

M.Com Professional

Semester- I

Total Papers – 5

Total Hours – 250

Code	Name of the Paper	Marks			Hours
		Int	Ext	Total	
MCP-101	Principles of Management	25	75	100	50
MCP-102	Business Environment	25	75	100	50
MCP-103	Management Economics	25	75	100	50
MCP-104	Statistical Analysis for Business	25	75	100	50
MCP-105	Accounting for Managerial Decisions	25	75	100	50
MCP-106	Seminar on Executive Communication	100	-	100	30
	Total			600	280

Semester – II

Total Papers – 5

Total Hours – 250

Code	Name of the Paper	Marks			Hours
		Int	Ext	Total	
MCP-201	Corporate Accounting & Auditing	25	75	100	50
MCP-202	Management Decision Techniques	25	75	100	50
MCP-203	Financial Management	25	75	100	50
MCP-204	Marketing Management	25	75	100	50
MCP-205	Computer Applications in Business	25	75	100	50
MCP-206	Workshop on Research Methodology	100	-	100	30
	Total			600	280

Semester – III
Total Papers – 6
Total Hours – 250

Code	Name of the Paper			Max. Marks	Hours
MCP-301	Banking & Insurance Services	25	75	100	50
MCP-302	Human Resource Management	25	75	100	50
	Specialization-I	25	75	100	50
	Specialization-II	25	75	100	50
	Specialization-III	25	75	100	50
MCP-306	Seminar	100	-	100	30
MCP-307	Viva-Voce			100	
	Total			700	280

Semester – IV
Total Papers – 6
Total Hours – 250

Code	Name of the Paper			Max. Marks	Hours
MCP-401	International Accounting	25	75	100	50
MCP-402	E-Commerce	25	75	100	50
	Specialization-IV	25	75	100	50
	Specialization-V	25	75	100	50
	Specialization-VI	25	75	100	50
MCP-406	Final Research Project	-	100	100	-
MCP-407	Viva- Voce	-	-	100	-
	Total			700	250

Suggested Guidelines:-

1. Duration of examination for each paper will be 3 hours.
2. Internal assessment marks shall be based on factors such as:
 - a. Participation in case discussions and group activities.
 - b. Class tests, quiz, individual presentations.
 - c. Submission of written assignments.
 - d. Class room participation and attendance.
3. For paper MCP-406, a report on final research project shall be submitted towards the end of fourth semester.
4. An external examiner will evaluate final research project of 100 marks. The Institute/LC will invite external examiner for evaluation.
5. A student can choose any topic on contemporary issues of specialization in a paper MCP-306.
6. Student will have to make a seminar report followed by class presentation for seminar paper MCP-306.
7. Viva-Voce of 100 marks will be jointly conducted by one external examiner and one internal examiner.

Specialization Groups

A. Advanced Accounting & Taxation

Code	Paper	Max. Marks	Hours
MCP-501	Advance Accounting	100	50
MCP-502	Business Taxation	100	50
MCP-503	Advance Auditing	100	50
MCP-504	Security Analysis and Portfolio Management	100	50
MCP-505	Direct Tax Planning	100	50
MCP-506	Strategic Financial Management	100	50

B. Advanced Cost accounting & Cost System

Code	Paper	Max. Marks	Hours
MCP-511	Advanced Cost Accounting	100	50
MCP-512	Cost control & Cost System	100	50

MCP-513	Cost & Management Audit	100	50
MCP-514	Purchasing Management	100	50
MCP-515	Inventory Management	100	50
MCP-516	Manufacturing policy and Implementation	100	50

C. Business Practices & Environment

Code	Paper	Max. Marks	Hours
MCP-521	Business Practices	100	50
MCP-522	Business Environment	100	50
MCP-523	Entrepreneurship Development	100	50
MCP-524	Corporate Strategy	100	50
MCP-525	Business Ethics	100	50
MCP-526	Services Marketing	100	50

D. Business Administration

Code	Paper	Max. Marks	Hours
MCP-531	Business Organization & Management	100	50
MCP-532	Production, Operations & Marketing Management	100	50
MCP-533	Organization Behaviour	100	50
MCP-534	Social Security and Labour welfare	100	50
MCP-535	Industrial Relations	100	50
MCP-536	Performance and Compensation Management.	100	50

