

**DEPARTMENT OF BUSINESS ADMINISTRATION  
PhD Programme**

**COURSE STRUCTURE**

**Core Courses**

Existing Code	Proposed Code	Course Name	L	T	P	CH	CR
BM 701	BM 701	Research Methods in Business	3	0	1	5	4
BM 702	BM 714	Managerial orientation	4	0	0	4	4

**Elective Courses**

Existing Code	Proposed Code	Course Name	L	T	P	CH	CR
BM 703	BM 715	Organizational Behaviour	2	1	1	5	4
BM 704	BM 716	Emerging Trends in Human Resource Development	2	1	1	5	4
BM 705	BM 717	Leading Change	2	1	1	5	4
BM 706	BM 718	Financial Management Decisions	2	0	2	6	4
BM 707	BM 719	Trends in Corporate Accounting	2	1	1	5	4
BM 708	BM 720	Advanced Quantitative Research	2	0	3	6	4
BM 709	BM 721	Advanced Marketing Management	4	0	0	4	4
BM 710	BM 722	Consumer Psychology	4	0	0	4	4
BM 711	BM 723	Service Marketing	4	0	0	4	4
BM 712	BM 724	Entrepreneurship Development: Strategies and Models	2	0	4	6	4
BM 713	BM 713	Livelihood and microfinance	2	1	2	6	4
	BM 725	Practical Quality Management	4	0	0	4	4
	BM 726	Trends in Financial Management	4	0	0	4	4

## DETAILED COURSE STRUCTURE

**Course Code: BM 701**

**(L-3,T-0,P-1, CR-4)**

**Name of the Course: Research Methods in Business**

Introduction to Research and Statistics

Role of Research in Business, Value of Information, Cost of Information, Ethics in Research, Research Design, Research Process, decision to undertake Research, types of Research, Sources of data, Sources of secondary data in India, Effects in change in Technology in overall Research Design

Scales of Measurement

Primary Data Collection

- Various type of ó Interview, Observation and Mechanical (including electronics) methods

- Criteria of selection of an ideal method at different situations

Introduction to Questionnaire Design, Components of the Questionnaire, Steps of Questionnaire Design

Question Content, Response format: Question Wordings- various principles thereof.

Common blunders while designing Questionnaire, Creative Questionnaire design, Pilot survey

Sampling: Concept of error in research, Population defined, Sampling Frame, steps in selection a sample

Various types of Sampling Methods

- Probabilistic Method: Sample Random Sampling, Stratifies Random Sampling, Cluster Sampling.

- Non probabilistic Methods: Convenience Sampling, Judgement Sampling and Quota Sampling, Dangers of Non Probabilistic Sampling Procedures

Determination of Sample Size

Data Processing: Editing, decoding, coding

Introduction to SPSS package

Hypothesis Testing

- Univariate Data Analysis Techniques

- Bivariate Data Analysis Techniques

- Multivariate Data Analysis Techniques: Factor Analysis, Cluster Analysis, Analysis of Variance (ANOVA) etc.

Research Report Writing

Advance use of multivariate technique using SPSS in global social science research: Factor Analysis, Cluster Analysis, Regression Analysis etc.

Guide to Referencing: APA Style, Vancouver Style.

Literature Survey: Its importance and implications in the initial stage of the research.

**Books/References:**

1. P.U. Young: Scientific Social Survey Research
2. F.W. Kerlingee: Foundation of Behavioral Research
3. C.C. Enroy: Business Research Method
4. D.J. Luck, R.S. Rubin: Marketing Research
5. Donald & Hawkins: Marketing Research
6. G.C. Beri: Marketing Research
7. Tull & Hawkins: Marketing Research, Measurement & Methods
8. Levin & Rubin: Statistic for Management

