



St. Xavier's College (Autonomous)

Department of Management Studies
BMS
Semester 4

Syllabus

June 2019 onwards

COURSE: CMS0401

RESEARCH METHODS IN BUSINESS

[60 LECTURES]

Learning Objectives:

- This program aims to educate the student about the importance of market research in business. It not only focuses on the scope of MR but also aims at helping the students to understand the accurate and comprehensive method of conducting a complete MR program. Company based MR projects would also give the students a feel of the market, problems faced during research and analysis and it would also add value to their learning.

| Unit number | Topics | No. of lectures |
|--------------------|--|------------------------|
| I | Fundamentals of Research- definition, Objectives and Significance , types of research- basic, applied, historical, descriptive, exploratory, experimental, ex-post-factor and case study approach Approaches to research- a) Quantitative approach I. inferential II. experimental III. simulation b) Qualitative Approach I. ethnographic II. phenomenological III. field research importance of research in management decisions:- various areas of research in business a) marketing research b) government policies c) social relationship d) Planning and operational problems of research in business | 15 |
| II | Research process:- Selecting the topic, defining the research problem, objectives of research, literature survey, sample design, data collection, execution of project, analysis of data and hypothesis testing, generalization and interpretation and preparation of research report. Features of good research design Research design: meaning, need, features of good research design, types of research design a) for exploratory research b) for descriptive research c) for causal research studies | 15 |
| III | Hypothesis :- Meaning, importance and types, Formulation of hypothesis and testing of hypothesis. Type 1 & Type 2 Error Chi- square test, correlation co-efficient, regression analysis, T-Test , Z-Test, ANOVA- Random Block Design. Kolmogorov-Smirnov Test.. McNemar Test. Sampling | 15 |

| | | |
|-----------|---|-----------|
| | <p>Meaning, Sample and sampling, essentials of good sample, sample size, methods of sampling:-</p> <p>a) Probability sampling, cluster sampling stratified sampling, multi stage sampling.</p> <p>b) non- probability sampling:- purposive sampling, quota sampling, convenience sampling</p> <p>Scaling Techniques- Measuring Attitudes</p> | |
| IV | <p>Sources and Methods of data collection</p> <p>Primary and secondary data</p> <p>a) primary sources:-</p> <p>I. Questionnaires</p> <p>II. Interviews</p> <p>III. Observation</p> <p>IV. Group discussions/ Brainstorming / Focus group discussions</p> <p>b) Secondary Sources</p> <p>data Processing tabulation – data analysis and Interpretation</p> <p>Report Writing – layout of research report</p> <p>Ms - Excel (For project work)</p> <p>Data entry (data view and variable view)</p> <p>Working on – edit, view, data, transform</p> <p>Analysis : statistics/graph</p> | 15 |

Continuous Internal Assessment:

Project work (Group) : Detailed Market Research Study with a minimum of 300 respondents on any research based topic as approved by the professor. The project will run concurrently with the course work so that the students learn the correct techniques of conducting a market research study.

The data will be analysed with the help of statistical tools that is taught during the course work. 40 marks will be divided as follows:

- i. Report : 20 marks**
- ii. Group Viva: 20 marks**

Reference Books:

| Sr. No. | Title | Author | Publisher |
|----------------|---|--------------------------------------|---------------------------|
| 1 | Research methodology – methods and techniques | C R Kothari | New Age International |
| 2 | Research methodology | O R Krishnaswamy | Himalaya Publishing house |
| 3 | Business Research methods | Donald R Cooper & Pamela R Schindler | |
| 4 | Research methods in Business | Nandagopal/ Rajan | Excel |
| 5 | Research methods for Business – A skill building Approach | Uma Sekaram | |
| 6 | Research Methods | Donald H McBurney | CRC Press |
| 7 | Statistics for Management | T Levin and Reuben | Prentice Hall |
| 8 | Research methods for management | Dr S Shajahan | Jaico |

| UNIT | KNOWLEDGE | UNDERSTANDING | APPLICATION | TOTAL |
|-------|-----------|---------------|-------------|-------|
| I | 7 | 3 | - | 10 |
| II | 6 | 4 | 6 | 16 |
| III | 5 | 4 | 7 | 16 |
| IV | 7 | 4 | 7 | 18 |
| TOTAL | 25 | 15 | 20 | 60 |

COURSE:CMS0402

FINANCIAL MANAGEMENT
[60 LECTURES]

Learning Objective:

