

P R O G R A M M E PROJECT REPORT (PPR)

BACHELOR OF COMMERCE (B.Com Hons)
(OPEN AND DISTANCE LEARNING MODE)



School of Open And Distance Learning

JAMIA HAMDARD

(Deemed University)

Hamdard Nagar, New Delhi-110062

Jamia Hamdard

Late Janab Hakeem Abdul Hameed sb, the founder of Jamia Hamdard, had a vision to develop Jamia Hamdard into an institution of excellence imparting modern professional education with special emphasis on Unani medicine and Islamic studies. Today, it has evolved into an excellent centre of higher learning, fulfilling the objective of the *wakf*, which has been funding the University ever since its inception.

As a mark of tribute and thanks to the Almighty Allah for bestowing his guiding spirit to its founder and his associates, Jamia Hamdard adopted a seal inscribed with the following

*“He (The Prophet may peace be upon him)
Instructs them in the Book and Wisdom”*

Ever since the inception of Jamia Hamdard, this holy verse (*ayat*) has been a source of inspiration and guidance for all those associated with its management and administration. As an Islamic charity, *wakf* has played the vital financial role in the making of Jamia Hamdard. He (PBUH) preached his followers that

*“Wisdom is (like) the lost animal of a believer
wherever he finds it, catches hold of it”*

Inspired by the Holy Qur’an and exhorted by the Prophet (PBHU), Muslims became the torch-bearers of knowledge and civilization in the medieval period, but are lagging behind in present times. Late Hakeem Abdul Hameed Sahib wisely chose education and pursuit of knowledge as his prime objective when he decided to convert *Hamdard Dawakhanai* into a *wakf*, a charity dedicated to fulfilling educational and health care needs of Indian Muslims. Hamdard (*wakf*) continues to provide generous grant to the university for building, equipments and salaries of staff and other development activities.

Jamia Hamdard was inaugurated by late Shri Rajiv Gandhi, the then Prime Minister of India, on August 01, 1989. In his impressive speech, the Prime Minister applauded the efforts of Hakeem Abdul Hameed Sahib in setting up institutions of higher learning, which were emerging in the form of a “Deemed to be University.” He said, “This will enable (the Muslim) minority to go forward and thus help India to march forward.”

The University offers professional courses, which equip the students to get placements in the highly competitive job market. On the basis of the record of performance of the University and quality of infrastructure including staff, the university has been accredited by NAAC in category ‘A’ of Indian Universities.

Hamdard is among top 18 universities of India and ranked 1st in the field of Pharmacy and its medical college is ranked 15th by the Govt. of India (HIRF- 2019 ranking) Jamia Hamdard is recommended as an “Institute of Eminence” by the Empowered Expert Committee of MHRD.

Jamia Hamdard

(Deemed University)

The Ministry of Human Resource Development, Government of India, granted to Jamia Hamdard, the status of a 'Deemed to be a University', in 1989 under section 3 of University Grant Commission Act, 1956. Since its establishment, Jamia Hamdard has made commendable progress with regard to expansion of facilities for higher learning and diversification of teaching and research programmes in frontier areas of biological Sciences, Unani Tibb, Pharmaceutical Sciences, IT and Management. The University has a strong base of infrastructure for quality teaching and research. On the basis of the overall assessment of its performance in realizing the university mandate and contributions made by various departments and faculties to the growth of knowledge, National Assessment and Accreditation Council of UGC has accredited the University under category 'A' the Indian Universities. Jamia Hamdard is one of the universities selected by the UGC for promoting education abroad. The university attracts over 10 percent of the total students from over 30 countries. The international corporations and Foreign Governments employ a large number of the University graduates in various capacities, which is the testimony of international recognition of degrees/diplomas awarded by the University.

As a Muslim minority institution under Article 30 (1) of the Constitution of India, the University is committed *inter alia* to improve access and quality of education so as to enable the adult learners to effectively function in the knowledge based economy. In this context, a number of initiatives have been taken to provide high quality of professional education at Undergraduate and Post Graduate levels.

In order to provide opportunities to students for participating in ongoing educational revolution to upgrade the knowledge and skills of working population, entrepreneur and other aspirants of new knowledge, the university has taken initiative to utilize information and communication technologies to extend the reach of education and to enhance quality of education through the use of multi-media methods of teaching and learning. The Directorate of Open and Distance Learning has therefore been established to promote education through open and distance learning systems, which adopt flexible and innovative methods of education to ensure 'independent learning' to an one, anytime and anywhere. The programmes of the study will be customized to meet the learning requirements of knowledge seekers as well as to ensure that they learn at their own pace and convenience. Towards this end in view, the university has recognized reputed institutes to act as Study Centres for conduct of various job-oriented and professional courses, which effectively meet the requirements of the world of work.

In collaboration with Edexcel International, London, the University offers Degree/Diploma programmes, integrating qualification from the U.K. that have international recognition and the provisions for multiple entry/exit routes. High quality of relevant programmes is the main basis of our arrangement for joint offer or courses that prepare manpower for global economy.

Mission & Objective

The Study programme aims to provide contemporary education and training to meet the challenges of the evolving global scenario and changing environment in business administration. The objective of the project is to help the students develop ability to apply multi-disciplinary concepts, tools and technique to solve organizational problem.

Jamia Hamdard Mission and Goal in relevance of the programme

JamiaHamdard's study programmes under ODL are selective and customized to meet the learning requirements of knowledge seekers as well as to ensure that they learn at their own pace and convenience. Within the financial means of University, due care has been taken to keep the cost of education low, so that educationally backward sections can take advantage of University's programmes through ODL mode. This goal in view, the DODL of Jamia Hamdard has made concerted efforts to offer professional and job oriented courses with regular updates of curricula and study material and introduction of tools of Information Technology.

Targeted Group

The distance education has potential to reach to unreached and even marginalized and excluded group of the society such as tribal populations and Muslims women. Jamia Hamdard, SODL programme provides an opportunity to students for acquiring new knowledge and skills that are needed for their development. Jamia Hamdard being in education for a long time has taken initiatives to offer an opportunity to those students who are unable to get on campus education and those who have limited access to educational resources. ODL programme of Jamia Hamdard also envisage to provide an opportunity to girls from Muslim community, who by and large have been left out by the national education endeavors.

Specifics Skills and competences

B.Com Hons degree offers many professional, as well as personal, benefits. Whether candidates work in technology, finance, management, book keeping and accounting—preparation of vouchers – Journal – Ledger – Special Purpose Books (Cash Book) – Special Purpose Books (Other Books) – Accounting for GST.B Com (Hons) degree will open up opportunities for greater responsibility, career advancement, and increased financial reward. From a personal aspect, aB.Com (Hons) will improve your communication, leadership skills and critical thinking, cross-cultural awareness, even greater IT mastery which are vital to professional success. One of the key benefits of aB.Com (Hons) is that it improves your theoretical and practical knowledge of how businesses operate. B.Com (Hons) degree will put you on the fast track to career advancement by offering you the chance to develop a wide range of general business knowledge and a broad base of technical skills in a relatively short period of time, as opposed to the years-long trial-and-error process that tends to characterize knowledge and skill gleaned from on-the-job learning.

School of Management and Business Studies

During the last few years the Department of Management Studies has established itself as a well-known entity in the field of management Education, Research and Consultancy. The department offers two years full time MBA and Ph.D. programs. The right kind of ambience coupled with

excellent faculty, lab and other support systems has attracted students from best colleges in Delhi and other states of the country and also a big number from the foreign countries. Many national and multinational Companies visit the department every year for campus placements.

Bachelor of Commerce through Open and Distance Mode (Course Code)

Apart from the full time regular courses, the department has decided to offer the above course through open and distance mode for those students who are not able to afford the expenses of education in Delhi or who have not been able to make it to the course offered by the universities and colleges in traditional mode. An endeavor will be to provide best quality education, keeping with the traditions of Jamia Hamdard.

Objective

To prepare highly skilled professionals, with a strong conceptual and theoretical background, in the field of management theory and its application

The Course

Highlights of the course are described in the following table:

a.	Name of the Course and Course Code	Bachelor of Commerce (B.Com Hons) 672
b.	Nature	Open and Distance Mode
c.	Duration	Minimum: Three Years (6 Semesters of six Months each) Maximum: Six Years
d.	Medium of Instruction and Examinations	English
e.	Eligibility Criteria	
	Educational Requirements	S.S.C, Intermediate or Equivalent (recognized by Jamia Hamdard) under 10+2 system of education in any stream.
f.	. Commencement of the Course	January / July. Twice in a year
g.	Special Feature	After completing the course, a student may either pursue M.Com and MBA or take up a job in industry and business organizations at supervisory level.
h.	Mode of Admission	As per the norms prescribed by Jamia Hamdard from time to time.
i.	Period of Completion	Not more than 06 years

	(Span Period)	
j.	Fees	Rs.10,000/- per Semester

The Curriculum

Highlights of the curriculum of BBA are described in the following table:

A	Total number of Semesters and examinations	(06 Minimum) Teaching /counselling of the courses will be done on the Semester pattern. The examinations will be held only once a year for all the papers taken in the last two semesters along with any backlog
B	Total Theory Papers	34 Nos. (3400 marks)
C	Theory Papers / semester	76 Nos. (600 marks) except in 6 th Semester
D	Counseling Hours for theory Papers	30 Hours per theory paper of credits each
F	Attendance	Not compulsory

Modes of curriculum transaction include teaching/ counselling, assignments, tests, presentations, participation in relevant events and regularity

Course Structure

Course structure that guides the teaching, practical and associated assessment, of B.Com (Hons) programme is described semester-wise in the following tables:

Semester-wise Distribution of Courses in BBA 1st Year

Semester I			
Paper Code	Paper Title	Course Type	Credits
BCHD101	Essentials of Book keeping & Accounting	CORE	4
BCHD102	Entrepreneurship Theory & Practice	CORE	4
BCHD103	Research Methodology	CORE	4
BCHD104	Organization Theory & Practice	CORE	4
BCHD105	Principles of Management (SWAYAM MOOC)	CORE	4
BCHD106	Business Communication	CORE	4
BCHD107	On the Job Training 1 (OJT1) (4 Weeks)	SEC	2
Total Credits			26

Semester II			
Paper Code	Paper Title	Course Type	Credits
BCHD201	Corporate Accounting I	CORE	4
BCHD202	Corporate Entrepreneurship	CORE	4
BCHD203	Basics of Statistics	CORE	4
BCHD204	Essentials of Human Resource Management	DSE	4
BCHD205	Essentials of Marketing Management	DSE	4
BCHD206	Micro Economics (SWAYAM MOOC)	GE	4
BCHD207	On the Job Training 2 (OJT2) (7-8 Weeks)	SEC	4
Total Credits			28
Semester III			
Paper Code	Paper Title	Course Type	Credits
BCHD301	Corporate Accounting II	CORE	4
BCHD302	Small Business Management	CORE	4
BCHD303	Multivariate Data Analysis	CORE	4
BCHD304	Business Laws	CORE	4
BCHD305	Team Building and Group Dynamics	DSE	4
BCHD306	Macro Economics (Swayam MOOC)	GE	4
BCHD307	On the Job Training 3 (OJT3) (4 Weeks)	SEC	2
Total Credits			26
Semester IV			
Paper Code	Paper Title	Course Type	Credits
BCHD401	Financial Reporting & Financial statement Analysis	CORE	4
BCHD402	Business opportunities in franchising	CORE	4
BCHD403	Corporate Finance Theory	CORE	4
BCHD404	Corporate Laws (SWAYAM MOOC)	CORE	4
BCHD405	Leadership	DSE	4
BCHD406	International Economics	GE	4
BCHD407	On the Job Training 4 (OJT4) (7-8 weeks)	SEC	4
Total Credits			28
Semester V			
Paper Code	Paper Title	Course Type	Credits
BCHD501	Cost & Management Accounting (Swayam	CORE	4

	MOOC)		
BCHD502	Auditing & Assurance	CORE	4
BCHD503	Applied Corporate Finance	CORE	4
BCHD504	Income Tax Law	CORE	4
BCHD505	Essentials of Strategic Management (SWAYAM MOOC)	DSE	4
BCHD506	Indian Economy	GE	4
BCHD507	On the Job Training 5 (OJT5) (4 Weeks)	SEC	2
Total Credits			26
Semester VI			
Paper Code	Paper Title	Course Type	Credits
BCHD601*	Elective 1	DSE	4
BCHD602*	Elective 2	DSE	4
BCHD603*	Elective 3	DSE	4
BCHD604*	Elective 4	DSE	4
BCHD605*	Elective 5	DSE	4
BCHD606*	Dissertation / Project Work	SEC	4
Total Credits			24
Grand Total Credits			158

*refers to the area code like AFT for Accounting, Finance & Taxation, CB for commercial banking etc. So, the Paper code will be like BCH601AFT for Financial Modelling & Analysis paper, BCH604MM for Social Media Marketing Paper and so on. The matrix of paper codes and electives is given below.

Area	Area Code	Elective 1	Elective 2	Elective 3	Elective 4	Elective 5
		BCH601	BCH602	BCH603	BCH604	BCH605
Accounting, Finance & Taxation	AFT	Financial Modelling & Analysis	Investment Management, Valuation & Pricing of Businesses	Credit Research & Analysis	Corporate Tax Planning & Management	GST
Commercial Banking	CB	Introduction to Bank Management	Essentials of Retail & Corporate Banking	Treasury Management	Essentials of Bank Risk Management	Marketing of Financial Services
Entrepreneurship	ENT	Innovation & Creativity in Business	Women Entrepreneurship	Creating Successful Business Plans	Building Entrepreneurial Culture and team	Family Business Management
Human Resource Management	HRM	Recruitment & Selection	Negotiation & Conflict Management	Training & Development	Industrial Relations and Labour	International HRM

					Legislations	
Marketing Management	MM	Marketing Research	Digital Marketing	Building websites & Search Engine Optimization	Social Media Marketing	E-Commerce

Evaluation of Performances

SGPA (Semester Grade Point Average) will be awarded on successful completion of each semester

CGPA (Cumulative Grade Point Average) which is the grade point average for all the completed semester at any point in time, which will be awarded in each semester on successful completion of the current semester as well as all of the previous semester. CGPA is not applicable in semester I.

Calculation of SGPA and CGPA in a semester

$$SGPA = \frac{\sum (\text{Earned Credits X Grade Point})}{\sum (\text{Course Credits Registered})}$$

$$CGPA = \frac{\sum_{J=1}^m (\text{Earned Credits X Grade Point})}{\sum (\text{Course Credits Registered})}$$

Where m is the number of semester passed

For Example

Semester I

Course name	Subject Credits	Marks	Grade Awarded	Grade Point	Points secured
Essentials of Book keeping & Accounting	4	56	C+	6	24
Entrepreneurship Theory & Practice	4	65	B+	8	32
Research Methodology	4	55	C+	6	24
Organization Theory & Practice	4	62	B	7	28
Principles & Practice of Management	4	71	B+	8	32
Business Communication	4	74	B+	8	32
On the Job Training 1	2	67	B+	8	16
TOTAL	26				188

Total Credits = 26

Points Secured = 188
SGPA = $188/26 = 7.23$

Semester II

Course name	Subject Credits	Marks	Grade Awarded	Grade Point	Points secured
Financial Accounting	4	50	C+	6	24
Corporate Entrepreneurship	4	62	B	7	28
Basics of Statistics	4	76	A	9	36
Essentials of Human Resource Management	4	55	C+	6	24
Essentials of Marketing Management	4	61	B	7	28
Micro Economics	4	64	B	7	28
On the Job Training 2	4	72	B+	8	32
TOTAL	28			42	200

Total credits = 28
Points secured = 200
SGPA = $200/28 = 7.14$
CGPA = $388/54 = 7.19$

Classification of successful candidates.