**Course Code: BM 714**  
**(L-4,T-0,P-0,CR-4)**  
**Name of the Course: Managerial Orientation**

**Unit 1: Introduction to management:**

- 1.1 Need for management
- 1.2 Evolution of management
  - 1.2.1 Scientific management put forward by Taylor
  - 1.2.2 Modern management by Fayol
  - 1.2.3 Hawthorne Studies
  - 1.2.4 McKinsey's 7S framework
- 1.3 Managerial skills propounded by Henry Mintzberg
- 1.4 Definition of Management

**Unit 2: Planning**

- 2.1 Need for planning
- 2.2 Different Types of plans
- 2.3 Steps in planning
- 2.4 Management by Objectives

**Unit 3: Strategies**

- 3.1 TOWS matrix
- 3.2 Porter's Industry Analysis and generic competitive strategies
- 3.3 Successful implementation of strategies
  - 3.3.1 Understanding why strategies fail
  - 3.3.2 What is required for successful implementation of strategies

**Unit 4: Organizing**

- 4.1 Meaning of organizing
  - 4.1.1 Formal and informal organization,
- 4.2 Different forms of departmentation
- 4.3 Understanding a Matrix organization
- 4.4 Strategic Business Unit
- 4.5 Meaning of Line and staff
- 4.6 Span of Management
- 4.7 Factors affecting centralization & decentralization
- 4.8 Delegation

**Unit 5: Staffing**

- 5.1 Introduction
- 5.2 Objectives
- 5.3 Concept of staffing
- 5.4 Understanding the Systems approach to staffing,
- 5.5 Managing Human Resource Inventory

**Unit 6: Leading**

- 6.1 Introduction
- 6.2 Objectives
- 6.3 Essence of leadership
- 6.4 Likert's four systems of management
- 6.5 Blake and Mouton's Managerial Grid
- 6.6 Contingency theory of leadership

**Unit 7: Control Process**

- 7.1 Definition
- 7.2 Critical points and standards
- 7.3 Control mechanisms
- 7.4 Requirements for effective control

**Unit 8: Control techniques**

- 8.1 Budgetary control techniques
- 8.2 Non-budgetary control technique
  - 8.2.1 Statistical analysis
  - 8.2.2 Special reports
  - 8.2.3 Operational audit
  - 8.2.4 Personal observation
- 8.3 Use of Time-Event Network Analysis

**Unit 9: Case Analysis and Presentation**

**Books:**

1. Koonz Harold & Heinz Weirich: Management ó a global perspective, Mc Graw Hill, 11<sup>th</sup> edition

**Reference:**

2. Stoner James A.F., R. Edward Freeman, Daniel R. Gilbert Jr.: Management, Pearson Education, 6<sup>th</sup> edition

**Course Code :BM715**  
**Name of the Course :Organizational Behaviour**  
**(L-2,T-1,P-1,CR-4)**

**Unit 1: Introduction to organizational behaviour**

- 1.1: Introduction : Concept, key components of OB
- 1.2: Significance of Organization Behaviour

**Unit 2: Individual Dynamics**

**2.1 Perception:**

- 2.1.1 Concept- perception,
- 2.1.2 Perception process,
- 2.1.3 Factors influencing perception
- 2.1.4 Perception and its application in OB,

**2.2 Personality,**

- 2.2.1 Concept,
- 2.2.2 Determinants of personality,
- 2.2.3 Types of personality
- 2.2.4. Influence of personality on OB

**2.3 Attitude**

- 2.3.1 Concept of attitude
- 2.3.2 Formation of attitude,
- 2.3.3 Types of attitude,
- 2.3.4 Significance of attitude

**2.4: Motivation**

- 2.4.1: Concept, need
- 2.4.2: Different theories of motivation
- 2.4.3: Application of motivational tools,

**Unit 3: Group Dynamics**

**3.1: Group behaviour**

- 3.1.1 Concept of group,
- 3.1.2 Reasons for joining group,
- 3.1.3 Stages of development
- 3.1.4 Concept of teams, team characteristics,

**3.2 : Leadership**

- 3.2.1 Concept,
- 3.2.2 Leaders and the manager- the difference
- 3.2.3 Leadership styles