- To help students to understand the technicalities with respect to the mobilization and deployment of funds by a business organization.
- To introduce them to the art and science of managing money
- To help them understand how financial management is interlinked with all other functions of business

| Unit Number | Title | No. of lectures |
|--------------------|---|------------------------|
| I | <p>Introduction Meaning and scope of financial management Functions and objectives of financial management Changing role of finance manager</p> <p>Working Capital Management Definition-GWC and NWC(Explain Core Assets and Non Core Assets) Components of Working Capital Factors Determining Working Capital</p> <p>Receivables Management Meaning and Importance Credit policy variables Cases study on credit evaluation Methods of credit evaluation -Traditional and numerical credit scoring Monitoring and debtors- Techniques -DSO, Ageing Schedule, Collection Matrix</p> <p>Cash Management Motives of holding cash Strategies of cash management Cash Budget: Meaning and objectives Budgeting of receipts and payments- Trading, non trading and capital Preparation of monthly budget and finding out closing cash balance (Excl. financial statements to be made from the working capital estimation)</p> | 15 |
| II | <p>Cost of Capital and capital Structures</p> <p>Types of capital Debt Equity Retained Earnings</p> | 15 |

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|------------|--|-----------|
| | <p>Preference Cost of capital for each type of capital Weighted cost of capital Marginal cost of capital Marginal cost of capital (w.r.t Expansion) Designing capital structure alternatives</p> <p>Types of leverages (Combined, Operating, Financial)</p> | |
| III | <p>Capital Budgeting</p> <p>Introduction, types of capital, sources of capital Evaluation of capital expenditure proposal from given cash flow, concept of present value Techniques of appraisal of investment proposal Payback period, Average rate of return Net present value method Profitability index method</p> | 15 |
| IV | <p>Business restructuring Importance Financial Implication Valuation</p> <p>Types of business restructuring Merger Amalgamation De-merger Other restructurings (Elementary accounting problems- testing fundamental knowledge only)</p> <p>Long term and short term sources of finance Traditional and modern instruments of finance including securitizations</p> | 15 |

Continuous Internal Assessment :

Mid semester test

Project Work- Assignment

Reference Books:

| Sr. No. | Title | Author | Publisher |
|---------|-------------------------------------|----------------------------|------------------------|
| 1 | Financial Management | Chandra Prasana | Tata McGraw |
| 2 | Financial management | Khan, M and Jain,P | Tata McGraw |
| 3 | Financial management and policy | Jams, C | Prentice Hall of India |
| 4 | Financial Management | Pandey, I.M | Tata McGraw |
| 5 | Fundamentals f financial management | Horne,J., Walchowicz,J. | Prentice Hall of India |
| 6 | Investment management | Bhalla V | S.Chand |
| 7 | Financial Management | Diwan P | Pentagon |

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| 8 | Financial Management | Bhalla V K | Amol |
| 9 | Financial Management | Kapur S | S.K.Publishers |
| 10 | Financial Management Handbook | Alexander Hamilton | Global books |

COURSE:CMS0403

PRODUCTIVITY AND QUALITY MANAGEMENT
[60 LECTURES]

Learning objectives:

- To give an adequate exposure to the product/service quality concept and the means to achieve it.
- To provide an overview of how company productivity can be improved.

| Unit Number | Topic | No. Of Lectures |
|--------------------|--|------------------------|
| I | Concept of productivity and various ways/modes of calculating it Ways to improve productivity - Partial Productivity and Total Productivity - Simple direct problems relating to productivity, partial productivity and total productivity - Product and Service Quality dimensions - Characteristics of quality - Quality Assurance - Quality Circles - Elements of Total Quality System - Philosophies regarding Quality, namely, Deming and his contribution to quality, Dealing's 14 point for management, Philip B. Crosby's philosophy relating to quality, Juran's philosophy regarding quality - Cost of Quality | 15 |
| II | Suggestion Schemes Various type of wage, incentive plans - Total productivity maintenance - Job evaluation and job rotation - Learning curves- description, limitations and use to management - Simple problems on learning curves - Lateral thinking - Split grain theory - Work Study (Method study, Time and Motion study) - Work measurement problems on these topics. | 15 |
| III | Concepts of customer service in relation to right quality, right quantity etc. Total Quality Management- definition, basic concepts, eight building blocks, seven stages and pillars of TQM, seven deadly disasters and TQM in services - Introduction to "lean" thinking - Juran's trilogy- Mura, Mari and Muda - Kepner Trego model problem solving - Brainstorming - Delphi and nominal group techniques - Ergonomics - Single Digit Minute Exchange of Dies (SIMED) - Benchmarking. | 15 |
| IV | Holistic Quality Management Six Sigma- Features, Enablers, Goals, DMAIC/DMADV - Taguchi's Quality Engineering - Poka Yoke - National Productivity Council - JIDOKA - KANBAN - Ishikawa (Fishbone) diagram - ISO Standards regarding quality such as ISO 9000, QS 9000 and other emerging standards - Malcolm Bridge, National Quality Award, Deming Application Prize, TPIA Awards | 15 |

