>	100	4
IV	XVII	<i>Motor Insurance</i>	100	4
IV	XVIII	<i>Risk Management</i>	100	4
IV	XIX	<i>Mutual Fund & Price Management</i>	100	4
IV	XX	<i>Project</i>	100	4
V	XXI	<i>Asset Management</i>	100	4
V	XXII	<i>Group Insurance & Retirement Benefit Scheme</i>	100	4
V	XXIII	<i>Principle & Practice of Reinsurance</i>	100	4
V	XXIV	<i>Merchant Banking Product & Services</i>	100	4
V	XXV	<i>Project/Environmental Studies & Ethics</i>	100	4
VI	XXVI	<i>Human Resource Management</i>	100	4
VI	XXVII	<i>Entrepreneurship Development Programme</i>	100	4
VI	XXVIII	<i>Insurance & Banking Laws</i>	100	4
VI	XXIX	<i>Customer Relationship Management</i>	100	4
VI	XXX	<i>Management Information System</i>	100	4

- ❖ *Marks are based on 30:70 systems. 30 marks is allotted for the Mid-Semester Test and 70 marks is allotted for the End-Semester Test.*
- ❖ *Project Paper (Paper No.-X, XV, XX, XXV) marks is divided on 50:50 systems. 50 Marks is allotted for the Internal Viva and 50 Marks is allotted for the External Viva.*

Semester-I

Paper-I-Principles & Practice of Life Insurance

1. *Life Insurance Organization—Context and Important Activities, Internal Organization, Distribution Systems & trends, Appointment, Functions and Remuneration of Agents.*
2. *Plans of Life Insurance—Need Levels, Basic Elements, Some Popular Plans, Limited Payment Plans, Participating Policies, Convertible Plans, Joint Life Policies, Children's Plans, Educational Annuity Plans, Variable Insurance Plans, Riders, For the Handicapped and Miscellaneous.*
3. *Annuities—Nature of Annuities, Types.*
4. *Group Insurance—Nature of Group Insurance, Types, Group Gratuity Schemes, Ways of meeting Gratuity Liability, Group Superannuation Schemes, Other Group Schemes, Social Security Schemes.*
5. *Other Special Need Plan—Industrial Life Insurance, Salary Saving Schemes, Additional Benefits, Married Women's Property Act.*
6. *Application & Acceptance—Principle of Utmost Good Faith, Insurable Interest, Prospectus, Proposal forms and other related documents, Medical Examination of Age Proof, Special Reports, Specimen of Proposal, Medical report.*
7. *Policy document—Need and Format, Policy Preamble, Schedule, Attestation, Conditions and Privileges, Alteration, Duplicate Policy, Specimen of policy document.*
8. *Premium payment lapse and revival-Premium, Surrender Values, Non-Forfeiture Options, Revival.*
9. *Assignment Nomination Loans, Surrenders, Foreclosures-Assignment, Nomination, Loan and Surrenders.*
10. *Policy Claims-Maturity claims, Survival Benefits, Death Benefits, Claim concession, Presumption of death, Accident Benefits, Post maturity Options, Settlement options, Valuation and Surplus.*
11. *Miscellaneous—Reinsurance, Exchange Control Regulations, Consumer Protection Act, Ombudsman, Information Technology, IRDA Regulations.*

Recommended Books:

1. *Principles & Practices of Insurance—M. N. Mishra*
2. *Principles of Insurance—Tripathi and Reddy*
3. *Principles & Practices of Insurance—Dr. P. Periasamy*
4. *IC-02—Insurance Institute of India*
5. *IC-33—Insurance Institute of India*

Semester-I

Paper-II-Principles & Practices of General Insurance

- A. *The Insurance Market—Corporate Agents—Broker—Function of Insurance Broker—Tariff Advisory Committee, Insurance Forms, Proposal of Insurance, Cover Notes, Fire and Marine Coverage, Standard Policies, Marine Insurance Coverage, Type of Marine Policies.*
- B. *Miscellaneous Coverage's, Group Policies, Health Insurance, Mediclaim Insurance, Jan Arogya (Bima) Policy, Cancer Insurance, Universal Health Insurance Policy, Overseas Mediclaim Policy, Bhavishya Arogya Policy, Burglary Insurance, Money Policy, Baggage Policy, Fidelity Guarantee Insurance, Specialized Insurance—Oil and Gas Insurance, Satellite Insurance, Rating Premium, Tariff Rating, Physical and Moral Hazards, Underwriting of Moral Hazards, Premium, Aggregate in the Policy, Fidelity Guarantee Insurance, Declaration Policy, Underwriting Practice in India and other important Insurance market, Limit of Acceptance, Fire, Marine, Miscellaneous—Renewal*

Procedure, Risk Inspection, Insurer's role in Risk Management

C. Claims Procedure—Preliminary, Investigation and Assessment, Role of Surveyors and Loss Assessors, Arbitration, Limitation, Settlement of Claims Discharge Vouchers, Investment In addition, Accounting, Unexpired Risk Reserves, Marine Claims.

Recommended Books:

1. *Principles & Practices of Insurance—M.N. Mishra*
2. *Principles of General Insurance—Tripathi and Reddy*
3. *Principles & Practices of Insurance—Dr. P. Periasamy*
4. *IC-11—Insurance Institute of India*
5. *IC-34—Insurance Institute of India*

Semester-I

Paper-III-Research Methodology and Quantitative Technique

Research Methodology

1. *Research—meaning, objective & types.*
2. *Research design—meaning, features of a good design.*
3. *Sampling & Methods of data collections.*
4. *Questionnaire Design & Attitude measurement & Scales.*
5. *Test of Hypothesis.*
6. *Parametric & Nonparametric Tests.*
7. *Interpretation & Report writing.*

Quantitative Technique

1. *Statistics—Meaning & Definition, Scope, Limitations, Classification and Tabulation.*
2. *Measures of Central Tendency—Arithmetic Mean, Median and Mode, Geometric and Harmonic Mean.*
3. *Measures of Variations—Range, Quartiles, Mean Deviation and Standard Deviation.*
4. *Simple Correlation, Co-Efficient of Correlation, Correlation & Regression Analysis.*
5. *Time Series, Index Numbers.*
6. *Probability Distribution.*
7. *Permutations and Combinations.*
8. *Diagrammatic & Graphic Presentation of Data.*
9. *Using Excel for Quantitative Technique.*

Recommended Books:

1. *Research Methodology—R. Panneerselvam*
2. *Quantitative Techniques—C. R. Kothari*
3. *Quantitative technique—C. Satyadevi*

Semester-I

Paper-IV-Financial Accounting

1. *Introduction to Accounting, Double entry system.*
2. *Journal, Ledger, Trial Balance, Cash Book.*
3. *Bill of Exchange—Promissory Note, Negotiability, Data of Maturity, Renewal, Accommodation Bill, Bills for Collection, Bills Receivable and Bills Payable.*
4. *Final Account & different Adjustments.*
5. *Consignment Account—Meaning, Del credere Commission, Books of Consignor and Consignee, Valuation of Stock, Normal and Abnormal Losses.*
6. *Joint Ventures—Meaning, Distinction form Consignment, Separate books, Interest Calculation, Average due date.*
7. *Inventory valuation, Depreciation of immovable assets.*
8. *Company Accounts—Issue and Redemption of Share Capital, Preference Shares, Liabilities outside Balance Sheet, Operating Income vs. other income, Deferred Tax,*

Employee Stock Option Scheme, Write-off, Accounting in the case of Amalgamation Acquisitions and Mergers.

9. *Joint Stock Companies—Definition, Kinds, Privileges, Floatation of Companies, Classes of Shares, Debentures, Books of Accounts, Provision of Reserve Funds, Final Account.*

10. *Branch and Departmental Account—Branch Account, Stock Pricing and debtors system, Independent Branch and Foreign Branch, Departmental Account.*

11. *Insolvency Account—Meaning, Individual and Partnerships, Preferential Creditors, Statement of Affair, Liabilities, Properties and Assets, Deficiency Account.*

12. *Bank Account—Definition, Forms of Business, Non Banking Assets, Minimum Capital Reserve, Statutory Reserve, Statutory Liquidity Ratio, Special Services, Accounting year, Rebate on Bills Discount, Bad Debts and Provisions, Income from Non Performing Assets, Classification of Advances, Final Account, Forms of Profit and Loss Account and Balance Sheet.*

13. *Cash and Fund Flow Statements—Meaning, Classification, Form of Cash Flow and Fund Flow Statement, Distinction and Advantages.*

14. ***Life Insurance Companies & General Insurance Companies Accounts***

❖ *Form A & B-RA-Revenue Account of Life Insurance & General Insurance Companies*

❖ *Form A & B-PL-Profit and Loss Account of Shareholders of Life Insurance & General Insurance Companies*

❖ *Form A & B-BS-Balance Sheet of Life Insurance & General Insurance Companies*

Schedule Forming Part of Financial Statement (Life Insurance & General Insurance)

➤ *Schedule 1-Premium Earned*

➤ *Schedule 2-Commission Expenses & Claims Incurred*

➤ *Schedule 3-Operating Expenses Related to Insurance Business & Commission*

➤ *Schedule 4-Benefits Paid (Net) & Operating Expenses Related to Insurance Business*

➤ *Schedule 5-Share Capital*

➤ *Schedule 6-Reserve & Surplus*

➤ *Schedule 7-Borrowing*

➤ *Schedule 8-Investment*

➤ *Schedule 9-Loans*

➤ *Schedule 10-Fixed Assets*

➤ *Schedule 11-Cash and Bank Balance*

➤ *Schedule 12-Advances & Other Assets*

➤ *Schedule 13-Current Liabilities*

➤ *Schedule 14-Provisions*

➤ *Schedule 15-Miscellaneous Expenditure (To the extent not written off or adjusted)*

Recommended Books

1. *Fundamentals of Accounting—D.C. Rawat & R.C. Bhatt*

2. *Accounting & Analysis—CRISIL*

3. *Financial Accounting—Weygandt, Kieso & Kimmel*

4. *Introduction to Accountancy—T. S. Grewal & S. C. Gupta*

Semester-I

Paper-V-Business Economics

1. *Introduction to Business Economics—Need, Scope and Area of application.*

2. *Consumption—Consumers Sovereignty, Law of Diminishing Marginal Utility, The Indifference Curve Technique, Consumers Surplus.*

3. *Theory of Demand—Extension and Contraction of Demand, Determinants of Demand, Demand Estimation and Forecasting.*

4. *Elasticity of Demand—Meaning and Types of Demand Elasticity, Types and Measurement of Price Elasticity, Utility of Elasticity Concept.*
5. *Production Function—Meaning, Law of Variable Properties, Economies' of Scale.*
6. *Cost of Production and Cost Concept—Classification of Various Cost, Determinants of Cost of Production, Opportunity Cost, Cost-Output Relationship.*
7. *Supply—Law of Supply, Elasticity of Supply, Influential factors of Supply Elasticity on Cost of Production.*
8. *Revenue Analysis—Total Revenue & Marginal Revenue and their relationship.*
9. *Market Structure—Perfect Competition, Monopoly, Discriminating Monopoly, Monopolistic Competition, Oligopoly and Duopoly.*
10. *Pricing Mechanisms—Objectives & Factors, Different Methods with Advantages and Disadvantages.*
11. *Collective Bargaining & Wages—Real and Nominal Wages, Liquidity Preference Theory of Interest, Profit Policy and Planning, Break Even Analysis, Linear Programming.*
12. *National Income—Measurement of National Income and its measurement difficulties.*
13. *Business Cycles—Classification of Trade Cycle, General features of Trade Cycles, Phases of Trade Cycle, Theories of Business Cycle-Innovations Theory, Keynesian Theory.*
14. *International Trade—Balance of Trade, Balance of Payments, Foreign Exchange-Gustav Cassel's Purchasing Power Parity Theory, Exchange Control-Meaning and Objectives.*
15. *International Financial Institutions—International Monetary Fund, World Bank, International Development Association, Asian Development Bank, International Finance Corporation.*
16. *Public Finance—Taxes-Direct Taxes and Indirect Taxes, Taxable Capacity, Public Expenditure.*
17. *Monetary Policy and its Impact of Economy—Reserve Bank of India—Organisation, Commercial Banking, Regional Rural Banks, NABARD.*

Recommended Books

1. *Managerial Economics and Financial Accounting—M. Kasi Reddy & S. Saraswati*
2. *Managerial Economics—K. P. M. Sunderam*
3. *Microeconomics—Robert S. Pindyck & Daniel L. Rubinfeld*
4. *Business Economies—K. Rajagopalachar*

Semester-II

Paper-VI-Organizational Behaviour

1. *Introduction to Organizational Behaviour.*
2. *Basic Human Process—Perception and learning, Understanding and adapting to the work Environment, Individual differences, Personality and abilities, Emotions stress on the job.*
3. *The Individual in the Organization—Work related attitudes, Feeling about jobs, Organizations and people, Motivations in organizations, Career dynamics.*
4. *Group Dynamics—Group processes and work teams, Interpersonal Behaviour, Working with and against others.*
5. *Influencing Others—Influence, Power and politics in the organizations, Leaderships in the organizations, Organizational culture, Creativity and Innovations.*
6. *Organizational Processes—Organizational structures and design, Managing organizational change, Strategic planning and organizational change, Strategic planning & organizational development.*

Recommended Books

1. *Organizational Behaviour—M. N. Mishra*
2. *Organizational Development—Dr. Vasu Deva*
3. *Organizational Behaviour—Jit S Chandan*

Semester-II

Paper-VII-Health & Miscellaneous Insurance

1. *Anatomy and Physiology of Human Body.*
2. *Mediclaime—Benefit, Exclusions, Discounts, Conditions, Groups, Claims, Cancer policy, Deferred mediclaime.*
3. *Overseas medical—Benefits and conditions, Exclusions, Overseas practice.*
4. *Personal Accident Insurance—Basic Principles, Coverage & Benefits, Provisions & Exclusions, Rating, Extensions, Discounts, Claim procedures, Group policies.*
5. *Miscellaneous Insurance—Types, Burglary, Scope, Exclusions, Underwriting, Survey, Claims.*
6. *Baggage—Underwriting, Claims.*
7. *Money in transit—Exclusions, Conditions, Extensions, Underwriting.*
8. *Fidelity guarantee—Coverage, Types, Conditions, Underwriting, Investigation.*
9. *Court Bonds—Liquidator and Receivership, Government Bonds.*
10. *Banker's Blanket and Jewellers Block policies—Exclusions, Conditions, Rating, Claims.*
11. *Other Miscellaneous Policies—Pedal cycle, Plate glass, Special contingency, Missing documents, Neon sign, Blood stock (Horse, Pet dog etc.), Sports, Television, Shopkeepers, Householders, Multi peril for LPG gas dealer, Doctors package, Office protection i.e. Adhikari Suraksha Kavach, Suhana Safar etc.*
12. *Rural Insurance—Cattle, Sheep, Poultry, Shrimps, Prawns, Other Livestock, Sellers norms, Horticulture, Lift irrigation, Salt works, Farmers package, Hut Coverage—Exclusions and Conditions, Claim procedures, Market agreements.*

Recommended Books

1. *IC-73 (Insurance Institute of India)*
2. *Life & Health Insurance—Kenneth Black & Harold D. Skipper*

Semester-II

Paper-VIII-Fire & Consequential Loss Insurance

1. *Application of Basic Principles—Standard Fire and Special Perils Policy—Add on Covers, Special Policies and Clauses.*
2. *Fire hazards and fire prevention.*
3. *Structure of All India Fire Tariff—Rules, Regulations and Rating.*
4. *Fire Insurance documents—Proposal form-Cover note-Policy-Endorsement-Renewal Notice.*
5. *Underwriting and Re-insurance.*
6. *Claims-Legal Aspects-Rights and Duties of parties-Amount of loss payable-Salvage-Pro-rata average-Onus of proof-The doctrine of Proximate cause-warranties-Non standard and ex-gratia claims-“Without prejudice”-Rule for construction of policies.*
7. *Claims procedure-claim form-surveyors functions-process of surveying and loss assessment-survey reports.*
8. *Consequential Loss (fire) Policy-Indemnity period-Fixing of sum insured-cover, definitions and conditions of the Consequential Loss policy-Rating.*
9. *Extensions of policy-Modifications of policy-Special policies-Claims procedure and loss assessment.*
10. *Petro-Chemical Tariff-Industrial all risk policy-Fire Insurance in the U.K. and U.S.A.*

Recommended Books

1. *IC-55 (Insurance Institute of India)*
2. *IC-56 (Insurance Institute of India)*
3. *IC-57 (Insurance Institute of India)*

Semester-II

Paper-IX-Insurance Marketing & Public Relations

Introduction to Marketing-Nature, Scope and Significance of Marketing, Marketing Planning in respect with insurance, Marketing Process, Marketing Strategies and Product Life Cycle, Marketing Mix—Nature & Significance of Marketing Mix, Marketing Strategy—Segmentation, Targeting & Positioning, Different Forms of Marketing, Promotional mix—types of promotional mix, need-utility & strategies, Transaction vs. Relationship marketing (Loyalty building), Branding and Brand building, Pricing, Product Development, Actuaries.

Consumer Behaviour-Needs, Wants and Demands, Unique Selling Proposition (USP), Before, During and After purchase, Strife towards individuality (fashion), Similarity (Conformity), Buying decision process, search for options, perception, strokes, dissonance, Rationality in decision making, Insurance Consumers-Who decides Individual vs. Group-Level of involvement in decision, Risk in decision.

Introduction to Services-Characteristics and problems, Additional ingredients in the Service Mix.

Quality in Services-Levels of quality, costs, elements, gaps to manage responsibility, Moments of Truth, Check lists, Monitoring, Measuring, Structures, Tools, Complaints.

Strategies for Insurance-Product, Research, Pricing, Distribution, Promotion, Physical factors.

The People Factor-Critically (Determinant of quality)-Training, Empowerment, Reward Systems.

Rural Markets-Profile of the market (size, significance, importance), Difficulties (Logistics, Linkages, Malpractices)-Economics, Consumerism and Ethics.

Recommended Books:

1. Marketing Management—Philip Kotler
2. Marketing Management—R. S. N. Pillai

Semester-II

Paper-X-Project & Viva Voce

Different conventional and research topics are assigned to each student with the approach of different functional areas, so that he/she will be more conversant with the practical practices of strategic methodology of operation and market orientation. Student is also encouraged to perform in the real operative situation to enhance their skills. Student has to present the project report for Internal and External Examination.

***Topics, Objectives & Guidelines of the Project are to be decided by the Project Guide.**

Semester-III

Paper-XI-Life Insurance Underwriting

1. Need for and purpose of selection—Underwriting Policy in relation to the objectives of an insurer.
2. Factors affecting rates of mortality—family history, personal history, build/present health, occupation and Capital fund need analysis.
3. Main sources of information for the insurer to determine the various factors affecting rates of mortality, Medico-actuarial investigations, insurance medicine.
4. Concept of extra-mortality—extra premium, lien, exclusion of specific risks clauses.
5. Methods of underwriting—rating up age—Numerical rating method etc
6. Sources of underwriting data—Proposal, Personal Statement, Medical Report—Special examination and tests—Inspection Reports by Agents and Field Staff—Medical Organisation.
7. Non-Medical Underwriting—Revival Underwriting—Group Underwriting.