E. International Business Practices.

Code	Paper	Max. Marks	Hours
MCP-541	Law & Practices related to LPG (Liberalization, Privatization, Globalization)	100	50
MCP-542	Intellectual Property Laws	100	50

MCP-543	WTO (World Trade Organization)	100	50
MCP-544	International Finance	100	50
MCP-545	International Marketing	100	50
MCP-546	International HRM	100	50

F. Small Business and Entrepreneurship Development

Code	Paper	Max. Marks	Hours
MCP-551	Government Business Interface	100	50
MCP-552	Small Business Marketing	100	50
MCP-553	Financing of Small Business	100	50
MCP-554	New Enterprise Management	100	50
MCP-555	Entrepreneurial Development	100	50
MCP-556	Small Business Environment and Management	100	50

COURSE STRUCTURE FOR SPECIALIZATION

Student shall have an option to select either of the following streams as Specialization:

- A. Super Specialization (Sem–III: 3 Subjects from one group) & (Sem-IV: 3 Subjects from the same group)
- B. Major & Minor Combination (Sem–III: 2+1) & (Sem-IV: 2+1)

MAJOR/ MINOR COMBINATION

In III Semester

Two subjects of major specialization

One subject of minor specialization

In IV Semester

Two subjects of same major specialization

One subject of same minor specialization

Principles of Management (MCP-101)

UNIT-I

Schools of Management Thought: Scientific, process, human behaviour and social system school; Decision theory school; Quantitative and system school; Contingency theory of management; Functions of a Manager,

UNIT-II

Managerial Functions: Planning-concept, significance, types; Organizing-concept principles, theories, types of organizations, authority, responsibility, power, delegation, decentralization; Staffing; Directing; Coordinating; Control-nature, process, and techniques.

UNIT-III

Motivation: Process of motivation; Theories of motivation. need hierarchy theory, theory X and theory Y, two factor theory, Alderfer's ERG theory McClelland's learned need theory, Victor Vroom's expectancy theory, Stacy Adams equity theory. Group Dynamics and Team Development: Group dynamics -definition and importance types of groups, group formation, group development, group composition, group performance factors; Principle-centered approach to team development.

UNIT-IV

Leadership: Concept; Leadership styles; Theories -trait theory, behavioural theory. Fielder's contingency theory; Harsey and Blanchard's situational theory; Managerial grid, Likert's four systems of leadership.

UNIT-V

Interpersonal and Organisational Communication: Concept of two-way communication; Communication process; Barriers to effective communication; Types of organizational communication; Improving communication ; -Transactional analysis In communication.

References:

1. Koontz and O'Donnell, Essentials of Management. Tata Mcgraw Hills
2. L.M.Prasad, Principles and practice of Management. S.Chand
3. Y.K.Bhushan, Business organization and management.S.Chand
4. Fred Luthans, Organisational Behaviour.Tata Mcgraw Hills

Business Environment (MCP-102)

UNIT I

Introduction, definition, components and overview of Business Environment. Complexity and Diversity of Business Environment in the 21st century. Concept of Business Cycle Need to scan the business environment and techniques of scanning the business environment.

UNIT II

Political Environment: Three political institutions: Legislature, Executive and Judiciary. Brief note on Fundamental rights and Directive Principles of state policy. Rationale and extent of state intervention. **Economic Environment:** Concept of Economic systems, objectives, strategies and evaluation of current five year plan. New Industrial policy and industrial licensing. New economic policies, Emerging Economies. Effect of recession on Business and remedies for that.

UNIT-III

Legal Environment: Company regulatory legislations in India, FEMA, Latest EXIM policy. Competition Law. **Public Sector in India:** Concepts, philosophy and objectives, performance, problems and constraints. Divestment and Privatisation. Joint sector and cooperative sector in India.

UNIT-IV

Social Environment: Social responsibility of business, consumer movement & Consumer Protection Act 1986, Business Ethics, Cross-Cultural Business Environment, The Environment Protection Act 1986,.

UNIT-V

Technological Environment: Impact of technology on business. Technological policy, import of technology, appropriate technology, problems in technology transfer. **International Environment:** Emergence of globalisation. Control of foreign direct investment, benefits and problems from MNCs. WTO, its role and functions, implications for India. Trading Blocks.