**3.3: Conflict**

- 3.3.1 Concept,
- 3.3.2 Types of conflict
- 3.3.3 Conflict management strategies

## **Unit 4: Organizational dynamics**

### **4.1 Organization Culture**

4.1.1: Concept,

4.1.2: Types of culture,

4.1.3: Learning, creating and sustaining culture

#### **Text Books:**

1. Robbins, S.P.: Organization Behaviour, Prentice Hall India pvt. Ltd., New Delhi, 2003

2. Robbins, Judge, Sanghi.: Organization Behaviour, Pearson Education, India, 2008

#### **References:**

1. Luthans, Fred: Organization Behaviour, Tata Mc Graw Hill, New Delhi, 2004.

**Course code: BM716**  
**Name of the Course: Emerging Trends in Human Resource Development**  
**(L-2, T-1, P-1 , CR-4)**

**Unit 1: Introduction to HRD**

- 1.1: concept,
- 1.2: HRD as a total system
- 1.3: HRD and organization effectiveness
- 1.4: Strategic HRD
- 1.5: Planned and unplanned business needs

**Unit 2: Identifying training needs and the tools used**

- 2.1: Human Resource planning
- 2.2: Succession Planning
- 2.3: Critical Incidents
- 2.4: Management Information System
- 2.5: Performance appraisal system

**Unit 3: Specifying training needs**

- 3.1: Job Specification,
- 3.2: Investigating performance gaps

**Unit 4: Translating training needs into action**

- 4.1: Formal and informal training,
- 4.2: Various types of training.

**Unit 5: Training specification and evaluation**

- 5.1: Designing training/laying down the blue print
- 5.2: Training evaluation
- 5.3: Different types of training evaluation
- 5.4: Evaluation tools

**Unit 6: Current trends of HRD**

- 6.1: Competence mapping
- 6.2: Career management
- 6.3: Employee engagement
- 6.4: HRD outsourcing
- 6.5: Organization Development
- 6.6: Talent Management

**Text Books :**

1. Frances and Bee, Roland: Training Needs Analysis and Evaluation, University Press (India) Ltd., Hyderabad, 1999

**Reference Book:**

- 1 . Blanchard, P.T. and Thacker, J.W: Effective Training: System, strategies and practices, Pearson education, 2009
2. Singh, Sahagal, Jain, Gupta & Jain: Successful Application of HRD: Case Studies from Indian Organisations, Concept Publishing House, New Delhi, 1996

**Course Code:BM717**  
**Name of the Course :Leading Change:**  
**(L-2, T-1, P-1, CR-4)**

**Unit 1: Understanding Change**

- 1.1: Concept of change and Organizational Change
- 1.2: Different types of change
- 1.3: Need for change
- 1.4: Levers of change
- 1.5: Open System Planning model
- 1.6 : Environmental perspective

**Unit 2: Organization Vision and Strategic Planning**

- 2.1: Organizational Vision
- 2.2: Vision and strategy
- 2.3: Leadership and vision
- 2.4: Basic paradigms to realize vision

**Unit 3: The Change process**

- 3.1: Lewin's Perspective and other models

**Unit 4: Managing change**

- 4.1: Various Change Management models
- 4.2: The change process

**Unit 5: Planned interventions to deal with change**

- 5.1: Concept of Organization Development
- 5.2: OD process: Diagnostic activities, action planning, stabilization
- 5.3: Different types of OD interventions
- 5.4: OD Practices and other planned interventions in organizations

**Text Books :**

1. French, W.L & Bell, C.H: Organisational Development, Behavioral Science Intervention for Organisation Improvement, Prentice Hall, New Delhi, 2009
2. K. Harigopal: Management of Organisational Change, Response Books, New Delhi, 2001

**References:**

1. Thornbill, A: Managing Change, Pearson Education, New Delhi, 2008
3. Cummings, T. G. and Worley, C. G.: Organization Development and Change, Thomson Southwestern, Singapore, 7<sup>th</sup> edition, 2005
4. Grievess, Jim: Organizational Change, Oxford, New York, 2010.
5. Nilakant, V. & Ramnarayanan, S.: Managing Organisational Change, Response Books, New Delhi, 1998



**Course Code: BM 718**

**(L-2,T-0,P-2, CR-4)**

**Name of the Course: Financial Management Decisions**

**Unit 1:** Corporate Financial Objectives and Functions, finance decisions

**Unit 2:** Valuation of the Firm; Calculating Cost of Capital: Calculating Cost of Specific Funds, Calculating Weighted Average Cost of Capital

**Unit 3:** Corporate Investment Decisions: Cash Flow Projection, Evaluation Techniques

**Unit 4:** Corporate Restructuring: Mergers and Acquisitions, Types of Mergers, Evaluation of Merger Proposal, Take-over, Amalgamation, Leverage buy-out, Management buy-out

**Unit 5:** Financial Restructuring: Share Split, Consolidation, Cancellation of Paid-up Capital, Other Mechanisms

**Unit 6:** Corporate Failure and Liquidation-Case studies

**Unit 7:** Financial Environment of Business (with special emphasis on India), General financial environment, Introduction to Financial Markets, Basics of capital market mechanism, Regulatory framework

**Unit 8:** Risk and Return Portfolio Theory, Types of securities, issuing the capital in market, Pricing of issue, Valuation of Stocks and bonds.

Books/ References:

1. Prasanna Chandra, Financial Management ó theory and practices 6th edition,2012 Tata McGraw Hall Education
2. Prasanna Chandra, Investment Analysis and portfolio Management, 4th edition,2012 Tata McGraw Hall Education
3. Aswath Damodaran, Damodaran on Valuation- Security Analysis for Investment and Corporate Finance, Second Edition,2<sup>nd</sup> Edition,2012,Wley India Pvt. Ltd
4. B.Rajesh Kumar,Mergers and Acquisitions-Text and Cases,Ist Edition,2011, Tata McGraw Hall Education.

**Course Code: BM 719**  
**Name of the Course: TRENDS IN CORPORATE ACCOUNTING**  
**(L-2,P-1,P-1, CR-4)**

**Unit 1:** Introduction to financial statements

**Unit 2:** Financial statement analysis

**Unit 3:** GAAPs and accounting standards

**Unit 4:** Economics Value Added

**Unit 5:** Corporate Governance, Business Responsibility Report (BRR), Global reporting

**Unit 6 :** Financial Shenanigans (FS), Meaning, Motivations and Motivations and Opportunities for FS, FS Techniques, Regulatory Reactions, Detection and Prevention of FS

**Books/ References:**

1. Prasanna Chandra: Financial Management - theory and practices 6<sup>th</sup> edition
2. R. Narayanswami: Financial Accounting ó a managerial perspective, 3<sup>rd</sup> Edition, PHI
3. Ambarish Gupta: Financial Accounting-A Managerial Perspective,3<sup>rd</sup> Edition, Pearson
4. Howard M Schilit: Financial Shenanigans, 3<sup>rd</sup> Edition, Mc Graw Hills

**COURSE CODE :BM 720**  
**Name of the Course :Advanced Quantitative Research**  
**(L-2, T-0, P-3, CR-4)**

The aim of this paper is to offer insight into the detailed procedures of conducting social sciences research, particularly in management research. After completing this course the students should be able to conduct, validate and report scientific research in social sciences. The course particularly deals with the employment of tools using SPSS.

Prerequisite: At least B grade in BM 701 Research Methods in Business offered to the Ph.D. Scholars in the Department of Business Administration or equivalent exposure in courses offered by an Institute of repute.

Introduction to research and quick revision: revision of scales of measurement, research instruments, sample size determination, and sampling procedures.

Hypothesis testing: Null hypothesis and alternative hypothesis, univariate techniques, bivariate techniques

*Multivariate data analysis:*

Guidelines for multivariate techniques: establish practical and statistical significance, role of sample size, possible errors, importance of validation of results.

Analysis of Variance (ANOVA), Multivariate Analysis of Variance (MANOVA), Applications of ANOVA and MANOVA

Regression analysis: bivariate and multivariate regression, interpretation of results.

Factor analysis: usage of factor analysis, interpretation of results, assumptions regarding factor analysis, validating the results. Applications of factor analysis

Cluster analysis: use of cluster analysis, Hierarchical cluster analysis ó different methods of conducting hierarchical cluster analysis, K-means or quick cluster analysis ó different methods, interpretation of results.

Conjoint analysis: conducting CA, applications of CA, assessing reliability and validity.

Exposure to discriminant analysis and logistic regression, applications of discriminant analysis. Other multivariate techniques.

Use of multiple techniques.

**Text Books:**

1. Hair (Jr), J.F.; Anderson, R.E.; Tatham, R.L. & Black, W.C. : Multivariate Data Analysis, 5<sup>th</sup> Edition, Pearson Education, 2006
2. Malhotra N.K. : Marketing Research : An Applied Orientation, 4<sup>th</sup> edition, Prentice Hall of India, 2006

**References:**

1. Young P.U. : Scientific Social Surveys Research, 4<sup>th</sup> edition, Prentice Hall of India, 2007
2. Kerlinger F.W. : Foundation of Behavioral Research, 2<sup>nd</sup> edition, Surjeet Publishers, 1998
3. Luck D.J., Rubin R.S. : Marketing Research, 7<sup>th</sup> edition, Prentice Hall of India, 1994
4. Donald & Hawkins : Marketing research 6<sup>th</sup> edition, Prentice Hall of India, 1996
5. Beri G.C. : Marketing Research, 2<sup>nd</sup> edition, Tata McGraw Hill, 1994
6. Tull & Hawkins : Marketing Research, Measurement & Methods, 6<sup>th</sup> edition, Prentice Hall of India, 1998

Levin & Rubin : Statistics for Management

**Course Code: BM 721**  
**Name of the Course: ADVANCED MARKETING MANAGEMENT**  
**(L-4, T-0, P-0, CR-4)**

Unit 1: Marketing concepts, Business to business marketing, International marketing, Internet marketing, Rural marketing

Unit 2: Environment scanning, External and internal environmental factors, SWOT Analysis, Responding to market environment

Unit 3: Assessing marketing information needs, Marketing information and customer insights, Marketing research, Demand forecasting

Unit 4: Marketing segmentation, Bases for market segmentation, targeting and positioning

Unit 5: Consumer behavior, Motivation, Perception, Personality, Learning, and Attitude

Unit 6: Strategic planning in marketing, SBUs, Allocation of resources to SBUs, Marketing Strategies

Unit 7: Product, Product level strategies

Unit 8: Price, Different pricing strategies

Unit 9: Distribution, Distribution strategies

Unit 10: Elements of promotional mix, Interrelationship of different promotional mix elements.

**Books/ References:**

1. Kotler: Principles of Marketing (PHI), 13<sup>th</sup> Edition 2010
2. Ramaswamy, Namakumari: Marketing Management, (McH) 5<sup>th</sup> Edition, 2013

**Course Code: BM 722**  
**Name of the Course: CONSUMER PSYCHOLOGY**  
**(L-4,T-0,P-0, CR-4)**

Unit 1: Introduction to consumer Analysis, Consumer Research, Market Segmentation  
Unit 2: Need and Motivation, Dynamic nature of motivation, Types of motivation  
Unit 3: Personality and behavior, Theories of personality, Personality and understanding consumer diversity, Self and self image  
Unit 4: Perception, Dynamics of perception, Consumer imagery, Perceived risk  
Unit 5: Learning and Consumer Involvement, Behavioral learning theories, Cognitive learning theory, Brand loyalty.  
Unit 6: Attitude, Measurement of attitude, Attitude formation and change  
Unit 7: Communication and persuasion, Communication process, Designing persuasive communications  
Unit 8: Group dynamics and consumer reference groups, Reference groups, Applications of the reference group concept  
Unit 9: Family, Family decision making, Family life cycle  
Unit 10: Influence of culture on consumer behavior, Defining culture, Characteristics of culture, Measurement of culture.

**Books/ References:**

1. Schiffman and Kanuk: Consumer Behavior, (PHI), 10<sup>th</sup> Edition, 2010
2. Hawkins, Mothersbaugh, and Mookerjee: Consumer Behavior: Building Marketing Strategy, (McH), 11<sup>th</sup> Edition, 2010

**Course Code: BM 723**  
**Name of the Course: SERVICES MARKETING**  
**(L -4, T 0-P- 0, CR 4)**

**Unit 1: Introduction**

Services Defined; special characteristics of services: heterogeneity, inseparability, intangibility and perishability; attributes those differentiate services from manufactured goods.

**Unit 2: Service as a system**

Service delivery system, service operation system; the drama of service delivery; the service process; people processing, possession processing, information processing.

**Unit 3: Classification of Services**

Classification on degree of tangibility in services, on recipient of services, on customization Vs. standardisation, on nature of relationship with customers, on the balance of demand and supply, on participation of people, possession and facilities, on place and time of delivery. Service Value Source and Competitive Advantage.

**Unit 4: Service quality dimensions**

Reliability, Responsiveness, Assurance, Empathy, and Tangibles.

Understanding of Service Quality gap model, Introduction to service satisfaction measurement techniques- SERVQUAL

**Unit 5: Marketing Mix for Services**

4 traditional P's, other special elements for Services marketing

The Service Product- Process, Complexity & divergence, Process blueprinting;

Differentiating services, Positioning and Repositioning through structural changes, The flower of service

Physical Evidence: Essential and peripheral, the servicescape, other tangibles; specific tactics for creating service atmosphere- sight appeals: size, shape, colour, location, architecture, sign, entrance lighting; sound appeals, scent appeal, touch appeal.

People: People as a form of process of service, people as the service, as the marketers, as the brand and as the organisation; internal marketing; differing roles of people- Primary, facilitators and ancillary; Contactors, Modifiers, Influencers, Isolators, people as boundary spanners and thus having emotional labour due to role conflict.

Pricing strategies for services: Cost as tripod, costs customers incur for a service- money, time, physical efforts, sensory costs and psychic costs. Pricing bases: revenue oriented, operations oriented, patronage oriented.

**Unit 6: Distinguishing Services Strategies**

Distribution Channel for Services, Promotion and Communication for services, Customer Service, Unique customer behaviours for service, Managing Demand with capacity.

**Unit 7: Unique Service Behaviour**

Moments of Truth, Customer's roles in service delivery. Service failure- service recovery

**Unit 8: Managing Customer Behaviour in Services**

Decision points, Mental accounting, Strategic role of different payment options, use of nudging in managing consumer behaviour in services.

**Text Books:**

1. A. Payne : The Essence of Services Marketing, Pearson. 1995,
2. V.A. Zeithaml , M. J. Bitner, D D Gremler, A. Pandit: Service Marketing, 5<sup>th</sup> Edition McGrawHill, 2011

**References:**

1. Lovelock, C.: Services Marketing: People, Technology, Strategy , Pearson 2003.
2. Nargundkar: Services Marketing: Text and Cases, Tata McGraw hill, 2004
3. Apte, Govinda: Services Marketing, Oxford, 2009.
4. Ly, K., Mazar, N., Zhao M. and Soman,D.: A Practitioner's Guide to Nudging, Rotman School of Management, University of Toronto, 2013. Available at <http://www.rotman.utoronto.ca/-/media/Images/Programs-and-Areas/behavioural-economics/GuidetoNudging-Rotman-Mar2013.pdf>

**Course Code : BM 724**

**Name of the Course : Entrepreneurship Development: Strategies and Models  
(L-2, T-0, P-4, CR-4)**

**Unit 1: Entrepreneurial Perspective I**

Entrepreneur ó Specialties as an agent of change, Typology of entrepreneurship, Factors affecting entrepreneurial environment -socio-economic, cultural, political, environmental, and legal.

Entrepreneurial intervention systems ó Entrepreneurship development programmes; Incubation, Mentoring, Entrepreneurial behaviour pattern analysis.

**Unit 2: Entrepreneurial Perspective II**

Understanding small business in India.

Fundamentals of Project report formulation ó Project appraisal procedure.

Institutions for entrepreneurial growth ó Entrepreneurship Development Programmes, District Industrial Centre (D.I.C.) Entrepreneurship Development Institute of India (E.D.I.I), Indian Institute of Entrepreneurship, National Entrepreneurship Development Board (N.E.D.B.), and Entrepreneurial Incubation centres.

Role of financial organizations in entrepreneurial growth.

Recent government policies for entrepreneurial growth in India.

**Unit 3: New entrepreneurial discourse**

Globalisation and changing dynamics of small business - Look east policy and the advantages for the NER states. Viable small business in the NER.

Entrepreneurial re-orientation, growth strategies, and policy framework

Revisiting entrepreneurial motivation: Theories and practices

The silver lining of entrepreneurial growth ó Innovations. Steps of being innovative.

Entrepreneurial strategy and strategic entrepreneurship

**Unit 4: Dynamics of entrepreneurship research**

Trend in entrepreneurial research - Specialties in Indian contexts.

Tools used in entrepreneurship research.

Vision analysis: Economic, societal, psychological, and induced.

**Unit 5: Term paper.**

**Books/References:**

1. Nagendra, S. & Manjunath V.S. (2008). Entrepreneurship and Management. PHI: New Delhi.
2. Dutta, B. (2009). Entrepreneurship Management ó Texts and Cases. Escel Books: New Delhi.
3. Roy, R. (2010) Entrepreneurship. OUP: New Delhi
4. Khanka, S.S. (2010) Entrepreneurial Development. S.Chand and Company: New Delhi.



**Course Code: BM 713**  
**Course Name: LIVELIHOOD AND MICROFINANCE**  
**(L-2,T-1,P-2, CR-4)**

- 1. Introduction to livelihood**
  - livelihood perspective
  - Livelihood challenge-magnitude and spread
  - Gender issues in livelihood
  - Understanding livelihood promotion organizations
- 2. Factors influencing livelihood challenge**
  - Poverty issues
  - Market failure
  - Resource competition
- 3. Theory and Framework for analyzing livelihood intervention**
  - Understanding the Internal Context of Intervention
  - The External Context
  - Making Livelihood Intervention Design Choices
  - Alternative framework of Livelihood promotion; credit plus services
- 4. Livelihood promotion interventions (cases)**
  - Introduction
  - State interventions
  - Market interventions
  - Civil society interventions
- 5. Government policies on livelihood promotion through times**
  - Financial regulations-Banking Regulation Act, Prudential norms
- 6. Interface of Livelihood and Microfinance**
  - Micro financing for livelihood-Cases
  - Microfinance sector overview
- 7. Basics of microfinance**
  - Principles of microfinance
  - Microfinance models (SHG, JLG, Grameen, ASA, Individual etc.)
  - MFIs and various forms (Society, Trust, Sec. 25 Company, NBFC)
  - Workings of MFIs
  - Transformation of MFIs
- 8. Self Help Groups**
  - SHG-concept, basic features
  - Formation and operation of SHG
  - Role of SHG in delivery of micro-finance
  - SHG federation-nature, functions and efficacy
- 9. Financial inclusion**
  - Meaning and rationale
  - Financial inclusion and inclusive growth
  - Process and phases of financial inclusion
  - Financial inclusion initiatives and technology interface in India
- 10. Economics of Microfinance**
  - Cost of Delivery
  - Transaction cost
  - Cost to producers: finance cost to cost of production.

### **11. Current Trends in MF**

- Microfinance plus
- Regulatory changes
- Technology interface and new initiatives of banks

### **12. Term Paper (1 Credit)**

#### **Readings:**

1. Dutta.S , Mahajan V. and Thakur, G.(2009)A Resource Book for Livelihood Promotion(third Edition),Basix, Hyderabad
2. Das, D. and Tiwari, R.K.(2012),Fundamentals of Microfinance, Global Publishing House, Visakhapattanam
3. State of India's Livelihood Report (Current Issue)
4. Microfinance India: State of the Sector Report (Current Issue)

**Course Code: BM 725**  
**Course Name: Practical Quality Management**  
**(L-4,T-0,P-0, CR-4)**

**A. Course Syllabus :**

Unit 1. Revision of Basic Concepts

- 1.1 Basic Concepts of Quality;
- 1.2 Evolution of Quality consciousness
- 1.3 Japan and the rest of world,
- 1.4 Quality Gurus

Unit 2. Total Quality Management (TQM)

- 2.1 TQM approaches;
- 2.2 Quality Policy and Objectives;
- 2.3 Examples of Quality implementation in different Sectors ó Manufacturing, Services, IT, Health, Pharmaceuticals, etc

Unit 3. Quality Implementation in practice

- 3.1 Quality Assurance;
- 3.2 Statistical Quality Control;
- 3.3 Statistical Process Control

Unit 4. Quality Standards and Certification

- 4.1 Quality Standards and Certification essentials
- 4.2 Quality Audits;
- 4.3 Quality Awards;
  - 4.3.1 ISO-9000 certification;
  - 4.3.2 Six-Sigma Systems;
  - 4.3.3 OHSAS certification
- 4.4 Case Analysis of Quality implementation in different Sectors ó Manufacturing, Services, IT, Health, Pharmaceuticals, etc

Unit 5. Economics of Quality

- 5.1 Cost of Quality
- 5.2 Areas involving Cost of Quality

Unit 6. Contemporary practices

- 6.1 Quality standards for Indian Industry
- 6.2 Contemporary Concepts

**B. Textbooks:**

- 1. Bedi, K; Quality Management; Oxford University Press, 2006
- 2. Feigenbaum : Total Quality Control; McGraw Hill, 4th edition, 2005

**C. Reference Books:**

- 1. Juran & Gyrna : Quality Planning & Analysis; McGraw Hill, 3<sup>rd</sup> edition, 1993
- 2. Ledolter, Burril : Statistical Quality Control: Strategies and Tools for Continual Improvement; Wiley, 1999

3. Chowdhury : Design for Six Sigma; Dearborn Trade Publishing, Chicago, 2005
4. Crosby : Quality is Free; Tata McGraw Hill, 1980
5. Crosby : Quality is still Free - Making Quality Certain In Uncertain Times; McGraw Hill, 1999
6. David Hoyle; Quality Management Essentials; Elsevier; 2007

**Course Code: BM 726**  
**Name of the Course: TRENDS IN FINANCIAL MANAGEMENT**  
**(L-4,T-0,P-0,Cr-4)**

The candidate will submit a term paper on any of the following proposed topics:

- Financial engineering and new financial products
- Capital, Derivative and Commodity markets
- Mergers and Amalgamation
- Securitization
- Risk Management of Financial Institutions
- Advance accounting
- Financial services and institutions
- Any other emerging topics on finance

Books/ References:

1. Marshall and Bansal: Financial Engineering- a complete guide to financial innovation (PHI),2012
2. Fischer and Jordan: Security Analysis and Portfolio Management,2012
3. P. G. Apte: International Financial Management (TMH),2012
4. M. Y. Khan: Financial Services (TMH),2012