8. *Occupational Hazards—Army, Navy, and Aviation Personnel, Professional Athletes, Boxers, Wrestlers Mountain Guides, Gymnasts, Divers etc.*
9. *Well-Known impairments—their effect on longevity—Analysis of such effects in according to different plans of assurance—Special medical tests and their utility for underwriting.*
10. *Miscellaneous problems—Reconsideration of extra charges, Double accident and Disability benefits.*
11. *Keyman insurance.*
12. *Partnership Insurance.*

Recommended Books:

1. *Principles & Practices of Insurance—M. N. Mishra*
2. *Fundamental of risk & insurance—P. K. Gupta*
3. *IC-22—Insurance Institute of India*
4. *Underwriting-A Managerial Perspective—I, II, III & IV—ICFAI Series*

Semester-III

Paper-XII-Fire Insurance Underwriting

1. *Application of basic principles to fire insurance-Structure of All India Fire Tariff and Rules and Regulations there under.*
2. *The standard fire and Special Perils Policy-Coverage, Exclusions and Conditions, Add on covers.*
3. *Floater policies, Declaration policies, Floater-Declaration policies, Reinstatement Value policies.*
4. *Insurance of rent and additional expenses for alternate accommodation, special clauses.*
5. *Theory of rating, Tariff system of rating.*
6. *Basic rate, discount, and extra premium.*
7. *Method of computation of rate.*
8. *Fire insurance documents, Proposal form, Risk inspection report, Acceptance cum Receipt, Renewal notice, Cover note, Drafting of policies and endorsements, Calculation of premium.*
9. *Underwriting, Retention's, Probable maximum loss, Reinsurance.*
10. *Petrochemical risk, Industrial risks policy, mega risk, Fire insurance practices in the U.K. and the U.S.A.*

Recommended Books:

1. *IC-54 (Insurance Institute of India)*

Semester-III

Paper-XIII-Insurance Salesmanship

1. *Marketing and Selling of Financial Planning, Personal level, Investment option, Positioning of Life Insurance, Corporate level, Role of insurance in financial planning, Amount of insurance, Planning for old age, Consumer behaviour, Insurance customer satisfaction level.*
2. *The Insurance Product, Risks, Human Life Value, Sentiments, Sharing, Underwriter, Limitations and faith.*
3. *Introduction to salesmanship—Buyer and Seller Dyadic Relationship, Flexibility.*
4. *Prospecting—Attitude, Prospects, Source of names, qualifying.*
5. *The selling process, compulsion, price, satisfaction, equation, stages.*
6. *Pre-approach and approach, using information to advantage, preparation, approach.*
7. *Interview and closing of sale, Guidelines, use of emotions, use of ideas, useful tips.*
8. *Handling objectives, Opportunity, Varieties of objections and ways to meeting objections.*
9. *Characteristics of human life values, service building relationship, corporate bodies, human life values, possibilities of loss of human life values, tax laws and life and nonlife*

insurance, gift tax, Keyman insurance, partnership insurance, the concept of professionalism, agency as profession, habits.

Recommended Books

1. Sales Management—Cundiff, Still & Govoni
2. Customer Driven Services Management—Balachandran
3. IC-31—Insurance Institute of India

Semester-III

Paper-XIV-Principles and Practices of Banking

1. Introduction to Banking.
2. Banking Regulation.
3. Bank Customer Relationship.
4. Types of Customers and their Accounts.
5. Negotiable Instruments.
6. Fee & Non based Merchant Banking Services, E-Products of Banking.
7. Bank Marketing—Role of DSA/DMA in Marketing Bank Products, Credit Card Organization, Overview of Credit Card, Credit Card Processing, Bank-end operation, Recovery and follow up, Cross selling, Global framework for Smart Card options.
8. Essentials of loan processing—Appraisal procedure, Mortgage based securities, Finance to private builders and Non Resident Indians, Rural housing finance policy.
9. Asset and liability management with reference to non moveable properties.
10. Banking frauds detection methods.
11. New Developments of Banking.

Recommended Books

1. Know your Banking Series—Taxman
2. Principles of Banking—Taxman
3. Principles and Practice of Banking and Insurance—O. P. Agarwal

Semester-III

Paper-XV-Project & Viva Voce

Different conventional and research topics are assigned to each student with the approach of different functional areas, so that he/she will be more conversant with the practical practices of strategic methodology of operation and market orientation. Student is also encouraged to perform in the real operative situation to enhance their skills. Student has to present the project report for Internal and External Examination.

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Semester-IV

Paper-XVI-Insurance Management

1. Principles of organisation—Different structures.
2. Structure of the Life and Nonlife Insurance Organization.
3. Management of Group Insurance.
4. Office Procedural system of the Insurance Companies.
5. Principles of Office Management—Record Management, Office Environment and Management of Cost.
6. Personnel Management-Recruitment & Selection, Motivation, Morale, Communication, Performance Appraisal, Training & Development, Counseling and Discipline.
7. Legal aspects of Insurance Management—Employee Welfare Legislation, Safety & Fire Fighting Arrangement, Handling of Customer Grievances.

Recommended Books:

1. IC-25-Insurance Institute of India

Semester-IV

Paper-XVII-Motor Insurance

History of Motor Insurance, Basic Principles, Utmost good faith, Insurable interest, Indemnity, Subrogation and Contribution, Types of Motor Vehicles.

Aspect-I—Introduction to Motor vehicle act 1939 and 1988

Aspect-II—Legal implication.

Motor Policies-I—Standard form for Liability only policy, Liability to third parties, Personal accident cover for owner, Driver, Package policies for private cars and two wheelers.

Motor Policies-II—Commercial vehicles, Scope of standard form for commercial vehicles 'Package Policy'.

Section-I—Loss or Damage, Risk Covered, Protection and Removal costs.

Section-II—Liability to third parties.

Section-III—Towing disabled vehicles, Drivers clause and Motor trade.

Claims-I—Own Damage claims, Preliminary assessment, Settlement of Claims, Claim discount, Types of loss, Losses of repair basis.

Claims-II—Third party liability claim procedural aspects, Proof of Negligence, General damage for death, General damage for disability, Property damage claims, The Motor Accident Claims Tribunals, Judgments of Criminal Courts, Mediclaim, Form, Check list, Motor claims minimization measures & Loss control programme.

Motor Tariff Regulations—Proposal forms, Policy forms rating, Geographical zones, Period of Insurance, Cover note, Certificate of Insurance, Double Insurance, For liability only policy, For package policy, Prohibition of mid-term inclusion/cancellation of extra benefits, Registration and insurance, Tariff for commercial vehicles, Regulations, Scope, Rating factors, Minimum values, Passenger risk, Limitation of geographical area, Limits of liability of third party, Certificate of Insurance-Class-E-Road transit risks, Class-F-Motor trade road risk, Class-G-Motor trade internal risks, Documents, Proposal forms, Cover notes, Policy form, Endorsements, Renewal Receipts, Underwriting, The vehicles, Moral hazards, Claims discount, Motor Insurance Statistics, Insurance and Road safety.

Recommended Books:

1. IC-72 (Insurance Institute of India)

Semester-IV

Paper-XVIII-Risk Management

Risk management environment—History of modern risk management, Different types of risk and its functions, Risk management tools, Organizational system of the risk management, Uncertainty and its relationship to risk, The degree of risk, Classification of risk, Risk distinguished from peril and hazards, The burden of risk, Pure risk, Increasing severity of losses.

Risk and the risk management process—Introduction and Identification and risk, Risk management technique-principles, policy provisions and non insurance methods, Exposures to property and liability loss, Consideration of alternatives and selection of risk treatment device and implementation of the decisions.

Risk Management Applications—Loss of life and health, Retirement planning and annuities.

Commercial Risk Management Applications—Risk management and Commercial Property, Workers Compensation and Alternative risk management.

Risk Managers job, Risk management and Speculative Risks, Solvency margin and Risk Management.

Recommended Books

1. *Fundamentals of Risk and Insurance—E. J. Vaughan and T. Vaughan*
2. *Risk Management—Trieschman, Hoyt and Sommer*
3. *IC-86 (Insurance Institute of India)*

Semester-IV

Paper-XIX-Mutual Fund & Price Management

Mutual Fund

Mutual Fund—Introduction, Importance & Role, Scenario of mutual fund in abroad and Indian perspective

Methodology and Technique of Analysis—Objective of the study, Problem analysis, Data collection, Profile of investors, Validity and reliability, Tools and Technique employed, Sample framework and testing of Hypothesis.

Mutual Fund and different schemes—Classifying mutual fund and schemes, Investment mix, Classification of Investors, Performance of different mutual fund schemes, Current status of Mutual Fund of India (MFI).

Mutual Fund Strategies—Mutual Fund regulation and its framework, Corporate governance and mutual fund, Self regulatory concept, Insider trading guidelines, Different policies and strategies adopted by Mutual Fund in their operation, Components of Investment policy, Standard disclosure format by Association of Mutual Fund of India, Marketing and Advertising strategies to attract investors, Competitive approach of Association of Mutual Fund of India, A brief approach for—Takeover, Merger and Acquisition.

Price Management

Stock price movements, Volatility and Market phase analysis, Implication of price movement, Net Asset Value (NAV) and its implications to the different types of Mutual Fund, The behaviour of NAV and market price of unit, Empirical Augmentation, Indicator for the MF growth, Size of MF and its effects, Cash flow and its performance, Consolidation approach, Brand effect on MF, Market analysis for MF, Empirical evidence, SWOT analysis in regard to MF, Accountability and Regulations of the Mutual Fund.

Recommended Books

1. *Mutual Fund Their Scheme and Price Management—R. Jatana & K. J. Bosire*
2. *Mutual Funds: Data, Interpretation and Analysis—K.G. Sahadevan*
3. *How Mutual Fund Works—Albert J. Fredman & Russ Wiles*

Semester-IV

Paper-XX-Project & Viva Voce

Different conventional and research topics are assigned to each student with the approach of different functional areas, so that he/she will be more conversant with the practical practices of strategic methodology of operation and market orientation. Student is also encouraged to perform in the real operative situation to enhance their skills. Student has to present the project report for Internal and External Examination.

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Semester-V

Paper-XXI-Asset Management

1. *Introduction to asset management, importance for various organisations.*
2. *Risk return relationship—Expected rate of return, Kinds of risk, Trade-off between risk and return.*
3. *Securities—Money market securities, bonds and debentures, Equity shares, Convertible securities, Primary market, Secondary market, Stock exchanges, Over the trade counter (OTC) markets, Market indexes.*
4. *Construction of an index—Arbitrage*

5. *Construction of Portfolio—Diversification, Portfolio analysis, Asset allocation and portfolio design, Markovitz diversification, Capital Asset Pricing Model (CAPM).*
6. *Equity Valuation—Fundamental analysis, Capitalizing earnings, Price-earnings (PE) ratio, Economy, Industry and firm, Charting and technical analysis.*
7. *Bond Valuation—Market interest rate, Yield spreads, Yield to maturity, Yield curve, Interest rate swaps and bond swaps, spot and forward rates, Interest rate risk.*
8. *Mutual Funds—Benefits of diversification, Advantage of liquidity, Investors needs and investment objectives, sectoral funds.*
9. *Evaluation of Portfolio performance—Derivatives, Futures and Options, Index futures, Puts and calls, Applications of derivatives, Hedging and speculation.*
10. *Regulation of Asset Management—Regulation of foreign exchange and money markets by RBI, Regulations of Capital market by SEBI, Regulation of insurance sector by IRDA.*

Recommended Books:

1. IC-99 (Insurance Institute of India)

Semester-V

Paper-XXII-Group Insurance & Retirement Benefit Scheme

1. *Historical background to employee benefits in India, Provident Funds, Superannuation and Gratuity Scheme.*
2. *Group Insurance Schemes—Segments of group insurance market, Origin and development of group schemes, Characteristics of groups, group underwriting, rate making and experience rating adjustment.*
3. *Gratuity and Superannuation Schemes, Different ways of arranging schemes, Unfunded schemes and funded schemes, Trustee administered and insured schemes-methods of costing past service benefits and future service benefits, annual premium and single premium- methods of costing, definite funding and indefinite funding and controlled funding, methods-cash accumulation system of securing gratuity and pension benefits determination of contribution, rates under gratuity and benefit purchase superannuation schemes.*
4. *Legal aspects and taxation treatment of retirement provision under provident, gratuity and superannuation funds, Documentation of Trust deeds and Rules.*
5. *Data processing and group schemes.*

Recommended Books:

1. IC-83 (Insurance Institute of India)

Semester-V

Paper-XXIII-Principle and Practice of Reinsurance

1. *Introduction-Brief historical background, Nature of reinsurance, Functions of reinsurance.*
2. *Methods of reinsurance—
Major forms-Facultative and Treaty,
Facultative reinsurance-Proportional-Excess of Loss,
Treaty reinsurance-Proportional: Quota Share Surplus, Facultative obligatory,
Non-Proportional: Excess of loss, per risk, Catastrophe Stop Loss, Aggregative Excess of Loss.*
3. *Law relating to reinsurance contracts—
Fundamentals of contract law as applicable to reinsurance,
Insurance and Reinsurance contracts,
Reinsurance documentation-slips, Cover notes, Agreements*
4. *Reinsurance—Special factors pertaining to—*

Property reinsurance, Accident and Liability reinsurance, Marine and Aviation reinsurance, Basics of Life Reassurance

5. *Reinsurance Programme—Designing and Arranging, Setting Retentions, General factors and Considerations that influence retention, determining retentions for various classes of business and property, Liability, Marine, Aviation, Programme design, Analyzing reinsurance needs, Needs based on business strategy, financial needs, needs based on management style and attitude, construction of reinsurance programme.*
6. *Negotiation and placement of reinsurance—Direct placement, Placement through intermediaries, Role of intermediaries, advantages and disadvantages of direct placement & dealing through intermediaries.*
7. *Reinsurance clauses—Common clause, Operative clause, Commencement and Termination clauses, Access to record clause, Errors and Omission clause, Intermediary clause, Currency clause, Arbitration clause, Insolvency clause, Offset clause, Claim settlement clause, Accounting clause.*
8. *Certain Special clauses—Business covered clause, Original condition clause, Definition of one risk, Net retained lines clause, Retention and limits clause, Ultimate net loss clause, Loss occurrence clause, Reinstatement clause, Cut-through endorsement.*
9. *Reinsurance Accounting—Special nature of reinsurance accounts, formats of reinsurance accounting, taxation aspects, Exchange control regulation.*
10. *Reinsurance Markets—Special characteristics of certain important reinsurance markets, Lloyd's Reinsurance Exchange, Pools.*
11. *Reinsurance financial security—Importance, Managing reinsurer security, Selecting Reinsurers, Establishing criteria for evaluation of security, Financial strength ratings, Major rating agencies.*
12. *Alternatives to reinsurance, new forms of reinsurance, Finite Risk/Financial Reinsurance, Reinsurance futures and Securitization of reinsurance contracts, New markets, Impact of captives and high self retentions on the reinsurance mechanism, Emerging trends in global reinsurance markets.*
13. *Inward reinsurance business, Need for inward business, Objectives, Business strategy, Retrocession arrangement, Reciprocal trading.*
14. *Importance of statistics in reinsurance.*
 - *Gathering and analyzing statistics.*
 - *Use of communication and information technology in reinsurance.*
 - *Organization of reinsurance department.*

Recommended Books:

1. *IC-85 (Insurance Institute of India)*

Semester-V

Paper-XXIV-Merchant Banking Products and Services

1. *Introduction to Banking Products and Services.*
2. *Types of Products and its classification.*
3. *Customer orientation with the product, Product mix strategies, Cost of Product and Service operation.*
4. *Different type of Cards and its usage, Debit card, Credit card and its different classification with privileges.*
5. *Different other services offered by the bank for the customers—Paid and Unpaid services.*
6. *Introduction to Merchant Banking—Services and its importance, Hire Purchase, Leasing, Amalgamation, Merger and Acquisition, Lease agreement, Project Planning and Finance, Venture Capital, Credit Rating, Factoring Services, Forfeiting, Securitization of Debt, Foreign Direct Investment.*

7. *Merchant Banking Tools and Process.*

Recommended Books

1. *Financial Instruments and Services—Nalini Prava Tripathy*
2. *Banking Products and Services—Taxman*
3. *Merchant Banker—H. R. Suneja*
4. *Merchant Banking & Financial Services—Dr. K. Ravichandran*

Semester-V

Paper-XXV-Project & Viva Voce

Different conventional and research topics are assigned to each student with the approach of different functional areas, so that he/she will be more conversant with the practical practices of strategic methodology of operation and market orientation. Student is also encouraged to perform in the real operative situation to enhance their skills. Student has to present the project report for Internal and External Examination.

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Semester-VI

Paper-XXVI-Human Resource Management

Different Management Approaches—Max Weber's ideal bureaucracy, Taylor's Scientific Management, Administration Theory, Human Relations Approach, System Approach and the Contingency Approach, Comments regarding approach towards people at work for each Management Approach.

Management Function—Planning, Organizing, Line and Staff concepts, Authority, Decentralization, Delegation & Specialization.

Management Practices—Role of Manager, Concept of work, Sources & Extent of Authority, Responsibility & Accountability.

Some Management Process—Decision making, Leadership style, Job Attitudes, Groups & Group Dynamics, Managing Planned change, overcoming resistance to change.

Human Resource Management—Personnel Management a traditional view of managing human resources, Overview and Functions of Man power planning, Job Analysis, Recruitment, Selection, Induction and Placement, Training and Development, Appraisal & Counseling.

Other Personnel Functions—Wage Administration, Industrial Relations, Disciplinary Procedure, Personnel Research in Human Resource Management, Emerging thoughts & concepts, since Eighties, Settle differences between traditional and emerging views and practices.

International Human Resource Management—Specific issues involving in managing Human resources for business across the National Boundaries-like culture, compensation, communication, competence & co-ordination and HRM, Issues related to impact on domestic competitors.

Management and Society—Management and the public, Quality of life, Social responsibility.