References:

1. Francis Cherunilam, Business Environment. Himalaya Publishing House
2. K.Aswathappa, Essentials of Business Environment.Himalaya Publishing House
3. M.Adhikari, Economic environment of business. Sultan Chand and Sons

Management Economics (MCP-103)

UNIT-I

Introduction to Managerial Economics: Scope of Managerial Economics and other disciplines, Basic economics concepts in decision-making Distinction between Micro and Macroeconomics. Demand analysis: Types, determinants, elasticity, demand function, demand forecasting.

UNIT-II

Cost Analysis: Concept of cost and its types, cost output relationship in short and long period, supply curve. Iso-quant curves, Indifferences curves. Pricing analysis: Market structures, price determination under different market situations, price discrimination, selling costs, products differentiation, Various pricing methods, transfer pricing, break even analysis, profit planning.

UNIT-III

National income analysis: Techniques of social accounting. Theories of income, output and employment: Classical Keynesian. Demand behaviour: Duessenbury and friedman.

UNIT-IV

Theory of multiplier: Concepts of static and dynamic multiplier, balanced budget multiplier. Income generation process through multiplier.

UNIT-V

Theory of trader cycle: Concepts and causes of trade cycles. Measures to control trade cycles. Macro economics policy: Monetary and fiscal. Theories of inflation: cause and control of inflation.

Refernces:

1. P.L.Mehta Managerial Economics Prentice Hall of India
2. H.L.Ahuja, Advanced Economic theory.S.Chand
3. G.S.Gupta, Managerial Economics. Tata Mcgraw Hills

Statistical Analysis for Business (MCP-104)

UNIT I

Role of Mathematics and statistics in Business Decisions Theory of Sets Compound interest, depreciation and annuities. Equations: Linear, Quadratic & Simultaneous Equations Matrix Algebra Binomial Theorem Principles of Mathematical Induction, Arithmetic Progression & Geometric Progression.

UNIT II

Data Analysis: Measure of Central Tendency

Measures of Dispersion: Range Quartile Deviation, Mean Deviation, and Standard Deviation and Coefficient of Variation, Skewness and Kurtosis

UNIT III

Index Numbers, Methods: Simple, Aggregate, Weighted, Test

Correlation Analysis: Rank Method & Karl Pearson's Coefficient of Correlation and Properties of Correlation.

UNIT-IV

Regression Analysis: Fitting of a Regression Line and Interpretation of Results, Properties of Regression Coefficients and Relationship between Regression and Correlation. Time Series Analysis, Trend Variation, Least Square Fit, Seasonal Variation

UNIT V

Theory of Probability, Addition and Multiplication Law, Baye's Theorm Theoretical Distributions: Binomial, Poisson and Normal Distribution Sampling Distribution, Standard Error Theory of Estimation, Point Estimation, Interval Estimation Testing of Hypothesis: Large Sample Tests, Small Sample test, (t, F, Z Test and Chi Square Test.

References:

1. D.R.Sharma, Business Statistics. Sharma Publications Jalandhar
2. S.P.Gupta, Statistical Methods. S Chand
3. S.C.Gupta, Fundamental of applied Statistics. S.Chand

Accounting for Managerial Decisions (MCP-105)

UNIT I

Accounting as an information system, concepts, convention and principles of accounting, Role of accountant in an organization. Branches of accounting: Financial, Cost and Management Accounting and their inter-relationships. Financial, Cost and Management Accounting, Revenue recognition, Preparation of Journal, Subsidiary books, Ledger, Trial Balance and Final Accounts of a sole trader.

UNIT II

Partnership firm (with simple adjustments). Depreciation Accounting: Fixed installment and reducing balance methods. Financial Analysis-Concepts and objectives, Tools of Financial Analysis: trend analysis, common size statements, comparative statements, Introduction to ratio analysis, fund flow and cash flow statements (with additional information).

UNIT III

Cost Accounting-Meaning, Scope and Classification of costs, Absorption costing, marginal costing. Methods of valuing material issues. Introduction to Break Even Analysis, Use of Cost-data in managerial Decision-making with special reference to pricing and make or buy decisions.

UNIT-IV

Introduction to Standard Costing including Variance Analysis – materials and labour variances. Cost Control Techniques-Preparation of budgets and their control, Zero base budgeting. Standard costing and Variance analysis, Responsibility accounting.

UNIT V

Introduction to recent developments in cost management: Introduction to concept of Price Level Accounting, Human Resource Accounting, Target Costing, Kaizen costing Activity based costing, Life Cycle Costing. Introduction to Tally Software Package in Accounting – Creating Companies, journal entries and ledger accounts.

References

1. Shukla and Grewal, Advanced Accounts. S.Chand
2. I.M.Pandey, Management Accounting. Vikas Publishing House
3. S.N.Maheshwari, Financial Accounting. Vikas Publishing House

Seminar on Executive Communications (MCP-106)

Unit I

Meaning and important of communication in business, the process of communication, models of communication, types of information-order, advise, suggestion, motivation, persuasion, warning and education. Channels of communication, their effectiveness, limitations. Media of communication, barriers of communication, approaches to effective communication, tools of communication, Diction, sentence, paragraph, punctuation and report writing.

Unit II

Specific business communication: Essentials of effective business communication (7Cs model of effective communication)

Group communication through committees, conference and other formal communication with public at large, interviews, seminar, symposia and conferences. Role of communication in Crisis Management, Business Etiquettes and Communication

Unit III

Corporate Communication: Its importance and how it is different from general communication

Strategic Communication: The Congruence Model

Managing the Grapewine

Structure of business correspondence: inquires and replies, orders and their executions, complaints and adjustment, credit and status inquires, agency letters and sales letters.

Unit IV

Developing Effective Public Relations: Drafting of Press Release, Brochures, Handouts, Leaflets, e-newsletters

Letter writing: Good news, Bad news, Informative news, Persuasive news,

Memorandum drafting

E-mail writing

Report writing – Short & Long Formal Reports

Strategies to improve - reading skills, speaking skills, listening skills

Guidelines to effective public speaking

Developing job application – Covering letter, Resume

Interviewing: Negotiating the job offer

Recommended Text Books

1 Lesikar, Petit & Lesikar's Basic Business Tata McGraw

2 Flately Communication Hill

Reference Books

1 Poe & Fruchling Basic Communication AITBS

2 Taylor English Conversion Practice Tata McGraw Hill

3 Diwan & Aggarwal Business Communication Excel

4 Baugh, Frayer & Thomas, 'How to write first class' Business Correspondence' Viva Books

Corporate Accounting and Auditing (MCP-201)

UNIT-I

Company Final Accounts–Requirements of Companies Act 1956. Form and contents of Profit and loss account and Balance sheet. Managerial remuneration. Meaning of profit. Divisible profits.

UNIT-II

Valuation of goodwill, different approaches such as super profit, annuity and capitalization approach. Valuation of shares; different approaches such as book value and earnings approach.

UNIT-III

Understanding the concept and rationale of Financial Audit, Cost Audit, Management Audit, Internal Audit, Proprietary Audit, Efficiency Audit and Audit by C. and A.G.,

Statutory Auditor–Appointment qualifications, removal. Duties and liabilities of auditor. Code of conduct and ethics, professional misconduct of statutory auditor.

UNIT-IV

Cost Audit; Meaning, objectives and scope. Cost Auditor, his appointment, duties liabilities. Cost audit report ; Meaning, objectives and scope of management audit. Appointment and qualifications of management Auditor.

UNIT-V

Audit of management functions such as planning, organising and control. Audit of functional areas-production, personnel marketing finance and accounting.

References:

1. R.L.Gupta, Higher Accounts. S.Chand
2. Kamal Gupta, Contemporary Auditing. Tata Mcgraw Hills
3. S.N.Maheshwari, Financial Accounting. Vikas Publishing House.

Management Decision Techniques (MCP-202)

UNIT I

Introduction to OR: Managerial Decision Making and OR.

OR Models: Principles and Types.

Linear Programming: Problem Formulation, Graphical & Simplex Method, Duality, and Sensitivity Analysis

UNIT II

Transportation Models, Trans-shipment Problem, Travelling Salesman Problem, Assignment Models.

Replacement Models: Group Replacement, Individual Replacement

UNIT-III

Queuing Theory: Models (M/M/1): (FcFs/); (M/M/1) : (FcFs/N)

Inventory control (deterministic Models only) Price Break Inventory Model

Dynamic Programming. Principles of Optimality, Recurrence Relation

UNIT IV

Game Theory. Zero Sum Two Person Game, Saddle Point, Graphical Method, Approximation Method, Pure Mixed Strategy, Dominance

Decision Making: Decision making environment, decision under uncertainty, decision under risk, decision tree analysis.

UNIT V

PERT-CPM: Uncertainty of PERT, Early Start, Early Finish, Late Start Late Finish and Float, Crashing of activity in CPM, Resource Leveling.

References:

1. N.D.Vohra, Quantitative Techniques in Management.Tata Mcgraw Hills
2. V.K.Kapoor, Operations Research.Sultan Chand
3. Chawla, Gupta and Sharma Operations Research Kalyani Publishers, Ludhiana

Financial Management (MCP-203)

UNIT I

Evolution of Financial-management, scope and objectives of financial management, agency problem. Time Value of Money, Valuation of bonds and stocks. Source of Long Term funds: Equity shares, Preference share, Debentures, public deposits, factors affecting long term funds requirements.

UNIT - II

Capital Budgeting: Capital Budgeting process, Project Selection. Estimation of project cash flows, Capital Budgeting Techniques: Payback Period Methods, Average rate of return, Net Present Value methods, IRR, Benefit-Cost ratio, Capital rationing.

UNIT – III

Capital Structure: Determinants of Capital Structure, Capital structure theories, Cost of Capital, Operating and Financial Leverage. Management of Retained Earnings: Retained earnings & Dividend policy, Consideration in dividend policy, Forms of Dividends theories, Bonus Shares.

UNIT-IV

Lease financing: Concepts, types of leases, Advantages and disadvantages of leasing, Evaluation of lease agreement. Receivables Management, Inventory Management, and Cash Management.

UNIT - V

Working Capital: Concept factors affecting working capital requirements, determining working capital requirements, Sources of working capital. Recent Developments—Introduction to concepts of EVA, MVA and CAPM.

References:

1. I.M.Pandey, Financial Management. Vikas Publishing House
2. S.N.Maheshwari, Financial Management. Vikas Publishing HouseS
3. Khan and Jain, Financial Management. Tata Mcgraw Hills

Marketing Management (MCP-204)

UNIT-I

Introduction to marketing: Core concepts, Marketing and selling, Marketing mix. Factors affecting marketing environment. Marketing and globalization Marketing planning process & strategic planning. Marketing Information System : Concept and Components.

UNIT-II

Consumer Behaviour & Factors influencing consumer buying behaviour, Buying process. Market Segmentation & Targeting, Competitors Analysis.

UNIT-III

Product Decisions: Product Mix, Differentiation & Positioning, New product development, Consumer adoption process, Product Life Cycle and strategies, Packaging and Labeling decisions. Branding & brand equity, Pricing Decisions: Objectives, Factors affecting pricing decisions, Pricing Methods, Pricing Strategies.

UNIT-IV

Distribution Decisions: Nature and types of Marketing Channels, Channel Design and Channel Management Decisions, Retailing, Wholesaling, Physical distribution. Promotion Decisions : Communication process, Promotion Mix, Advertising, Sales Promotion, Public Relations, Managing the Sales force.

UNIT-V

New Concepts: Green Marketing, Global Marketing, Buzz marketing, viral marketing Customer Relationship Management (CRM), Services Marketing, Strategic marketing vs. Marketing management, Strategic marketing process. E-Commerce: Marketing in the digital age.

References:

1. Philip Kotler, Principles of Marketing. Prentice Hall
2. Ramaswamy and Namakumari, Marketing Management. Macmillan India
3. Stanton and Futrell Fundamentals of Marketing- Mcgraw Hill Publishing Co.

Computer Applications in Business (MCP-205)

UNIT I

Introduction to Computers: Block structure of a computer, Components of a computer system. Introduction to Problem Analysis, Flow Chart and Algorithm. Introduction to High Level and Low Level Languages. **Software:** System s/w, Application s/w. Basic concepts of operating systems.

UNIT-II

Internet access:

Introduction to www, Internet and intranet

- o Creation of E-mail address
- o Send & receive messages
- o Use of search engines
- o Delivering information with Microsoft Mail.
- o Use of MS – Outlook/Outlook Express

UNIT III

MS-Office (Contemporary version):

Word processing : MS-Word, word basics, Creating a new word document, page-setup, Editing document, cut, copy, paste, paste special, paste as hyperlink. Different views of document, tool bar customization, formatting text and documents, working with header and footer, footnotes, endnotes, tables and sorting, graphics, mail merge and macros. Insert page break, column break, section break, paragraph, change cases, borders and shading. Spelling and grammar checking, Auto correct, Track changes, Inserting, deleting, selecting table, Insert rows and columns, Table auto format, formulas, split table.

UNIT IV

Power Point : Basics, working with texts and graphics in Power Point, adding animation, sound, pictures and video. Creating new slide, inserting new slide, background setting, auto layout, apply design templates. Inserting header and footer, Slide from file, Clip art. Different view of slide, duplicates, delete slide, slide sorter, Master slide. Animation setting, slide transition, custom show.

UNIT V

MS Excel : Spreadsheets and their uses in business, Excel basics, Creating a new worksheet, rearranging worksheets, excel formatting techniques, using functions and working with graphics in excel. Cut, Copy, Paste, Paste special, Auto fill, Delete Sheet, Clear. Page break preview, Custom View, Header and footer. Inserting Row, Column, Worksheet, Function, Object, Hyperlink. Formatting row and column. Protection, goal seeks scenarios, Customize, option, sort, filter, form, and subtotal. Validation, table, consolidate, pivot table and chart, get external data.

References:

1. Norton Peter, Fundamentals of Computers Tata Mcgraw Hill
2. Sinha, P.K., Computer Fundamentals, BPB Pub
3. V. Rajaraman, Fundamentals of Computers” (2nd edition). Tata Mcgraw Hills,

WORKSHOP ON RESEARCH METHODOLOGY (MCP - 206)**Unit 1**

Introduction to Research : Definition, Scope, Limitations, and Types.
Objectives of Research, Research Process, Defining a research problem,
Research Designs: Qualitative and Quantitative Research; Exploratory,
Descriptive and Experimental designs.

Unit II

Types of Data: Primary and Secondary Data; Methods of Data Collection.
Primary Scales of Measurement: Nominal, Ordinal, Interval and Ratio; Types of
Scales: Ranking and Rating Scales.

Unit III

Designing Questionnaire
Sampling: Basic Concepts, Techniques and Determination of Sample Size
Preparation of Data for Analysis: Editing, Coding, Tabulating.

Unit IV

Theory of Estimation, Formulation and Testing of Hypothesis
Small & Large Sample Tests, Tests of Significance based on t, F, Z test and Chi-
Square test.
Use of Software Packages for Data Analysis.
Research Report Writing: Contents of Report, Executive Summary, Bibliography
format.
Presentation of Report.

References:

1. Cooper & Schindler Business Research Methods Tata McGraw Hill
2. Goods & Hatt Methods in Social Research Tata McGraw Hill
3. Zikmund Business Research Methods Thomson Learning
4. Saunders, Thornhill & Lewis Research Methods

Banking and Insurance Services (MCP-301)

UNIT-I

Banking : Meaning, types and functions, Management and Organisational set up of commercial banks, Impact of banking reforms on organizational structure of banks (with SBI as model), Management of deposits, advances and loans in commercial banks.

UNIT-II

Reserve Bank of India : Organisation, management and functions; Credit creation and credit control; Monetary policy.

Commercial Banks : Meaning, functions, management and investment policies of commercial banks; Present structure; E-banking and e-trading; Recent developments in commercial banking.

UNIT-III

Development Banks : Concept, objectives, and functions of development banks;

E-Banking, Electronic Transfer of Funds, Internet Banking. Operational and promotional activities of development banks; IFCI, ICCI, IDBI, IRBI, SIDBI; State development banks, state financial corporations.

UNIT-IV

Insurance : Concept, principles and its relevance in developing country like India. Attitude towards the insurance cover. *Life Insurance* : Nature & use of life insurance—distinguishing characteristics of life insurance contracts.

Origin and growth of non-life insurance. Salient features of Insurance Act & IRDA Act. Features of some policies of life insurance & general insurance. Progress in privatization of insurance sector.

UNIT-V

Insurance Sector : Objectives, role, investment practices of LIC and GIC; Insurance Regulatory and Development Authority - role and functions.

References:

1. Gopal Krishan, Insurance – principles and practices. Sterling Publishers
2. P.N.Varshney , Banking laws and practice. S.Chand
3. L.M.Bhole, Financial Institutions and markets Tata Mcgraw Hills

Human Resource Management (MCP-302)

UNIT-I

Human Resource Management : Definition; evaluation and approaches; Challenges to personnel management; Personnel function of management; Place of personnel department in an organisation structure; Changing role of personnel manager and department, Concept of HRD. Man power planning. Placement carrier planning; Recruitment and selection. Tests and Interviews; Training methods, Promotion and transfers, Human Resource Development Performance Appraisal.

UNIT-II

Group Dynamics and Team Development : Group dynamics - definition and importance, types of groups, group formation, group development, group composition, group performance factors; Principle-centred approach to team development. **Organisational Conflict** : Dynamics and management; Sources, patterns, levels, and types of conflict; Traditional and modern approaches to conflict; Functional and dysfunctional organisational conflicts; Resolution of conflict.

UNIT-III

Interpersonal and Organisational Communication : Concept of two-way communication; Communication process; Barriers to effective communication; Types of organisational communication; Improving communication; Transactional analysis in communication. **Organisational Behaviour** : Organisational behaviour - concept and significance; Relationship between management and organisational behaviour; Emergence and ethical perspective; Attitudes; Perception; Learning; Personality; Transactional analysis.

UNIT-IV

Motivation : Process of motivation; Theories of motivation - need hierarchy theory, theory X and theory Y, two factor theory, Alderfer's ERG theory, McClelland's learned need theory, Victor Vroom's expectancy theory, Stacy Adams equity theory. **Leadership** : Concept, Leadership styles; Theories-trait theory, behavioural theory, Fielder's contingency theory; Harsey and Blanchard's situational theory; Managerial grid; Likert's four systems of leadership.

UNIT-V

Organisational Development : Concept; Need for change, resistance to change; Theories of planned change; Organisational diagnosis; OD intervention.

References:

1. C.B.Gupta, Human Resources Management. S.Chand
2. Memoria anad Memoria, Personnel Management. Himalaya Publishing House
3. Edwin Flipppo, Personnel Management Mcgraw Hill
4. French and Bell, Organisational Development. Prentice Hall

International Accounting (MCP-401)

UNIT-I

Internationalization of accounting profession; Need for international accounting standards and critical review of major standards set by the international accounting standards committee. Harmonization of accounting standards.

UNIT-II

Accounting for multinationals–accounting for currency translation, foreign exchange and procedural issues.

UNIT-III

Consolidation of accounts of subsidiaries and affiliates : Managing International information Systems; Analysing foreign financial statements.

UNIT-IV

Transfer pricing in international business–methods and problems. Impact of international tax on international finance.

UNIT-V

Short term financial markets and management euro dollar and euro currencies. International dimensions of cash management

References:

1. Holzer, H. Peter, International Accounting. HarperCollins
2. Prodhan Bimal, Multinational Accounting Routledge
3. Rathore Shirin, International Accounting .Prentice Hall

E-Commerce (MCP-402)

UNIT-I

Internet Basics: What is internet. What Special About Internet?

Dial Up Connection/Direct Connection; Slip Or PPP

WWW: The Client Site, Server Site, Web Pages in HTML, Environment Variables, Difference Between HTML and DHTML, ECOM and Portals.

UNIT-II

Internet Internals: Transmission Control Protocol/ Internet Protocol (TCP/IP), FTP, HTTP, WAIS (Wide Area Information Service), TELNET, Internet Addressing, IP Address, Electronic Mail Address, URL, E-Mail Basic.

Domain Name System: Name for Machine, Flat Name Space, Hierarchical Names Internet Domain names, Domain Name Revolution.

UNIT-III

HTML (hypertext marking language)

Basic HTML and tags, Language description, usability, static creation of HTML web pages. Creating tables, forms and their advantages.

UNIT-IV

ASP (Active Server Pages)

Introduction to ASP technology. How to create dynamic web pages. Understanding ASP objects model, processing data using session variables. What is the purpose of global asa file. Data base connectivity through ADO's.

UNIT-V

E-Business models, BPO, Electronic Business system, E-Business security, Introduction to CMM

References:

1. Diwan and Sharma, