


Rajasthan Technical University

Scheme for 7th SEM – BAM- (MAM Scheme)

Seventh Semester BAM					Marks		
Code No.	Name of Subject	Number of Hours/Week			Internal/ Minimum Pass Marks	External/ Minimum Pass Marks	Total
		Lecture (L)	Tutorial (T)	Laboratory			
BAM-701	Operations Research	4	1	0	30/12	70/28	100
BAM-702	Financial Management	4	1	0	30/12	70/28	100
BAM-703	Human Resource Management	4	1	0	30/12	70/28	100
BAM-704	Taxation	4	1	0	30/12	70/28	100
BAM-705	New Enterprise and Innovation Management (NE & IM)	4	1	0	30/12	70/28	100
BAM-706	OR Lab	0	0	2	60/30	40/20	100
BAM-707	Project Report of Second Summer Industrial Training	0	0	2	60/30	40/20	100
Total		20	5	4	270	430	700


 Convener BOS

Rajasthan Technical University

7th SEMESTER – BAM- Syllabus (Scheme- MAM)

BAM-701: OPERATIONS RESEARCH

Course/Paper : BAM-701	MAM Semester-VII
No. of Lecture Hrs/week: 04	Internal Marks: 30
Total No of Lectures Hrs: 52	External Marks: 70
No. of Tutorial Hrs/week:01	Exam Time: 3 Hrs
Objective: The objective of the course is to learn various tools and techniques used in Decision making.	

Unit	Contents	Lectures
I	Introduction Introduction to Operations Research. Definition, scope of Operations Research, characteristics, advantages and limitations. Quantitative approach to decision making, models & modeling in Operations Research.	4
II	Linear Programming Linear programming, Structure of linear program model, Assumption, Advantages, Limitations, General mathematical model, Guidelines for formulation of linear programming model, graphical method, algorithm (Only illustrative problems) Duality in linear programming.	8
III	Transportation and Assignment Transportation problem, General structure of transportation problem, methods of finding initial basic feasible solution (NWCM, LCM & VAM), test for optimality (MODI Method), degeneracy (theory only), Assignment problems, Introduction, General structure, problems on minimization & maximization.	8
IV	Decision Theory Decision theory- decision under uncertainty- Maxmin & Minmax, decision under Risk- Expected Value, decision tree problems.	6
V	Game Theory Theory of games- formulation of game models, Two person Zero sum games & their solution, 2 x N and M x 2 games, pure with saddle point, Mixed strategies (Graphical and algebraic methods), Limitations of game theory.	6
VI	Simulation Simulation, process of simulation, types of simulation, steps in simulation process, Monte Carlo simulation, application in queuing, inventory, finance, marketing and HR areas, Advantages & Disadvantages.	6
VII	Replacement Theory Replacement Problems: Replacement of items that deteriorate with time; Replacement of items that fail completely; staffing problem.	6
VIII	Network Analysis PERT & CPM, Network components & precedence relationships, critical path analysis, probability in PERT analysis, theory of crashing.	8

Note: At least one Case Study from each module. Questions will be case/inferences/application based.

Practical Components:

Solving and analyzing theoretical problems by using software packages like excel- data analysis, TORA and MS-Project.



Reference Books:	
1	Sharma S. D, Operations Research: Theory, Methods and Applications, Kedar Nath, Ram Nath & Co.
2	Taha H. A, Operations Research: An Introduction - 9/e, PHI
3	Gupta, P. K., and Hira, D. S., Operations Research, S. Chand & Company
4	Vohra N. D, Operations Research, TMH, 2010.
5	Hillier and Lieberman, Introduction to Operations Research, TMH, 2011.
6	Ravindran, A., et al., Operations Research, John Wiley & Sons.

BAM-702: FINANCIAL MANAGEMENT

Course/Paper : BAM-702	MAM Semester-VII
No. of Lecture Hrs/week: 04	Internal Marks: 30
Total No of Lectures Hrs: 52	External Marks: 70
No. of Tutorial Hrs/week:01	Exam Time: 3 Hrs
Objective: The objective of this paper is to enable and equip the manager with basic concepts and tools for financial management with relation to Indian Corporate Sector.	