Semester-VI

Paper-XXVII-Entrepreneurship Development Programme

1. *Need, scope and characteristic of entrepreneurship.*
2. *Schemes for Entrepreneurs.*
3. *Identification of opportunity.*
4. *Exposure to demand based, resource based service based, import substitute and Export promotion industries.*
5. *Market survey Techniques.*
6. *Need scope and approaches for project formulation.*

7. *Criteria for principles of product selection and development.*
8. *Structure of project Report*
9. *Choice of technology, plant and Equipment.*
10. *Institutions, financing procedure and financial incentives*
11. *Financial Ratio and Their significance*
12. *Books of Accounts, financial statements and funds flow Analysis.*
13. *Energy requirement and utilization.*
14. *Resource Management—Men, Machine and Materials.*
15. *Critical Path Method (CPM) and Project Evaluation Review Techniques (PERT) as planning tools for Establishing SSI.*
16. *Creativity and innovation.*
17. *Strength, weakness, opportunity and threat (SWOT) techniques.*
18. *Plant layout and process planning for the product.*
19. *Quality Control/Quality Assurance and testing of product.*
20. *Elements of marketing and sales management.*
21. *Nature of product and market strategy.*
22. *Packaging and advertising.*
23. *After sales service*
24. *Costing and pricing.*
25. *Management of self and understanding Human Behaviour.*
26. *Sickness in Small Scale Industries and their Remedial Measures.*
27. *Coping with uncertainties, Stress Management and Positive Reinforcement.*
28. *Licensing Registration.*
29. *Municipal Bylaws and Insurance Coverage.*
30. *Important Provisions for factory Act, Sales of goods Act and Partnership Act.*
31. *Dilution and Control.*
32. *Social Responsibilities and Business Ethics.*
33. *Income Tax, VAT and Excise Rules.*

Recommended Books:

1. *Entrepreneurial Development—S.S. Khanka*
2. *Entrepreneurial Development—E. Gordon & K. Natarajan*
3. *Entrepreneurship—Madhurima Lall & Shikha Sahai*

Semester-VI

Paper-XXVIII-Insurance & Banking Laws

Definition and sources of Law:

Administration of Justice in India—Power of Supreme Court & other Courts and Tribunals, Life insurance contracts—basis of contract—representation and warranties, Lok Adalats.

Insurance Acts

The Insurance Act 1938, Duty of disclosure –Section 45 of the insurance Act 1938—fraud—indisputability of Life policies—case law on the subject, Assignment of policies under section 38 of the Insurance Act 1938-Nomination under section 39 of the Insurance Act 1938-Policies under trust- Section 6 of the MWP Act—Loss of Policies, The IRDA Act-1999, The Life Insurance Corporation act-1956.

General Insurance Business (Nationalization) Act- 1972, Motor Vehicles Acts-1988, Marine Insurance Act-1963, The Merchant Shipping Act -1958, The Carriage of Air Act-1972 , Employees State Insurance Act-1948, Public Liability Insurance Act-1991, Overseas Medical Insurance-Reinsurance, Insurance Ombudsman.

Banking Acts

Banking Regulation Act 1949, Reserve Bank of India Act 1934 and Section 45, NBFC directions issued by RBI, Anti Money Laundering Act, Rules and Regulations of Securities and Exchange Board of India (SEBI) about Investment, Negotiable Instrument Act, 1881, Provisions of Indian Companies Act 1956 relating to banking. Indian Contract Act 1872—General indemnity and guarantee, Bailment and Pledge, Agency

Recommended Books

1. *Laws Related to Banking and Insurance—O. P. Agarwal*
2. *Insurance Law and Practice—C. L. Tyagi & Madhu Tyagi*
3. *Business Laws—Nabhi's*
4. *Business Law—R. S. N. Pillai & Bagavathi*
5. *Insurance Law Manual—Taxman*

Semester-VI

Paper-XXIX-Customer Relationship Management

1. *Meaning, Importance, Application in Marketing and Human Resources.*
2. *Measurement System, Market Research Process, Desk Research and Field Survey and Report Preparation.*
3. *Consumer Response and its Importance, Response in different Segments.*
4. *Consumer Satisfaction and its affecting factors, Measurement methodology and Analysis.*
5. *Satisfaction and Consumer Loyalty, Advantages of it, Loyalty breaking and Reclaim of lost consumers, Management of Consumer Loyalty.*
6. *Organizational success factors of CRM.*
7. *Complaint Management System, Classification and Advantages.*
8. *Types of Service Business, Characteristics and Segmentation, Generate Customer Satisfaction through services.*
9. *E-CRM—Need and Application and Performance Enhancement.*
10. *CRM in B2C Commerce*

Recommended Books:

1. *Customer Relationship Management—R. K. Sugandhi*
2. *Customer Relationship Management—H. P. Mohamed & A. Sagadevan*
3. *Electronic Customer Relationship Management—J. Fjermestad & N. C. Romano*
4. *Customer Relationship Management—Niranjan Pani & Sarbeswar Mohapatra*

Semester-VI

Paper-XXX-Management Information System

1. *Introduction—Evolution, Structure, Logical Foundations.*
2. *Organizational Systems—Introduction, Nature, Characteristics, Classification of data and Information Systems.*
3. *Organizing Information System, Absorption Process of MIS in the organization.*
4. *Communication Technology—Telecommunications and Computer Networking.*
5. *Database Technology—Database and Enterprise Management, File Processing Systems, Data independence, approach and architecture.*
6. *Decision Support Systems—Introduction, Definition, Evolution, Characteristics, Model Management*
7. *System Analysis & Design—Introduction, Context, Development, Design, Requirement Analysis, Diagramming Technique and Feasibility Analysis.*

Recommended Books:

1. *Management Information System—Waman S Jawadekar*
2. *Management Information System—S. Sadagopan*
3. *Management Information System—Versha Mehta, A. S. Sudan & Sudhir Dawra*

SYLLABI OF B.COM (VOCATIONAL)

OFFICE MANAGEMENT & SECRETARIAL PRACTICE

Course Curriculum

<u>Sem</u>	<u>Honours Paper</u>	<u>Subject</u>	<u>Marks</u>	<u>Credit</u>
I	I	<i>Principle & Practice of Management</i>	100	4
I	II	<i>Front Office Managerial Operation</i>	100	4
I	III	<i>Research Methodology & Quantitative Technique</i>	100	4
I	IV	<i>Financial Accounting</i>	100	4
I	V	<i>Business Economics</i>	100	4
II	VI	<i>Back Office Managerial Operation</i>	100	4
II	VII	<i>Office Administration & Management</i>	100	4
II	VIII	<i>Cost & Management Accounts</i>	100	4
II	IX	<i>Microsoft Office-I</i>	100	4
II	X	<i>Project</i>	100	4
III	XI	<i>Organizational Behaviour</i>	100	4
III	XII	<i>Corporate & Financial Reporting</i>	100	4
III	XIII	<i>Computer Accounting-Tally</i>	100	4
III	XIV	<i>Microsoft Office-II</i>	100	4
III	XV	<i>Project</i>	100	4
IV	XVI	<i>Principle & Practice of Banking</i>	100	4
IV	XVII	<i>Principle & Practice of Insurance</i>	100	4
IV	XVIII	<i>Corporate Governance</i>	100	4
IV	XIX	<i>Public Relationship Management</i>	100	4
IV	XX	<i>Project</i>	100	4
V	XXI	<i>Counseling & Negotiation Management</i>	100	4
V	XXII	<i>Business Communication</i>	100	4
V	XXIII	<i>Company Secretarial Practice</i>	100	4
V	XXIV	<i>Strategic Management</i>	100	4
V	XXV	<i>Project</i>	100	4
VI	XXVI	<i>Human Resource Management</i>	100	4
VI	XXVII	<i>Entrepreneurship Development Programme</i>	100	4
VI	XXVIII	<i>Business Legislation for Management</i>	100	4
VI	XXIX	<i>Customer Relationship Management</i>	100	4
VI	XXX	<i>Management Information System</i>	100	4

❖ Marks are based on 30:70 systems. 30 marks is allotted for the Mid-Semester Test and 70 marks is allotted for the End-Semester Test.

❖ Project Paper (Paper No.-X, XV, XX, XXV) marks is divided on 50:50 systems. 50 Marks is allotted for the Internal Viva and 50 Marks is allotted for the External Viva.

Semester-I

Paper-I-Principle & Practice of Management

1. *Development of Management Thought and Approach—Taylor, Fayol, Herbert, Simon, Peter Drucker-Human Behaviour Approach, Management Science approach, Contingency or Situational approach.*
2. *Management Functions and Skills—Different Management Level functions—Board of Directors, Chief executive, Top management, Supervisory Management.*
3. *Planning—Fundamentals, Missions and Objectives, Strategic and Operational plans, Planning Premises and Forecasting, Decision Making.*
4. *Organizing—Fundamentals, Design, Forms, Authority, Responsibility, Relationship, Conflict, Co-ordination, Changes in Organization.*
5. *Staffing—Fundamentals, Recruitment, Selection, Training, Development and Performance Appraisal.*
6. *Directing—Fundamentals, Motivation Theories, Application Leadership and Command.*
7. *Controlling—Fundamentals, Operational Control Techniques.*

Recommended Books

1. *Principles and Practice of Management—L.M. Prasad*
2. *Management: A Global and Entrepreneurial Perspective—Wehrich, Cannice, H. Koontz*
3. *New Era of Management—Richard L. Daft*
4. *Management—James A. F. Stoner, R. Edward Freeman, Daniel R. Gilbert, JR.*
5. *Principles of Management—P. C. Tripathi & P. N. Reddy*
6. *Essentials of Management-An International Perspective—H. Koontz, Heinz Wehrich*

Semester-I

Paper-II-Front Office Managerial Operation

Front Office Managerial Operation related with:

1. *Marketing Manager—Marketing Objectives, Market Survey Designing, Research Planning, Customer Identification and Targeting, Product Planning, Promotion Planning, Resource Planning.*
2. *Sales Manager—Sales Territorial Planning, Recruitment-Selection-Induction of Sales Personnel, Distribution Network Development Planning.*
3. *Logistics and Supply Chain Manager—Product Management, Fleet Selection, Operation Planning*
4. *Hospitality Manager—Hospitality Marketing, Destination Management, Agent and Operation Management. Front Desk Operation and Customer Satisfaction.*
5. *Human Resource Development Manager—Recruitment, Selection, Training Module Development.*
6. *Finance Manager—Fund Management, Fund Allocation Planning, Budgeting. Cash Management.*
7. *Warehouse and Inventory Manager—Product Identification and Selection, Primary Coding, Inventory Register Management, Demand and Supply Co-ordination.*
8. *Retail Store Manager—Product Promotion and Display, Floor Operation Planning, Manpower deployment.*
9. *Public Relation and Communication Manager—Develop Public Relation System and Communication.*
10. *Counseling and Negotiation Manager—Primary Counseling, Persuasion Technique, Primary Negotiation and Situation Controlling.*

Recommended Books:

1. *Retail Marketing Management—David Gilbert*

2. *Warehouse Management & Inventory Control—J. P. Saxena*
3. *Logistics Management—S. K. Bhattacharya*
4. *Financial Management Policy—James C. Van Horne*
5. *Human Resources Management and Human Relations—V. P. Michael*
6. *Principles of Auditing—A. Pandu*
7. *Sales Management—Still, Cundiff & Govoni*
8. *Marketing Management—Philip Kotler*
9. *Logistics Management—S. K. Bhattacharya*
10. *Front Office Operations—Colin Dix & Chris Baird*
11. *Counseling & Guidance—S. Narayana Rao*
12. *Travel and Tourism Management—V. V. Vara Prasad & V. B. T. Sundari*
13. *Public Relations—Shrutika Kasor*

Semester-I

Paper-III-Research Methodology and Quantitative Technique

Research Methodology

1. *Research—meaning, objective & types.*
2. *Research design—meaning, features of a good design.*
3. *Sampling & Methods of data collections.*
4. *Questionnaire Design & Attitude measurement & Scales.*
5. *Test of Hypothesis.*
6. *Parametric & Nonparametric Tests.*
7. *Interpretation & Report writing.*

Quantitative Technique

1. *Statistics—Meaning & Definition, Scope, Limitations, Classification and Tabulation.*
2. *Measures of Central Tendency—Arithmetic Mean, Median and Mode, Geometric and Harmonic Mean.*
3. *Measures of Variations—Range, Quartiles, Mean Deviation and Standard Deviation.*
4. *Simple Correlation, Co-Efficient of Correlation, Correlation & Regression Analysis.*
5. *Time Series, Index Numbers.*
6. *Probability Distribution.*
7. *Permutations and Combinations.*
8. *Diagrammatic & Graphic Presentation of Data.*
9. *Use of Excel for Quantitative Technique.*

Recommended Books:

1. *Research Methodology—R. Panneerselvam*
2. *Quantitative Techniques—C. R. Kothari*
3. *Quantitative technique—C. Satyadevi*

Semester-I

Paper-IV-Financial Accounting

1. *Introduction to Accounting, Double entry system.*
2. *Journal, Ledger, Trial Balance, Cash Book.*
3. *Bill of Exchange—Promissory Note, Negotiability, Date of Maturity, Renewal, Accommodation Bill, Bills for Collection, Bills Receivable and Bills Payable.*
4. *Final Account & different Adjustments.*
5. *Consignment Account—Meaning, Del credere Commission, Books of Consignor and Consignee, Valuation of Stock, Normal and Abnormal Losses.*
6. *Joint Ventures—Meaning, Distinction form Consignment, Separate books, Interest Calculation, Average due date.*
7. *Inventory valuation, Depreciation of immovable assets.*

8. *Partnership Accounts—Preliminary aspects, Admission and Retirement of Partners.*
9. *Company Accounts—Issue and Redemption of Share Capital, Preference Shares, Liabilities outside Balance Sheet, Operating Income vs. other income, Deferred Tax, Employee Stock Option Scheme, Write-off, Accounting in the case of Mergers, Acquisitions and Amalgamation.*
10. *Joint Stock Companies—Definition, Kinds, Privileges, Floatation of Companies, Classes of Shares, Debentures, Books of Accounts, Provision of Reserve Funds, Final Account.*
11. *Branch and Departmental Account—Branch Account, Stock Pricing and debtors system, Independent Branch and Foreign Branch, Departmental Account.*
12. *Hire Purchase, Instalments and Royalties—Entries, Books of the hire vender, Default and Repossession of Goods, Instalment system, Hire Purchase Trading Account, Royalties.*
13. *Insolvency Account—Meaning, Individual and Partnerships, Preferential Creditors, Statement of Affair, Liabilities, Properties and Assets, Deficiency Account.*
14. *Bank Account—Definition, Forms of Business, Non Banking Assets, Minimum Capital*
15. *Reserve, Statutory Reserve, Statutory Liquidity Ratio, Special Services, Accounting year, Rebate on Bills Discount, Bad Debts and Provisions, Income from Non Performing Assets, Classification of Advances, Final Account, Forms of Profit and Loss Account and Balance Sheet.*
16. *Cash and Fund Flow Statements—Meaning, Classification, Form of Cash Flow and Fund Flow Statement, Distinction and Advantages.*
17. *Accounting Standards—Financial Accounting & Cost Accounting, Concept of Auditing.*
18. *Introduction to Computer Accounting.*

Recommended Books

1. *Fundamentals of Accounting—D.C. Rawat & R.C. Bhatt*
2. *Accounting & Analysis—CRISIL*
3. *Financial Accounting—Weygandt, Kieso & Kimmel*
4. *Introduction to Accountancy—T. S. Grewal and S. C. Gupta*

Semester-I

Paper-V-Business Economics

1. *Introduction to Business Economics—Need, Scope and Area of application.*
2. *Consumption—Consumers Sovereignty, Law of Diminishing Marginal Utility, The Indifference Curve Technique, Consumers Surplus.*
3. *Theory of Demand—Extension and Contraction of Demand, Determinants of Demand, Demand Estimation and Forecasting.*
4. *Elasticity of Demand—Meaning and Types of Demand Elasticity, Types and Measurement of Price Elasticity, Utility of Elasticity Concept.*
5. *Production Function—Meaning, Law of Variable Properties, Economies' of Scale.*
6. *Cost of Production and Cost Concept—Classification of Various Cost, Determinant of Costs of Production, Opportunity Cost, Cost-Output Relationship.*
7. *Supply—Law of Supply, Elasticity of Supply, Influential factors of Supply Elasticity on Cost of Production.*
8. *Revenue Analysis—Total Revenue & Marginal Revenue and their relationship.*
9. *Market Structure—Perfect Competition, Monopoly, Discriminating Monopoly, Monopolistic Competition, Oligopoly and Duopoly.*
10. *Pricing Policy—Objectives & Factors.*
11. *Pricing Methods—Different Methods with Advantages and Disadvantages.*
12. *Collective Bargaining & Wages—Real and Nominal Wages, Liquidity Preference Theory of Interest, Profit Policy and Planning, Break Even Analysis, Linear Programming.*
13. *National Income—Measurement of National Income and its measurement difficulties.*

14. *Business Cycles—Classification of Trade Cycle, General features of Trade Cycles, Phases of Trade Cycle, Theories of Business Cycle-Innovations Theory, Keynesian Theory.*
15. *International Trade—Balance of Trade, Balance of Payments, Foreign Exchange-Gustav Cassel's Purchasing Power Parity Theory, Exchange Control-Meaning and Objectives*
16. *International Financial Institutions—International Monetary Fund, World Bank, International Development Association, Asian Development Bank, International Finance Corporation.*
17. *Public Finance—Taxes-Direct Taxes and Indirect Taxes, Taxable Capacity, Public Expenditure.*
18. *Reserve Bank of India—Organisation, SBI, Regional Rural Banks, NABARD,*

Recommended Books

1. *Managerial Economics and Financial Accounting—M. Kasi Reddy & S. Saraswati*
2. *Theory of Price—George J. Stigler*
3. *Managerial Economics—K. P. M. Sunderam*
4. *Managerial Economics—H. Craig Petersen*
5. *Microeconomics—Robert S. Pindyck & Daniel L. Rubinfeld*
6. *The Indian Economy—S. K. Ray*

Semester-II

Paper-VI-Back Office Managerial Operation

Back Office Managerial Operation related with

1. *Marketing Manager—Product Research & Data Analysis, Marketing Strategy Formulation, Marketing Mix Planning, Promotion Mix Planning, Market Information System Analysis.*
2. *Sales Manager—Training, Development, Motivation, Compensation Assessment, Performance Appraisal.*
3. *Logistics and Supply Chain Manager—Monitoring Logistic Operation, Distribution Channel Management.*
4. *Hospitality Manager—Accommodation Management, Customer Service Management.*
5. *Human Resource Development Manager—Direction, Staffing, Organizing and Control.*
6. *Finance Manager—Fund Forecasting, Budgeting, Auditing.*
7. *Warehouse and Inventory Manager—Product Packaging & Storing, Secondary Coding, Inventory Monitoring.*
8. *Retail Store Manager—Product Promotion, Visual Display & Merchandising, Manpower Planning and Deployment, Godown Operation.*
9. *Public Relation & Communication Manager—Maintaining Public Relation with Stake Holders and General Interest Groups, Internal and External Communication.*
10. *Counseling & Negotiation Manager—Secondary Counseling and Decision Support Adaptation. Negotiation Modality and Final Situation Control.*

Recommended Books:

1. *Retail Marketing Management—David Gilbert*
2. *Warehouse Management & Inventory Control—J. P. Saxena*
3. *Logistics Management—S. K. Bhattacharya*
4. *Financial Management Policy—James C. Van Horne*
5. *Human Resources Management and Human Relations—V. P. Michael*
6. *Principles of Auditing—A. Pandu*
7. *Sales Management—Still, Cundiff & Govoni*
8. *Marketing Management—Philip Kotler*
9. *Logistics Management—S. K. Bhattacharya*
10. *Front Office Operations—Colin Dix & Chris Baird*

11. *Counselling & Guidance*—S. Narayana Rao

12. *Travel and Tourism Management*—V. V. Vara Prasad & V. B. T. Sundari

13. *Public Relations*—Shrutika Kasor

Semester-II

Paper-VII-Office Administration & Management

1. *Introduction to Office Organization and Management.*
2. *Nature and Types of Organization.*
3. *Principles and Process of Planning.*
4. *Departmentalization and Span of Control*
5. *Delegation and Decentralization*
6. *Office Staff Motivation & Morale*
7. *Direction & Leadership*
8. *Office Supervision & Controlling*
9. *Office System, Routines and Manual.*
10. *Office Accommodation and Layout*
11. *Office Record Management*
12. *Office Furniture, Equipment and Machine*
13. *Office Communication, Correspondence and Mail*
14. *Office Stationary and Control*
15. *Standardization, Standard and Work Measurement.*
16. *Production Control and Quality Control.*
17. *Business Reports.*

Recommended Books:

1. *Office Procedures*—M.N. Mishra
2. *Office Management*—Bajaj & Tuli
3. *Office Management*—R.S.N. Pillai & Bagavat
4. *Office Organization and Management*—S. P. Arora

Semester-II

Paper-VIII-Accounting for Management

1. *Financial Accounting Principles—Need and Meaning, Nature and Principles of GAAP (Generally Accepted Accounting Principles).*
2. *Financial Accounting Standards—Accounting Standards-National and International, Standard setting process of ICAI (Institute of Chartered Accountants of India), Accounting Policies.*
3. *Inventory Valuation—Need and Nature of Inventory, Systems of Inventory, Historical and Non-historical cost methods, Valuation of Inventory below cost.*
4. *Depreciation—Introduction, Need & Cause, Determination Factors, Methods of Computing Depreciation, Change of methods of depreciation, Effects of any Addition or Extension, Errors of principles and their rectification.*
5. *Financial Statement Analysis—Meaning and Objectives, Tools, Ratio Analysis.*
6. *Funds Flow Statement—Introduction, Funds, Preparation of Statement, Calculation of Funds from Operating Activities, Projection and Use, Distinction with other financial statement.*
7. *Cash Flow Statement—Introduction, Classification, Calculation from-Investing Activities, Financial Activities, Objectives, Use and Limitation.*

Recommended Books

1. *Accounting for Managers*—Manish Sharma
2. *Accounting for Managerial Decisions-Management Accounting*—Ved Prakash
3. *Accounting for Management*—Ashok Sehgal and Deepak Sehgal

Semester-II

Paper-IX-MS Office-I (Word and Excel)

Microsoft Word

1. Introduction—Working with documents, Saving the file, Formatting the text, Alignment to text, Applying fonts, Spell checking, Consulting thesaurus, Assign character styles, Borders and shading, Closing of the file, Save as option, Printing your document, Editing the document, Editing tools, Auto correct, Auto format, Find and replace, Page numbering, Header and footer, Footnotes and endnotes, Splitting panes, Tiling of the documents, Using mail merge, Opening screen of Microsoft word screen, Home panel, Insert panel, Page layout panel, Page setup, Reference panel, Mailing panel, Review panel, Views, Office button.