The result of successful candidates who fulfill the criteria for the award of B.Com (H) degree shall be classified at the end of last semester, on the basis of his/her CGPA

Classification shall be done on the basis following criteria: -

He/ she shall be awarded "Distinction" if her/ his final CGPA is 9 and above and passed all the semester examinations in the first attempt

He/ she shall be awarded "First Division" if her/ his final CGPA is 6.75 and above but less than 9.00

He/ she shall be awarded "Second Division" if her/ his final CGPA is 6.00 and above but less than 6.75.

He/ she shall be awarded "Pass" if her/ his final CGPA is 5.00 and above but less than 6.00

He / she shall be treated as "Fail" if his/ her final CGPA is less than 5.00

Detail Syllabus of B.Com (Hons) Programme

BCHD101 – Essentials of Book Keeping & Accounting

Course Type - CORE

Credits - 4

Objective – The objective of this paper is to acquaint the students with the topic of book keeping and accounting. This would serve as the first paper of the program so covers the very basics of book-keeping and accounting essentially talking about the accounting concepts and process.

Contents

Unit 1 – Introduction

Introduction to Book Keeping & Accounting – Basic Accounting Terms – Theory base of accounting – Accounting Standards – Indian Accounting Standards (Ind AS) – Bases of Accounting - Accounting Equation – Accounting Procedures – Rules of Debit and Credit

Unit 2 – Accounting Process I

Origin of transactions – source documents – preparation of vouchers – Journal – Ledger – Special Purpose Books (Cash Book) – Special Purpose Books (Other Books) – Accounting for GST -

Unit 3 – Accounting Process II

Trial Balance - Rectification of Errors – Bank Reconciliation Statement - Depreciation – Inventory - Provisions and reserves – Accounting for Bills of Exchange & Promissory Notes – Sale of Goods on Approval or return basis – Consignment – Average Due Date – Account Current

Unit 4 – Final Accounts of Sole Proprietorship

Financial Statements of Sole Proprietorship (Manufacturing & Non Manufacturing Entities) – Adjustments in preparation of Financial Statements – Accounts from incomplete records (Single entry system) – Computers in Accounting

Unit 5 – Partnership Accounts

Introduction – Treatment of goodwill – admission of a partner – retirement of a partner – death of a partner – Dissolution of partnership firms – Amalgamation – conversion and sale of partnership firms

Suggested Readings:

1. Tulsian, P.C. Financial Accounting, Pearson Education
2. J.R. Monga , Financial Accounting: Concepts and Applications. Mayur Paper Backs, New Delhi
3. M.C. Shukla, T.S. Grewal and S.C. Gupta, Advanced Accounts Vol I , S Chand & Co. New Delhi

BCHD102 – Entrepreneurship Theory & Practice

Course Type – CORE

Credits - 4

Objective – The objective of this paper is to introduce the basic concepts, theories and practices of entrepreneurship giving an understanding of the entrepreneurial cycle to the students. This should serve as a step by step guide to start an entrepreneurial venture from scratch.

Unit 1 – Introduction to Entrepreneurship & Entrepreneurial process

What is an entrepreneur? – Introduction to entrepreneurship – Entrepreneurship & Economy – entrepreneurship evolution & revolution – the entrepreneurial mindset – ethics & social responsibility – Motivations, types and barriers to entrepreneurship — The power of entrepreneurship – The entrepreneurial process

Unit 2 – Initiating Entrepreneurial ventures – From Idea to opportunity

Innovation, creativity & Entrepreneurship - Creativity & Business Idea - Pathways to entrepreneurial ventures – opportunity & creative pursuit of innovative ideas – opportunity recognition, market research, shaping & reshaping – Understanding your business model & developing your strategy – Protecting the idea & other legal issues for the entrepreneur - intellectual property

Unit 3 – From opportunity to the business plan

Business planning process – Building the founding team – Analyzing finances – Business decisions and the economics of one unit - Building the proforma financial statements – financial ratios and breakeven analysis - drawing marketing plan – Entrepreneurial marketing – The drawing production/operation plan – drawing organizational plan

Unit 4 – Starting, Managing & Growing the business

Starting the business - Financing the business – sources of capital – informal risk capital – venture capital and going public - recordkeeping and accounting – staffing – protecting the business – taxes & government regulation – Managing your business – what is management? – measuring performance for entrepreneurial ventures - managing production, distribution and operations – managing purchasing and inventory – Growing the business – strategic entrepreneurial growth – franchising & exit strategies -

Unit 5 – Miscellaneous topics in entrepreneurship

Social entrepreneurship – women entrepreneurship – corporate entrepreneurship – entrepreneurial families: succession and continuity -

Readings:

1. William Bygrave & Andrew Zacharakis – Entrepreneurship – Wiley
2. Steve Mariotti & Tony Towle – Entrepreneurship: Owning your future – Prentice Hall
3. Robert D Hisrich, Michael P Peters, Dean A Shepherd, Entrepreneurship, Mc Graw Hill Education

BCHD103 – Research Methodology

Course Type – Core

Credits – 04

Objective – The objective of this paper is to introduce the steps involved in conducting a research with sufficient elaboration on each step of research right from problem identification stage to writing a research report. This paper will be really helpful in building the foundations of research report writing.

Unit 1 – Introduction

What is research? – reasons for doing research – how research can be used to gather evidence to inform the practice – applications of research – characteristics and requirements of research process – types of research – research paradigms – The research process – deciding what to research – planning a research study – conducting a research study

Unit 2 – Formulating a research problem & Conceptualising a research design

Reviewing the literature – formulating a research problem – identifying variables – constructing hypotheses – conceptualising a research design – the research design – selecting a study design

Unit 3 – Constructing an Instrument for data collection & sample selection

Selecting a method of data collection – collecting data using attitudinal scales – establishing the validity & reliability of a research instrument – sample selection

Unit 4 – Writing a research proposal & collection, processing & display of data

Purpose of research proposal – structure of research proposal – writing a research proposal – ethical issues in data collection – the concept of ethics – stakeholders in research – ethical issues concerning research participants, researcher & sponsoring organization – processing data – methods of processing data – editing – coding – analyzing data – role of computers and statistics – displaying data – tables and graphs

Unit 5 – Writing a Research report

How to write a research report – how to develop an outline – writing about a variable – referencing systems – bibliography – research methodology and practice evaluation – what is evaluation and why it is done – intervention – perspectives in classification of evaluation studies – process of undertaking an evaluation – ethics and stakeholders in evaluation

Readings:

1. Ranjit Kumar, Research Methodology – a step by step guide for beginners, Sage
2. John W Creswell & J David Creswell, Research design – qualitative, quantitative and mixed method approaches, sage
3. Geoffrey Marczyk, David De Matteo, David Festinger, Essentials of research design & methodology, John Wiley & Sons

Course Type - CORE

Credits - 04

Objective : The objective of the paper is to familiarize the students with the concepts of organization theory which will help them understand its implications for organization design and structure and appreciate different types of organization structures & why certain structures are better than other structures in certain cases.

Syllabus

Unit 1 – Introduction to Organizations

What is an Organization? – The evolution of Organization Theory & Design – Organizational Effectiveness - Dimensions of Organization Design & Organization Structure — Organizational Configuration – Efficient Performance Versus the Learning Organization – Design Essentials

Unit 2 – The Determinants – What causes Structure?

Organizational Purpose - Strategy – Organization Size – Technology – Environment –

Unit 3 - Design Elements – Open system & Internal

Open System design elements – The external environment - Interorganizational relationships – Designing organizations for the international environment – Internal Design elements – Manufacturing & Service technologies – using IT for coordination & control – Organization size, lifecycle & decline

Unit 4 – Choosing the right Structural form

Organizational Design options – a deep look at Bureaucracy – a deep look at Adhocracy

Unit 5 – Contemporary issues in organization theory

Organizational culture and ethical values – Innovation & change – Decision-making processes – conflict, power and politics - Managing the environment – Managing Organizational Change – Managing Organizational conflict – managing organizational culture – managing organizational evolution

Readings:

1. Richard L Daft, Organization Theory & Design, South-Western Cengage Learning
2. Stephen P Robbins & Mary Mathew, Organization Theory – Structure, Design & Applications
3. Stephen P Robbins & Neil barnwell – Organization Theory: Concepts & cases, Pearson Education Australia
4. Mary Jo Hatch & Ann L Cunliffe – Organization Theory: Modern Symbolic & Postmodern perspectives, OUP OXFORD

Course Type – CORE

Credits - 04

Principles of Management

By Prof. Susmita Mukhopadhyay, Prof. S. Srinivasan | IIT Kharagpur

The objective of this course is to acquaint students with the terms, concepts, and points of view used in management and its historical evolution, ethics, social responsibility and environmental issues; provide students with a working knowledge of the skills and functions necessary to be an effective, efficient manager; provide an introduction to the theory and practice of managing organizations; examine the management functions (planning, organizing, leading or influencing, and controlling) and the impact of those functions on the business organization

INTENDED AUDIENCE : Everyone who is interested to get acquainted with the terms, concepts, and points of view used in management and its historical evolution, ethics, social responsibility and environmental issues.

PREREQUISITES : None

INDUSTRIES SUPPORT : All industry. Knowing the terms, concepts, and points of view used in management and its historical evolution, ethics, social responsibility and environmental issues is essential for smooth running of organization and proper organizational functioning.

COURSE LAYOUT

Week 1: Management: Definition, nature, purpose and scope of management, Skills and roles of a Manager, functions, principles; Evolution of Management Thought, Scientific Management.

Week 2: Planning: Types of plans, planning process, Characteristics of planning, Traditional objective setting, Strategic Management, premising and forecasting

Week 3: Decision-Making: Process, Simon's model of decision making, creative problem solving, group decision making.

Week 4: Management by Objectives: Management by exception; Styles of management: (American, Japanese and Indian), McKinsey's 7-S Approach, Self Management

Week 5: Organizing: Organizational design and structure, Coordination, differentiation and integration.

Week 6: Span of management, centralization and de-centralization Delegation, Authority & power - concept & distinction, Line and staff organizations

Week 7: Staffing: Human Resource Management and Selection, Performance appraisal and Career strategy, Coordination- Concepts, issues and techniques

Week 8: Organizational Change: Introduction, Resistance to Change, Behavioural Reactions to Change, Approaches Or Models to Managing Organisational Change.

Week 9: Organizational Change: Introduction, Resistance to Change, Behavioural Reactions to Change, Approaches Or Models to Managing Organisational Change.

Week 10: Leading: Human Factors and Motivation, Leadership, Communication, Teams and Team Work

Week 11: Leading: Human Factors and Motivation, Leadership, Communication, Teams and Team Work

Week 12:Controlling: Concept, planning-control relationship, process of control, Types of Control, Control Techniques Characteristics of team

BOOKS AND REFERENCES

1. Principles of management : Stoner
2. Principles of management: Koontz O'donell

SUMMARY

Course Status :	Upcoming
Course Type :	Core
Duration :	12 weeks
Start Date :	14 Sep 2020
End Date :	04 Dec 2020
Exam Date :	20 Dec 2020
Enrollment Ends :	21 Sep 2020
Category :	<input type="checkbox"/> Management Studies <input type="checkbox"/> Minor in Management
Level :	Undergraduate/Postgraduate

BCHD106 – Business Communication

Course Type – CORE

Credits: 04

Objective: The objective of this paper is to teach students how to communicate in a business setting including communication over telephone, written communication in the form of letters, emails, reports etc, conduct of meetings and making presentations, writing resumes and communicating with employers & negotiations

Syllabus

Unit 1 – Communication Fundamentals

Business Communication foundations – the functions of business communication – written & spoken communication in business – business & other styles of communication – analysing communication – communication codes and meaning – intercultural communication – cultural diversity & socializing – building a relationship cross cultural understanding – welcoming visitors – small talk: keep the conversation going- culture & entertainment – inviting & accepting or declining, eating out- technological, legal & ethical considerations – principles of business communication

Unit 2 – Oral & Non verbal Communication – using the telephone

Oral & non-verbal communication – oral communication essentials – Using the telephone – preparing to make a telephone call – receiving calls- taking & leaving messages – asking for and giving repetition – the secretarial barrier – cross cultural communication on the telephone – setting up appointments – changing appointments – ending a call – problem solving on telephone - complaints - listening & non-verbal messages - - building effective teams

Unit 3 – Written Communication in Organizations

Business writing: planning & organizing – effective writing style – getting the right reaction – assembling and ordering your information and arguments - effective design and visual aids – message formats – positive, neutral & social business messages – negative messages – persuasive messages - effective business documents – letters – memos – emails – reports – writing sales letters - Making requests – answering requests – making complaints – answering complaints – clarifying complex problems — incorporating tables and charts – good business style – using the right tone – choosing the right words.

Unit 4 – Interpersonal communication in organizations – meetings & presentations

Effective interpersonal communication: defining interpersonal skills – interpersonal skills in action – communicating face to face – meetings – making meetings effective – what makes a good meeting? – chairing a meeting – establishing the purpose of a meeting – the structure of decision making – stating and asking for opinion – interrupting & handling interruptions – asking for and giving clarification – delaying decisions – ending the meeting - presentations - planning & getting started - presentation technique & preparation – the audience – structure the introduction – image, impact & making an impression – using visual aids: general principles, talking about the content of visual aids – describing change – the middle of the presentation – holding attention – structure (the main body) – listing information – linking ideas – sequencing – the end – summarizing & concluding – questions & discussions

Unit 5 – Employment Communication & Negotiations

The job search & resume – employment communication and interviewing – negotiations – types of negotiation – preparation for a negotiation – making an opening statement – bargaining and making concessions- accepting and confirming – summarizing and looking ahead – types of negotiator – dealing with conflict – rejecting – ending the negotiation

Readings:

1. Simon Sweeney, Communicating in Business, Cambridge University Press
2. Krizan, Merrier, Logan, Williams, Business Communication , Thomson South Western
3. Peter Hartley & Clive G Bruckmann, Business Communication, Routledge
4. Michael Bennie, A guide to good business communication, howtobooks

BCHD107 – On the Job Training 1 – OJT1

Course Type – SEC

Credits – 02

Objective – The objective of this OJT is to familiarize the student with the organization, his department & his mentor in the organization. The student should learn about his organization, its business & organization structure and various departments.

Also, he/she should plan ahead and create blueprint of his OJT Journey spread over the 4 semesters with the help of Mentor in the organization. He may choose different departments for each semester or different activities in the same department to get an in-depth understanding of the department.

Essentially, the student should come up with the following as an outcome of the OJT –

1. A brief report on the work done and key learnings from the OJT.
2. A tentative blueprint for the next OJT (which area he / she wants to explore or learn about in the next semester depending on the interest of the student). It is to keep on track the entire OJT engagement of the student and give a sense of purpose and direction to the entire OJT engagement.

BCHD201 – Corporate Accounting I

Course Type – CORE

Credits – 04

Objective – The objective of the paper is to build on the knowledge of book keeping and accounting gained in semester I and introduce further topics in Corporate Accounting to the students. The students would learn to prepare final accounts of companies & accounting for some special transactions or events in the life of the company.

Contents

Unit 1 – Introduction

Introduction to Company Accounts – Introduction to Accounting Standards – Framework for preparation and presentation of financial statements – applicability and overview of accounting standards -

Unit 2 – Financial Statements

Preparation of financial statements- cash flow statement

Unit 3 – Special Transactions I

Profit or loss pre and post incorporation – Issue , forfeiture and reissue of shares – Issue of Debentures - accounting for Bonus Issue and Rights Issue – Redemption of Preference shares – Redemption of Debentures

Unit 4 – Special Transactions II

Investment Accounts – Insurance claims for loss of stock and loss of profit – Hire Purchase and Instalment sale Transactions

Unit 5 – Special Transactions III

Departmental Accounts – Accounting for Branches – Accounts from Incomplete records

Suggested Readings:

1. Goyal, Bhushan Kumar. Corporate Accounting. Taxmann, New Delhi
2. Kumar, Alok. Corporate Accounting. Kitab Mahal
3. Monga, J. R. Fundamentals of Corporate Accounting. Mayur Paper Backs, New Delhi
4. Sah, Raj Kumar, Concept Building Approach to Corporate Accounting, Cengage
5. Sehgal Ashok & Sehgal Deepak. Corporate Accounting
6. Tulsian P. C. Corporate Accounting. S Chand & Co. New Delhi

BCHD204 – Corporate Entrepreneurship

Course Type – CORE

Credits: 04

Objective – It is to introduce the concept of entrepreneurship even in a corporate setting and to give an understanding of how entrepreneurship can be encouraged in modern corporations along with the role of corporate executives.