Continuous Internal Assessment:

Mid semester test

Project Work- Presentation

Reference Books:

| Sr. No. | Title | Author | Publisher |
|---------|---|-------------------------------------|---------------------------|
| 1 | Productivity Techniques | SrinivasGondhalkar and UdaySalunkhe | Himalaya Publishing House |
| 2 | Productivity Techniques | Gerard Leone and Richard D Rahn | Jaico Book House |
| 3 | TQM: Text with cases | John S Oakland | Butterworth-Heinemann |
| 4 | Total Productivity Management- A systematic and quantitative approach to compete in quality, price and time | David J Sumanth | St.Lucie Press |
| 5 | The five pillars of TQM: How to make total quality management work for you | Bill Creech | Dutton/Plume |
| 6 | Six Sigma for dummies | Craig Gygi, Neil DeCarlo | Bruce Williams |
| 7 | Fundamentals of quality control and improvement | AnitavaMitra | Pearson Education, India |
| 8 | Productivity Management: Text and Cases | Chen Gordon K.C and McGrath R | Dryden Press |

COURSE:CMS0404

CO-OPERATIVES AND RURAL MARKETS [60 LECTURES]

Learning Objectives

- The main objective of this paper is to highlight the characteristics of rural markets, changing pattern of rural demand in India and its implications on the various marketing strategies of business organizations. It also focuses on the agricultural sector and the various initiatives taken by the government in improving the lives of farmers in the country.
- A study of the co-operative sector also highlights the need for co-operatives in India and how the concept has led to the development and progress in the socio-economic condition of the Indian people.

| Unit Number | Topic | No. Of Lectures |
|--------------------|--|------------------------|
| I | The concept of cooperation, historical background, principles, objectives, characteristics, types of cooperatives Formation of Co-operatives (Urban Co-operative banks, Credit Cooperative Societies, Housing Co-operative Societies, Labour Cooperative Societies, APMC) Role of Cooperatives- Social and Economic development, Role of Local Leadership, Competition from Non Cooperative Organisations. Role of NABARD- State Government, RBI (Urban Banks Dept.), Federations | 15 |
| II | Legislations influencing cooperatives, Intent and Scope of Maharashtra State Cooperative Societies Act 1960, MSCS Rules 1961, Consumers Protection Act 1986, Case Studies: Lijjat, KVIC, Amul, National Dairy development Board, Sugar cooperatives, Labour Cooperatives Challenges before cooperatives, strategy to face the challenges, future of cooperatives in India | 15 |
| III | Definition and Scope of rural markets, Rural versus urban markets, Rural marketing environment, Rural consumer profile, Consumer Behaviour, Rural Marketing Mix Rural Market Segmentation, Targeting and positioning, Marketing of consumer durables, rural sales force management | 15 |
| IV | Agricultural Produce Marketing, Importance, Problems, Lines of improvement, Regulated markets Quality Orientation, Standardization and grading Role of financial institutions in agricultural marketing, innovative marketing techniques and recent trends in rural markets Impact of globalization on Indian Markets, e-choupal, commodity markets (importance) | 15 |

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

Reference Books:

| Sr.No. | Title | Author | Publisher |
|--------|--|-----------------|---------------------|
| 1 | Rural Marketing | TP Gopaldaswamy | Vikas Publishing |
| 2 | Management of Cooperatives | Ramakishen | Jaico Publishing |
| 3 | Rural Marketing | Krishnamoorthy | Himalaya Publishing |
| 4 | Rural Marketing | Ramakishen | Jaico Publishing |
| 5 | Marketing of Agricultural produce in India | AP Gupta | Vora and Co. |
| 6 | Rural Marketing | Badi and Badi | Himalaya Publishing |
| 7 | New dimensions of cooperative management | Kamath | Himalaya Publishing |
| 8 | Cooperative management and Administration | Goel B | Deep and Deep |

| UNIT | KNOWLEDGE | UNDERSTANDING | APPLICATION | TOTAL |
|-------|-----------|---------------|-------------|-------|
| I | 7 | 3 | - | 10 |
| II | 6 | 4 | 4 | 14 |
| III | 7 | 4 | 7 | 18 |
| IV | 7 | 4 | 7 | 18 |
| TOTAL | 27 | 15 | 18 | 60 |

COURSE :CMS0405
BUSINESS ENVIRONMENT
[60 LECTURES]

Learning Objectives

- To reflect the volatility of the business environment
- To understand how external factors influence business in a major way.
- To enable students to place every issue related to business in its proper perspective and make a sound decision to solve problems.

| Unit Number | Topic | No. Of Lectures |
|--------------------|--|------------------------|
| I | Constituents of Business Environment, Political ideology, economic policy, legal system, level of technology, competition, social and cultural factors | 15 |
| II | Evolution of Business Environment in India: Pre British Period, British Period, From Independence to Indira Gandhi Era, Rajiv Gandhi and Chandra Shekhar Period, Post 1990- Liberalisation and globalisation of Indian economy | 15 |
| III | International Business Environment Globalisation International treaties and impact on Indian Economy Challenges for Indian Economy | 15 |
| IV | India's response to the Evolving Business Environment Government policies since the year 2000 Global Capital Flows, Banking and Capital Markets, Investment Opportunities for Indian Industry, Response of Indian Industrialists | 15 |

Continuous Internal Assessment:

Mid semester test

Project Work-Presentation

Reference Books:

| Sr. No. | Title | Author | Publisher |
|----------------|---|---------------|--------------------|
| 1 | Business Environment | Cherunilam F | Himalaya Mumbai |
| 2 | Essentials in Business Environment | Aswathappa | Himalaya Mumbai |
| 3 | Business Environment | Raj Aggarwal | Excel Books, Delhi |
| 4 | Business Environment | Mathew M | RBSA, Jaipur |
| 5 | Strategic Planning for Corporate Ramaswamy | V McMillian | New Delhi |

| | Knowledge | Understanding | Application |
|----------|-----------|---------------|-------------|
| Unit I | 06 | 05 | |
| Unit II | 04 | 03 | 04 |
| Unit III | 06 | 06 | 07 |
| Unit IV | 06 | 06 | 07 |
| TOTAL | 22 | 20 | 18 |

COURSE:CMS0406

BANKING, INSURANCE AND CAPITAL MARKETS [60 LECTURES]

Learning Objectives:

- To provide basic understanding about the Banking, Insurance and other financial services and to help students understand the concept of risk management in respect to the above two industries.

| Unit Number | Topics | No. Of. Lectures |
|--------------------|--|-------------------------|
| I | Overview of Indian Banking Sector and Central Banking Concept Structure of Indian banking Sector Sources of funds for a Bank Various deposit products Types of bank financing – fund based and non fund based Cash, credit, bank overdraft, term loan, demand loan, export /import financing, rural/farm lending etc Bank guarantee Introduction to NPAs and its management Classification of NPAs and recovery strategy Central Banking Concept Functions and roles of RBI Money creator Credit regulator Supervision of banking sector Reforms in Indian Banking Narsimha Committee I & II Fundamentals of Investment Banking Fund based and fee based services Innovations in Banking, E- banking Introduction to NBFC – role and classifications | 15 |
| II | Insurance – Basic principles of insurance Significance of insurance to business Reasons for slow growth of Insurance business in India Types of Insurance Life, fire, marine, crop/agriculture insurance Bancassurance Policy servicing and claim settlement Nomination and assignment Surrender and paid up value of policy Procedure to take life insurance policy Claim settlement under life insurance policy | 15 |

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| III | Special Purpose Institutions – NABARD, SIDBI Inclusive Banking Trade Finance BASEL Global Banking | 15 |
| IV | Capital Markets Primary Markets IPO and Book Building Process Secondary Markets Role of SEBI Intermediaries of Capital Markets Approach to capital markets for wealth creation | 15 |

Continuous Internal Assessment:

Mid semester test

Project Work- Presentation

Reference books:

| Sr. No. | Book | Author | Publisher |
|---------|---|-----------------------------|-----------------------------|
| 1 | Risk management and Insurance | Trushmann, Gustavian, Hoyt | |
| 2 | Modern Communication Banking | H.R. Machiraju | New Age Int. |
| 3 | Elements of Banking and Insurance | Sethi and Bhatia | Prentice Hall |
| 4 | Indian Financial System | M Y Khan | TMG |
| 5 | Indian Financial System | BharatiPathak | Pearson |
| 6 | Financial institutions and Market | L.M. Bhole | TMG |
| 7 | Retail banking | Raghu Palat | Cortland Rand |
| 8 | Indian Economy | K.P.M. Sundarain | S. Chand |
| 9 | Banking Theory and Practice | K. C. ShekharLekshmyShekhar | 19e, Vikas Publishing House |
| 10 | Central banking in developing countries | AnandChandavarkar | |

| | Knowledge | Understanding | Application |
|----------|-----------|---------------|-------------|
| Unit I | 06 | 05 | |
| Unit II | 04 | 03 | 04 |
| Unit III | 06 | 06 | 07 |
| Unit IV | 06 | 06 | 07 |
| | 22 | 20 | 18 |