2. Working systems—Charts and graphics, Crop a graphic, Sizing a graphic, Wrap text around graphics, Insert a symbol, Insert a word art object, Creating a drawing, Working with charts, Create a graph,

Create a chart from a table, Modify a chart, Working with tables, Inserting rows and columns, Deleting data from a table, Borders and Shading, Converting text to a table, Sort table data, Creating Nested tables, Calculations in a table, Merging cells, Drawing more complex tables, Setting options, Popular options, Display options, Proofing options, Save options, Advanced options, Cut copy and paste, Pasting from other options, Show document content, Display, Print, Save, Preserve fidelity when sharing this document, General, Compatibility options.

Microsoft Excel

1. Introduction—Understanding spreadsheets, Creating a worksheet in Excel, Styles, Functions in Excel, Using auto calculate, References, Sum Functions, Average function, Creating charts in Excel, Auditing a workbook, Comments Inserting, Outlines, Worksheet fitting on a page, Function Wizard, Goal seeking, Scenarios manager, Creating a pivot table report, Typing with auto fill, Formatting numbers and labels, Changing the size of rows and columns, Adding and deleting rows and columns, Inserting page breaks, Applying themes, Add or remove a sheet back ground, Convert text to columns, Protect worksheet or workbook elements, Functions in Excel.

2. Working Systems—Introduction to charts, Creating charts in excel, Modifying charts, Available chart types, Display hidden data and empty cells in a chart, Plot data series from worksheet rows or columns, Change the layout or style of a chart, Select a predefined chart style, Change the layout and style of chart elements manually, Save a chart as a chart template, Format chart elements, Prevent Invalid data entry in a worksheet, Create a drop-down list from a range of cells.

Recommended Books:

- 1. Microsoft Office 2007—Lawpoint*
- 2. Fundamentals of Computers—V. Rajaraman*
- 3. Computer Fundamentals—D. P. Nagpal*
- 4. Information System and Data Processing Management—N. K. Verma*
- 5. PC Software and IT Tools—Gautam Roy*

Semester-II

Paper-X-Project & Viva Voce

Different conventional and research topics are assigned to each student with the approach of different functional areas, so that he/she will be more conversant with the practical practices of strategic methodology of operation and market orientation. Student is also encouraged to perform in the real operative situation to enhance their skills. Student has to present the

project report for Internal and External Examination.

***Topics, Objectives & Guidelines of the Project are to be decided by the Project Guide.**

Semester-III

Paper-XI-Organizational Behaviour

1. *Introduction to Organizational Behaviour.*
2. *Basic Human Process—Perception and learning, Understanding and adapting to the work Environment, Individual differences, Personality and abilities, Emotions stress on the job.*
3. *The Individual in the Organization—Work related attitudes, Feeling about jobs, Organizations and people, Motivations in organizations, Career dynamics.*
4. *Group Dynamics—Group processes and work teams, Interpersonal Behaviour, Working with and against others.*
5. *Influencing Others—Influence, Power and politics in the organizations, Leaderships in the organizations, Organizational culture, Creativity and Innovations.*
6. *Organizational Processes—Organizational structures and design, Managing organizational change, Strategic planning and organizational change, Strategic planning and organizational development.*

Recommended Books

1. *Organizational Behaviour—M. N. Mishra*
2. *Organizational Development—Dr. Vasu Deva*
3. *Organizational Behaviour—Jit S Chandan*
4. *Organizational Behaviour—Dr. Vipin B. Kumar & Dr. S. Gopinandan*

Semester-III

Paper-XII-Corporate Financial Reporting

1. *Introduction to Financial Reporting*
2. *Specific Issues in Financial Reporting—*
3. *Historical Cost Accounting, Current Purchase Power Accounting, Current Cost Accounting, Monetary Working Capital Adjustment,*
4. *Segment Reporting—Nature, Benefits and Arguments, Segmentation and Business Activities, Market Structure, Reportable Segments, Primary Reporting Formats.*
5. *Interim Reporting—Need, SEBI's Guidelines, Problems and Practices.*
6. *Value Added Reporting—Concept, Value and Utility, Economic Value Added.*
7. *Human Resource Accounting and Reporting—Concepts, Methods, Value Accounting, Hermanson Model, Giles and Robinson Model, Lev and Schwartz Model, Ogan Model, Jaggi and Lau Model, Managerial Role, Acquisition, Development, Allocation, Conservation, Capital Budgeting and Limitations.*
8. *Social Accounting & Reporting—Introduction, Scope and Contribution, Measurement of Social Cost and Benefits, Surrogate Valuation, Appraisal, Analysis and Audit.*
9. *Environmental Accounting and Reporting—Concept, Incentives, Disincentives, Environmental Cost, Guidelines for Reporting.*
10. *Corporate Governance Reporting—Concept, Benefits, Developments, Mandatory and Non Mandatory Requirements, Corporate Governance Structures and its Roles, Various Government Policies.*

Recommended Books

1. *Corporate Financial Reporting—M. Saeed*
2. *The Reporting—Manoj Kumar Singh*
3. *Corporate Financial Reporting—Jawahar Lal*

Semester-III

Paper-XIII-Computer Accounting

Basic Accounts

Starting Tally, Company Creation, Chart of Accounts, Account Masters, Voucher Entry—Single Mode, Accounts Masters and Vouchers Lists, Day Book Summaries, Consumer Accounts Voucher Register, Trial Balance, Bank Reconciliation Statement, Final Accounts, Report Printing—Multi Account System, Data Maintenance, Moving to new financial year.

Traders Accounts

Customer Suppliers Profile, Sales Purchase Voucher Entry, Bills Register, Sale Purchase Summary, Bill Reference Entry, Outstanding Reports.

Basic Inventory

Inventory Master, Inventory Voucher, Invoicing, Inventory Reports, Sales Purchase Analysis, Stock Journal Reports, Sales Tax, VAT

Advanced Accounts

Cost categories and cost centre, Voucher Types, TDS, Service Tax, Budget and Scenarios, Interest, Voucher Class, Foreign Currency.

Data Collaboration

Security, Export of Data, Internet Connectivity, Import of Tally Data, Tally XCL, ODBC Connectivity

Advanced Inventory

Features, Price List, Discount, Excise Duty, Billing Terms, Export Invoice, Batch Details, Delivery Challans, Orders, Invoice Voucher Class, Manufacturing

Recommended Books:

1. Tally 6.3—Ramesh Bangia
2. Tally 7.2—A. K. Nadhani & K. K. Nadhani

Semester-III

Paper-XIV-MS Office-II (PowerPoint & Access)

Microsoft Office Power Point

Creating presentation from template, Creating a new presentation, PowerPoint views, Entering the text, Moving the text, Changing the colour, Adding graphics to a slide, Reordering slides, Duplicating slides, Deleting slides, Adding an animated cartoon to a slide, Adding slide transition, Adding text transition, Viewing a presentation, Making Slide shows, Hiding a slide, Notes handouts and masters for presentation, Packing presentation, Add a caption to a picture in a photo album, Overview of creating a photo album, add a picture to a photo album and change the appearance of a picture in a photo album.

Microsoft Office Access

Creating a database, Creating database using the wizard, Creating database using the template, Working with fields of database, Setting the type and size of a field, Creating form, Searching database, Creating a query, Creating a report, Insert, add, or create a new field in a table, Set a field's data type in datasheet view.

Recommended Books:

1. Microsoft Office 2007—Lawpoint

Semester-III

Paper-XV-Project & Viva Voce

Different conventional and research topics are assigned to each student with the approach of different functional areas, so that he/she will be more conversant with the practical practices of strategic methodology of operation and market orientation. Student is also encouraged to perform in the real operative situation to enhance their skills. Student has to present the project report for Internal and External Examination.

****Topics, Objectives & Guidelines of the Project are to be decided by the Project Guide.***

Semester-IV

Paper-XVI-Principles and Practices of Banking

1. *Introduction to Banking.*
2. *Banking Regulation.*
3. *Bank Customer Relationship.*
4. *Types of Customers and their Accounts.*
5. *Negotiable Instruments.*
6. *Fee based Merchant Banking Services.*
7. *Bank Marketing—Role of DSA/DMA in Marketing Bank Products, Credit Card Organization, Overview of Credit Card, Credit Card Processing, Bank-end operation, Recovery and follow up, Cross selling, Global framework for Smart Card options.*
8. *Essentials of loan processing—Appraisal procedure, Mortgage based securities, Finance to private builders and Non Resident Indians, Rural housing finance policy.*
9. *Asset and liability management with reference to non moveable properties.*
10. *Banking frauds detection methods.*

Recommended Books

1. *Know your Banking Series—Taxman*
2. *Principles of Banking—Taxman*
3. *Principles and Practice of Banking and Insurance—O. P. Agarwal*

Semester-IV

Paper-XVII-Principles & Practice of Insurance

1. *The concept of insurance—kinds and classification of risk—assessment and transfer.*
2. *Classification of Insurance—Types of Life Insurance—Pure and Terms, Types of General Insurance—Fire, Marine, Motor, Engineering, Aviation and Agriculture, Insurance of Property, Pecuniary interest, Liability and person.*
3. *Insurance professionals and intermediaries.*
4. *Basic principles of insurance—Utmost good faith—Insurable interests—Material Facts—Indemnity—Proximate cause.*
5. *Economic Principles of Insurance—Sharing—Subrogation-Contribution.*
6. *Legal Principles of Insurance-Indian Contract Act-1872, Insurable Interests—Nomination and assignment, Subrogation, Contribution.*
7. *Financial Principles-Premium funds-Investment-Reserves-Surplus-Valuations of Surplus.*
8. *Theory of Rating—Actuarial Principles—Mortality Tables—Principles of Moral Hazards-Representations- Warranties- Conditions.*
9. *Risk appraisal-Risk Selection- Underwriting.*
10. *Reinsurance—concept & methods.*

Recommended Books:

1. *Principles & Practices of Insurance—M.N. Mishra*
2. *Principles of Insurance—Tripathi and Reddy*
3. *IC-01—Insurance Institute of India*
4. *IC-33—Insurance Institute of India*

Semester-IV

Paper-XVIII-Corporate Governance

1. *Introduction to Corporate Governance*
2. *Social Responsibility*
3. *Professional and Social Responsibility*
4. *Corporate Governance and Social Accounting.*
5. *Auditing and Reporting*
6. *Corporate Social Responsibility.*
7. *Contribution of NGO's to Corporate Social Responsibility*
8. *Corporate Governance Standard and Practices.*

9. *Corporate Governance Code.*

10. *Recommendation of National Committee on Corporate Governance*

11. *The Legislations*

- *The Air (Prevention and Control of Pollution) Act 1981*
- *The Water (Prevention and Control of Pollution) Act 1974*
- *Related Sections of Indian Companies Act 1956*
- *Listing Agreement of SEBI*
- *Related Government Orders/Notifications*

Semester-IV

Paper-XIX-Public Relationship Management

1. *Introduction to Public Relation*

2. *Corporate interest in Public Relation.*

3. *Crisis Management Needs.*

4. *Public Relation Agencies—Growth and Challenges.*

5. *Process and Practice of Public Relation—Environment Scanning, Target Publics, Right to Information, Create a communication Plan, Communication and Media Strategies, Communication Message and Transmission Strategies, Resistance to Change, Mass Communication, Evaluation the impact of PR Plan and its Process, Public Relation Audit.*

6. *Negotiation Skills and Public Relation—Process and Conflict.*

7. *Marketing PR and Integrated Marketing Communication.*

8. *Customer Relation—Public Relation and Customer satisfaction.*

9. *Dealer Relations—Objectives of Good Relationship and Communication.*

10. *Vendor Relations—Objectives and Importance of PR for Vendor.*

11. *Employee Public Relations—Characteristics and Management Objectives.*

12. *Media Relations—Networking, Assistance and Norms, Press Conference.*

13. *CSR and Community Relations—Objectives, Community Networking and Media.*

14. *Corporate Image & Identity Management—Definition, PR Role and Image Management Process, Identity Mix, Identity and Image Relationship, Legal aspects of Corporate*

15. *Investors Relations—Introduction, Objective, Role, Responsibility and Communication*

16. *Event Management—Objective, Types, Classification, Public Relation application in organizing an Event.*

17. *Crisis Management—Definition, Kinds, Ten Commandments and PR application.*

18. *Government and PR—Objectives, Agencies, Private and Public Sector, PR problem related with Government.*

19. *PR and Lobbying—Definition and Nature of Lobbyists, Pressure Group and PR role in lobbying.*

20. *Corporate Advertising—Advertising Credibility, Objectives, Types, Media Management.*

21. *Ethics in Public Relation—Legal aspects, Ethical Code, IPR Code for PR, ASCI Code.*

22. *Public Relation Agency—Definition, Functions, Selection, Structure and Audit*

Recommended Books

1. *Management of Public Relation & Communication—Sailesh Sengupta*

2. *Public Relations—Shrutika Kasor*

3. *Public Relations-Principles and Practices—Iqbal S. Sachdeva*

Semester-IV

Paper-XX-Project & Viva Voce

Different conventional and research topics are assigned to each student with the approach of different functional areas, so that he/she will be more conversant with the practical practices of strategic methodology of operation and market orientation. Student is also encouraged to

perform in the real operative situation to enhance their skills. Student has to present the project report for Internal and External Examination.

***Topics, Objectives & Guidelines of the Project are to be decided by the Project Guide.**

Semester-V

Paper-XXI-Counseling & Negotiation Management

Counseling

1. Introduction to Counselling.
2. Approaches to Counselling
3. Goals of Counselling.
4. Process and Procedure of Counselling.
5. Counselling skills and its role in conflict management.
6. Changing Behaviour through Counselling.
7. Organizational Application of Counselling Skills.
8. Dealing with subordinates' problem.
9. Performance Management.
10. Behaviour abuse and counselling management.
11. Ethics in counselling.

Negotiation

1. Introduction to Negotiation
2. Rule of Negotiation
3. Negotiation Style and Tactics.
4. Salary Negotiation.
5. Cross Cultural Negotiation.
6. Negotiation and Ethics.