Syllabus

Unit 1 - Introduction

What is Corporate Entrepreneurship? - Why is it beneficial? - Why is it difficult to achieve? – A theory of Corporate Entrepreneurship – Innovation & Organic Growth – New Business Design fundamentals – How to design new businesses

Unit 2 - The Business Environment & the management culture

External Environment – Internal Environment – How they impact new business creation – Management culture – shared beliefs about rewards, risks, opportunities and rule bending – shared beliefs about control & learning

Unit 3 – The corporate Executives

The bigger is better corporate philosophy – the small is beautiful corporate philosophy – new business creation challenges - Organizational politics - models of corporate entrepreneurship - Emerging models – How to Choose the right model – the role of leadership – look within for organic growth

Unit 4 – the role of DGM & its top management team

The DGM's personal assets – motivation & strategy for new business creation – building corporate support – leading the division for new business creation – identification & pursuit of new business opportunity – challenges – the division's organization, competence & collaboration for new business creation – effectiveness of division's top management team

Unit 5 - Final Thoughts

Interaction of five major influences to drive new business creation – managing critical issues in new business creation –

Readings:

1. Vijay Sathe, Corporate Entrepreneurship – Top managers & new business creation, Cambridge University Press
2. Robert C Wolcott & Michael J Lippitz, Grow from Within – Maturing Corporate Entrepreneurship & Innovation, Mc Graw Hill

BCHD205 – Basics of Statistics

Course Type – CORE

Credits: 04

Objective – The objective of this paper is to introduce the basics of statistics to the students. This paper talks about definition and scope of statistics, its branches, random variables, hypothesis testing, ANOVA, regression, correlation & other related concepts. It envisages to build a strong foundation for other statistical papers in the program.

Contents

Unit 1 – Preliminaries

Introduction to statistics- basic terms – types of data - scales of measurement – organizing data – descriptive measures

Unit 2 – Random Variables

Defining random variables- discrete random variables- probability distribution – binomial random variable – Poisson random variable – continuous random variables & their probability distributions – Normal probability distribution – standard normal distribution –

Unit 3 – Sampling distributions, estimation and sample size determination

Sampling – types of sampling – sampling error – shape of the sampling distribution of the sample mean and the central limit theorem – estimation – point estimates – interval estimates – t distribution – Hypothesis testing – null hypotheses and alternative hypotheses – test statistic – critical values – rejection and non- rejection regions – Type I & Type II Errors – p values

Unit 4 – Chi Square procedures and analysis of variance (ANOVA)

Chi square distribution – goodness of fit test – observed and expected frequencies – sampling distribution of the goodness of fit test statistic – chi square independence test – sampling distribution of the test statistic for the chi square independence test – sampling distribution of the sample variance – inferences concerning the population variance – ANOVA – F Distribution – logic behind one way anova – sampling distribution for the one way ANOVA test statistic – logic behind a two way ANOVA – sampling distributions of the two way anova – testing hypothesis concerning main effects and interaction

Unit 5 – Regression and correlation & non parametric statistics

Linear regression model – least squares lines – coefficient of determination – mean, standard deviation and sampling distribution of the slope of the estimated regression equation – inferences concerning the slope of the population regression line – estimation and prediction of linear regression – linear correlation coefficient – non parametric methods – sign test – wilcoxon signed ranks test for two dependent samples- Wilcoxon rank sum test for two independent samples- Kruskal-Wallis test – rank correlation – runs test for randomness

Readings:

1. Statistics for Management, T N Srivastava & Shailaja Rego , Tata Mc Graw Hill Publishing Company
2. Business Statistics, Ken Black, Wiley
3. Statistics using SPSS, Sharon Lawner Weinberg & Sarah Knapp Abramowitz, Cambridge University Press

BCHD406 – Essentials of Human Resource Management

Course Type : DSE

Credits: 04

About: This paper discusses the basics or essentials of Human Resource Management, its process and steps involved covering core processes and functions of HRM and other contemporary areas in the field of HRM.

Syllabus

Unit 1 – Foundations and frameworks

HRM-scope, analysis & significance – the evolution of HRM – goals of HRM – economics of HRM – strategic management & HRM – Organization theory & HRM – HRM & Worker – the psychological contract – labor process perspectives- HRM & Societal embeddedness

Unit 2 – Core processes & functions

Work organization – HR architecture – employee voice systems – EEO & management of diversity – recruitment strategy – selection decision making- training development & competence – remuneration – performance management

Unit 3 – Employee relations & Employee well being

Strategic employee relations – employment relationship – employee voice – employee communications- employee wellbeing – health & safety

Unit 4 – International HRM & HRM Policy & practice

International HRM framework – practice of international HRM – HR policies- HR procedures – HRIS – employment law

Unit 5 – Contemporary concepts in HRM

HRM & performance – Knowledge management – human capital management – competency based HRM – ethical dimension of HRM

Readings:

1. Peter Boxall, John Purcell & Patrick Wright, The Oxford Handbook of Human Resource Management, OUP
2. Michael Armstrong & Stephen Taylor, Armstrong's Handbook of Human Resource Management Practice, Koganpage

BCHD206 – Essentials of Marketing Management

Course Type : DSE

Credits: 04

About: This paper discusses essentials of marketing, its processes and functions including customer connection, brand management, shaping the marketing offering, delivering and communicating value and creating long term growth.

Syllabus

Unit 1 – Understanding the Market & Marketing Management

Definition of marketing, Marketer & marketed – Evolution of the marketing concept – fundamental marketing concepts, trends & tasks – Developing marketing strategies and plans – gathering information & scanning the environment – conducting marketing research & forecasting demand -

Unit 2 – Connecting with customers & building strong brands

Creating customer value, satisfaction & loyalty – analysing consumer markets – analysing business markets – identifying market segments & targets – creating brand equity - crafting the brand positioning – dealing with competition -

Unit 3 – Shaping the Market offering

Setting product strategy – designing & managing services – developing pricing strategies and programs

Unit 4 – Delivering & Communicating Value

Designing & managing value networks & channels – managing retailing, wholesaling & logistics – designing & managing integrated marketing communications – managing mass communications – advertising ,sales promotions, events, & public relations – managing personal communications – direct marketing & personal selling

Unit 5 – Creating long term growth

Introducing new market offerings, tapping into global markets- managing a holistic marketing organization

Readings:

1. Philip Kotler & Kevin Lane Keller, Marketing Management, Pearson

2. Marketing Management, Arun Kumar & Rachna Sharma, Atlantic Publishers and Distributors
3. Marketing Management, MC Cant, JW Strydom, CJ Jooste & PJ du Plessis, Juta & Co

BCHD206 – Micro Economics

Course Type: GE

Credits: 04

About: this paper covers the essentials of Micro economics the theory of demand, theory of production, costs of production, market structures, input pricing and employment, general equilibrium and welfare economics & the economics of information.

Syllabus

Unit 1 – Introduction

The purpose of theory – the problem of scarcity – the function of microeconomic theory – markets, functions & equilibriums – comparative statics and dynamics – partial equilibrium & general equilibrium analysis – positive economics and normative economics – demand, supply & equilibrium – individual's demand, law of demand, shift in demand curve, market demand, supply of a commodity, shape of supply curve, shift in supply curve, market supply of a commodity, equilibrium, types of equilibria, shifts in demand and supply and equilibrium

Unit 2 – Elasticities, consumer demand theory, theory of production & costs of production

Measurement of elasticities – consumer demand theory – total and marginal utility- consumer equilibrium – indifference curves- MRS – budget line – equilibrium – exchange- income consumption curve – price consumption curve – separation of substitution and income effects – substitution effect according to Hicks and Slutsky – theory of revealed preference – index numbers and changes in standards of living – utility theory under uncertainty – empirical demand curves –

Unit 3 – Theory of Production & Costs of Production

theory of production – production with one variable input – stages of production – isoquants – MRTS – isocosts – producer equilibrium – expansion path – factor substitution – returns to scale – Costs of production – short run total cost curves – long run cost curves – Cobb-Douglas production function – X-inefficiency – technological progress

Unit 4 – Market structures

Price and output under perfect competition – price and output under pure monopoly – price and output under monopolistic competition & oligopoly – recent and advanced topics in market structure – The Lerner index – Herfindahl Index – contestable market theory- peak load pricing – cost plus pricing – transfer pricing – Game theory & oligopolistic behaviour

Unit 5 – Input Pricing & Employment, general Equilibrium & welfare economics & The Economics of Information

Input pricing and employment – perfect competition in product and input markets – perfect competition in the input market & monopoly in the product market – Monopsony – General Equilibrium – Welfare economics- The economics of information

Readings:

1. Goolsbee, Levitt & Syverson, Microeconomics, Worth publishers MacMillan Learning
2. Robert S Pindyck & Daniel L Rubinfeld, Microeconomics, Pearson
3. A Koutsoyiannis, Modern Microeconomics, The MacMillan Press Ltd
4. Michael E Wetzstein, Microeconomic Theory – concepts and connections, Routledge

BCHD207 – On the Job Training 2 – OJT2

Course Type: SEC

Credits: 04

About

The student shall try to undertake a detailed study of the overall functioning of the various departments in the organization and present a detailed report of how various department functions, what all activities and tasks are performed in each of the departments. In the process the student shall come up with a blue print of further engagements in the upcoming OJTs with the organization and also try to identify and research any problem being faced by the business or organization. The detailed guidelines shall be provided at the beginning of the OJT by the Department.

BCHD301 – Corporate Accounting II

Course Type – CORE

Credits - 04

Objective – This paper is in continuation of the Corporate Accounting I paper of Semester II & builds on that knowledge. In addition to covering certain special transactions it covers accounting for amalgamation, internal reconstruction & liquidation of companies along with preparation of financial statements of banking companies, NBFCs & consolidated financial statements.

Unit 1 – Special Transactions IV

Application of Accounting Standards – Accounting for Employee Stock Option Plans – Buyback of securities and equity shares with differential rights

Unit 2 – Amalgamation, Internal reconstruction and Liquidation of companies

Amalgamation of companies – internal reconstruction – liquidation of companies

Unit 3 – Financial Statements of Banking Companies I

Relevant Provisions of Banking Regulation Act 1949 – Books of accounts , returns and forms of financial statements – capital adequacy norms – Income recognition, classification of assets and provisions

Unit 4 - Financial Statements of Banking Companies II

Some special transactions of banks – preparation of financial statements of banks

Unit 5 – NBFCs & Consolidated Financial Statements

Accounts of Non Banking Financial Companies – Consolidated Financial Statements

Suggested Readings

1. Goyal, Bhushan Kumar. Corporate Accounting. Taxmann, New Delhi
2. Kumar, Alok. Corporate Accounting. Kitab Mahal
3. Monga, J. R. Fundamentals of Corporate Accounting. Mayur Paper Backs, New Delhi
4. Sah, Raj Kumar, Concept Building Approach to Corporate Accounting, Cengage
5. Sehgal Ashok & Sehgal Deepak. Corporate Accounting
6. Tulsian P. C. Corporate Accounting. S Chand & Co. New Delhi

BCHD302 – Small Business Management

Course Type – CORE

Credits:04

Objectives

To understand the concept of business/home business. Develop a business strategy that leverages the unique aspect of a business. To make the potential entrepreneurs know about how to start business with minimum or no capital at all

Unit 1 Concepts of small business, self employment, entrepreneurship and start – up.

Size Definition – Demo graphs – Franchise Business – Retailers’ - Corporate – Extended Home-based business

Unit 2 Launching of Small/Home Business

Finance and Human Resource Mobilization Planning – Market and Channel - Selection – Growth Strategies – Product Launching

Unit 3 Management of Small Business

The Basis of Small Business - Small Business: Its opportunities & Rewards – Small Business and the Economy Monitoring and Evaluation of Business – Prevent Sickness & Rehabilitation of Business Units – Advantages of Small Business - Effective Management of Small Business.

Unit 4 Small business

Meaning, importance and role of small business in developing a nation’s economy, different forms of organization for small business. Family business: The nature, importance, and uniqueness of family business, challenges before family business, The family’s relationship

with the business: developing a strategic vision & building teamwork, Professional Management of the Family business firm, the 3-circle model, Managing succession: the leadership challenge, Model of Succession in Family Business and Wealth management in family business firms.

Unit 5 Source of Fund for Small Business & Home Business

Self Financing, equity loan, Loans or Financial assistant from friends/relatives – Grants from Private Government or Other Sources – Angel Investors – Loan from - Bank or other FIS – SME Finance – Venture Capital- Getting Started with little or No Capital: Passion and Leverage – How to conduct a SWOT Analysis in Small Business?- Using a SWOT Analysis Matrix – Questions to ask during the process – Creating a plan to build up strength even more – List ways in building up weakness – Setting SMART goals for each of the opportunities identified – Devise a plan to use strength to decrease the threats identified.

Suggested Readings-

1. Prasama Chandra, Projects – „Planning, Analysis, Selection, Implementation and Reviews“, Tata McGraw-Hill Publishing Company Limited 1996
2. P.C.Jain (ed.), „Handbook for New Entrepreneurs“, EDII, Oxford University Press, New Delhi, 1999.
3. Staff College for Technical Education, Manila and Centre for Research and Industrial Staff Performance, Bhopal, Entrepreneurship Development“, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 1998.
4. HISRICH, ‘Entrepreneurship’, Tata McGraw Hill, New Delhi, 2001.
5. P.Saravanavel, ‘Entrepreneurial Development’, Ess Pee kay Publishing House, Chennai – 1997.
6. S.S.Khanka, ‘Entrepreneurial Development’, S.Chand and Company Limited, New Delhi, 2001.
7. Chandra, P. Project Preparation-Appraisal and Implementation. New Delhi: Tata McGraw Hill.
8. Gupta, C.B. & Srinivas, Entrepreneurial Development. New Delhi: Sultan Chand & Sons.
9. Arora, R. and Sood, S.K.Fundamentals of Entrepreneurship and Small Business Management. Ludhiana: Kalyani Publishers.
10. Desai, Vasant. Small-Scale Industries and Entrepreneurship. Mumbai: Himalayan Publishing House.
11. Ramachandaran, K.Managing a New Business Successfully, New Delhi: Global Business Press.