Unit	Contents	Lectures
I	Financial management Introduction to financial management, objectives of financial management. Changing role of finance managers in contemporary business environment. Interface of Financial Management with other functional areas. Indian financial system. Review of institution, instrument and market. Basic approach to risk, return and valuation.	6
II	Sources of Financing Shares, Debentures, Term loans, Lease financing, Venture capital investing, Private equity, international resources.	6
III	Time value of money Future value of single cash flow & annuity, present value of single cash flow, annuity & perpetuity. Simple interest & Compound interest, Capital recovery & loan amortization.	9
IV	Investment decisions Investment evaluation techniques-Net present value, Internal rate of return, Modified internal rate of return, Profitability index, Payback period, Discounted payback period, Accounting rate of return. Estimation of cash flow for new project, replacement projects. Capital budget.	7
V	Cost of Capital Cost of capital - basic concepts. Cost of term debenture capital, cost of preference capital, cost of equity share capital. Cost of retained earnings. Determination of Weighted average cost of capital (WACC) and Marginal cost of capital.	8
VI	Financial Decisions Working Capital Management, working capital requirements. Current assets policy and current assets finance policy. Determination of operating cycle. Estimation of working capital requirements of a firm, Receivables Management, determination of working capital.	4
VII	Reward and dividend policy Dividend policy, Determination of operating leverage, financial leverage and total leverage. Dividend policy-Factors affecting the dividend policy - dividend policies- stable dividend, stable payout, dividend theories, Bonus issues. Capitalization of Profit Share.	6
VIII	Emerging Issues Emerging Issues in Financial management: Derivatives, Financial and commodity derivatives Mergers and Acquisitions, Behavioral Finance,	6

Financial Modelling, Financial engineering, Commodity trading.
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Note: At least one Case Study from each module. Questions will be case/inferences/application based.

Practical Components:	
1	Identifying the small or medium sized companies and understanding the Investment evaluation techniques used by them.
2	Using the annual reports of selected companies, students can study the Working Capital
3	Management employed by them. Students can also compare the working capital management of companies in the same sector.
4	Students can choose the companies that have gone for stock split and Bonus issue in the last few years and study the impact of the same on the stock price.
5	Students' Assigned Projects', Presentations and Discussion, Topics are to be Related to Studies on major Decisions made by the companies such as Acquisition, Take-Over, Dividend Practices

Recommended Books:	
1	Pearson Hunt, Charles Marvin Williams, Gordon Donaldson <i>Basic Business Finance: A Text</i> . R. D. Irwin.
2	Hampton, John. J. <i>Financial Decision Making: Concepts, Problems, and Cases</i> . Prentice-Hall International.
3	Prasanna, Chandra. <i>Financial Management</i> . Tata McGraw-Hill.
4	Pandey, I.M. <i>Financial Management</i> . Vikas Publishing House.
5	James, C. Van, Horne. Wachowicz, John. M. <i>Fundamentals of Financial Management</i> . Prentice Hall of India.
6	Kothary, Rajesh and Duta, Contemporary Financial Management, Macmillan

List of Journals/Periodicals/Magazines/Newspapers
Chartered Financial Analyst, Journal of Financial Management, Economic Times, Business Standard, Financial Express, etc.

BAM-703: HUMAN RESOURCE MANAGEMENT

Course/Paper : BAM-703	MAM Semester-VII
No. of Lecture Hrs/week: 04	Internal Marks: 30
Total No of Lectures Hrs: 52	External Marks: 70
No. of Tutorial Hrs/week:01	Exam Time: 3 Hrs
Objective: The objective of this course is to sensitize students to various facts of managing people and to create an understanding of the various policies and practices of human resource management.	

Unit	Contents	Lectures
I	Introduction Introduction, meaning and significance of HRM. Major functions of HRM. Line functions and staff functions. Principles of HRM. HR Competencies.	6
II	Pre-recruitment functions of HRM Organizational structure, Delaying, Right sizing, Job analysis, HR Planning and budget approval. Strategic decision to outsource, engage contract workers or to recruit people on company role.	6
III	Recruitment, selection and appointment Meaning and significance of recruitment, process of recruitment, sources of recruitment, cost-benefit analysis of recruitment. Meaning and significance of selection, process of selection, selection techniques tests, interviews and salary negotiation. Meaning and significance of appointment, process of appointment, legal aspects of employment contract, joining formalities and	8

	induction.	
IV	Training and development Meaning and significance of training and development, Process of training development, needs analysis, training design, training implementation and training evaluation. Methods of training on the job methods and off the job methods.	6
V	Employee Remuneration Meaning and significance of compensation, Principles of remuneration, intrinsic equity v/s extrinsic equity. Basic salary, allowances, incentives, perks, and benefits. Remuneration package of Government and Private sector, Emerging Statutory aspects of compensation and benefits.	6
VI	Performance management Meaning and significance of performance management. Process of performance management. Types of performance appraisal system, 360o appraisal system, performance and monitoring, performance evaluation and performance feedback. Aligning performance outcome to career and succession planning.	6
VII	Strategies of employee retention and emerging trend in HRM Meaning and significance of employee relations. Employee relation in unionized and non-unionized organizations. Handling employee grievances. Employee discipline and domestic enquiry. Legal aspects of employee relations with reference to trade union Act, industrial employment standing orders Act and Industrial Disputes Act. Statutory aspects of health, welfare and safety of employees.	6
VIII	Career and succession planning Meaning, significance and process of career planning. Career stages, responsibility for career planning and career anchors. Meaning, significance and process of succession planning.	8

Note: At least one Case Study from each module. Questions will be case/inferences/application based.

Practical Components:	
1	To expose students to simulated recruitment exercises- Job profile, personal profile, advertisements etc.
2	To expose students to standard selection tests followed in various sectors.
3	Exploring performance appraisal practices in various sectors.
4	Exploring training and development practices.
5	Exploring employee separation practices.
6	Give a job analysis case and ask the students to prepare job description and job specification.
7	To conduct a debate on company employees versus contract employees.
8	To give a case and ask the students to prepare the recruitment advertisement for a news paper.
9	To assign students to prepare an appointment letter for the post of office manager of a company.
10	To give a performance goal setting case and ask the students to perform dyadic role paying.

Recommended Books:	
1	Byars, L & Rue, L. <i>Human Resource Management</i> . McGraw Hill.
2	Aswathappa, K. <i>Human Resource Management</i> . Tata McGraw-Hill.
3	Dessler, Varkkey. <i>Human Resource Management</i> . Pearson.
4	Jyothi. <i>Human Resource Management</i> . Oxford University Press.
5	Mondy, R. <i>Human Resource Management</i> . Prentice Hall.
6	Steve Fleetwood ., Anthony Hesketh, <i>Explaining the Performance of Human Resource Management</i> , Cambridge University Press

List of Journals/Periodicals/Magazines/Newspapers

Human Capital, Indian Journal of Industrial Relations, HRM Review, Indian Journal of Training and Development

BAM-704: TAXATION

Course/Paper : BAM-704	MAM Semester-VII
No. of Lecture Hrs/week: 04	Internal Marks: 30
Total No of Lectures Hrs: 52	External Marks: 70
No. of Tutorial Hrs/week:01	Exam Time: 3 Hrs
Objectives: To enable students to understand the various direct and indirect taxes and their implications. Students should be able to plan and compute the direct and indirect taxes.	

Unit	Contents	Lectures
I	Introduction to Direct Taxes: Income tax, Exempted income. Head of income, Salary, House property, Business & profession, capital gain & other sources.	6
II	Set-off and carry forward of losses. Deductions from gross total income. Calculation of total income and tax for individual (Salary only). Assessment procedure, Advance taxes and T. D. S. Introduction to proposed Direct Tax Code.	8
III	Introduction to Indirect taxes: Central sales taxes, service tax, Excise duty and CENVAT. VAT-Introduction	6
IV	Tax planning: Concept, Nature, scope and significance. Problems of tax planning. Organizational problems of tax Management. Tax- evasion and tax avoidance. Tax- Consideration in specific managerial decisions.	6
V	Corporate income Tax: Tax Concessions and incentives for corporate decisions. Tax planning for depreciation; Treatment of losses and unabsorbed items; Carry forward and set-off of losses.	6
VI	Computation of tax on companies. Tax and business reorganization: Merger and amalgamation, Tax planning regarding employees' remuneration, Tax appeals, revision and review.	8
VII	Wealth Tax: Charge & scope of wealth tax, Deemed assets, exempted assets, Valuation of assets. Computation of net wealth and wealth tax. Collection, recovery and refund, penalty, Appeal & revision.	6
VIII	Central Excise Act, 1994 & Excise planning. Customs Act and Customs duties planning.	6

Note: At least one Case Study from each module. Questions will be case/inferences/application based.

Practical Components:

Practical project on all the above topics to be done, a report to be submitted of the same and a presentation to be given in the class in presence of faculty in charge and a Tax Practitioner or Chartered Accountant.

Students should do

1	Computation of total income and tax for individual (Salary only),
2	Computation of service tax, Exercise duty and VAT,
3	Tax planning for individual & Corporate houses.
4	Tax Planning for employees remuneration, Computation of net wealth and wealth tax.
5	Computation of central excise and custom duty

Recommended Books:	
1	Dr. Vinod K Singhania & Dr Monica Singhania, Corporate Tax Planning and Business tax Procedures, Taxmann Publication, Latest Edition
2	Girish Ahuja & Ravi Gupta, Direct Tax Laws & Practices, Bharat Law House
3	Dr. Vinod K Singhania & Dr Kapil Singhania Direct Taxes – Law & Practice, Taxmann
4	H P Ranina, Corporate Taxation, Orient Law House, Latest Edition
5	Paolo M Panteghini, Corporate Taxation in a dynamic world, Springer
6	Lakhotia, R. N., Corporate Tax Planning
7	Pooter , Monroe & Steward, Tax Planning with Precedents

List of Journals/Periodicals/Magazines/Newspapers, etc.

Business Standard, The Economic Times, The Chartered Accountant, The Chartered Secretary, Financial Express, Chartered Financial Analyst, Business World, Business Today.

BAM-705: New Enterprise and Innovation Management (NE&IM)

Course/Paper : BAM-705	MAM Semester-VII
No. of Lecture Hrs/week: 04	Internal Marks: 30
Total No of Lectures Hrs: 52	External Marks: 70
No. of Tutorial Hrs/week:01	Exam Time: 3 Hrs
Objective: The course aims to acquaint the students with challenges of starting new ventures and enable them to investigate, understand and internalize the process of setting up a business.	

Unit	Contents	Lectures
I	Entrepreneurship Entrepreneurship and enterprise: Concept, role in economic development. Entrepreneurial competencies: awareness, assessment and development. Simulation exercise on goal setting in entrepreneurship. Entrepreneurial and Intrapreneurial mind. International entrepreneurship opportunities.	6
II	Starting the venture Generating business idea – sources of new ideas, methods of generating ideas, creative problem solving, opportunity recognition; environmental scanning, competitor and industry analysis; feasibility study – market feasibility, technical/operational feasibility, financial feasibility.	6
III	Business Plan Emerging Business Opportunities-sources and assessment. Business Plan: Concepts, Methods, analysis and interpretation.	6
IV	Functional plans Marketing plan – marketing research for the new venture, steps in preparing marketing plan, contingency planning; organizational plan – form of ownership, designing organization structure, job design, manpower planning; Financial plan – cash budget, working capital, proforma income statement proforma cash flow, proforma balance sheet, break even analysis.	6
V	Sources of finance Sources of external finance, short term as well as long term, Debt or equity financing, commercial banks, venture capital; financial institutions supporting entrepreneurs; legal issues – intellectual property rights patents, trade marks, copy rights, trade secrets, licensing; franchising.	8
VI	Start Up Institutional support to start up and incentives for SSI. Statutory obligation in starting a unit (general like Income Tax, VAT, CST or GST, Service tax, excise and customs, labour laws, etc. Start up strategies. Dealing with outside agencies like consultant, contractors, etc. Key marketing issue of new venture. Starting a franchising business. Starting an e-commerce venture. Buying a running business.	8
VII	Managing growing venture	6

	Growth, objective and strategy. Managing growth. Assessing resource from external sources, for financing growth including public issue, merger, amalgamation, joint venture, collaboration and selling business.	
VIII	Innovation Management Innovation management an introduction, organizational setups that facilitate innovations. Management of research and development. Strategic alliances and network. Incubators and Accelerators	6

Note: At least one Case Study from each module. Questions will be case/inferences/application based.

Practical Components:	
Students should do	
1	To prepare a feasibility report/business plan and make presentation in the class.
2	To prepare an assignment on at least three leading entrepreneurs.
3	To visit a franchisee and prepare a report and/or make presentation in the class

Recommended Books:	
1	Hisrich, Robert D., Michael Peters and Dean Shepherd, <i>Entrepreneurship</i> , TMH
2	Barringer, Brace R., and R., Duane Ireland, <i>Entrepreneurship</i> , Pearson Prentice Hall, New Jersey (USA).
3	Lall, Madhurima, and Shikha Sahai, <i>Entrepreneurship</i> , Excel Book, New Delhi.
4	Charantimath, Poornima, <i>Entrepreneurship Development and Small Business Enterprises</i> , Pearson
5	Paul Trot, <i>Innovation Management and New Product Development</i> , Pearson Education
6	P Narayana Reddy, <i>Entrepreneurship : Text and Cases</i> , Cengage
7	Murdick, Ross & Claggett. <i>Information Systems for Modern Management</i> ,. PHI.

List of Journals/Periodicals/Magazines/Newspapers	
Business Standard, The Economic Times, Financial Express, Business Magazines like Business Today, the Journal of Entrepreneurship, Entrepreneurship and Regional Development, Journal of Business Venturing, Small Enterprise Development, Entrepreneurship Theory and Practice.	

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