Recommended Books

1. Counselling Skills for Managers—Kavita Singh
2. Negotiation Tool Kit—Roger J. Volkema

Semester-V

Paper-XXII-Business Communication

1. Introduction to Communication
2. Development of Communication
3. Principles of Communication
4. Barriers of Communication
5. Introduction to Listening—Listening Process, Types of Listening, Difference between Listening and Hearing, Difference to the Listening Process, Factors of Listening, Strategic Manoeuvres of Listening, Positive Connotation.
6. Presentation Skills—Introduction, Exercising Control, Steps of Presentation,
7. Assertiveness—Introduction, Positive and Negative Thinking, Assertive Rights, Strategies for Assertive Behaviour, Indicator of Assertive Behaviour, Success in Relationship.
8. Body Sport and Voice Modulation—Introduction, Positive Gestures, Handshakes, The Gazes, Smiles, Hand Movements, Style of Working and Voice Modulation.
9. Group Discussion and Interviews—Introduction, Strategies, Interview Techniques.
10. Business Correspondence—Introduction, Format and Layout, Types of Business Correspondence. Resume writing and Job Application.
11. Report Writing—Types, Elements and Style.
12. Special Document Writing—Scientific documents and Research Paper, Dissertation, Proposal-Internal and External.
13. Mass Communication—Introduction, Use and Application.
14. Soft Skills

Recommended Books

1. *Business English and Communication—Cleark*
2. *Business Communication—Pradhan and Thakur*
3. *Effective Business Communication—M. V. Rodriques*
4. *Business Communication—Dr. Vasu Deva*
5. *Business Communication—Asha Kaul*
6. *Body Languages—Shalini Verma*
7. *Personality Development and Career Management—R. M. Onkar*

Semester-V

Paper-XXIII-Company Secretarial Practice

1. *Meaning of Company, Difference with Other Enterprises.*
2. *Kinds of Companies—Classification, Private vs. Public Company, Holding vs. Subsidiary Company, Joint Stock Company, Foreign Companies-Rules and Regulations.*
3. *Forming procedure of Company—Promoters, Liability of Promoters, Legal Positions, Remunerations of Promoters, Registration Procedure, Documents required with the Register, Certificate of Incorporation, Capital Subscription and Commencement of Business.*
4. *Memorandum of Association—Meaning and Importance, Contents, Alteration of the Memorandum, Doctrine of Ultra Vires, Effect of Ultra Vires, Transactions.*
5. *Articles of Association—Meaning, Obligation to register, Forms and signature of Articles, Contents of Articles, Alteration and Restriction, Doctrine of Indoor Management, Exception to Doctrine, Distinction with Memorandum.*
6. *Prospectus—Definition, Offers of Shares, Deemed Prospectus, Rules regarding issue of Prospectus, Statement in lieu of Prospectus, Mis-statements and its Remedies, Shelf Prospectus.*
7. *Shares—Meaning, Different Kind of Shares-Preference Share, Equity Shares, General provisions, Allotments, Premium Rate, Underwriting Commission and Brokerage, Content of Share Certificate, Share Warrants, Forfeiture and its effects, Surrender, Transfer, Lien.*
8. *Stock—Meaning, Difference with Shares.*
9. *Management of a Company—Directors-Number, Appointment, Share Qualification, Directors Identification Number, Vacation, Removal and Resignation of directors, Legal Position of Directors, Managerial Remuneration.*
Types of Directors, Directors Power, Liabilities & Responsibilities
Company Secretary—Definition, Appointment, Qualification, Duties and Rights
10. *Company Meetings—Meaning, Importance, Kinds-Statutory Meetings, Annual General Meetings, Extraordinary General Meetings, Class Meetings, Board of Directors Meetings, Meetings of Debenture holders, Meetings of Creditors and Contributors on Winding up, Requisites of a Valid Meeting, Proper Authority, Notice, Quorum, Chairman, Proxy Voting, Voting by Show of Hands, Voting by Poll*
11. *Resolution—Kinds, Passing of Resolution by Postal Ballot, Circulation of Members Resolution, Registration of Certain Resolutions and Agreements, Minutes.*
12. *Winding Up—Meaning, Modes, Kinds, General procedure for Liquidators*

Recommended Books:

1. *Company Law—Ashok K Bagriyal*

Semester-V

Paper-XXVI-Strategic Management

1. *Introduction to Strategic Management—Nature, Characteristics, Strategic Management vs. Operation Management.*
2. *Vision, Mission Objective & goals*

3. *Environmental Analysis—External & Internal*
4. *Six Sigma Business Strategy—Objectives, Technology, Need for the Organization.*
5. *Strategic Planning—Introduction, Steps, Objectives, Planning, Strategy.*
6. *Strategic Analysis—Introduction, Model, Product Sustainability, Decision on Strategic issue, Alternate Option, Market Orientation, Critical Factor, Organizational Competitive Advantages.*
7. *Strategic Thinking—Introduction, Objectives, Process, Elements, Internal Organizational Analysis, Benchmarking.*
8. *Context—Importance, Dimensions, Uniqueness.*
9. *Different Related issue—BCG Matrix, Mc Kinze's 7S Framework, GE Matrix etc.*
10. *Content—Meaning, Composition, Content Documentation,*
11. *Strategic Response and Environment—Introduction, Organizational Restructuring, Elements of Change, Globalization, Liberalization, Technology and Market Change.*
12. *Functional Strategies—Strategic Marketing, Planning Process, Strategy for Customer Satisfaction, Strategy for Competitive Advantage, Strategic Human Resource Management.*
13. *Strategy Formulation, Implementation and Control—SWOT Analysis: Strengths and Weakness, Pest Analysis, Human Resources, Organizational Resources, Physical Resources, Issues is Strategy Formulation.*
14. *Strategic Leadership—Introduction, Modern Leadership, Strategic role of Board of Directors, Learning Organization, Ethical Practices & Value.*
15. *Construction Strategy Map—Relevance of Study, Designing and Building Value Balance Scorecard, Value proposition for Clients.*

Recommended Books:

1. *Strategic Management—R. Srinivasan*
2. *Strategic Management—Keso Prasad*
3. *Essentials of Strategic Management—J. David Hunger & Thomas L. Wheelen*
4. *Strategic Management—Fred R. David*
5. *Strategic Management & Competitive Advantage—Jay B. Barney & W. S. Hesterly*
6. *Strategic Management—John Parnell*

Semester-V

Paper-XXV-Project & Viva Voce

Different conventional and research topics are assigned to each student with the approach of different functional areas, so that he/she will be more conversant with the practical practices of strategic methodology of operation and market orientation. Student is also encouraged to perform in the real operative situation to enhance their skills. Student has to present the project report for Internal and External Examination.

****Topics, Objectives & Guidelines of the Project are to be decided by the Project Guide.***

Semester-VI

Paper-XXVI-Human Resource Management

1. *Introduction to Human Resource Management—Similarities and differences between Personnel Management and Human Resource Management.*
2. *Evolution of Human Resource Management—Human Relation and Industrial Relation Movements, emergence of Contemporary HR, Strategic Focus Era and Functions of HRM.*
3. *Job Design and Motivation—Job enrichment and rotation, shorter workweek and Flexitime, New Trends.*
4. *Empowerment—Types, Elements, Importance, Characteristics of Labour market*
5. *Recruitment and Selection—Process, Selection, Interviewing.*
6. *Placement and Induction—Introduction, Transfer, Promotion and Demotion, Success and*

Career System.

7. *Performance Appraisal—Evolution, Merit Rating, Motivation Process, Motivation and Human Behaviour.*
8. *Leadership—Definition, Importance, Nature, Levels, Types, Managerial Grid, Reddin's 3D Models of Leadership, Power and Politics.*
9. *Training and Development—Introduction, Induction, Methods, Management Development Programme.*
10. *Organizational Culture and Employee Behaviour—Introduction, Evolution, Maintaining uniform Culture.*
11. *Compensation Administration—General and Executive Compensation, Pricing Evaluated Job, Merit Rating in Wage Programme.*
12. *Conflict Management—Introduction, Process and Types.*
13. *Discipline and Grievance Procedure—Concept, Importance, Objectives, Approach, Steps, Principles, Role of Union, Statutory Law.*
14. *Collective Bargaining—Introduction, Features, Classification, Technique, Process.*
15. *Quality of Human Life—Introduction, Humanisation of Work.*
16. *Human Resource Information System—Introduction, Job Information, Job Families, Competence, Organizing HR department.*
17. *Human Resource Accounting—Introduction, Nature and Objectives, Models of HR Accounting, Prospects.*
18. *Industrial and Physical Safety—Industrial Accidents and Legal Provisions.*
19. *Social Security—Definition, Evolution, International Standards, Social Security Legislation, Integrated Social Security.*

Recommended Books:

1. *Human Resource Development and Management—Biswanath Ghosh*
2. *Human Resource Management-Principle and Practice—P. G. Aquinas*

Semester-VI

Honours Paper-XXVII-Entrepreneurship Development Programme

1. *Need, Scope and characteristic of entrepreneurship.*
2. *Schemes for Entrepreneurs.*
3. *Identification of Opportunity.*
4. *Exposure to demand based, resource based service based, import substitute and Export promotion industries.*
5. *Market survey Techniques.*
6. *Need scope and approaches for project formulation.*
7. *Criteria for principles of product selection and development.*
8. *Structure of project Report*
9. *Choice of technology, plant and Equipment.*
10. *Institutions, financing procedure and financial incentives*
11. *Financial Ratio and Their significance*
12. *Books of Accounts, financial statements and funds flow Analysis.*
13. *Energy requirement and utilization.*
14. *Resource Management—Men, Machine and Materials.*
15. *Critical Path Method (CPM) and Project Evaluation Review Techniques (PERT) as planning tools for Establishing SSI.*
16. *Creativity and Innovation.*
17. *Strength, Weakness, Opportunity & Threat (SWOT) Techniques.*
18. *Plant layout and process planning for the product.*
19. *Quality Control/Quality Assurance and testing of product.*

20. *Elements of Marketing and Sales management.*
21. *Nature of product and market strategy.*
22. *Packaging and Advertising.*
23. *After sales service*
24. *Costing and pricing.*
25. *Management of self and understanding Human Behaviour.*
26. *Sickness in Small Scale Industries and their Remedial Measures.*
27. *Coping with uncertainties, Stress Management and Positive Reinforcement.*
28. *Licensing Registration.*
29. *Municipal Bylaws and Insurance Coverage.*
30. *Important Provisions for Factory Act, Sales of goods Act and Partnership Act.*
31. *Dilution and Control.*
32. *Social Responsibilities and Business Ethics.*
33. *Income Tax, VAT and Excise Rules.*

Recommended Books:

1. *Entrepreneurial Development—S.S. Khanka*
2. *Entrepreneurship—Madhurima Lall & Shikha Sahai*

Semester-VI

Paper-XXVIII-Business Legislation for Management

1. *Carriage of Goods Act—Governing Act-The Carriers Act 1865 & The Railways Act 1890. Common Carrier Act 1865, Rights, Duties and Liabilities of a Common Carrier*
 - *Carriage of Goods by Land-Governing Act, Duties, Rights and Liabilities,*
 - *Carriage of Goods by Sea-Governing Act, Charter Party and Bill of Lading, Different Conditions prevails on Voyage.*
 - *Carriage of Goods by Air-Governing Act, Passenger Ticket, Baggage Check, Airway Bill, Liability.*
2. *Contract Law-1872—Governing Act, Essential Elements, Kinds of Contract, Free Consent, Void Agreement, Standard Form Contract, Quasi Contract, Performance of Contract, Discharge of Contract, Breach of Contract, Indemnity, Guarantee, Letter of Credit, Discharge of Surety, Bailment and Pledge, Agency-Duties, Liabilities and Rights of Agent and Termination of Agent.*
3. *Information Technology Act 2000 (E-Commerce)—Governing Act, Objects, Application, Digital Signature, Asymmetric Cryptosystem, Electronic Governance, Electronic Records, Digital signature Certificate, Duties of Subscribers, Penalties and Adjudication, Cyber Regulations Appellate Tribunal, Compounding of Offences, Offences and Prosecution.*
4. *Right to Information Act 2005—Governing Act, Administration, Right to Information, Information Exempt from Disclosure and Non disclosure, Request for Information, Disposal of Request, Information related to Third Party, Public Authority, Obligations of Public Authorities, Public Information Officer, Central and State Information Commission, Complaints, Appeals, Offences and Penalties.*
5. *Sale of Goods Act 1930—Governing, Definition, Essential elements, Formalities in a Contract of Sale, Different kind of Goods, Effects of Destruction of Goods, Documents of Title of Goods, Conditions & Warranties, Doctrine of Caveat Emptor, Transfer of Property in Goods, Transfer of Title of Goods, Performance of a Sale Contract, Delivery of Goods, Acceptance of Delivery by Buyer, Rights of an Unpaid Seller, Buyer's remedies against Seller for Breach of Contract, Rights and Duties of Buyer, Rights and Duties of Seller, Auction Sale.*
6. *Law of Arbitration and Conciliation Act 1996—Governing Law, Domestic Arbitration, Meaning, Arbitration Agreement/Clauses, Advantages, Appointment, Duties of Arbitral*

Tribunal, Rules of Procedure, Statement of Claim and Defence, Arbitral Proceedings, Arbitral Award, Termination of Proceedings, Enforcement of award, Stamping of award, appeal, Enforcement of Certain Foreign Awards Conciliation.

7. *Consumer Protection Act 1986—Governing Act, Definition of Consumer, Nature of Protection, Consumer Dispute Redressal Agencies, Procedure of Making Complaint, Interim Relief, Service of Notice, Power of District Forum/State Commission, National Commission, Relief Available under the Act, Orders and Appeals, Enforcement of Order, Complaint Forum, Penalties, Complaint Forum.*

Recommended Books:

1. *Business and Industrial Laws—P. P. S. Gogna*
2. *Business Law—Nabi Publication*
3. *Business Legislation for Management—M. C. Kuchhal and Deepa Prakash*

Semester-VI

Paper-XXIX-Customer Relationship Management

1. *Meaning, Importance, Application in Marketing and Human Resources.*
2. *Measurement System, Market Research Process, Desk Research and Field Survey and Report Preparation.*
3. *Consumer Response and its Importance, Response in different Segments.*
4. *Consumer Satisfaction and its affecting factors, Measurement methodology and Analysis.*
5. *Satisfaction and Consumer Loyalty, Advantages of it, Loyalty breaking and Reclaim of lost consumers, Management of Consumer Loyalty.*
6. *Organizational success factors of CRM.*
7. *Complaint Management System, Classification and Advantages.*
8. *Types of Service Business, Characteristics and Segmentation, Generate Customer Satisfaction through services.*
9. *E-CRM—Need and Application and Performance Enhancement.*
10. *CRM in B2C Commerce*

Recommended Books:

1. *Customer Relationship Management—R. K. Sugandhi*
2. *Electronic Customer Relationship Management—J. Fjermestad & N. C. Romano*
3. *Customer Relationship Management—Niranjan Pani & Sarbeswar Mohapatra*

Semester-VI

Paper-XXX-Management Information System

1. *Introduction—Evolution, Structure, Logical Foundations.*
2. *Organizational Systems—Introduction, Nature, Characteristics, Classification of data and Information Systems.*
3. *Organizing Information System, Absorption Process of MIS in the organization.*
4. *Communication Technology—Telecommunications and Computer Networking.*
5. *Database Technology—Database and Enterprise Management, File Processing Systems, Data independence, approach and architecture.*
6. *Decision Support Systems—Introduction, Definition, Evolution, Characteristics, Model Management*
7. *System Analysis & Design—Introduction, Context, Development, Design, Requirement Analysis, Diagramming Technique and Feasibility Analysis.*

Recommended Books:

1. *Management Information System—Waman S Jawadekar*
2. *Management Information System—S. Sadagopan*
3. *Management Information System—Versha Mehta, A. S. Sudan & Sudhir Dawra*

SYLLABI

BACHELOR OF RETAIL MANAGEMENT (BRM)

Course Curriculum

<u>Sem</u>	<u>Honours Paper</u>	<u>Subject</u>	<u>Marks</u>	<u>Credit</u>
I	I	Principle of Management	100	4
I	II	Basics of Retail Management	100	4
I	III	Retail Financial Management	100	4
I	IV	Business Communication & Soft Skill Development	100	4
I	V	Research Methodology & Project Planning	100	4
II	VI	Organizational Behaviour	100	4
II	VII	Retail Store Operation	100	4
II	VIII	IT Operation in Retail	100	4
II	IX	Business Economics	100	4
II	X	Project & Viva Voce	100	4
III	XI	Quantitative Technique in Retail	100	4
III	XII	Retail Consumer Buying Behaviour	100	4
III	XIII	Retail Strategies	100	4
III	XIV	Retail Store Planning, Design & Layout	100	4
III	XV	Project & Viva Voce	100	4
IV	XVI	Human Resource Management	100	4
IV	XVII	Retail Legislation	100	4
IV	XVIII	Retail Merchandising & Buying	100	4
IV	XIX	Specialty Retailing	100	4
IV	XX	Project & Viva Voce	100	4
V	XXI	Supply Chain Management & Warehousing	100	4
V	XXII	Retail Integrated Marketing Communication	100	4
V	XXIII	Retail Visual Merchandising & Display	100	4
V	XXIV	Retail Customer Service Management	100	4
V	XXV	Project & Viva Voce	100	4
VI	XXVI	Retail Franchising	100	4
VI	XXVII	Mall Management	100	4
VI	XXVIII	Fashion & Life Style Retailing	100	4
VI	XXIX	Food & Grocery Retailing	100	4
VI	XXX	Project & Viva Voce	100	4

❖ Total marks per semester are 500 and for the whole programme is 3000

❖ Pass marks per subject is 45%.

❖ The project is evaluated on internal and external viva voce and presentation basis on equal marking of 50 (Internal Marks+50 (External Marks)).

Semester-I Paper-I

Principle of Management

1. *Development of Management Thought and Approach—Taylor, Fayal, Herbert, Simon, Peter Drucker—Human Behaviour Approach, Management Science Approach, Contingency or Situational Approach.*
2. *Management Functions and Skills—Different Management Level functions—Board of Directors, Chief Executive, Top Management, Supervisory Management.*
3. *Planning—Fundamentals, Missions and Objectives, Strategic and Operational Plans, Planning premises and forecasting, Decision making.*
4. *Organizing—Fundamentals, Design, Forms, Authority and Responsibility, Relationship, Conflict Management, Co-ordination, Changes in organization.*
5. *Staffing—Fundamentals, Recruitment & Selection, Training & Development and Performance Appraisal.*
6. *Directing—Fundamentals, Motivation theories, Leadership & Command.*
7. *Controlling—Fundamentals, Operational control techniques, Administrative control techniques.*
8. *Different case studies related to Retail Management and their practical applications.*

Recommended Books

1. *Modern Business Administration—Robert C Appleby*
2. *Essentials of Management-An International Perspective—H. Koontz & H. Weihrich*
3. *The New Era of Management—Richard L. Daft*
4. *Principles and Practice of Management—L. M. Prasad*
5. *Management Text and Practice—A. K. Samantaray*
6. *Management Challenges for the 21st Century—Peter F. Drucker*
7. *Management—James A. F. Stoner, R. Edward Freeman & Daniel R. Gilbert, JR.*
8. *Preface to Management—B. B. Kansal & P. C. K. Rao*

Semester-I Paper-II

Basics of Retail Management

1. *Introduction to Retailing as an activity.*
2. *An introduction to Retail Marketing.*
3. *The management of service and quality in Retailing.*
4. *The Retail marketing mix and the Retail products with its Life Cycle Approach.*
5. *Retail merchandise management.*
6. *Retail pricing and its effect over the customer.*
7. *Retail communication and promotion.*
8. *Retail distribution and supply chain management.*
9. *Retail location strategies and decisions.*
10. *Retail brand management.*

Recommended Books:

1. *Retail Marketing Management—David Gilbert*
2. *Retail Management—C. Bajaj, Rajnish Tuli & Nidhi V Srivastava*
3. *Retail Management—Gautam Bansal & Sandhir Sharma*
4. *Retail Business Management—Yoginder Singh*

Semester-I Paper-III

Introduction to Retail Financial Management

1. *Basic retail accounting framework—Retail accounting—Functions, Concepts, Conventions, Accounting cycle, Retail accounting information and its applications.*

2. *Retail financial accounting—construction and analysis of Retail Trading Account, Profit and Loss Account, Balance Sheet, Retail financial statement analysis.*
3. *Cost Accounting for Retail Sector—Cost classification, Cost determination, Material costing, Labour costing, Allocation of overheads.*
4. *Retail management accounting—Constructions and analysis of fund flow and cash flow statements.*
5. *Break-even Analysis in the Retail Operation.*
6. *Absorption and Retail managerial costing- cost volume.*
7. *Retail Profit analysis—budgeting and budgetary controls, capital budgeting.*

Recommended Books

1. *A Brief introduction to Managerial and Social Uses of Accounting—May and Muller*
2. *Essentials of Managerial Finance—Scott Besley and Brigham*
3. *Financial Management—Paresh P. Shah*
4. *Financial Accounting—Weygandt, Kieso & Kimmel*

Semester-I Paper-IV

Business Communication & Soft Skill Development

1. *Meaning and Channels of Communication,*
2. *Barriers in Retail Communication—overcoming barriers, intra personal and mass communications.*
3. *Process of Communications in Retail—Designing different messages in retail, Selection and developing a message, Qualities of good writing, Flow accuracy.*
4. *Formats of Business Letter—Sales, Purchase Enquiry, Offer and Quotations, Trade offer, Status of delivery and Supply enquiry, Complement and response, Collection letter, Banking letter, Correspondence with Government Officials, Other Secretarial Correspondences.*
5. *Writing of Minutes, Speech, Various Office Notices like Memo etc.*
6. *Different type of reports and effective writing methodology.*
7. *Soft Skill & Personality Development—Interviewing Skills, Counselling Skills, Negotiation Skills, Body Language, Presentation and Public Speech.*

Recommended Books

1. *Business English and Communication—Cleark*
2. *Business Communication—Pradhan and Thakur*
3. *Effective Business Communication—M. V. Rodriques*
4. *Business Communication—Dr. Vasu Deva*

Semester-I Paper-V

Research Methodology and Project Planning

Research Methodology

1. *Meaning, Objective, Types of Research, Defining Research.*
2. *Research Design—Meaning, Features of a good design.*
3. *Methods of Data Collections.*
4. *Elementary Idea on Data Analysis.*
5. *Interpretation of data—meaning and need.*

Project Planning

1. *Defining Project Objectives.*
2. *Classification of Projects.*
3. *Descriptive, Comprehensive and Research Oriented Project.*
4. *Project and its Applications.*
5. *Report writing and data input.*
6. *Evaluation of the project.*

7. *Final Report writing and Presentation.*

Recommended Books:

1. *Research Methodology & Quantitative Technique—C. R. Kothari*

Semester-II Paper-VI

Organizational Behaviour

1. *Introduction to Organizational Behaviour.*
2. *Basic Human Process—Perception and learning, Understanding and adapting to the work Environment, Individual differences, Personality and abilities, Emotions stress on the job.*
3. *The Individual in the Organization—Work related attitudes, Feeling about jobs, Organizations and people, Motivations in organizations, Career dynamics.*
4. *Group Dynamics—Group processes and work teams, Interpersonal Behaviour, Working with and against others.*
5. *Influencing Others—Influence, Power and politics in the organizations, Leaderships in the organizations, Organizational culture, Creativity and Innovations.*
6. *Organizational Processes—Organizational structures and design, Managing organizational change, Strategic planning and organizational change, Strategic planning and organizational development.*

**Stress is to be laid on the Retail Sector with different examples and cases.*

Recommended Books

1. *Organizational Behaviour—M. N. Mishra*
2. *Organizational Development—Dr. Vasu Deva*
3. *Organizational Behaviour—Jit S Chandan*
4. *Organizational Behaviour—Dr. Vipin B. Kumar & Dr. S. Gopinandan*

Part-I Semester-II Paper-VII

Retail Store Operation

1. *Retail Store—Definition and Need for the retail outlets.*
2. *Retail Operation—Process, System, Time application, Store Administration and Management of Facilities.*
3. *Establishment of Retail House—Legal Implications*
4. *Goods Process Channel—Different types of Channels and its advantages and disadvantages, Channel selection process, Performance in the channel operation.*
5. *Retail Store Selecting Methods—Operational and Locational advantage system, Cost and Process system, Regulative and Authority system, Infrastructure and Time-Cost advantage system.*
6. *Documentation and Processing—various kinds of documents-Consignment Notes, Challans, Road Permit and Form 'C' and e-documentation with its advantages.*
7. *Categorization of Retail Stores in the basis of—Goods, Outputs and Turnover.*
8. *Goods Storing & Display Methods—in variance with the different goods-by regulation and advantages.*
9. *Retail Store's Inspection Methods—in periodical system, by regulations and for operational advantages.*
10. *Cost Centre Analysis System—inter and intra operation of stores with loading and unloading factor.*

Recommended Books

1. *Retail Business—V. D. Dudeja*

Semester-II Paper-VIII

IT Application in Retail

1. *IT application in the retail sector—Objective, Need and Application.*

2. *Management Information System used in Retail Management—Requirements and real time system, Different aspects of application in the retail sector.*
3. *Retail Marketing Intelligence System—Analysis, Research and Feedback system.*
4. *Introduction to Networking—Local and Wide area network, Link Devices, Creating Database, Different types of connections, System boundaries, Sub systems, Input- Output Interface Environment.*
5. *Evolution of e-Business in Retail, Value Chain Activities and new challenges.*
6. *E-commerce application in Retail.*
7. *Information/data safety system in relation with operation and market research.*
8. *Introduction to the concept of ERP (Enterprise Resource Planning).*

Recommended Books

1. *Database Management System—Dr. Y. K. Singh*
2. *Microsoft Office 2007—Lawpoint*
3. *Information Technology—Sudhir Dawra*
4. *Data and Computer Communications—William Stallings*
5. *A Textbook of Information Technology—R. S. Kumar, R. Parameswaran & T. Jayalakshmi*

Semester-II Paper IX

Business Economics

1. *Introduction to business economics—Need, Scope and Area of application with Retail.*
2. *Theory of Demand—Analysis, Regression Technique, Demand estimation and forecasting in relation with Retail.*
3. *Retail Market Structure—In Perfect competition, Monopolistic competition, Oligopoly Entry Barriers, Game theory and strategic barrier.*
4. *Macroeconomic implication in Retail.*
5. *Pricing Decision in Retail—pricing of goods and services, Pricing and its effect on employment.*
6. *Risk and Capital budgeting in Retail—Risk factor in the decision makes process, Capital Budgeting.*
7. *Technological Change and Location advantages in Retail—Change in the technology and its effect in the global economy, Locational advantages of the firm and its effect in the global economy.*
8. *Business decision and the Government regulation with Retail—Taxes and decision making system with different regulations.*

Recommended Books

1. *Managerial Economics and Financial Accounting—M. Kasi Reddy & S. Saraswati*
2. *Theory of Price—George J. Stigler*
3. *Managerial Economics—K. P. M. Sunderam*
4. *Managerial Economics—H. Craig Petersen*
5. *Microeconomics—Robert S. Pindyck & Daniel L. Rubinfeld*
6. *The Indian Economy—S. K. Ray*

Semester-II Paper-X

Project & Viva Voce

Different conventional and research topics are assigned to each student with the approach of different functional areas, so that he/she will be more conversant with the practical practices of strategic methodology of operation and market orientation. Student is also encouraged to perform in the real operative situation to enhance their skills. Student has to present the project report for Internal and External Examination.

***Topics, Objectives & Guidelines of the Project are to be decided by the Project Guide.**

Semester-III Paper-XI

Quantitative Technique for Retail

1. *Statistics—Meaning and Definition, Scope, Limitations, Presentation of statistical data, Classification and Tabulation, Graphs and Diagram, Measures of Central Tendency, Arithmetic Mean, Median and Mode, Geometric and Harmonic Mean.*
2. *Measures of Variations—Range, Quartiles, Mean Deviation and Standard Deviation.*
3. *Simple Correlation, Co-Efficient of Correlation, Karl Pearson's-Rank Correlation, Regression analysis of Time Series, Index Numbers.*
4. *Set Theory—Definition, Elements and Types of Sets, Orientations, Relations of Sets.*
5. *Permutations and Combinations—Arithmetical Progression, Algebra, Ratio and Proportion, Variation Induces, Surds.*
6. *Data and its analysing system in relation to Demand Analysis, Procurement.*

Practical

7. *Knowledge of MS Excel and its applications*

Recommended Books

1. *Quantitative Technique—C. R. Kothari*
2. *Research Methodology—S. Sharma & G. Bansal*

Semester-III Paper-XII

Retail Consumer Behaviour

1. *Introduction to consumer behaviour, defining consumer behaviour, consumer behaviour and retail marketing management, Scope and application of consumer behaviour concepts in the retail marketing, buyer classification in retail market.*
2. *The Individual determinants of consumer behaviour, personal factors and psychological factors for the consumer choice in retail buying.*
3. *Consumer decision process, Influencing factors, Decision-making, Pre and post purchase activities in retail buying, Evaluation of consumers decision in retail buying in according to foot falls on number basis.*
4. *Introduction to e-Buyer behaviour in the retail market, Process of e-Buying in retail, Retail e-Buyers in the world scenario.*
5. *Introduction to Consumer Behaviour Model: Howard Sheth Model, Engel Blackwell Model, Jagdish Sheth Model.*

Recommended Books

1. *Consumer Behaviour—P. C. Jain & Monika Bhatt*
2. *Consumer behaviour—M. Vohra*
3. *Consumer behaviour—Schiffman L. G*
4. *Consumer Behaviour—Blackwell*
5. *Consumer Behaviour—P. C. Jain*

Semester-III Paper-XIII

Retail Strategy

1. *Basic Concepts of Retail Strategy.*
2. *Strategies in relation to market identification with social and economic factor.*
3. *Strategy of—Product Mix, Promotion Mix, Price Mix.*
4. *Different Orientation of Strategies—Location, People, Display.*
5. *Environmental Analysis in according to Retail Market Classification.*
6. *Internal Retail Strategy Analysis in relation to various subjective factors.*
7. *Retail Strategy Formulation in according to resource analysis and application.*
8. *Retail Strategy Implementation and its effects on turnover and consumer.*

Recommended Books

1. *Marketing Management—V. S. Ramaswamy & S. Namakumari*
2. *Marketing Management—Kotler*
3. *Retail Management—V. D. Dudeja*

Semester-III Paper-XIV

Retail Store Planning, Design and Layout

Planning

1. *Planning—Need and Orientation.*
2. *Pre and Post planning factor—Resources, Manpower, and Strategy Application.*
3. *Budgetary Planning and Application.*
4. *Trend Analysis for Demand Forecasting and Planning.*
5. *Territorial Oriented Planning.*
6. *Planning for Customer retention and to increase the footfalls of customers.*
7. *Planning for Retail Marketing Mix.*

Design

1. *Compact design and its advantages and disadvantages.*
2. *Tailor made design in according to carpet area with its advantages & disadvantages.*
3. *Scattered design with advantages and disadvantages.*
4. *Design in according to performance and cost control.*
5. *Design and its relationship with outlay.*
6. *Texture and Colour and its effects on consumers.*

Layout

1. *Descriptive layout.*
2. *Comprehensive layout.*
3. *Categorical layout.*
4. *Ultra Modern or State of the Art layout.*
5. *Layout in according to official/corporate guidelines.*
6. *Layout and its uses in the Retail Management.*
4. *Cofigural layout in according to design and its advantages.*
7. *Cost formation and depletion due to layout application.*

Recommended Books

1. *Marketing Management—Kotler*
2. *Retail Management—V. D. Dudeja*
3. *Marketing Management—V. S. Ramaswamy & S. Namakumari*

Semester-III Paper-XV

Project & Viva Voce

Different conventional and research topics are assigned to each student with the approach of different functional areas, so that he/she will be more conversant with the practical practices of strategic methodology of operation and market orientation. Student is also encouraged to perform in the real operative situation to enhance their skills. Student has to present the project report for Internal and External Examination.

****Topics, Objectives & Guidelines of the Project are to be decided by the Project Guide.***

Semester-IV Paper-XVI

Human Resource Management

1. *Introduction to Human Resource Management in the Retail Sector.*
2. *Strategic Human Resource Management with focus to Retail Sector.*
3. *Recruitment & Placement—Personnel Planning & Recruitment & Selection for the Retail Sector.*
4. *Training & Development—Retail Employees Training System with Evaluation and Development, Performance Management and Appraisal.*

5. *Compensation—Design & define strategic pay plans for the Retail Employees, Performance based payment and incentive system, Fringe benefits and its awarding system in according to law and corporate practice system.*
6. *Employee Relations—Ethics, Labour Relations.*

Recommended Books

1. *Human Resources Management and Human Relations—V. P. Michael*
2. *Managing Human Resources—V. D. Dudeja*
3. *Human Resource Development and Management—Bishwanath Ghosh*
4. *Human Resource Management-Principles & Practice—P. G. Aquinas*
5. *Electronic Customer Relationship Management—J. Fjermestad & N. C. Romano, Jr.*
6. *Public Relations—Shrutika Kasor*
7. *Principles & Practice of Personnel Management—Abhishek Malhotra*
8. *Public Relations-Tools and Techniques—Dr. Anil K. Rai*

Semester-VI Paper-XVII

Retail Legislations

1. *Bureau of Indian Standard Act—Important Definitions, Bureau and its functions, Prohibitions, Grant of Licence, Appeal, Offences and Penalties.*
2. *Carriage of Goods Act—Carriage of Goods by Land, Carriage of Goods by Sea, Carriage of Goods by Air.*
3. *Consumer Protection Act—Nature of Protection, Authorities under the Act, Consumer Disputes Redressal Agencies, Procedure of Making Complaints, Relief available under the Act, Appeals, Enforcement of Orders, Penalties.*
4. *Essential Commodities Act—About Essential Commodities, Control Orders, and Penal provisions of the Act.*
5. *Food Safety Act—Important Definitions, Standards of Quality of Food Articles, Prohibitions and Restrictions, Conditions for Sale of Food Article, Conditions for Licence, Duties of Vendors and Labelling of Food Packages, Implementation procedure, Offences and Penalties.*
6. *Monopolistic, Restrictive and Unfair Trade Practices Act—Governing Body, Remedies under the Act, Competition Act.*
7. *Patents, Designs, Trade Marks, 'Passing' off, Copy Rights & Geographical Indication of Goods Act—Procedure for Obtaining a Patent, Trade Mark Act 1999, Copy Right and its Benefits.*
8. *Sale of Goods Act—Definitions of various Goods, Documents of Title of Goods, Conditions of Warranties, Doctrine of Caveat Emptor, Performance of a Sale Contract, Rights and Duties of Buyers and Sellers.*
9. *Standards of Weights & Measures Act—Basics of Standards Units in Weights and Measures, Use of Standard Units, Packages for Exports, Price Tags and Stickers.*
10. *Implication of Taxes and Duties—CST, VAT, Excise, Customs Duty.*
11. *Introduction to Bar Code—Procedure and System for availing Govt. Registered Bar Code by GS-1 Form and other local system. Advantage and Facilitation of Bar Code in the goods transaction at the Retail outlets or other sites.*

Recommended Books

1. *Business Law—R. S. N. Pillai*
2. *Business Law—Nabi Publications*

Semester-IV Paper-XVIII

Retail Merchandising and Buying

1. *Definition and Role of Merchandising.*
2. *Inventory levels—various methods of Stock Calculating System.*

3. *Merchandiser profile and skills—Understanding the target market group, Sales forecast at different levels of operation, Design and activate the Market Information System, Merchandising Budget and its Applications, Buyer's and Seller's group with different methods of interactions.*
4. *Category Management System—Products, Display and Customer Management.*
5. *Range Planning System—Selecting Products range in according buyers consideration and choice, Price ranging in according to buyers selecting and choice method.*
6. *Grading of Stores—in according to sale and customers orientation.*
7. *Space allocation system—by the way of furniture and fixture system, by the way of prime and sub display system.*
8. *Merchandise assortment and support system.*
9. *Different factors of negotiation and psychological aspects in buying decision of customers.*

Recommended Books

1. *Marketing Management—Kotler*
2. *Retail Management—V. D. Dudeja*
3. *Marketing Management—V. S. Ramaswamy & S. Namakumari*

Semester-IV Paper-XIX

Speciality Retailing

1. *Novelty Retailing—Different items of novelties, Gifts, Price range and its category, Consumer demand and supply in according to choice and display.*
2. *Fashion Retails—Apparel and fashion, Seasonal demand and Demand by Event, Price War in the apparel marketing.*
3. *Kid's Response Retailing—Kid's wear by demand and by fashion, Toy's and other accessories of Kid's by performance and by appearance.*
4. *Bulk Retailing—B2B system of operation, Sub-Dealer system of operation, Commissions and Margin in this operation.*
5. *Home Appliances Retailing—Kitchenware and its usefulness and demand of stylish products, Ready to use cookeries and its demand by presentation and price sensitive presentation, Different FMCG goods and other ready to use Electronic Products with its ready to use operation system by way of usefulness and budgeting.*
6. *High Value Ornamental Retailing—Hall Marking Gold and Branded Diamond, Value user system, Seasonal and Non seasonal demand, Price Cutting and other strategical factors of promotion, High demand and Low demand area.*
7. *Pharma Retailing—Different category of products, Price orientations and demand, Over the Trade Counter (OTC) Products, Servicing and Demand creations.*
8. *High Value Consumer Careing Retailing—Special discounting and Servicing, Products offering and its value of cost to the customer, Special service at the door step and Customer Relationship Management in profile and operation.*
9. *Personal Retailing—Special Vacation Packages, Composite and Comprehensive Packages to the customer, Special system of servicing, Value Addition and its real value servicing system.*
10. *Retail 'N' Retail—Concessioner Format.*

Recommended Books

1. *Marketing Management—Kotler*
2. *Retail Management—V. D. Dudeja*
3. *Marketing Management—V. S. Ramaswamy & S. Namakumari*

Semester-IV Paper-XX

Project & Viva Voce

Different conventional and research topics are assigned to each student with the approach of different functional areas, so that he/she will be more conversant with the practical practices of strategic methodology of operation and market orientation. Student is also encouraged to perform in the real operative situation to enhance their skills. Student has to present the project report for Internal and External Examination.

****Topics, Objectives & Guidelines of the Project are to be decided by the Project Guide.***

Semester-V Paper-XXI

Supply Chain Management & Warehousing

- 1. Retail Supply Chain Management.*
- 2. Role of Transportation in Logistics and Supply Chain Management for Retail.*
- 3. Modes of Transportation for the Retail Sector.*
- 4. Containerization and Multimodal Transport in India with its advantages and disadvantages for the Retail Sector.*
- 5. DC designing & Packaging system for the Retail Sector.*
- 6. Material Handling Procedure in the Retail Sector.*
- 7. Distribution Network designing in Retail Supply Chain.*
- 8. Reverse Logistics and Competitive Strategy for the Retail Sector.*
- 9. Logistic Supply Chain Management (LSCM) Alliances 3rd Party Logistic (3PL) + 4th Party Logistic (4PL) = 7th Party Logistic (7PL) Principles.*
- 10. Advantages and Outsourcing in the Retail Sector.*
- 11. Organizing and Planning for LSCM functions in the Retail Sector.*
- 12. Measurement and Improvement of Logistics Service Quality for the Retail Sector.*
- 13. Total Quality Management (TQM) of Supply Chain in the Retail Sector.*

Recommended Books

- 1. Business Logistics/Supply Chain Management—Ronald H. Ballou*
- 2. Logistic Management—Vinod V. Sople*
- 3. Supply Chain Management—J. P. S. Kirubakaran*

Semester-V Paper XXII

Retail Integrated Marketing Communication

- 1. Introduction to Marketing Communication in view of Retail Market.*
- 2. Meaning & Importance of Marketing Communication for Retail Market.*
- 3. Pre-requisite of effective Marketing Communication with the proposed customer.*
- 4. Integrated Marketing Communication Strategy for the customer for the Retail Market.*
- 5. Marketing Communication through Marketing Mix in according to Retail Market.*
- 6. Customer Relations in the Retail Marketing—Meaning, features, importance, role in marketing, similarities of public relations.*
- 7. Major tools of Public Relations in the Retail Marketing—news, speeches, special event, handouts and leaflets, audio- visual public service activities and other miscellaneous tools.*
- 8. Ethical and local aspects of sales promotion and public relations in Retail Marketing.*
- 9. Special market campaigning and canvassing.*
- 10. DAGMAR effects and its application in Ad. & Communication for the Retail Market.*
- 11. Advertising vs. Publicity in according to customer and Retail Market.*

Recommended Books

- 1. Integrated Advertising, Promotion and Marketing Communication—Clow & Baack*

Semester-V Paper-XXIII

Retail Visual Merchandising and Displays

- 1. Visual Merchandising—Use and Application in the Retail Promotion.*
- 2. Different Types of Visual Merchandising and its effects in the Retail promotion.*

3. *Advantages of in store Displays and Visual Merchandising.*
4. *Effects of Colour and Messages in the Visual Merchandising.*
5. *New products launch through visual merchandising.*
6. *Existing products promotion through visual merchandising.*
7. *Different factors incorporation in the design of visual merchandising.*
8. *Change over time and its various factors to overcome the visual monotonous effects over the consumer.*
9. *Development of the display process in according to 7P's of marketing mix.*
10. *Consumer orientation with the displays in short and long term strategy.*

Recommended Books

1. *Marketing Management—Kotler*
2. *Retail Management—V. D. Dudeja*
3. *Marketing Management—V. S. Ramaswamy & S. Namakumari*

Semester-V Paper-XXIV

Retail Customer Service Management

1. *Customer Service—Meaning, Need and Scope.*
2. *Different Types of Services meant for the retail customer.*
3. *Services and its orientation with the customer.*
4. *Attitude of loyalty associated with the retail customer.*
5. *Design of different services for the various segments of customers.*
6. *Special Services for the bulk customer.*
7. *Services designed as per the economic and social environment of the region.*
8. *Maintenance of services as per the standard service manual.*
9. *Different scheme offered under the services to the customer.*
10. *Service and Satisfaction Model for the retail customer.*
11. *Product-related Service approach for the retail customer.*
12. *Customer retention through services in retail offering.*
13. *Retail customers' integration through services.*

Recommended Books

1. *Customer Relationship Management—Alok Kumar, Chhabi Sinha & Rakesh Sharma*

Part-III Semester-V Paper-XXV

Project & Viva Voce

Different conventional and research topics are assigned to each student with the approach of different functional areas, so that he/she will be more conversant with the practical practices of strategic methodology of operation and market orientation. Student is also encouraged to perform in the real operative situation to enhance their skills. Student has to present the project report for Internal and External Examination.

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Semester-VI Paper-XXVI

Retail Franchising

1. *Franchising and Business Growth.*
2. *Business promotional tool in the Retail Franchising.*
3. *Power of Franchising in the extra distribution network.*
4. *Retail Franchising in the B2B growth.*
5. *Diversification of business through Retail Franchising.*
6. *Effects of Franchising in branding and nonbranding.*
7. *Special business orientation through franchising.*
8. *Brand creating and nurturing through the retail franchising.*
9. *Establishment of Kiosks through Retail Franchising at the high footfall area.*

10. Establishing of Micro Outlets through Retail Franchising.

11. Franchising strategy used as a micro penetration tool.

12. Promoting of Chain Outlets through Retail Franchising.

Recommended Books

1. Marketing Management—Kotler

2. Retail Management—V. D. Dudeja

3. Marketing Management—V. S. Ramaswamy & S. Namakumari

Semester-VI Paper-XXVII

Mall Management

1. Retailing and Mall Management.

2. Introduction to Malls.

3. Pre-development process—Site selection.

4. Understand and overview a commercial lease.

5. Introduction to the concept of Tenant Mix.

6. Introduction to Facility Management.

7. Introduction to entertainment in Shopping.

Recommended Books

1. Mall Management—Abhijit Das

Semester-VI Paper-XXVIII

Fashion and Lifestyle Retailing

1. Introduction to Fashion and Lifestyle goods.

2. Category of fashion and lifestyle products.

3. Value addition of the goods in according to customer orientation.

4. Association of Esteem and Pride with the customer and Retail Marketing.

5. Promotion and the Lifestyle Retailing.

6. Special Orientation of retail store with the life style goods.

7. Lighting and Designing in association with the Fashion and Lifestyle Retailing

8. Branding and Brand building in association with the Lifestyle Retailing.

9. Investment and Lifestyle Retailing.

10. Change of Fashion and its effects on Retailing.

11. Procurement and display of fashion goods with positioning in Retail Marketing.

12. Segmenting the products in according to its value addition.

13. Distribution channel and its effectiveness in fashion and lifestyle Retailing.

14. Market position of fashion and lifestyle products.

Recommended Books

1. Marketing Management—Kotler

2. Retail Management—V. D. Dudeja

3. Marketing Management—V. S. Ramaswamy & S. Namakumari

Semester-VI Paper-XIX

Food and Grocery Retailing

1. Introduction to food and grocery retailing.

2. Grading of food in accordance to law, quality and its shelf life.

3. Package and unpackaged foods in the retailing.

4. Price sensitivity and Retail Strategy.

5. Differentiation between fast moving and slow moving food products and the strategy of Retailing in according to shelf life of the product.

6. Procurement of generic food products and repackaging for Retailing.

7. Identification of Grocery products by its territorial demand in according to retailing.

8. Bulk retailing of the Grocery products and customer orientation with it.

9. *Price war in the grocery products and other promotional aspects associated with it.*
10. *Management of Grocery Products as per the food grading and adulteration of it.*

Recommended Books

1. *Marketing Management—Kotler*
2. *Retail Management—V. D. Dudeja*
3. *Marketing Management—V. S. Ramaswamy & S. Namakumari*

Semester-VI Paper-XXX

Project & Viva Voce

Different conventional and research topics are assigned to each student with the approach of different functional areas, so that he/she will be more conversant with the practical practices of strategic methodology of operation and market orientation. Student is also encouraged to perform in the real operative situation to enhance their skills. Student has to present the project report for Internal and External Examination.

***Topics, Objectives & Guidelines of the Project are to be decided by the Project Guide.**

End of Syllabus

SYLLABI

BACHELOR OF FINANCIAL MARKET OPERATION (BFMO)

Course Curriculum

<u>Sem</u>	<u>Honours Paper</u>	<u>Subject</u>	<u>Marks</u>	<u>Credit</u>
I	I	Financial Business Environment	100	4
I	II	Fundamentals of Insurance	100	4
I	III	Fundamentals of Risk Management	100	4
I	IV	Principles & Practice of Banking	100	4
I	V	Research Methodology & Project Planning	100	4
II	VI	Principles & Practice of Life Insurance	100	4
II	VII	Principles & Practice of Non Life Insurance	100	4
II	VIII	Financial Accounting	100	4
II	IX	Mutual Fund & Price Management	100	4
II	X	Project & Viva Voce	100	4
III	XI	Security Analysis—I	100	4
III	XII	Portfolio Management—I	100	4
III	XIII	Insurance Underwriting	100	4
III	XIV	Financial Management	100	4
III	XV	Project & Viva Voce	100	4
IV	XVI	Security Analysis—II	100	4
IV	XVII	Portfolio Management—II	100	4
IV	XVIII	Banking & Merchant Banking Product & Services	100	4
IV	XIX	Customer Relationship Management	100	4
IV	XX	Project & Viva Voce	100	4
V	XXI	Insurance & Banking Laws—I	100	4
V	XXII	Stock Market Operation & Management—I	100	4
V	XXIII	Financial Derivatives	100	4
V	XXIV	Management Information System	100	4
V	XXV	Project & Viva Voce	100	4
VI	XXVI	Insurance & Banking Laws—II	100	4
VI	XXVII	Stock Market Operation & Management—II	100	4
VI	XXVIII	Financial Derivatives—II	100	4
VI	XXIX	Management Control System	100	4
VI	XXX	Project & Viva Voce	100	4

❖ Total Marks per semester is 500 and for the whole programme is 3000

❖ Pass marks for the Honours Paper is 45%

❖ Projects are evaluated in internal and external basis with the equal allotment of 50 Marks (Internal) +50 Marks (External).

Part-I Semester-I Paper-I

Financial Business Environment

Financial Environment of Banking Business

Introduction to banking business, Structure of commercial banks in India, Banking sectors—brief profile, Operative system of the banks—electronic banking, Loans and advances, Priority sectors lending policy, Export credit, Project and Working Capital Finance, Management of Nonperforming Asset, Annual report and Balance Sheet, Brief study of the different banks—Public sector banks, Foreign banks in India, Private sector banks, Cooperative banks, Microfinance.

Financial Environment of Insurance Business

Risk management—an overview, Introduction to insurance—Life insurance, Fire insurance, Marine insurance, Motor Vehicle insurance, Health insurance, Miscellaneous insurance, Reinsurance, Insurance pricing, Underwriting, Policy servicing and claim settlement, Channels of distribution, Legal framework, Indian Insurance Industry, Transition and Prospects. New Pension and Annuity Plan

Financial Environment of Capital Markets and Stock Exchanges

The Indian money market, Money market Instruments and Constituents, Capital market—nature and constituents, Importance of capital market, Development of capital market Meaning, Importance and functions of Stock Exchanges, Dealing on stock exchanges, Speculation on the stock exchanges in India, OTCEI, National Stock Exchange of India, Stock Holding Corporation of India, Securities and Exchange Board of India(SEBI) and Capital markets—Reforms and Developments.

Recommended Books:

1. *Elements of Banking and Insurance—Sethi & Bhatia*
2. *Business Environment-Text & Cases—Francis Cherunilam*

Part-I Semester-I Paper-II

Fundamentals of Insurance

Principle of Insurance, Different kinds of Insurance, Nature and functions of insurance, Insurance Contracts, Rating of insurance products, Legal framework of insurance business, Registration and licensing of insurance, Elements of Insurable risk—Randomness and Economic feasibility, Self insurance, The fields of insurance—Private insurance, Social insurance, Public guarantee insurance programs, Similarities in the various fields of insurance, Functions of insurer—Rate making, Production, Underwriting, Loss adjustments, Investment functions, Other miscellaneous functions of insurance like legal and accounting, Financial aspects of insurance operations—Statutory accounting requirements, Life insurance companies, Non life insurance companies, Reinsurance—Nature, Type, Functions, Techniques, Objectives, Reinsurance in Indian perspectives, Underwriting—Definition and Objectives, Process for underwriting in life and non life insurance.

Recommended Books

1. *Fundamentals of Insurance—P. K. Gupta*
2. *Insurance Theory and Practice—Nalini Prava Tripathy and Prabir Pal*
3. *Fundamentals of Risk and Insurance—Emmett J. Vaughan and T. Vaughan*
4. *Principles and Practice of Insurance—M. N. Mishra*
5. *Principles and Practice of Banking and Insurance—O. P. Agarwal*
6. *IC-01—Insurance Institute of India*
7. *IC-33—Insurance Institute of India*

Part-I Semester-I Paper-III

Fundamentals of Risk Management

Risk management environment—History of modern risk management, Different types of risk and its functions, Risk management tools, Organizational system of the risk management, Uncertainty and its relationship to risk, The degree of risk, Classification of risk, Risk distinguished from peril and hazards, The burden of risk, Pure risk, Increasing severity of losses.

Risk and the risk management process—Introduction and Identification and risk, Risk management technique-principles, policy provisions and non insurance methods, Exposures to property and liability loss, Consideration of alternatives and selection of risk treatment device and implementation of the decisions.

Risk Management Applications—Loss of life and health, Retirement planning and annuities. Commercial Risk Management Applications—Risk management and Commercial Property, Workers Compensation and Alternative risk management.

Risk Managers job, Risk management and Speculative Risks, Solving margin and Risk Management.

Recommended Books

4. *Fundamentals of Risk and Insurance—E. J. Vaughan and T. Vaughan*

5. *Risk Management—Trieschman, Hoyt and Sommer*

Part-I Semester-I Paper-IV

Principles and Practices of Banking

Introduction to Banking, Banking Regulation, Bank Customer Relationship, Types of Customers and their Accounts, Negotiable Instruments, Fee based Banking Services, Basics of Bank Marketing, Role of DSA/DMA in Marketing Bank Products, Credit Card Organization, Overview of Credit Card, Credit Card Processing, Bank-end operation, Recovery and follow up, Cross selling, Global framework for smart card options, Essentials of loan processing, Appraisal procedure, Mortgage based securities, Finance to private builders and Non Resident Indians, Rural housing finance policy, Asset and liability management with reference to non moveable properties, Banking frauds detection methods.

Recommended Books

4. *Know your Banking Series—Taxman*

5. *Principles of Banking—Taxman*

6. *Principles and Practice of Banking and Insurance—O. P. Agarwal*

Part-I Semester-I Paper-V

Research Methodology & Project Planning

Research Methodology

1. *Research—meaning, objective & types.*

2. *Research design—meaning, features of a good design.*

3. *Methods of data collections.*

4. *Elementary idea on data analysis.*

5. *Interpretation & report writing.*

6. *Interpretation—meaning & need.*

Project Planning

1. *Project—Meaning and Objectives.*

2. *Types and Classification of projects.*

3. *Pre and Post evaluation of the project.*

4. *Data Inputs and descriptions.*

5. *Report writing and Project presentation.*

6. *Project Analysis for the different purposes.*

7. *Application of projects for the different business needs.*

Recommended Books:

1. *Research Methodology-Methods & Technique—C. R. Kothari*
2. *Research Methodology—Sandhir Sharma & Gautam Bansal*
3. *Research Methodology—R. Panneerselvam*
4. *Quantitative Technique—C. R. Kothari*

Part-I Semester-II Paper-VI

Principles and Practice of Life Insurance

Life Insurance Organization—Important Activities, Organization structure, The Distribution System, Appointment of Agents, Functions of Agents, Remuneration of Agents, Trends in Distribution Channels.

Plans of Life Insurance—Need Levels, Basic Elements, Some Popular Plans, Limited Payment Plans, Participating Policies, Convertible Plans, Joint Life Policies, Children's Plans, Educational Annuity Plans, Variable Insurance Plans, Riders for the Handicapped and Miscellaneous.

Annuities—Nature and Types

Group Insurance—Nature of Group Insurance, Types, Group Gratuity Schemes, Ways of meeting Gratuity Liability, Group Superannuation Schemes, Other Group Schemes, Social Security Schemes.

Other Special Need Plan—Industrial Life Insurance, Salary Saving Schemes, Additional Benefits Married Women's Property Act

Application & Acceptance—Principle of Utmost Good Faith, Insurable Interest, Prospectus, Proposal Forms and other related documents, Medical Examination Age proof, Special Reports, Specimen of Proposal, Medical report.

Policy document—Need and Format, Policy Preamble, Schedule, Attestation, Conditions and Privileges, Alteration, Duplicate Policy, Specimen of policy document, Premium payment lapse and revival, Surrender Values, Non-Forfeiture Options, Assignment, Nomination, Loans and Surrenders, Foreclosures.

Policy Claims—Maturity claims, Survival Benefits, Death Benefits, Claim concession, Presumption of death, Accident Benefits, Post maturity Options, Settlement options, Valuation and Surplus.

Recommended Books:

1. *Principles & Practices of Insurance—M.N. Mishra*
2. *Principles of Insurance—Tripathi and Reddy*
3. *Principles & Practices of Insurance—Dr. P. Periasamy*
4. *IC-02—Insurance Institute of India*
5. *IC-34—Insurance Institute of India*

Part-I Semester-II Paper-VII

Principles and Practice of Non Life Insurance

The Non Insurance Market—Corporate Agent, Broker, Function of Insurance Broker—Tariff Advisory Committee, Insurance Forms—Proposal of Insurance, Cover Notes, Fire and Marine Coverage—Standard Policies, Marine Insurance Coverage—Type of Marine Policies.

Miscellaneous Coverage's—Group Policies, Health Insurance –Mediclinim Insurance, Jan Arogya (Bima) Policy, Cancer Insurance, Universal Health Insurance Policy, Overseas Mediclinim Policy, Bhavishya Arogya Policy, Burglary Insurance, Money Policy, Baggage Policy, Fidelity Guarantee Insurance. Specialised Insurance—Oil and Gas Insurance, Satellite Insurance, Rating Premium, Tariff Rating,

Physical and Moral Hazards—Underwriting of Moral Hazards, Premium, Aggregate in the Policy, Declaration Policy, Underwriting Practice in India and other important Insurance market, Limit of Acceptance, Fire, Marine, Miscellaneous, Renewal Procedure.

Risk Inspection—Insurer's role in Risk Management, IRDA Regulation—2002

Claims Procedure—Preliminary, Investigation and Assessment, Role of Surveyors and Loss Assessors—Arbitration, Limitation, Settlement of Claims, Discharge Vouchers, Investment In addition, Accounting—Unexpired Risk Reserves.

Recommended Books

1. *Principles & Practices of Insurance—M.N. Mishra*
2. *Principles of General Insurance—Tripathi and Reddy*
3. *Principles & Practices of Insurance—Dr. P. Periasamy*
4. *IC-11—Insurance Institute of India*

Part-I Semester-II Paper-VIII

Introduction to Mutual Fund and Price Management

Mutual Fund

Mutual Fund—Introduction, Importance & Role, Scenario of mutual fund in abroad and Indian perspective

Methodology and Technique of Analysis—Objective of the study, Problem analysis, Data collection, Profile of investors, Validity and reliability, Tools and Technique employed, Sample framework and testing of Hypothesis.

Mutual Fund and different schemes—Classifying mutual fund and schemes, Investment mix, Classification of Investors, Performance of different mutual fund schemes, Current status of Mutual Fund of India (MFI).

Mutual Fund Strategies—MF regulation and its framework, Corporate governance and mutual fund, Self regulatory concept, Insider trading guidelines, Different policies and strategies adopted by MF in their operation, Components of Investment policy, Standard disclosure format by AMF, Marketing and Advertising strategies to attract investors, Competitive approach of AMF, A brief approach for—Takeover, Merger and Acquisition.

Price Management

Stock price movements, Volatility and Market phase analysis, Implication of price movement, Net Asset Value (NAV) and its implications to the different types of Mutual Fund, The behaviour of NAV and market price of unit, Empirical Augmentation, Indicator for the MF growth, Size of MF and its effects, Cash flow and its performance, Consolidation approach, Brand effect on MF, Market analysis for MF, Empirical evidence, SWOT analysis in regard to MF, Accountability and Regulations of the Mutual Fund.

Recommended Books

4. *Mutual Fund Their Scheme and Price Management—R. Jatana & K. J. Bosire*
5. *Mutual Funds: Data, Interpretation and Analysis—K.G. Sahadevan*
6. *How Mutual Fund Works—Albert J. Fredman & Russ Wiles*

Part-I Semester-II Paper-IX

Financial Accounting

Introduction to Accounting, Double entry system, Journal, Ledger, Trial Balance, Cash Book, Final Account

& different Adjustments, Cash flow statement and analysis, Determining Assets and Liabilities, Bank Reconciliation Statement, Inventory valuation and depreciation of immoveable asset.