BCHD303 – Multivariate Data Analysis

Duration: 03Hrs

Marks: 100

Credits: 04

About:

Syllabus

Unit 1 – Introduction

Understanding multivariate data – types of data structures – cross section data – timeseries data – panel data – analysing cross sections – preparing the data – coding and recoding – outlier treatment

Unit 2 – Regressing quantitative variables

Simple liner regression – centering the predictor variable in simple linear regression – multiple linear regression – hierarchical linear regression – polynomial regression – multilevel modelling

Unit 3 – Regressing categorical variables

Binary logistic regression – ROC analysis – multinomial logistic regression

Unit 4 - Multidimensional Scaling & Cluster analysis

Multidimensional scaling – classical metric & metric weighted – hierarchical cluster analysis – K-means cluster analysis

Unit 5 – Analysis of structure

Principal components and factor analysis – confirmatory factor analysis – discriminant analysis

Readings:

1. Lawrence S Meyers, Glenin C Gamst, A J Guarino, Performing data analysis using IBM SPSS, Wiley
2. Darreng George & Paul Mallery, IBM SPSS Statistics 23 Step by Step, Routledge

BCHD304 – Business Laws

Syllabus

Unit 1 – The Indian Contract Act, 1872

Nature & kinds of contracts – offer and acceptance - consideration – capacity of parties – free consent – legality of object & consideration – void agreements- contingent contracts – quasi contracts – discharge of contract – remedies for breach of contract – indemnity & guarantee – bailment – agency

Unit 2 – The sale of goods act, 1930

Formation of the contract of sale – conditions & warranties- transfer of ownership & delivery of goods – unpaid seller

Unit 3 – The Indian Partnership Act, 1932

General nature of partnership – relations of partners – registration & dissolution of a firm

Unit 4 – The Limited Liability Partnership

Introduction – incorporation – partners and their relations – financial disclosures – conversion of LLP - winding up & dissolution – differences with other forms of organizations

Unit 5 – Information Technology Act,2000

Introduction – rationale – e-commerce- internet- non applicability of IT Act – digital signature and electronic signature – electronic governance- attribution – acknowledgement & dispatch of electronic records – secure electronic records and secure electronic signatures – regulation of certifying authorities- electronic signature certificates- duties of subscribers- penalties, compensation and adjudication - the cyber appellate tribunal – offences – constitution of advisory committee – power of controller to make regulations

Readings:

1. Bhushan, Bharat., Kapoor, N.D., Abbi, Rajni, “Elements of Business Law”. Sultan Chand & Sons Pvt. Ltd.
2. Dagar, InderJeet and Agnihotri, Anurag. Business Laws : Text and Problems. Sage Publication.
3. Jagota R. (2019). Business Laws. MKM Publishers ScholarTech Press.
4. Sharma, J.P. and Kanojia S. (2019). Business Laws. New Delhi. Bharat Law House Pvt. Ltd.
5. Singh, Avtar.(2018). The Principles of Mercantile Law. Lucknow. Eastern Book Company.
6. Tulsian P.C. (2018). Business Law. New Delhi.Tata McGraw Hill.

BCHD305 – Team Building and Group Dynamics

Course Type – CORE

Credits – 04

Unit 1 -

Introduction to group dynamics – studying groups – inclusion and identity

Unit 2 -

Formation – Cohesions & development – Structure

Unit 3 –

Influence – power – leadership

Unit 4 –

Performance – decision making – teams – conflict

Unit 5 –

Intergroup relations – groups in context – groups and change – crowds and collective behaviour

Suggested readings-

1. Group Dynamics, Donelson R Forsyth, Cengage Learning
2. Group Dynamics for teams, Daniel Levi, Sage
3. Group Dynamics, Norris M Haynes, University Press of America

BCHD306 – Macro Economics (SWAYAM MOOC)

Duration: 03Hrs

Marks: 100

Credits: 04

About:

Syllabus

Unit 1 – Introduction

Principles of economics – economists mindset – interdependence & the gains from trade - How markets work - supply & demand – elasticity & its applications - supply demand & Government policies

Unit 2 – Markets & Welfare & Understanding Macroeconomic data

Consumers, producers & the efficiency of markets- the costs of taxation – international trade – measuring a nation’s income – measuring the cost of living

Unit 3 – The Real Economy, Money & Prices in the long run

Production & growth – saving, investment & the financial system – basic tools of finance- unemployment – the monetary system – money, growth & inflation

Unit 4 – The Macroeconomics of open economies

Open economy macroeconomics- basic concepts – a macroeconomic theory of the open economy –

Unit 5 – Short Run Fluctuations & contemporary issues

Aggregate demand & aggregate supply – influence of monetary and fiscal policy on aggregate demand – the short run trade off between inflation & unemployment – debates over macroeconomic policies

Readings:

1. Mankiw, Principles of Macroeconomics, Cengage Learning

BCHD307 – On the Job Training 3 – OJT3

Course Type – SEC

Credits - 02

About

In this third OJT the student shall choose a department as per his / her blueprint made in the second OJT in consultation with his Industry guide and try understand the functioning of the chosen department. The OJT will result in a small report on the department, work done & key learnings. The student shall also start to work on the identification of a business problem faced by the organization and the consequent research on the problem with the aim of developing some kind of solution or better understanding of the problem.

BCHD401 – Financial Reporting & Financial Statement Analysis

Course Type – Core

Credits: 04

About: This paper discusses the nuances of corporate financial reporting and analysis of corporate financial statements. Here financials of 5 Indian companies shall be analysed and discussed by the instructor thereby giving a practical understanding of how to analyse financial statements of a company.

Syllabus

Unit 1 – Basics of Financial Reporting

Overview of financial reporting – Accounting Standards – meaning – objectives- accounting standards in India – harmonization and globalization of accounting standards – Indian Accounting Standards (Ind AS) – Conceptual framework of financial reporting – introduction – objectives of general purpose financial reporting – qualitative characteristics of useful financial information – financial statements and reporting entity – elements of Financial statements- recognition & derecognition – measurement – presentation & disclosure – capital and capital maintenance

Unit 2 – Financial Statements of companies

Overview of financial statements of companies – statement of profit & loss – Balance sheet – statement of change in equity – cash flow statement

Unit 3 – Disclosures in annual reports

Introduction – disclosures under companies act 2013 – disclosures under listing agreement – disclosures on company's website – disclosures under accounting standards – voluntary disclosures

Unit 4 – Financial Statement analysis

Introduction – techniques – comparative financial statements – common size statements – indexed financial statements – ratio analysis – profitability ratios – growth ratios – dividend policy ratios – short term liquidity ratios – solvency ratios – assets utilization ratios – return ratios- market ratios – ratios to predict financial insolvency

Unit 5 – Case studies on analysis of financial statements

Analysis of financial statements of at least five Indian Companies for hands on exposure using Ms Excel

Readings:

1. Sanjay Dhamija, Financial Reporting & Analysis, Sultan Chand & Sons
2. CA Perveen Sharma & Kapileshwar Bhalla, Financial Reporting, Taxmann

BCHD402 – Business Opportunities in Franchising

Course Type – Core

Credits: 04

Objective

To enable the Students to introduce franchising as the most efficient form of entrepreneurship, a marketing tool, a distribution technique, the ultimate capital leverage device, a real estate platform, a combination of some or all of the above. Learn how to evaluate franchise management opportunities - Ability to identify opportunities to expand local businesses through franchising. Develop an ability to work out details needed to establish and develop a franchise network.

Syllabus

Unit 1 - Introduction to Franchising

What is Franchising? - Franchising: History and Overview, Types of Franchises, Threshold Business Issues, Advantages and Disadvantages to Franchisor, Advantages and Disadvantages to Franchisee, Elements of a Successful System, Growth of Franchising, Franchise Opportunities, Legal Consideration – Key Learning

Unit 2 - Things to consider before Franchising your business

Moving Forward with your Franchise-Control of Franchise - How to Franchise a Great Business idea-How to buy an Existing Franchise - Buying an existing Franchise - Getting legal help for Franchise Investment - Initial Franchise Location & Search for an ideal Franchise Location - Positioning Franchise and Understandings Franchise Territory

Unit 3 - How to become a Franchisor?

Basic business concept, pilot operation, Developing the operational manual, Developing the franchise package, Marketing the franchise package, Selecting franchisees, Developing the Franchisor's organization, Gross Revenues, Profit and Loss Statement, Capital Expenditure, Franchisee - Sales, Marketing the product or service, Operations (including innovation), initial services, ongoing services.

Unit 4 - How to become a Franchisee?

How does being a franchisee differ from running your own non-franchisee business, Self-examination, Type of business, Assessing the Franchisor, Assessing the business proposition, What happens if the Franchisor fails

Unit 5 - Franchisor Franchisee Relations:

Foundations, Parties responsible, Continuing relationship, Channels of communication – personal contacts, written communication, Franchisee Meetings, Franchisee Associations, Contractual Issues, Structure of Franchisee Agreements - Replication of Successful Business model from other parts of the Country/Abroad - Entrepreneur Journeys – How to stop looking for Job and Start-up your life's work - Bootstrapping – Doing more with less

Suggested Readings –

1. Hoy, F and Stanworth, J (2003), Franchising : An International Perspective, Routledge
2. Ritzer, G (1993) The McDonaldisation of Society, Pine Forge Press
3. Toplis, N, Marsh, G (2004) The 60 Minute Guide to Franchising, 60 Minute Book Company, England
4. Martin Mendelsohn , Guide to Franchising 7th Ed, Cengage Learning
5. Judd, R., &Justis, R. (2008). Franchising: An Entrepreneur's Guide,4th. Mason,OH: Thomson

BCHD403 – Corporate Finance Theory

Course Type – CORE

Credits - 04

About: This paper discusses the theoretical aspects of corporate finance and builds a foundation of practical aspects to be covered in applied corporate finance paper. Its talks about Investment analysis, financing decision and dividend decision.

Syllabus

Unit 1 – Preliminaries

Introduction to corporate finance – the objective in corporate finance – time value of money – value & price – basics of risk

Unit 2 – Investment analysis I

Estimating hurdle rates - estimating cash flows on projects – investment decision rules – Investment analysis with inflation and exchange rate risk –

Unit 3 – Investment Analysis II

project interactions, side benefits and side costs – investment in non- cash working capital – investment in cash and marketable securities

Unit 4 – The Financing Decision

Overview of financing choices – the financing process – the financing mix tradeoffs & theory

Unit 5 – Dividend Decision

Dividend policy – background on dividend policy – dividend irrelevance school – dividends are bad school – dividends are good school

Readings:

1. Aswath Damodaran, Corporate Finance – Theory & practice, Wiley

BCHD 404 – Corporate Law (SWAYAM MOOC)

Duration: 03Hrs

Marks: 100

Credits: 04

About: This course will provide the students with working knowledge of the main provisions of the Companies Act, 2013 relating to incorporation, raising of capital, company management, the Board & other miscellaneous provisions.

Syllabus

Unit 1 – Introduction to the Companies Act, 2013

Preliminary, Incorporation of Company and matters incidental thereto,

Unit 2 – Raising of Capital

Prospectus and allotment of securities, Share capital and debentures, Acceptance of deposits by companies, Registration of charges,

Unit 3 – Company Management

Management and administration, declaration and payment of dividends, Accounts of companies, Audit and Auditors, Appointment and qualifications of directors, Appointment and remuneration of managerial personnel,

Unit 4 – The Board, related matters & winding up

Meetings of Board and its powers, Inspection, Inquiry and investigation, Compromises, arrangements and amalgamations, prevention of oppression and mismanagement, winding up,

Unit 5 – Miscellaneous Provisions, Legal Framework & Corporate Secretarial Practice

Producer companies, Companies incorporated outside India, Miscellaneous provisions, Compounding of offences, adjudication, special courts, National Company Law Tribunal and Appellate Tribunal, Corporate Secretarial Practice – Drafting of Notices, resolution, minutes and reports.

Readings:

1. Bhushan, Bharat. Kapoor, N.D., Abbi, Rajni, “*Elements of Company Law*”. Sultan Chand & Sons Pvt. Ltd.
2. Chadha R. & Chadha, S.(2018). Company Laws. Scholar Tech Press, Delhi.
3. Kumar, A., (2019)Corporate Laws, TaxmannPvt Ltd

BCHD 405 – Leadership

Course Type – DSE

Credits – 04

Unit 1 – The basic frameworks

Why study leadership – leadership, management & strategy – leadership, power and influence – critical approaches to leadership

Unit 2 – Essentialist approaches

Born vs made – transformational and charismatic leadership – leading teams and leading change- authentic leadership

Unit 3 – relational approaches I

Leaders and leading – everyone is a leader – leadership as a social construction

Unit 4 – Relational approaches II

Leadership as practice – responsible leadership for a sustainable world – followership, bad and toxic leadership

Unit 5 – Developing leaders

Leader and leadership development – crafting leadership practice and identity

Suggested Readings –

1. Leadership , Iszatt – White & Saunders, Oxford University Press
2. Leadership – theory and practice, Peter G Northouse, Sage
3. Leadership, Philip Sadler, KoganPage

BCHD 402 – International Economics

Unit 1 – Introduction

The World of International Economics – The classical theory of trade – early trade theories-mercantilism and the transition to the classical world of David Ricardo – The classical world of David Ricardo & comparative advantage – extensions and tests of the classical model of trade

Unit 2 – Neoclassical Trade Theory & Additional Theories and extensions

Introduction to Neo classical trade theory – gains from trade in Neo Classical Theory – Offer curves and the terms of trade – the basis for trade – factor endowments and Hecksher-Ohlin Model – Empirical tests of the factor endowments approach – Post Hecksherohlin theories of trade & intra industry trade – economic growth and international trade – international factor movements

Unit 3 – Trade Policy

The instruments of trade policy – the impact of trade policies – arguments for interventionist trade policies- Political economy & the case of US trade policy - economic integration – international trade & the developing countries

Unit 4 – Fundamentals of international monetary economics

The balance of payments accounts – the foreign exchange market – international financial markets and instruments – the monetary and portfolio balance approaches to external balance – price adjustments and balance of payments disequilibrium – national income and the current account

Unit 5 – Macro economic policy in the open economy & issues in world monetary arrangements

Economic policy in the open economy under fixed exchange rates – economic policy in the open economy under flexible exchange rates- prices and output in the open economy – issues in world monetary arrangements – fixed or flexible exchange rates – international monetary system – past represent & future

Readings:

1. Dennis R Appleyard & Alfred J Field Jr, International Economics, Mc Graw Hill Irwin
2. Henry Thompson, International Economics – Global Markets and competition, World Scientific
3. Thomas A pugel, International Economics, Mc Graw Hill Education

BCHD 407 – OJT4

Course Type – SEC

Credits – 04

About

In this OJT the student shall choose a department and try to understand the working and functions of the department and also work on the business problem identified in OJT3. This OJT will essentially result in a report on the understanding and functioning of the chosen department and also work on the identified business problem.

BCHD 501 – Cost & Management Accounting (Swayam MOOC)

Unit 1 – Introduction to management & cost accounting

Introduction to management accounting – an introduction to cost terms and concepts

Unit 2 – Cost accumulation for inventory valuation and profit measurement

Cost assignment – accounting entries for a job costing system – process costing – joint and by product costing – income effects of alternative cost accumulation systems

Unit 3 – Information for decision making

Cost volume profit analysis – measuring relevant costs and revenues for decision making – pricing decisions and profitability analysis – activity based costing

Unit 4 – Information for planning, control and performance measurement

The budgeting process – management control systems – standard costing and variance analysis – divisional financial performance measures – transfer pricing in divisionalized companies

Unit 5 – strategic performance and cost management and challenges for the future

Strategic performance management – strategic cost management and value creation – challenges for the future

Readings:

1. Colin Drury, Management & Cost Accounting, Cengage

BCHD 502 – Auditing & Assurance

About: This is an introduction to auditing and assurance practices in India and would serve as a base paper for students interested in a career in Auditing and Assurance

Syllabus

Unit 1 – Preliminaries

Nature, scope and objective of audit – audit strategy – audit planning – audit programme

Unit 2 – Documentation, evidence, risk & controls

Audit documentation – audit evidence – risk assessment – internal control – fraud & responsibilities of auditor in this regard

Unit 3 – Audit sampling and analytical procedures

Audit in an automated environment – audit sampling and analytical procedures

Unit 4 – audit in companies

Audit of items of financial statements- the company audit

Unit 5 – audit of different types of entities including banks

Audit report – audit of banks – audit of different types of entities

Readings:

1. Kumar A., Gupta L. and R.J. Arora, Auditing and Corporate Governance, (2016), TaxmannPvt Ltd.

2. Gupta, Kamal and Ashok Arora, (2015) Fundamentals of Auditing, Tata Mc-Graw Hill Publishing Co. Ltd., New Delhi.
3. Institute of Chartered Accountants of India, Auditing and Assurance Standards, ICAI, New Delhi.

BCHD 503 – Applied Corporate Finance

Syllabus

Unit 1 – Investment Analysis

Investment returns & Corporate strategy – analyzing a firm’s existing projects – sources of good projects – underperforming projects – reasons and response

Unit 2 – Financing decision

The optimal financing mix – operating income approach – cost of capital approach – leverage and the return differential – adjusted present value approach – comparative analysis-selecting the optimal debt ratio – the financing mix and choices – choosing a financing mix – choosing the right financing instruments -

Unit 3 – The dividend decision

Analyzing cash returned to stock holders – beyond cash dividends – buybacks -spinoffs and divestitures

Unit 4 – valuation

Valuation principles and practice – value enhancement tools and techniques – acquisitions and takeovers

Unit 5 – The link between valuation and corporate finance decisions

Option applications in corporate finance – back to first principles

Readings:

1. Applied Corporate Finance, AswathDamodaran, Wiley

BCHD 504 – Income Tax Law

Unit 1 – Preliminaries

Preliminary – basis of charge – incomes which do not form part of total income

Unit 2 – computation of total income

Heads of income – salaries – income from house property – profits and gains of business or profession

Unit 3 – Computation of total income

Capital gains – income from other sources

Unit 4 – Further steps in tax assessment

Income of other persons included in assessee's total income – aggregation of income & set off or carry forward of loss – deductions to be made in computing total income – incomes forming part of total income on which no income tax is payable – rebates and reliefs – double taxation relief- determination of tax in certain special cases

Unit 5 – procedure for assessment

Procedure for assessment

Readings:

1. Ahuja, Girish and Gupta Ravi. Systematic Approach to Income Tax. Bharat Law House, Delhi.
2. Singhanian, Vinod K. and Singhanian Monica. Students' Guide to Income Tax, University Edition. Taxmann Publications Pvt. Ltd., New Delhi.

BCHD 505 – Essentials of Strategic Management (Swayam MOOC)

Course Type – DSE

Credits - 04

Objectives:

To equip students with the relevant skills related to understanding and analysing the business environment, designing strategies for an organisation (also entrepreneurial / start-up ventures) and linking the organisation's strategies with its environment.

Syllabus:

Unit 1 - Preliminaries

Nature & importance of strategy: Introduction to the strategic management process and related concepts; Corporate, business & functional level strategic management decisions. Company's Vision and Mission: Need for a mission statement, criteria for evaluating a mission statement- Goal, Process & Formulation of the mission statement (Drucker's Performance Area).

Unit 2 - Environmental Analysis & Diagnosis:

Analysis of company's external and internal environment, Impact of the environment on the organisation's policies and strategies, Dependence of the organisation on the environment, Analysis of specific environment – PESTEL, SWOT & Michael E. Porter's 5 Forces model. Internal analysis: Importance of organisation's capabilities, competitive advantage & core

competence, Michael E. Porter's Value Chain Analysis and Diamond Model. Industry Analysis: Verticals, Sunshine Industries, Product/Industry Life cycle, Cyclical industries.

Unit 3 - Formulation of competitive strategies:

Michael E. Porter's generic competitive strategies, implementing competitive strategies – offensive & defensive strategies. Formulating Corporate Strategies: Introduction to strategies of growth, stability and renewal. Types of growth strategies – concentrated growth, product development, integration, diversification, Mergers & Acquisitions (Relevance, Problems, Advantages and Disadvantages); Types of renewal strategies – retrenchment and turnaround. International expansion: Importance and Reasons, Types – multi-domestic, franchising, licensing and joint ventures.

Unit 4 - Strategic Framework:

Strategic analysis & choice, Strategic gap analyses, Experience curve; Portfolio analysis (Matrices) – BCG, GE, product market evolution, directional policy, life cycle portfolio, grand strategy selection. Behavioural considerations affecting choice of strategy: Culture and Strategic Leadership (Implementing & operationalizing strategic choice, Impact of structure, culture & leadership). Functional strategies & their link with business level strategies. Strategic control & Evaluation: Introduction, Strategic surveillance.

Unit 5 - Strategies for Entrepreneurs:

Exploring and Identifying Business Opportunities, Ideation, Idea Generation and Conceptualization. Managing an entrepreneurial venture. Innovation and Entrepreneurship: Introduction, Innovative mind set and attitude.

Suggested Readings -

1. Thompson, A.A., Strickland III, A.J., Gamble, J.E. and Jain, A.K., Crafting and Executing Strategy: Concepts and Cases, Tata McGraw Hill
2. Pearce, J.A. and Robinson, R.B., Strategic Management Formulation, Implementation and Control, McGraw Hill
3. Thompson, A.A. and Strickland III, A.J., Crafting and Executing Strategy, McGraw Hill
4. Johnson, G. and Scholes, K., Exploring Corporate Strategies, Prentice Hall

BCHD 506 – Indian Economy

Duration: 03Hrs

Marks: 100

Credits: 04

Course Objective

Using appropriate analytical frameworks, this course reviews major trends in economic indicators and policy debates in India in the post-Independence period, with particular emphasis on paradigm shifts and turning points.

Unit 1 – Introduction

Economic development since independence

Unit 2 – Human Capital

Human Capital: Demography, health and education

Unit 3 – The Problems

Growth and Distribution: Poverty, inequality, unemployment and policy interventions

Unit 4 – Policies & performance in Agriculture, Industry and Services

Policies and performance in agriculture Policies and performance in industry and services

Unit 5 – Policies & International Comparisons

Macroeconomic policies and their impact - International comparisons

Suggested Readings –

1. Indian Economy – performance and policies, Uma Kapila, Academic Foundation
2. Indian Economy Since Independence, Uma Kapila, Academic Foundation

BCHD 507 – On the Job Training 5 - OJT5

Course Type – SEC

Credits –

02

This will be the final OJT in which the student will present the final report of his / her learnings and findings of his research, to a panel of faculty / experts at the Department.

BCHD 601AFT – Financial Modelling & Analysis using Excel

Syllabus

Unit 1 – Introduction to financial analysis and modelling

Introduction – Steps in creating a model – Excel Basics- Advanced Excel Features – Making decisions and looking up values

Unit 2 – More on Excel Features

Analysing Data bases – Answering what if questions – Finding iterative solutions – doing statistical analysis – using financial functions – Other useful excel functions

Unit 3 – Model Building

Building good excel models & debugging them – Financial statements forecasting

Unit 4 – Applications

Time value of Money – Financial Planning and Investments – Analysing Market History

Unit 5 – Further applications

Bond Pricing and Duration – Simulating Stock Prices – Option and Option Portfolios – Binomial Option Pricing

Suggested Readings:

1. Financial Analysis and Modelling using Excel, ChandanSengupta, Wiley

BCHD 602AFT – Investment Management, Valuation and Pricing of businesses

Duration: 03Hrs

Marks: 100

Credits: 04

About – This paper introduces the craft of investment management, valuation and pricing of businesses. It covers the basic tenets of business or equity valuation, including pricing of businesses. Also basics of investment management or portfolio theory are discussed.

Unit 1 – Introduction to valuation & the DCF

The craft of valuation, generic methods of valuation including the DCF & relative valuation, DCF Valuation – big picture, estimating discount rates & measuring cash flows

Unit 2 – DCF Core

Forecasting cash flows, Equity DCF models & firm valuation models

Unit 3 – Relative Valuation

Relative valuation – first principles, Equity multiples, Value multiples

Unit 4 – Loose Ends

Cash, cross holdings and other assets, Employee equity options and compensation, value of intangibles, value of control, value of liquidity, value of synergy, value of transparency, cost of distress, closing thoughts

Unit 5 – Portfolio Theory

Introduction, Portfolio Management process, Modern portfolio theory, optimal portfolio – Markowitzian approach

Readings:

1. AswathDamodaran, Investment Valuation, Wiley
2. AswathDamodaran, Damodaran on Valuation, Wiley
3. AswathDamodaran, Corporate Finance: Theory & Practice, Wiley

BCHD 603AFT – Credit Research & Analysis

Syllabus

Unit 1 – Introduction to Credit Research

Introduction – Credit Research – Concept of Rating – Types of facilities – Overview of Credit appraisal methods

Unit 2 – Metrics of Credit Risk

Credit Risk concept – variables involved in credit risk assessment – Various ratios – quick ratio, current ratio, Debt equity ratio, other solvency ratio, det service ratios, other ratios that can be used in model building

Unit 3 - Model Building

Introduction to model building – Model building Process – Concept of in sample and out of sample testing – introduction to discriminant analysis – factor analysis

Unit 4 – Model Building

Application of Discriminant analysis predicting default, Altman Z score Model, other credit risk models

Unit 5 – Introduction to Credit Risk Management

Concept of PD,LGD,EAD – Credit Risk – Credit Risk Mitigants – Managing Credit Risk

Suggested Readings:

1. Managing Portfolio Credit Risk in Banks: An Indian Perspective, ArindamBandyopadhyay, Cambridge
2. Modern Credit Risk Management: Theory and Practice, PanayiotaKoulafetis, Palgrave Mac Millan

BCHD 604AFT – Corporate Tax Planning & Management

Syllabus

Unit 1 - Corporate Tax Planning I (Income Tax)

Concepts of tax planning – assessment of companies – tax planning with setting up of a new business – tax planning with reference to financial management decisions – tax planning with reference to specific management decisions – tax planning with reference to employees' remuneration

Unit 2 – Corporate Tax Planning II (Income tax)

Taxation of non residents – double taxation relief – transfer pricing and other anti avoidance measures – specified domestic transactions and provision of transfer pricing applicable to such transactions – advance rulings – business reorganization

Unit 3 – tax Management

Advance payment of tax – deduction and collection of tax at source – interest payable by / to assessee – collection & recovery of tax – return of income –

Unit 4 - Tax management II

procedure of assessment – appeals and revision- penalties and prosecutions – search, seizure & survey and special procedure for assessment of search cases

Unit 5 – Computation of total income

Scope of total income and residential status – computation of total income and tax planning under various heads for corporate assessee

Readings:

1. Girish Ahuja & Ravi Gupta, simplified approach to corporate tax planning, Wolters Kluwer

BCHD 605AFT – Goods & Services Tax

Unit 1 – Concept of Indirect taxes

Concept and features of indirect taxes – principal indirect taxes

Unit 2 – Goods & services tax (GST) Laws

GST Laws – introduction – levy and collection of CGST & IGST – application of CGST & IGST law – concept of supply including composite and mixed supplies –

Unit 3 – GST Laws II

Charge of tax – exemption from tax – basic concepts of time and value of supply

Unit 4 – GST Laws III

Input tax credit – Computation of GST Liability

Unit 5 – GST Laws IV

Registration – tax invoice – credit and debit notes – electronic way bill – returns – payment of tax including reverse charge

BCHD 601CB – Introduction to Bank Management

Duration: 03Hrs

Marks: 100

Credits: 04

About: Objective: *The objective of this course is to introduce the topic of Bank Management to the students. This course would discuss about the financial statements of banks, Credit management, Treasury Management & Risk Management concepts in Banks. This course will give an overview of the Bank Management facets and would prepare the students to take on advanced courses in Bank Management like Credit Management, Risk Management & Treasury Management.*

Syllabus

Course Content

Unit 1 - Understanding Bank's Financial Statements

8

Sessions

Capital - Reserves - Various Other Liability side items - Asset Side Items - Structure of the Income Statement - major sources of Income- Major heads of Expenditure- Analysis of Bank's Financial Statements

Unit 2 - Credit Management

8

Sessions

Principles of Credit Management - Basics of Credit Appraisal - Structuring a Credit proposal - Working capital appraisal - Credit Rating - Credit Delivery System - Documentation - Post Sanction supervision, control and monitoring of credit - Dealing with credit defaults.

Unit 3 - Treasury Management

Objectives of treasury - Organization and Structure of treasury Department- Treasury operations - Treasury and international banking- various Treasury Products - control and supervision of treasury department - risk management.

Unit 4 - Balance sheet Management

Capital Adequacy - Asset Liability Management - GAP analysis - Funding Liquidity - Contingency Funding - Profitability Analysis - Asset Classification - Provisioning- impact of NPAs

Unit 5 - Risk Management

Basel I - Basel II & Basel III Norms - ICAAP - Credit Risk Management - Operational Risk Management & Market Risk Management

Suggested Readings

1. Indian Institute of Banking and Finance (2011), Advanced Bank Management, Macmillan Education
2. Indian Institute of Banking and Finance (2010), Bank Financial Management, Macmillan
3. Rose P, Hudgins S. (2017), Bank Management & Financial Services, McGraw Hill Education
4. Padmalatha S , Justin P (2017), Management of Banking and Financial Services, Pearson Education

BCHD 602CB – Essentials of Retail & Corporate Banking

Duration: 03Hrs

Marks: 100

Credits: 04

About: *The objective of this course is to provide specialised knowledge in the area of credit management. It discusses all relevant principles and practices of credit management covering aspects like overview of credit function, analysis of financial statements, working capital management, other credits & monitoring, supervisions and management of impaired assets.*

Syllabus

Unit 1 : Introduction and overview of credit

8

Sessions

Principles of lending - credit policy - types of borrowers and types of credit facilities - credit delivery - credit appraisal - credit rating

Unit 2 : Term Loan Appraisal & Working Capital Appraisal

Analysis of financial statements - balance sheet -P&L Account- ratio analysis - ratio interpretation - funds flow statements - cash flow statement- aspects of project appraisal - term loan appraisal - concept of working capital - working capital gap - operating cycle -Working capital assessment - non fund based limits - letters of credit - assessment of LC limit- buyer's credit- bank guarantees -co-acceptance facilities.

Unit 3 : Other Credits, Monitoring , supervision and management of impaired assets

Export Finance - Pre-shipment finance - post shipment rupee export finance - ECGC whole turnover post shipment guarantee scheme - interest rate on rupee export credit - post shipment export finance in foreign currency - customer service and simplification of procedure - priority sector lending - Export credit - education - housing - social infra - renewable energy - others - retail loans - documentation - types of charges - follow-up, supervision and credit monitoring - management of impaired assets - fair practices code on lender's liability.

Unit 4 – Retail Banking

Retail Banking: History and definition - role within bank operations - distinction between retail and wholesale banking - Evolution of retail banking - banker customer relationship - Different types of customers and operational issues- current deposits - savings deposits - term deposits - non resident business - New payment banks and small finance banks - future of branch banking

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Unit 5 – Retail Banking Products

Retail products overview - Product development process - credit scoring - important retail asset products - Securitization - Reverse mortgage - recovery of retail loans - Housing finance - introduction and overview - essentials of a home loan proposal - Card Operations - Credit process, review and monitoring - card production function - customer service - credit card frauds - global framework for smart card payments.

Suggested Readings

1. Indian Institute of Banking and Finance (2017), Retail Asset Products and Other related services, Macmillan education.
2. Indian Institute of Banking and Finance (2017), Retail Liability Products and Other related services, Macmillan education.
3. Keith Pond (2014), Retail Banking, Global Professional Publishing
4. Croxford H, Abramson F, Jablonowski A (2005), The Art of Better Retail Banking - Supportable predictions on the future of retail banking, Wiley.
5. Indian Institute of Banking and Finance (2018), Banker's Handbook on Credit Management, taxmann.
6. Dr. DD Mukherjee , Credit Appraisal, Risk Analysis and Decision Making, Snow White.
7. GS Popli& SK Puri (2013), Strategic Credit Management in Banks, PHI Learning
8. Charles L Gahala.(2003), Credit Management: Principles and practices, National Association of Credit Managers.
9. Dr. DD Mukherjee (2015), Hands on Credit- Doing it yourself, Snow White

BCHD 603CB – Treasury Management

Duration: 03Hrs

Marks: 100

Credits: 04

About: Objective: *The objective of this paper is to introduce the students to the concepts and practices of treasury management. Such a knowledge would enable the students to take up roles and responsibilities in treasuries of leading banks, companies and financial institutions.*

Syllabus

Unit 1: Financial markets, Money Markets and Capital Markets

8

Sessions

An overview of markets and functions - classification of financial markets - role of the emerging markets (BRICS) - roles and functions of participants in financial markets - money market introduction - need for the market - participants in money market - money market instruments - introduction to capital markets - equity shares - preference shares - ECB - framework for issuance of rupee denominated bonds overseas - borrowing & lending in foreign currency by an authorised dealer- GDR-ADR-IDR- when issued securities - credit linked notes.

Unit 2 - Foreign Exchange Markets & Debt Markets

8

Sessions

FX Market introduction - definitions & exchange rate quotations - factors influencing exchange rates - role of banks in Indian forex markets - Relationship with money market operations - International financial institutions - an overview - correspondent banking & NRI accounts - risks in foreign trade - role of Exim bank, RBI & FEDAI - FEDAI Guidelines and forex valuation - Debt Market introduction - Terminologies - types of bonds - GOI securities - SDLs - other approved securities - Non SLR securities - PSU Bonds- Corporate Debentures - Bonds and Debentures - Some other aspects - Bond Dynamics - Accounting - Valuation.

Unit 3 - Interest Rate Quotations & Derivatives

8 Sessions

Introduction - Fixed and floating rate of interest - simple and compound rate of interest - yield - premium & discount - front end and rear end - day count conventions - introduction to derivatives - futures - FRA - Swaps - options.

Unit 4 - Treasury Management , Liquidity Management & Risk Analysis & Control

8 Sessions

Introduction to Treasury Management - Sources of Profit for Treasury - Treasury operations - RBI Measures - Scope and Functions of treasury management - integrated treasury - liquidity management: objective, sources and deployment - CRR - SLR - CCIL - RTGS - Risk analysis and control - operational risk - financial risks - market risk - Risk Management : RBI guidelines/norms - Forex Risk - Operational Risk & concurrent audit.

Unit 5 - Front office / Mid Office / Back Office , Regulation, Supervision and Compliance & Role of IT

8 Sessions

Front office - dealing function- mid office - back office operations - operational clarity - documentation- monitoring - settlement - investment accounting & internal controls - RBI

guidelines - Extracts from FIMMDA : Handbook of Market Practices - dealing procedures and principles - NDS - Other trading platforms - STP - Settlement - custody - Price calculations: T-Bills , Forex Treasury and Market practices.

Suggested readings

1. Indian Institute of Banking & Finance (2017), Treasury, Investment & Risk Management, Taxmann
2. Bragg SM (2010), Treasury Management: The practitioner's guide, John Wiley & Sons
3. Bagchi SK (2006), Treasury Risk Management, Jaico Publishing house
4. Hong Kong Institute of Bankers (2014), Treasury markets and operations, John Wiley and sons

BCHD 604CB – Essentials of Bank Risk Management

Duration: 03Hrs

Marks: 100

Credits: 04

About:*The objective of this course is to provide specialised knowledge of risk management principles, practices and regulation in Indian Commercial Banks. This course will equip students to become successful risk professionals in the banking system with an understanding of the overall risk management framework in banks, The ICAAP, Credit Risk , Market Risk , Operational Risk Interest Rate risk & Liquidity Risk*

Syllabus

Unit 1 - Overview of Risk Management Function in Banks

8

Sessions

Risk management Policy - Organization - Structure - ICAAP - Major Risk Types - Credit Risk - Market Risk and Operational Risk - Liquidity Risk - Interest Rate Risk - Currency Risk - Legal Risk - Inter- linkage with treasury

Unit 2 - Evolution of Risk Management Regulation

8

Sessions

Evolution of Risk Management regulation - Basel I vs. Basel II vs. Basel III Regulations.

Unit 3 - Credit Risk Management

8 Sessions

Credit Risk management Framework - RBI guidelines - Credit Ratings and risk pricing - Methods for estimating capital requirements - standardized approach - advanced approach - Stress test and sensitivity analysis.

Unit4 - Market Risk Management

8 Sessions

Market Risk management Framework - Liquidity Risk management - Interest rate Risk management - Foreign Exchange Risk management - Price Risk (Equity) - Commodity Risk management - Standardized duration method - VaR - ALM - ALCO.

Unit5 - Operational Risk Management

8 Sessions

Operational Risk Management Framework - RBI Guidelines - Sound Principles of Operational Risk Management - Capital allocation for operational risk - methodology - computation of capital charge for operational risk

Suggested Readings:

1. Bessis, J. (2010). Risk management in banking. Chichester, United Kingdom: John Wiley.
2. Bandyopadhyay, A. (2016). Managing Portfolio Credit Risk in Banks. Cambridge: Cambridge University Press
3. Choudhry, M. (2018). An Introduction To Banking: Principles , Strategy and Risk Management. Wiley
4. Crouhy, M., Galai, D., & Mark, R. (2014). The essentials of risk management. New York: McGraw-Hill Education.
5. RBI Master Circulars/ Directions

BCHD 605CB – Marketing of Financial Services

Duration: 03Hrs

Marks: 100

Credits: 04

About:

Syllabus

Unit 1 – Introduction

Marketing and financial services: an overview – the financial services environment

Unit 2 – The financial services customer

The financial services customer – segmenting and targeting the financial services marketplace

Unit 3 – Role of information & relationships

Information regarding marketing financial services – relationship marketing in financial services

Unit 4 – Brand, Value & Pricing

Building and sustaining the financial services brand – creating value : the financial services product – Pricing and value in financial services –

Unit 5 – Distribution, Communication and Strategies

Distributing financial services – Communicating in the marketing of financial services – marketing strategies in financial services

Readings:

1. Marketing Financial Services, Jillian Dawes Farquhar & Arthur Meidan, Palgrave Macmillan.

BCHD 601ENT – Innovation & Creativity in Business

Duration: 03Hrs

Marks: 100

Credits: 04

About: To let students understand the nuances involved in creativity & innovation and to get hands-on experience in applying creative and innovative ideas and solutions towards problem solving.

Syllabus

Unit 1

Introduction: Need for Creative and innovative thinking for quality – Essential theory about directed creativity, components of Creativity, methodologies and approaches, individual and group creativity, organizational role in creativity.

Unit 2

Mechanism of Thinking and Visualization: Definitions and theory of mechanisms of mind heuristics and models: attitudes, approaches and actions that support creative thinking - Advanced study of visual elements and principles - line, plane, shape, form, pattern, texture gradation, colour symmetry. Spatial relationships and compositions in 2 and 3 dimensional space - procedure for genuine graphical computer animation – Animation aerodynamics – virtual environments in scientific visualization – unifying principle of data management for scientific visualization – visualization benchmarking.

Unit 3

Creativity: Methods and tools for directed creativity – basic principles – tools that prepare the mind for creative thought – stimulation – development and actions: - processes in creativity ICEDIP

– Inspiration, Clarification, Distillation, Perspiration, Evaluation and Incubation – Creativity and motivation, the bridge between man creativity and the rewards of innovativeness – applying directed creativity.

Unit 4

Creativity in Problem Solving: Generating and acquiring new ideas, product design, service design – case studies and hands-on exercises, stimulation tools and approaches, six thinking hats, lateral thinking – Individual activity, group activity, contextual influences.

Unit 5

Innovation: types of innovation, barriers to innovation, innovation process, establishing criterion for assessment of creativity & innovation. Innovator's solution – creating and sustaining successful growth – Disruptive Innovation model – Segmentive Model – New market disruption – Commoditization.

Readings:

1. Andriopoulos, C. and Dawson, P.: Managing Change, Creativity and Innovation, Sage
2. Bilton, C. and Cummins, S., Creative Strategy, Wiley
3. Davila, T., Epstein, M.L. and Shelton, R. (ed.), The Creative Enterprise, Praeger
4. Hurt, F., Rousing Creativity: Think New Now, Crisp Publications Inc.
5. Petty, G., How to be better at Creativity, The Industrial Society
6. Christensen, C.M. and Raynor, M.E., The Innovator's Solution, HBS Press

7. Savransky, S.D., Engineering of Creativity, CRC Press

BCHD 602ENT – Women Entrepreneurship

Objectives:

Gender is a critical factor as it shapes our understanding of who and what can be legitimately recognized as an entrepreneur. This course seeks to develop an understanding of a woman entrepreneur and the specific requirements and conditions that affect the same.

Contents:

Unit 1 - Woman Entrepreneur.

Profile of women-owned businesses- Typology of female entrepreneurs - The Socio-economic context of female entrepreneurship: Labour market structure, occupational segregation, gender pay gap, work-life balance, workplace discrimination, glass ceiling effect, sex- role inventory, gender role expectations of society, stereotyping, perception towards female underperformance.

Unit 2 - Feminist approaches

Defining gender, sensitivity and women, role expectations for women, house work versus office/business work, double roles of women, role of women in family businesses, the 5M framework, female networking, gender roles and activities.

Unit 3 - Resources

access to entrepreneurial capital, social capital, human capital, financing women owned businesses, accessing finance, challenges faced by women entrepreneurs, venture capital funding for women.

Unit 4 - Entrepreneurship as empowerment:

high technology entrepreneurship and women entrepreneurs, science and technology enterprises, gender and technology, entrepreneurship, gender and empowerment, entrepreneurial opportunities for women, motivating women entrepreneurs.

Unit 5 - Women entrepreneurs in India:

rural and urban, roles, education levels, social roles and perception of women, potential projects, social entrepreneurship, role of women in the economy, role of women in the earning potential of a household. Reception of women entrepreneurs, obstacles faced by women entrepreneurs, needs of women entrepreneurs. Efforts to increase women entrepreneurship in India, programs for women entrepreneurs, institutions engaged in promoting women entrepreneurship.

Suggested Readings -

1. McAdam, M.: Female Entrepreneurship, Routledge
2. Case Studies = Menon, S., Leading Ladies, Vol. I and II, Fortytwo Books, Mumbai
3. Lavanya, T., Women Empowerment through Entrepreneurship, New Century Publications
4. Kumar, Anil, Women Entrepreneurship in India, Regal Publications
5. Singh, A.K., Suguna, K. and Reedy, R.V.M, Women Entrepreneurship, Vol. I & II, Serials Publications
6. Guillen, M.F. (ed.), Women Entrepreneurship, Routledge
7. Kirpal, A. (ed.), Women Entrepreneurs, Sage

8. Jauhari, V., Griffy-Brown, C., Women, Technology and Entrepreneurship, Reference Press

BCHD 603ENT – Creating successful Business Plans

Duration: 03Hrs

Marks: 100

Credits: 04

Objectives:

Writing a business plan which can gain interest of the fund providers like venture capitalists and other sources of funding.

Course Contents:

Unit1 - Overview

Business Plan: What is business plan, Entrepreneurial opportunities and Business Plan.

Preparing business plan. (Practical Exercises on preparation of business plan) - Components of Business Plan: Confidentiality Agreement, Executive summary, other components.

Unit2 – Industry Analysis

Market Analysis and Planning: Undertaking Market Research, Importance, Industry Analysis, Competitor analysis, defining the target market,

Unit 3 – The Marketing Plan & Strategy

market segmentation, market positioning, building a marketing plan, marketing mix, critical factors for devising a market strategy.

Unit 4 - Technical Feasibility and Analysis.

Operation and Production Plan: Types of production systems, Product design and analysis, New product development, location and layout decisions, project layout, plant and technology choices, product specification and customer needs, production planning and control, Commercializing Technologies

Unit5 – Financial Analysis

Financial analysis and feasibility testing: pro forma income statements, cash budget, funds flow and Cash flow statements; balance sheet; Break Even Analysis; Ratio Analysis.

Suggested readings -

1. Dwivedi, A.K.: Industrial Project and Entrepreneurship Development, Vikas Publishing House
2. References:
3. Bangs Jr., D.H., The Business Planning Guide, Dearborn Publishing Co.
4. Katz, J.A. and Green, R.P., Entrepreneurial Small Business, McGraw Hill
5. Mullins, J. and Komisar R., Getting to Plan B, Harvard Business Press
6. O'Donnell, M., The Business Plan: Step by Step, UND Center for Innovation.

BCHD 604ENT – Building Entrepreneurial Culture and team

Objectives

To develop the ability of implementing the motivational theory into reality and creation of employee friendly positive work culture

Content

Unit 1 - Incentives for Individual Motivation

Incentives that impact on motivation of staff - Pay Salaries, “efficiency wages”, etc. - Direct financial benefits such as Pensions, illness/health/life insurance; allowances (Clothing, housing, etc.) Subsidies, gain sharing.

Unit 2 Indirect Financial benefits

Subsidized meals/ clothing/accommodates/transport, scholarship, tax breaks, deferred compensation such as Seniority Pay.

Unit 3 Flexible Schedules, Part-time/temporary work

sabbatical, study leave, holidays, vacations, etc - Work environment/Conditions, occupational health, safety, recreational, facilities - Amenities, School access, infrastructure, transport, etc - Job Security, Career/ Professional Development/Training Opportunities.

Unit 4 Feedback, Coaching, Valued by Organization

Solidarity, Socializing, Camaraderie, affection, passion - Status, Prestige, Reorganization - Sense of Duty, Purpose, Mission - Security, Opportunities, Stability, risk

Unit 5 Incentives for organizational motivations

Incentives and Sufficient Motivation - Non Materialistic Incentives – Moral Motivation – Public Service Motivation.

Suggested Readings

- 1) Developing Employees, Boston: Harvard Business Press,2009
- 2) Forsyth, Patrick. Thirty minutes to motivate your staff, New Delhi: Kogan Page,2003
- 3) Byham, William C. Zapp: The Lightning of Empowerment, London: Century business,1988
- 4) Noe, Raymond A &Kodwani, Amitabh Deo. Employee Training and Development, New Delhi: McGrawHill,2014
- 5) Janakiram, B. Training and Development, New Delhi:Biztantra,2009
- 6) Clegg, Brian. Crash course in personal development, New Delhi: Kogan Page,2009
- 7) John A. Woods and James W.Cortada The 1998 ASTD Training and Performance Yearbook, McGraw-Hill, New York,1998
- 8) Noe A. Raymond, Hollemberk R. John & Others “Human Resource Management” THM (India) Pvt. Ltd. NewDelhi
- 9) Mondal Sabari &Goswami, Amal “Human Resource Management” – Vrinda Publications (P) Ltd. NewDelhi

BCHD 605ENT – Family Business Management

Objectives:

Students will develop an understanding of the dynamics of joining a family firm and this newfound knowledge will help in securing your value and opportunities within your Family Business.

Contents:

Unit 1 - Understanding Family Business -

define family business, strengths & weaknesses, Survival, Success & Growth of Family Business, Family, Business & Ownership Governance, Succession and continuity, Economic impact, Family Business culture and values, Dilemmas and challenges for family businesses- Resistance to change, Emotional issues. Leadership: competitive edge and outperformance?

Unit 2 - Theoretical Prospective of Family Business:

The agency theory perspective, the stewardship perspective. Family business dynamics: People, system and growing complexity: Family culture, organizational culture, conflict and culture change, Family business people – Founders, Women in family businesses, Multifamily ownership, Non-family employees.

Unit 3 - Family business life cycles:

a story of growing complexity - Life-cycle stages, A customer-active paradigm, Ownership transitions - The family's relationship with business: developing a strategic vision and building teamwork: Articulating values and shared vision, Designing family governance.

Unit 4 - The next generation:

Human resource management and leadership perspective: To join or not to join? The importance of outside experience, Credibility with non-family employees. Systems overlap and human resource management issues – Recruitment, Training and development, Remuneration, Performance appraisal and promotion. Working in the business - Seek out a mentor, Gain the respect of employees, Tread carefully, beware sibling rivalry, Work at establishing personal identity, Relationship with the senior generation

Unit 5 - Making the most of outside resources:

The Perspective of nonfamily managers, Career opportunities for nonfamily managers, Non-family managers - Relationship with the family, Introducing external executives, Motivation and rewards, Incentive design and delivery. Extending the family culture to nonfamily managers, Motivating and retaining nonfamily managers, Non- executive directors – Selecting the right candidate, Board practices. Professional advisers and consultants - advisers keeping pace with your needs. Consultants, Family business consultants, Relationships underpinning an advisory role, Outsider advisors: the family business consultant.

Suggested Readings -

1. Leach, P.: Family Business: The Essentials, Profile Books Ltd.
2. Poza, E.J., Family Business, Thomson
3. Gimeno, A., Bualenas, G. and Coma-Cros, J., Family Business Models
4. Bolton, B., Entrepreneurs: Talent, Temperament, Technique, Butterworth-Heinemann
5. Nanadan, R., Unleashing your Entrepreneurial Potential, Sage
6. Drucker, P.F., Innovation and Entrepreneurship, Affiliated East West Press.
7. Hisrich, R. and Peters, M., Entrepreneurship, Tata McGraw Hill

BCHD 601HRM – Recruitment & Selection

Syllabus

Unit 1 – Recruitment

Psychology of employee recruitment, selection and retention - Recruitment challenges – recruitment sources – electronic recruiting – contribution of job analysis to recruitment – global recruiting – ethics in recruitment and selection

Unit 2 – Interviewing

Interviewing - Interview preparation – competency based questions- additional types of questions – interview components – types of employment interviews - Documenting the interview – preemployment testing – background and reference checks –

Unit 3 – selection

the selection process - Ability tests in selection – personality questionnaires — situational judgement tests for selection – simulation exercises in selection – potential of online selection – team assessment and selection – selection for virtual teams – assessment for leader development

Unit 4 – Orientation

The fundamentals of employee orientation – beyond the fundamentals

Unit 5 – Retention

Strategies for retention – talent management – impact of organizational climate and culture on employee turnover – work life balance and employee retention

Readings:

BCHD 602HRM – Negotiation & Conflict Management

Duration: 03Hrs

Marks: 100

Credits: 04

About:

Syllabus

Unit 1 – foundations

Defining negotiation – components of negotiation – personality – conflict

Unit 2 – more on negotiation theory

Negotiation style – negotiating temperaments- communication in negotiation – cultural & gender differences in negotiation

Unit 3 – factors influencing negotiation

Interests and goals – perception – effects of power – self assertion

Unit 4 – principles of persuasion & rules of negotiation

Principles of persuasion – rules of negotiation and common mistakes- negotiation process and preparation

Unit 5 – closing the loop

Alternative styles, strategies & techniques of negotiation – team negotiation – third party intervention – using personal negotiating power – post negotiation evaluation

Readings:

1. Barbara A Budjac Corvette, Conflict management: a practical guide to developing negotiation strategies , Pearson

BCHD 603HRM – Training & Development

Duration: 03Hrs

Marks: 100

Credits: 04

About:

Syllabus

Unit 1 - Introduction

Introduction to training and development – Training and development strategy – Legal Issues in training and development

Unit 2 – Needs analysis & Learning theories

Needs analysis – Learning theories

Unit 3 – Training evaluation and learning methods

Training evaluation – reaction and learning – Training evaluation – transfer and results – learning methods

Unit 4 – Delivery options

Delivery options for face to face training – technology mediated training and development

Unit 5 – Final Thoughts

Careers and successions – employee development – practical skills for training and development – training for differences – understanding culture and diversity

Suggested Readings

1. Strategic Training and Development, Robin A Berkley & David M Kaplan, Sage
2. Employee Training and Development, Raymond A Noe & Amitabh DeoKodwani, Mc Graw Hill Education

BCHD 604HRM – Industrial Relations & Labour Legislation

Unit 1 - Introduction

Industrial Relations – main aspects, models and developments – Industrial disputes and strikes – Methods of settling industrial disputes – Collective Bargaining and Grievance Procedure – Labour Management Cooperation / Worker's participation in Management

Unit 2 – Labour Legislation I

Principles of Labour Legislation – factory legislation – payment of wages legislation – Minimum wage legislation – Equal remuneration legislation

Unit 3 – Labour Legislation II

Trade Union Legislation – Legislation concerning settlement of industrial disputes – Industrial Employment (Standing Orders) Legislation and Problem of discipline in Industry

Unit 4 – Labour Legislation III

Evolution and growth of social security legislation in India – Workmen's compensation legislation – maternity Benefit Legislation – Employee's State Insurance Act, 1948 – Provident Fund Legislation

Unit 5 – Labour Legislation IV

Payment of Gratuity Act 1972 – Child Labour (Prohibition and Regulation) Act 1986 – Shops and Establishments Act – Labour Administration – International Labour Organization – Labour Policy in 5 year plans and NitiAayog

Suggested Readings-

1. Industrial Relations, Trade Unions and Labour Legislation, PRN Sinha, InduBala Sinha, Seema PriyadarshiniShekhar, Pearson
2. Industrial Relations and Labour Legislation, RC Sharma, PHI

BCHD 605HRM – International Human Resource Management

Unit 1 – Cultural, comparative and Organizational perspectives on IHRM

Culture and Cross Cultural Management – Comparative HRM – Transfer of Employment practices across borders in MNCs – Approaches to IHRM

Unit 2 – International Assignments and Employment Practices

International Assignments – Multinational Companies and the host Country Environment – MNCs, regulation and the changing context of IHRM – HRM in Cross Border Mergers and acquisitions

Unit 3 – HRM Policies and Practices I

Managing Knowledge in Multinational Firms – Training and Development: developing global leaders and expatriates –

Unit 4 - HRM Policies and Practices II

Global and Local Resourcing – Global Performance Management

Unit 5 - HRM Policies and Practices III

Total Rewards in the International context – equal opportunity and diversity Management in the Global Context – CSR & sustainability through Ethical HRM Practices.

Suggested Readings –

1. International Human Resource Management, B Sebastian Reiche, Anne-Wil Harzing & Helene Tenzer, Sage
2. International Human Resource Management – A Case Study Approach, Daniel Wintersberger, KoganPage

BCHD 601MM – Marketing Research

Syllabus

Unit 1 – Nature and scope of marketing research

A decision making perspective on marketing research – marketing research in practice - the marketing research process – research design and implementation

Unit 2 – data Collection

Secondary sources of marketing data – standardized sources of marketing data – marketing research on the internet – information collection – qualitative and observational methods – issues in data collection – survey methods – attitude measurement – designing the questionnaire – experimentation – sampling fundamentals – sample size and statistical theory

Unit 3 – Data Analysis

Fundamentals of data analysis – hypothesis testing – basic concepts and tests of associations – hypothesis testing – means and proportions

Unit 4 – Special topics in data analysis

Correlation analysis and regression analysis – discriminant and canonical analysis – factor and cluster analysis – multidimensional scaling and conjoint analysis – presenting the results

Unit 5 – Applications

Traditional applications of marketing research – product – price – distribution – promotion – contemporary applications of marketing research – emerging applications of marketing research – database marketing and relationship marketing

Readings:

1. Aaker, Kumar & Day, Marketing research, wiley

BCHEd 602MM – Digital Marketing

Syllabus

Unit 1 – Marketing in the digital world

The digital environment – digital customers – marketing goes digital – creating a digital marketing strategy

Unit 2 – search engine optimization, website development & e-commerce

Introduction – how search engines work – keyword selection – onsite optimization – off site optimization – strategic search engine optimization – third party search engine ranking- website development – web presence ownership, management & development – usability – the basics – content development – B2B website – global web presence – e-commerce – multichannel retailing – fulfilment – shopping engines vs e-marketplaces vs third party shopping websites – e-commerce website

Unit 3 – Content creation, connecting with influencers, online advertising

Creating content plan – reviewing content types – understanding customer’s intent – story telling- defining content framework using processes and systems – targeting content for B2B audience – communicating with influencers – collaborating to win – engaging influencers using 3 Cs – succeeding with influencer marketing – getting creative – working with an agency – online advertising – introduction – programmatic advertising – objectives and management – online ad formats – search advertising- network advertising – landing pages

Unit 4 – email marketing, marketing on social media

Email marketing – introduction – email as a medium of direct marketing – email as a medium for marketing messages- email newsletters – marketing on social media – introduction – blogging – consumer reviews and ratings – social networking – social sharing – social media service and support – strategic marketing on social media – measure and monitor

Unit 5 – Metrics and analytics

Introduction – how analytics are presented and used – looking back at business model – reassessing strategy – reviewing ongoing improvement for B2B marketing – achieving maximum ROI

Readings:

1. Alan Charlesworth, Digital marketing – a practical approach, Routledge

BCHD603MM – Building Websites and Search Engine Optimization

Syllabus

Unit 1 – WordPress basics, setting up WordPress & WordPress dashboard

Basic wordpress concepts – open source software – development & release cycles – wordpress community – different versions of word press – system requirements- using secure file transfer protocol – PHP & MySQL – installing and configuring wordpress – updating wordpress- backup, packingup& moving to a new host – wordpress dashboard – exploring tools and

settings – managing users and multiple authors – dealing with comments and spam – creating categories and tags

Unit 2 – Publishing the site & Examining SEO & Social media

Writing the first post – creating a static page – uploading and displaying photos and galleries – podcasting and video blogging – working with custom fields – wordpress as a content management system – exposing your content – creating a social media listening hub – understanding analytics – SEO – Exploring popular SEO plugins

Unit 3 – More on SEO

How search engines work – keyword strategy – competitive positioning – SEO web design – creating content – linking- optimizing the foundations – analyzing results

Unit 4 – Customizing the look of the site

Examining the default theme – finding and installing wordpress themes – exploring the anatomy of a theme – customizing your theme – understanding parent & child themes – digging into advanced theme development

Unit 5 – Using & developing plugins & running multiple sites with wordpress

Introducing wordpress plugins- installing and managing plugins – configuring and using plugins – modifying existing plugin code – creating simple plugins from scratch – running multiple sites – introduction to multiple sites – setting up and configuring network features – becoming a network admin – management of users and access control – using network plugins and themes – using multiple domains within the network

Readings:

BCHD 604MM – Social Media Marketing

Unit 1 – The Social Media Mix

Making the business case for social media – tallying the bottom line – plotting the social media marketing strategy- managing the cyber social campaign

Unit 2 – Cyber social tools

Discovering helpful tech tools – leveraging SEO for improved visibility – optimizing social media for internal and external searches – using social bookmarks, news and share buttons – making social media mobile

Unit 3 – Content marketing

Growing the brand with content- exploring content marketing platforms – developing a content marketing strategy – getting your content to masses

Unit 4 – Twitter, facebook, LinkedIn

Using twitter as a marketing tool – using twitter as a networking tool – finding the right twitter tools – social listening with twitter – hosting twitter chats – using facebook as a marketing tool – creating and sharing content on facebook – advertising on facebook – streaming live video on facebook – promoting yourself with linkedin – promoting your business with linkedin – starting a linkedin group – using linkedin as a content platform

Unit 5 – Measuring results and building on success

Delving into data – analyzing content sharing metrics – analyzing twitter metrics – analyzing facebook metrics- comparing metrics from different marketing techniques – making decisions by numbers

Readings:

BCHD 605MM – E-Commerce

Unit 1 – Basics and definitions & frameworks and architectures

“E-Commerce” – business models related to E-Commerce – technical and economic challenges – frameworks and architectures – actors and stakeholders – fundamental sales process – technological elements

Unit 2 – B2C business & B2B business

B2C business – the process models and its variants – the pricing challenge – the fulfilment challenge – the payment challenge – B2C business & CRM – B2C software systems – B2B business – the process model and its variants – B2B software systems

Unit 3 – Impact of E-Commerce

Ethics, morale and technology – ethical aspects of ICT – overall impacts of E-commerce – specific impacts of E-Commerce

Unit 4 – Security & Compliance management

Foundations of risk management – compliance management – information security management (ISM) – technology – legal aspects of E-Commerce

Unit 5 – Electronic payment & performance management

Business & money – the payment challenge – payment procedures – receivables management – cyber money – foundations of performance analysis – ICT performance management – web analytics

Readings:

1. Martin Kutz, Introduction to E-Commerce – combining business and information technology, bookboon

OJT & Comprehensive Report Guidelines*

1. These OJT & Comprehensive Report guidelines are applicable to the following papers:

Paper Code	Paper Title	Course Type	Credits	Semester
BCH106	OJT1	SEC	4	I
BCH207	OJT2	SEC	2	II
BCH306	OJT3	SEC	4	III
BCH407	OJT4	SEC	2	IV
BCH506	OJT5	SEC	4	V
BCH606	Comprehensive Report	SEC	4	VI

2. A student is supposed to find an organization of his choice and complete 5 on the job trainings in the chosen organization. In special circumstances a student may be allowed to switch organization with the approval of the supervisor/mentor limited to a maximum of 2 organizations. The objective of these OJTs is to give the student a chance to get a first-hand understanding of the chosen organization.
3. The organization may be any organization (manufacturing firm, services firm, CA firm, startup, bank, broking firm, NBFC etc.) of any size organized in any way including own businesses.
4. The student needs to plan the 5 OJTs in consultation with his faculty supervisor and organization mentor. A sample of how the OJTs may be sequenced is given below. The student is free to sequence his OJTs in any way that he finds suitable.

Paper Code	Paper Title	Course Type	Credits	Semester	Objective
BCHD 106	OJT1	SEC	4	I	Understanding the business & business model
BCHD 207	OJT2	SEC	2	II	Understanding the Organization Structure & Set up
BCHD 306	OJT3	SEC	4	III	Understanding the functioning of HR Department
BCHD 407	OJT4	SEC	2	IV	Understanding the functioning of Marketing Department
BCHD 506	OJT5	SEC	4	V	Understanding the functioning of Accounting & Finance Department
BCHD 606	Comprehensive Report	SEC	4	VI	Comprehensive Report including dissertation on at least 1 problem faced by the organization with recommendations if any

5. The student is expected to give a report and a presentation on the work done/experiences gathered / key learnings from the OJT for the purpose of evaluation at the end of each OJT.
6. The student is expected to understand the workings and functioning of the organization and its constituent departments, identify at least one business problem, recommend solutions to the problem based on research and present it as a part of the Comprehensive report covering his understanding/ learnings in the 5 OJTs.
7. The page limit for the first 5 OJT Reports will be 15 - 40 pages per report and the page limit for the final comprehensive report will be 50-120 pages.

Duration of the Programme (Minimum-3 Years, Maximum-6 Years)

To fulfill the degree requirements for acquiring the BBA, a student may clear all the papers in three years. If a student fails to clear all the requirement of course in three years he/ she may be permitted to stretch it over a period of another 3 years. In case the student is unable to pass all the courses of BAB programme in 6 years, the students may be permitted to stretch it for another two years. In such cases, the student has to seek readmission as per 'Re-Admission' rules and pay the requisite fees.

Admission

- a. A candidate, aspiring for admission to B.Com (Hons)programme, shall have to apply in the prescribed application form that is complete in all respects, on or before the last date of submission.
- b. The Admission committee shall display/publish the list of candidates who are declared eligible for admission, after the due approval of the competent authority.
- c. Eligible candidates shall have to complete the prescribed formalities, for completion of admission, within the stipulated period of time; otherwise they will forfeit the right to admission.

Semester Teaching and Annual Examination

For the purpose of teaching and counsellign, each academic year shall consist of two Academic Semesters, the first referred to as ODD Semester (July-December) and the second as EVEN semester (January-June). Examinations of papers of both the semesters will be held at the end of every EVEN semester.

Prescriptions for conducting examinations of papers, are presented in the following table:

A	Mode (Theory Papers)	Written only
B	Duration (Theory Paper)	03 Hours
C	Examiners (Theory Paper)	Paper setters and evaluators to be decided by the university for each paper from time to time.

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Examinations of all the papers will be held only once in a year at the end of the EVEN semester. Students will be required to fill up an examination form that will be made available at all the Study Centers. The university would send admit-cards to all the eligible student. Examination fee of RS. 2000- will be charged. Admit cards will be issued for examination in the papers for which the student had registered. The decision about the Examination Centers will be the prerogative of the university.

Provision for unsuccessful candidates

Candidates who fail in one or more subjects will have to reappear for the supplementary examination, which will be conducted along with the term end examination of the subsequent batch. A student will have to clear all the papers in maximum period of six years after admission. After the expiry of this period the learners will have to seek fresh admission.

Award of division to successful candidates

The result of the successful candidates shall be classified at the end of the final year of examination on the basis of the aggregate of marks of all subjects (theory, practical and project) secured by the candidate in the I& II year examinations, as indicated below:

Distinction	75% and above
I Division	> 60% and < 75%
II Division	> 45% and < 60%
Fail	Less than 40%

Rationalization of weightage for internal assessment and term end examination in programmes offered in SODL :-

1. The Weightage of term- end examination would be 75%.
2. Weightage for Internal Assessment would be 25%.

Supply of Study Material

One book per course will be supplied to the students. However, the fast pace of computer industry necessitates that students must read some other reference materials. Studying the supplied printed material alone may not be sufficient for the knowledge of the subject. Therefore, it is strongly recommended that the students take the help of other reference materials/ websites for the preparation of their assignments and other examinations.

Counseling Sessions

In distance education, face -to-face contact between the learners and their teachers/ counselors is relatively less and, therefore, is an important activity. The purpose of such a contact is to answer some of the questions and clarify the doubts, which may not be possible through any other means of communication. It also intends to provide an opportunity to meet the fellow students. There are academic counselors at the StudyCenters to provide counselling and guidance to the students in the courses that they have chosen for study. These sessions will be held at the Jamia Hamdard during weekends (**Saturdays and Sundays**)

It may be noted that the counseling sessions would be very different from the classroom teaching or lectures. Counsellors will not be delivering lectures as in conventional teaching. They will try to help the students to overcome difficulties, which they face while studying for the Programme. In these sessions, they must try to resolve their subject-based difficulties and any other related problems.

Before the students go to attend the counselling sessions, they are expected to go through the course materials supplied to them and make a plan of the points to be discussed. Unless they have gone through the Units, they may not find much to be discussed with course counsellors.

COST ESTIMATE OF B.Com (Hons) PROGRAMME ON DISTANCE MODE

SEMESTER - WISE COST/BENEFIT STRUCTURE

Recurring Expenses (A)	
Number of Courses	7
Number of Counseling Sessions	12
Cost Per Counselling Session	Rs.500.00/hour/Session
Cost Per Course – Counselling Charges	6,000
Total cost of Counseling Sessions for 7 courses	36,000
Administrative Expenditure per Semester	20,000/month
Total Administrative Expenditure/Semester	1,20,000
Total Recurring Expenses (A)	1,56,000
Fixed Cost (B) Study Material Development	
Course Development /Course	65,000
Course Development for 32 courses (Writing/editing/vetting Cost)	20,80,000
Total Courseswriting for 3year	6,93,333
Total Cost for SLM per student (including course writing and printing)	3361

TOTAL COST BBA DISTANCE (PROGRAM)

All Sessions Counselling (A*6 Semester)	2,16,000
Office Expenditure	7,20,000
Total Recurring Expenses (A)	9,36,000
Total cost of counseling class per student	6240
Cost of one semester Per Student	9,601

PROPOSED FEE STRUCTURE

Expected Admissions per semester	150
Fees per semester/per student	10,000
Total Revenue in one Semester	15,00,000

MODE OF PROGRAM

Admission in a year	Two Batches
First Admission	Jan- June
Second Admission	July-Dec

Total Admission in a Year	300
Total Revenue	30,00,000

List of Academic Counselors for B. Com (Hons) Program (SODL)

S.N.	Name of the Academic Counselors	Designation	Qualification	Experience in Teaching/ Research	Area of Specialization	Courses Recommended for Academic Counseling
1.	Mohd. Abdul Moid Siddiqui	Assistant Professor	Ph.D. (Business Administration)	6 years	General Management Strategic Management Human Resource Management Organizational Behaviour Marketing Research	Organization Behaviour, Human Resource Management
2.	Dr. Waseem Khan	Research Assistant	Ph.D (Agricultural Economics & Business Management)	2 years	Managerial Economics, Marketing Research, Business Statistics, Business Environment	Business Environment, Managing Tourism Services
3.	Dr Abdullah	Assistant Professor	Ph.D. (Management)	4 years and 11 months	Marketing Research, Statistics, Computer Applications, Consumer Behavior	Principle of Management, Social Media Ethics
4.	MrMohd. Arshad Khan	Research Associate	P.h.D. (Agricultural Economics & Business Management)	9 years one month	Indian Economy, Rural Enterprises, Business Policy, General Management	Business Economics, Business Policy and Strategy
5.	Mohd .Sarim	Assistant Professor	Ph.D. (Finance)	4 /and half years	Management Accounting, Project Appraisal and Financing, Financial Markets and Institutions and Business Communications	International Business Environment,

6.	Dr Mohamad Awais	Research Associate	Post Doctorate	5 years and 4 months	Agricultural Economics, General Management, Policy Research	Business Research
7.	DrMatloobUllah Khan	Assistant Professor	Ph.D. (Management)	11 years	Financial Engineering, Business Mathematics, Income Tax, Applied Finance, Financial Derivatives	Business Mathematics, Indirect Taxes
8.	DrSaad Bin Azhar	Assistant Professor, NDIM, New Delhi	Ph.D. (Management)	3 years	Marketing Management, Advertising, Management, Entrepreneurship Development	Industrial Economy, Sales and Distribution Management
9.	MsNeelofar Khan	Research Scholar	UP-SLET, M.S.W., B.Ed., Ph.D (Mathmetics) Pursuing	9 years	Linear Algebra, Business Mathematics, Quantitative Techniques, Matrix, Integral Calculus, Business Statistics, Differential Calculus, Numerical Analysis	Business Statistics, Quantitative Techniques for Managers
10.	Dr Mohammad Jamshed	Assistant Professor, SMBS	Ph.D. in Business Management	12 years	Financial Management, Capital Market, Commodity Market, Risk Management, Marketing Management, Retail Management, Supply Chain Management, Logistics, Agricultural	Environmental Management, Consumer Behaviour, Business Ethics and Corporate Governance, Projects

					Marketing, Computer Software Packages and MIS	
11.	Dr .Faizan Khan Sherwani	Guest Faculty, SMBS	Ph.D. in Finance & Economics	11 years	Financial Management, Financial Accounting, Cost & Management Accounting, Rural Finance, Islamic Finance, Income Tax, Indirect Tax, HRM, Marketing Management, Marketing of Services	Indian Economy, Cost Accounting, Financial Management,
12.	DrAsad Ahmad	Assistant Professor, SMBS	Ph.D. (Marketing)	7 years	Marketing Consumer Behavior; Advertisement; E- marketing; E- service Quality	Marketing Management
13.	DrObaidur Rahman	Research Associate, ICAR	MBA (Marketing) Ph.D. Thesis (Submitted)	4 years	Marketing Research; Consumer Behavior; Marketing; e- Commerce; Service Quality	Business Research Methods,
14.	DrArif Anwar	Guest Faculty, SMBS	Ph.D. (Business Administratio n)	3 years	Business Research, Operation Research, Consumer Behavior, Marketing Management, Service Marketing, Data Analytics, Programming	Small Business and Entrepreneurship, Production and Operations Management

15.	Dr. Syed Aijazuddin	Consultant, JHRCA, Jamia Hamdard	Ph.D. (Social Sciences)	30 years	General Management, Business Communication, HRM, Performance Management, Compensation Management	Performance and Compensation Management, Maintenance of Human Resources
16.	Dr. Abdul Wahid Farooqi	Asst. Professor, Dept. of Commerce, Zakir Husain College, DU	Ph.D. (Management)	20 years	Business Law, General Management, Rural Marketing, Banking, Insurance	Business Law, Taxation Law
17.	Syed Zakir Hussain	Guest Faculty	MBA, PMP, Ph.D. (Pursuing)	18 years	Project Management, MIS, Computer Applications	Management Information System, Project Planning and Evaluation
18.	Dr. Afaq Husain	Guest Faculty	MBA, Ph.D., Post- Doc.	8 years	Marketing, Business Stats, Supply Chain Management	Marketing Management II, Office Management

FEEDBACK OF THE ODL LEARNERS
TO MONITOR QUALITY OF STUDENT SUPPORT SERVICES PROVIDED TO THE LEARNERS

We are obtaining a feedback from you for improving quality of the academic programmes we offer and also to improve the quality of student support services provided to you at Jamia Hamdard. We request you to please provide the following information related to your studies at Jamia Hamdard in the ODL Programme. The feedback given by you would help us in improving quality of academic programmes on offer and the student support services.

The filled – in feedback form may be submitted to the undersigned by post / in – person at the School of Open and Distance Learning, First Floor, Hamdard Convention Centre, Jamia Hamdard, New Delhi – 110 062. Scanned copy of the filled – in feedback form can also be sent to me at sodl@jamiahamdard.ac.in.

ACADEMIC SESSION: _____

S No	Feedback Questions	Answers & Remarks
1	Your Name	
2	Your Programme	
3	Your Enrollment Number	
4	Year of Study: Mention – I, II, III, IV, V, VI Semester / 1 st , 2 nd , 3 rd Year	
5	Your Mobile Number:	
6	Your Email ID	
7	Are you in service / employed? Mention – Yes / No	
8	Have you received your Identity Card in time? Mention - Yes / No	
8	Have you received your study material? Mention - Yes / No	
10	Have you received your study material in time? Mention - Yes / No	

11	Have you gone through your study material thoroughly? Mention - Yes / No:	
12	How do you rate quality of the study material? Mention - Excellent / Good / Poor:	
13	Did you attend the Induction Meeting? Mention – yes / No	
14	Have you attended the counselling session? Mention - Yes / No:	
15	If yes, how many counselling sessions you have attended? Mention the number:	
16	Are the counselling sessions conducted as per the schedule? Mention - Yes / No	
17	How do you rate quality of the counselling sessions conducted? Mention - Excellent / Good / Poor:	
18	Have you attended the practical sessions? Mention - Yes / No, if applicable:	
19	How many practical sessions you have attended? Mention number, if applicable:	
20	Are the practical sessions conducted as per the schedule? Mention - Yes / No	
21	How do you rate quality of the practical sessions conducted? Mention - Excellent / Good / Poor	
22	How do you rate ambiance and physical upkeep of the class rooms / laboratories where your counselling / practical sessions were held? Mention - Excellent / Good / Poor	
23	Have you submitted Assignments / Projects? Mention - Yes / No	
24	Are you satisfied with the evaluation of your	

	Assignments / Projects? Mention - Yes / No	
25	Are you receiving feedback from your academic counsellors on your assignment responses? Mention – Yes / No	
26	Have you availed Library Services of Jamia Hamdard? Mention - Yes / No	
27	If No, then why? (You may add additional sheet, if required)	
28	If Yes, how do you rate the quality of library services at Jamia Hamdard? Mention - Excellent / Good / Poor	
29	Have you appeared in the examinations conducted by SODL, Jamia Hamdard? Mention - Yes / No	
30	If Yes, mention the quality of conduct of the examinations. Mention - Excellent / Good / Poor	
31	Are you satisfied with evaluation of your examination papers? Mention - Yes / No	
32	If No, mention reason thereof! Attach additional sheet if required.	
33	Are you getting result in time? Mention - Yes / No	
34	Are you receiving your mark sheets in time? Mention - Yes / No	
35	Are your grievances redressed satisfactorily at SODL? Mention Yes / No	
36	Are your emails responded at SODL in a reasonable time? Mention - Yes / No	
37	How do you rate the quality of responses given to your emails / grievances at SODL? Mention - Excellent / Good / Poor	
38	Have you visited SODL for queries / redress of your grievances? Mention - Yes / No	
39	Are you satisfied with the responses given to	

	you at SODL? Mention - Yes / No	
40	How do you rate the quality of responses given to you at SODL? Mention - Excellent / Good / Poor	
41	How frequently do you visit website of Jamia Hamdard www.jamiahamdard.edu to check for updated information about your studies? Mention – Regularly / Frequently / Never	
42	How do you rate the information given on the website about your studies at Jamia Hamdard? Mention - Excellent / Good / Poor	
43	How frequently do you receive emails alerts from SODL / Programme Coordinators about your studies at Jamia Hamdard? Mention – Regularly / Frequently / Never	
44	How do you rate behavior of teachers of Jamia Hamdard? Mention – Excellent / Good / Poor	
45	How do you rate behavior of staff of Jamia Hamdard? Mention – Excellent / Good / Poor	
46	Are you satisfied studying at Jamia Hamdard? Mention – Yes / No	
47	Will you recommend your friends and relatives to get enrolled for ODL Programmes of Jamia Hamdard? Mention – Yes / No	
48	Would you like to continue your studies at Jamia Hamdard? Mention Yes / No	
49	In which Programme / Course you would like to get enrolled?	
50	Mention the market need – based Programmes / Courses Jamia Hamdard should offer through distance mode	1.
		2.
		3.
		4.
		5.

GENERAL REMARKS AND SUGGESTIONS FOR IMPROVEMENT: (Attach additional sheet, if required)

Date: _____

SIGNATURE OF THE LEARNER

FEEDBACK OF ACADEMIC COUNSELLORS

We are obtaining feedback from you to improving the quality of ODL Programmes on offer and also to improve the quality of support services provided to the learners. May I requesting you to kindly provide the following information as your feedback on the academic programme you are associated with at the School of Open and Distance learning, Jamia Hamdard. This feedback would help us for improving quality of the academic programmes and quality of the academic support services provided to learners of your programme.

The filled – in feedback form may please be submitted to the undersigned at the School of Open and Distance Learning, First Floor, Hamdard Convention Centre, Jamia Hamdard, New Delhi – 110 062. Scanned copy of the feedback form can also be sent to me at sodl@jamiahamdard.ac.in

FOR IMPROVING QUALITY OF THE ODL PROGRAMMES AND THE STUDENT SUPPORT SERVICES

S No	Feedback Questions	Answers
1	Your Name	
2	Your Programme	
	Courses approved for conducting the academic counselling	1.
		2.
		3.
		4.
		5.
3	Have you received a set of study material? Mention – Yes / No	
4	How many sessions you have conducted in the current academic session. Mention the number	
5	Have you conducted the counselling sessions as per the schedule notified on the website / Notice Board?	

	Mention – Yes / No	
6	How do you rate quality of the study material? Mention – Excellent / Good / Poor	
7	Do you feel syllabus / study material of your Programme needs revision / updating? Mention – Yes / No	
8	Would you like to be a course writer for updating the study material? Mention – Yes / No	
9	Mention the courses / subjects of your choice for writing the study material.	1.
		2.
		3.
		4.
		5.
10	Are learners of your course attending the counselling sessions regularly? Mention – Yes / No	
11	How many learners attend your counselling sessions? Mention an average number.	
12	Do they come prepared for attending the counselling sessions? Mention – Yes / No	
13	Do the learners seek clarifications and participate in discussions during the counselling sessions? Mention – Yes / No	
14	How do you rate participation of the learners during the counselling sessions? Mention – Excellent / Good / Poor	
15	Do the learners approach you on non – counselling days for clarification of their doubts / queries? Mention - Yes / No	
16	Do you evaluate assignments / projects of the learners? Mention – Yes / No	
17	How do you rate quality of the assignments / projects submitted by the learners? Mention – Excellent / Good / Poor	
18	Do you evaluate examination answer books of	

	the learners? Mention – Yes / No	
19	How do you rate quality of response of the learners in their examination papers? Mention – Excellent / Good / Poor	
20	Are you satisfied with the amount of remuneration being paid for conducting the counselling sessions? Mention - Yes / No	
21	Mention the expected amount of remuneration for conducting the counselling sessions	
22	Please suggest new market need – based programmes to offer through distance mode.	1..
		2
		3.
		4.
		5.

23. GENERAL REMARKS AND SUGGESTIONS FOR IMPROVEMENT (Attach additional sheet if required)

Date: _____

SIGNATURE OF THE ACADEMIC COUNSELLOR