Accounting for Specific Transactions—Consignment Account, Joint Venture, Bill of Exchange and Promissory Notes, Goods sold and Return, Balance Sheet,

Partnership Account—Preliminary aspects, Admission and Retirement of Partner Company Accounts—Issue and Redemption of Share Capital, Preference Shares

Liabilities outside Balance Sheet, Operating Income vs. Other income, Deferred Tax, Employee Stock option scheme, Write-off, Accounting in the case of mergers and demergers.

Recommended Books

5. *Fundamentals of Accounting*—D.C. Rawat & R.C. Bhatt
6. *Accounting & Analysis*—CRISIL
7. *Financial Accounting*—Weygandt, Kieso & Kimmel

Part-I Semester-II Paper-X

Project & Viva Voce (On Life Insurance)

Different conventional and research topics are assigned to each student with the approach of different functional areas, so that he/she will be more conversant with the practical practices of strategic methodology of operation and market orientation. Student is also encouraged to perform in the real operative situation to enhance their skills. Student has to present the project report for Internal and External Examination.

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Part-II Semester-III Paper-XI

Security Analysis—I

1. *Introduction to Security Analysis, Economic evaluation, Economic indicator- Interpretation & Significations, Industry analysis*
2. *Industry and its growth cycle concept—Pioneer, Expansion, Stagnation, Decline, Investment classification of industry*
3. *Company Analysis—Marketing, Accounting Policies, Profitability, Dividend Policy, Capital Structure, Financial analysis, Operating efficiency, Management*
4. *Fundamental Security Analysis—Appraisal, Changes in the financial pattern of Indian Companies, Debt Equity Ratio, Cross Sectional Variation in debt financing.*

Recommended Books

1. *Fundamentals of Investment Management*—V.K. Bhalla
2. *Investment Management-Security Analysis and Portfolio Management*-V. K. Bhalla
3. *Investment Management*—V. Gangadhar & G. Ramesh Babu

Part-II Semester-III Paper-XII

Portfolio Management—I

Portfolio Analysis—Introduction to Portfolio and Security Returns, Portfolio Risk, Positive And Negative Correlated Returns, Uncorrelated returns borrowing and lending, Combining Risky and Riskless Securities

Portfolio Choice in Utility Theory and Indifference Curves—Utility Functions, Linear Utility Function and Risk, Concave Utility Functions and Risk, Uncertain outcomes, Insurance and expected returns.

Markowitz: Portfolio Selection Model—The mean variance criterion-Assumptions, The specific model, Corner portfolios, Dents in the efficient set, Dominance principles, Modification to the efficient frontier—Short selling, Leverage Portfolio—Risk free asset.

Single Index Model—Characteristics lines, Market and Non Market Risk and Return, Portfolio Characteristics lines, Constructing the optimal portfolio

Capital Asset Pricing Model—Introduction and Assumptions of the Capital Market Model, SML vs. CML, CAPM vs. Market Model-Premium forms, Security in equilibrium, Change in Market Model, Risk adjustment and excess return, Computing estimates-Estimating Beta-Beta basics, Fundamentals, Stability and Creative beta predictions, Estimating the risk free rate.

Recommended Books

1. *Fundamentals of Investment Management*—V.K. Bhalla
2. *Investment Management-Security Analysis and Portfolio Management*-V. K. Bhalla
3. *Investment Management*—V. Gangadhar & G. Ramesh Babu

Part-II Semester-III Paper-XIII

Insurance Underwriting

12. Need for and purpose of selection—Underwriting Policy in relation to the objectives of an insurer.
13. Factors affecting rates of mortality—family history, personal history, build/present health, occupation and Capital fund need analysis.
14. Main sources of information for the insurer to determine the various factors affecting rates of mortality, Medico-actuarial investigations, insurance medicine.
15. Concept of extra-mortality—extra premium, lien, exclusion of specific risks clauses.
16. Methods of underwriting—rating up age—Numerical rating method etc
17. Sources of underwriting data—Proposal, Personal Statement, Medical Report—Special examination and tests—Inspection Reports by Agents and Field Staff—Medical Organisation.
18. Non-Medical Underwriting—Revival Underwriting—Group Underwriting.
19. Occupational Hazards—Army, Navy, and Aviation Personnel, Professional Athletes, Boxers, Wrestlers Mountain Guides, Gymnasts, Divers etc.
20. Well-Known impairments—their effect on longevity—Analysis of such effects in according to different plans of assurance—Special medical tests and their utility for underwriting.
21. Miscellaneous problems—Reconsideration of extra charges, Double accident and Disability benefits.
22. Keyman insurance.
13. Partnership Insurance.

Recommended Books:

5. Principles & Practices of Insurance—M. N. Mishra
6. Fundamental of risk & insurance—P. K. Gupta
7. IC-22—Insurance Institute of India
8. Underwriting-A Managerial Perspective—I, II, III & IV—ICFAI Series

Part-II Semester-III Paper-XIV

Financial Management

Financial functions of management, Financial Planning, Financial Forecasting, Capitalisation and Capital Structure, Capital structure planning, Theory of capital structure, Cost of capital, Leverages, Management of working capital, Management of inventories, Receivables management, Cash management, Sources of finance, Financial analysis, Ratio analysis, Fund flow analysis, Cash flow analysis, Dividend policy, Budgeting—Capital budgeting, new techniques, Risk analysis in capital budgeting, Human Resource accounting, Lease Financing.

Brief idea about Fixed Income Money Market and Derivatives Association of India (FIMMDA) and Qualified Institutional Placements (QIP)

Recommended Books

1. Fundamentals of Financial Management—Chandra Bose
2. Financial Management—Paresh P. Shah

Part-II Semester-III Paper-XV

Project & Viva Voce (On General Insurance)

Different conventional and research topics are assigned to each student with the approach of different functional areas, so that he/she will be more conversant with the practical practices of strategic methodology of operation and market orientation. Student is also encouraged to perform in the real operative situation to enhance their skills. Student has to present the project report for Internal and External Examination.

***Topics, Objectives & Guidelines of the Project are to be decided by the Project Guide.**

Part-II Semester-IV Paper-XVI

Security Analysis—II

1. *Technical Analysis—Introduction, Basic Assumptions, Fundamental vs. Technical Analysis, Old Puzzles and new developments, Fibonacci Numbers.*
2. *The Dow Theory, Elliott Wave Principles, Kondratev Wave Theory, Choas Theory, Neutral Networks*
3. *Charting, Types of Charts, Important Chart Pattern and Limitations of Charts.*
4. *Technical Indicators, Indicators of the Witchcraft Variety.*
5. *Market Theory—Forms of efficient market hypothesis, Weak form and the Random Walk, Semi strong forms, Strong forms, Implications, Challenges to Security analysis, Efficient Market Theory.*

Recommended Books

1. *Fundamentals of Investment Management—V.K. Bhalla*
2. *Investment Management-Security Analysis and Portfolio Management-V. K. Bhalla*
3. *Investment Management—V. Gangadhar & G. Ramesh Babu*

Part-II Semester-IV Paper-XVII

Portfolio Management—II

Factor Model and Arbitrage Pricing Theory—Single factor model, Multiple factor model, Arbitrage Pricing Theory (APT) Model, Assumptions, Deriving the arbitrage pricing theory and its applications.

Portfolio Investment Process—Basic Principles, Planning, Implementation, Portfolio monitoring, Portfolio objectives, Types of portfolio, Constrains in the portfolio, Statement of investment policy.

Bond Portfolio Management Strategies—Active strategy, Bond indexing, Diversification and portfolio size, Indexing methodologies,

Approach—Cell approach, Variance maximization approach, Optimisation approach, Logistical problems in implementing an indexing strategy, Enhanced indexing, Liability funding strategies, Immunization factor of a portfolio, Bond performance measurement and evaluation.

Portfolio Performance Evaluation—Measurement of Return, Formula plans, Constant rupee value plan, Constant ratio plan, Variance ratio plan, Rupee cost averaging, Risk adjusted measure of performance, Sharpe's Reward to Variability ratio, Treynor's Reward to Volatility ratio, Jansen's differential return measure, Application of evaluation technique.

Recommended Books

1. *Fundamentals of Investment Management—V.K. Bhalla*
2. *Investment Management-Security Analysis and Portfolio Management-V. K. Bhalla*
3. *Investment Management—V. Gangadhar & G. Ramesh Babu*

Part-II Semester-IV Paper-XVIII

Banking and Merchant Banking Products and Services

Introduction to Banking Products and Services, Types of Products and its classification, Customer orientation with the product, Product mix strategies, Cost of Product and Service operation, Different type of Cards and its usage, Debit card, Credit card and its different classification with privileges,

Different other services offered by the bank for the customers—Paid and Unpaid services

Introduction to Merchant Banking—Services and its importance, Hire Purchase, Leasing, Amalgamation, Merger and Acquisition, Lease agreement, Project Planning and Finance, Venture Capital, Credit Rating, Factoring Services, Forfeiting, Securitisation of Debt, Foreign Direct Investment, Merchant Banking tools and process.

Recommended Books

5. *Financial Instruments and Services*—Nalini Prava Tripathy
6. *Banking Products and Services*—Taxman

Part-II Semester-IV Paper-XIX

Customer Relationship Management

Introduction to CRM, importance, Functions, CRM vs. Marketing, Role of Customer and Market Research in CRM, Customer response and its importance, Medium of Response, Customer Satisfaction—Factors, Measurement and Satisfaction, Loyalty and Customer Retention—Drivers of Customer Loyalty, Customer loyalty management, Satisfaction and Advantages of loyalty, Complaint Management System—Classification and advantages. Services and CRM—Characteristics and types, Services in the role of Customer Satisfaction eCRM—Meaning and Importance, Role of eCRM in the integration of CRM, CRM flowchart and Software application

Recommended Books

1. *Customer Relationship Management*—R. K. Sugandhi
2. *Customer Relationship Management-Banking Perspective*—N. Pani & S. Mohapatra
3. *Customer Relationship Management*—H. Peeru, Mohamed & Sagadevan
4. *Customer Relationship Management*—V. Kumar & Werner J. Reinartz
5. *Electronic Customer Relationship Management*—J. Fjermestad, Nicholas C. Romano Jr.
6. *Customer Relationship Management*—Kristin Anderson & Carol Kerr

Part-II Semester-IV Paper-XX

Project & Viva Voce (On Portfolio Management)

Different conventional and research topics are assigned to each student with the approach of different functional areas, so that he/she will be more conversant with the practical practices of strategic methodology of operation and market orientation. Student is also encouraged to perform in the real operative situation to enhance their skills. Student has to present the project report for Internal and External Examination.

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Part-III Semester-V Paper-XXI

Insurance and Banking Laws—I

Definition and sources of Law:

*Administration of justice in India—Power of Supreme Court and other courts and tribunals
Life insurance contracts—basis of contract—representation and warranties, Lok Adalats*

Insurance Acts

The Insurance Act 1938, Duty of disclosure –Section 45 of the insurance Act 1938—froud—indisputability of Life policies—case law on the subject, Assignment of policies under section 38 of the Insurance Act 1938-Nomination under section 39 of the Insurance Act 1938-Policies under trust- Section 6 of the MWP Act—Loss of Policies, The IRDA Act-1999, The Life Insurance Corporation act-1956.

Banking Acts

Banking Regulation Act 1949, Reserve Bank of India Act 1934 and Section 45, NBFC directions issued by RBI, Anti Money Laundering Act

Rules and Regulations of Securities and Exchange Board of India (SEBI) about investment

Recommended Books

1. *Laws Related to Banking and Insurance*—O. P. Agarwal
2. *Insurance Law and Practice*—C. L. Tyagi & Madhu Tyagi
3. *Business Laws*—Nabhi's
4. *Business Law*—R. S. N. Pillai & Bagavathi
5. *Insurance Law Manual*—Taxman

Part-III Semester-V Paper-XXII

Stock Market Operation & Management—I

Introduction to Stock Market, Different offers of the stock market, Determining the share value, Determining the investment return, The initial market offer, Brokerage Firm, Primary and Secondary market operation, The specialist—Bulls and Bears, The Secondary Market—Over the counter trading, Investment Companies—Open End and Close End Funds, The package plan approach, Stock Options—Multipurpose Instruments, The Back offices—Following the long paper trail, Stock Market Theories, Analyzing Stocks, Provision of Tax over dividends and capital gains,

Recommended Books

1. *How the Stock Market Works—Dalton*
2. *Capital Market-Institution and Instruments—Fabozzi & Modigliani*

Part-III Semester-V Paper-XXIII

Financial Derivatives—I

Global Derivatives Market—Recent Trends, Value-at-Risk (VaR), Derivatives market in India, Regulatory and Trading Framework, Clearing and Settlements, Uses of Options, Types of Options, Valuation and Pricing, Factors determining for Option Price and Characteristics, Appreciation Factor, Binomial Model, Black-Scholes Model, Assumptions, The Specific Model, Dividend adjustment, Put valuation-Delta, Theta, Gamma, Vega, Rho, Hedging option portfolio in practice, Risk Containment measure for stock options and Index options, Portfolio Insurance, Put-call Parity Relationship.

Future markets-Contracts, Trading and Margins, Clearing House and Clearing margins, Hedging using index futures, Naive Hedging model, Stock index price sensitivity model, Market timing, Speculations on unsystematic risk, Stock index future pricing—Carrying—Cost Model, Triple Witching hour, Futures vs. Options, Synthetic futures, Futures vs. Forward Market Risk, Containment measures for Index Futures in India, Strategies for Futures Market.

Recommended Books

1. *Fundamentals of Investment Management—V.K. Bhalla*
2. *Investment Management-Security Analysis and Portfolio Management-V. K. Bhalla*
3. *Investment Management—V. Gangadhar & G. Ramesh Babu*

Part-III Semester-V Paper-XXIV

Management Information System

Introduction to MIS, Importance, Organizational Structure, Logical Foundation of MIS, Nature and Characteristics of Organization, Data processing and Information, Management and Decision making, Classification of Information system, Information support for the functional areas, Impact of Business on information system, Absorption of MIS in the organization,

Introduction to data base management system, Data models, Data administration, Decision support system, Characteristics of DSS, Model management, DSS generators, Group decisions.

Introduction to Information Technology and Telecommunication, Brief discussion on Structured Query Language (SQL) and Fourth Generation Language (4GL)

Recommended Books

1. *Management Information System—S. Sadagopan*
2. *Management Information System—S. A. Kelkar*
3. *Management Information System—Sandhir Sharma & Gautam Bansal*
4. *Management Information System—Waman S. Jawadeka*

Part-III Semester-V Paper-XXV

Project & Viva Voce (On Banking)

Different conventional and research topics are assigned to each student with the approach of different functional areas, so that he/she will be more conversant with the practical practices of strategic methodology of operation and market orientation. Student is also encouraged to perform in the real operative situation to enhance their skills. Student has to present the project report for Internal and External Examination.

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Part-III Semester-VI Paper-XXVI

Insurance and Banking Laws—II

Insurance Laws

General Insurance Business (Nationalisation) Act- 1972, Motor Vehicles Acts-1988, The Inland Steam-Vessels (Amendment) Act-1977, Marine Insurance Act-1963, The carriage of Goods by Sea Act-1925, The Merchant Shipping Act -1958, The Bill of Lading Act-1855, The Carriage of Air Act-1972, Workmen's Compensation Act -1923, Employees State Insurance Act-1948, Public Liability Insurance Act-1991, The Indian Stamp Act-1899, Overseas Medical Insurance-Reinsurance, The Railway Act-1890, The Post Office Act-1898, Multimodal Transport Act-1972 The Arbitration and Conciliation Act-1996, Consumer Protection Act 1986, Information Technology Act-2000, The Insurance (Amendment) Act 2002, Insurance Ombudsman.

Banking Laws

Negotiable Instrument Act, 1881, Provisions of Indian Companies Act 1956 relating to banking. Indian Contract Act 1872—General indemnity and guarantee, Bailment and Pledge, Agency

Recommended Books

- 6. Laws Related to Banking and Insurance—O. P. Agarwal*
- 7. Insurance Law and Practice—C. L. Tyagi & Madhu Tyagi*
- 8. Business Laws—Nabhi's*
- 9. Business Law—R. S. N. Pillai & Bagavathi*
- 10. Insurance Law Manual—Taxman*

Part-III Semester-VI Paper-XXVII

Stock Market Operation & Management—II

Depository and Non depository Institutions, Investment Banking Firms, Risk and Return Theories, Financial Future Markets, Option Markets, Swaps, Caps and Floor Markets, The Equity Market, Stock options market, The theory and structure of interest rates, Valuation of debt contracts and their price volatility characteristics, The term structure of interest rates, Money markets, Treasury and Agency Securities Market, Corporate Instruments Market, Multiple Securities Market, The mortgage market, The market for mortgage backed securities, The market for asset backed securities, Exchange traded interest rate-Future and Options, OTC interest rate and credit derivative market, The market for foreign exchange and risk control instruments.

Recommended Books

- 1. How the Stock Market Works—Dalton*
- 2. Capital Market-Institution and Instruments—Fabozzi & Modigliani*

Part-III Semester-VI Paper-XXVIII

Financial Derivatives—II

Swaps—The teenage years, The basic swap structures, Interest rate swaps, Fixed rate

currency swap, Currency coupon swaps, Basis rate swaps, Reducing swap risk, Swap options—Equity caps and floors.

Convertible Securities, Debentures, Features, Objectives of Convertible Debentures, Valuation of Convertible Debentures, Implications of the Convertible Bond Issue for the Issuing Company, Convertible Preference Share, Selecting Convertibles, Future of the Convertible Securities.

Warrants—Consideration for share issued through warrants, gearing effects, Valuing warrants, Lapse of warrants, Warrants attached to debentures, Option and warrants.

Hedging—Objectives and benefits, Process, Short Hedging and Long Hedging, Contract Choice, Margin requirements and marking to market, Cross hedges and Changing Volatilities of an asset position, Strategies for hedging, Short term interest rate hedge, The long hedge, Asset-Liability hedge, Portfolio hedge.

Recommended Books

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2. *Investment Management-Security Analysis and Portfolio Management-V. K. Bhalla*
3. *Investment Management—V. Gangadhar & G. Ramesh Babu*

Part-III Semester-VI Paper-XXIX

Management Control System

Basic Concepts of Management Control System, Strategic planning, Management control and Operational control, Structure and Process, Adaptive control system—Design, System and Culture, Organizational Structure, Behaviour in organization, Strategies, Goals and Objectives, Management control information, Responsibility accounting, Control Process—Responsibility budgeting and Management by objectives, Key variable and financial goal setting, Divisional operation and profit centers, Measurement of divisional performance and Transfer pricing, Operational control—Traditional control and activity based cost system, Discretionary expense control administration, Research and Development, Marketing and Support Activities, Project operation and Management control, Mathematical models for Management Control.

Recommended Books

1. *Management Control system—N. Ghosh*

Part-III Semester-VI Paper-XXX

Project & Viva Voce (On Security Market)

Different conventional and research topics are assigned to each student with the approach of different functional areas, so that he/she will be more conversant with the practical practices of strategic methodology of operation and market orientation. Student is also encouraged to perform in the real operative situation to enhance their skills. Student has to present the project report for Internal and External Examination.

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THE END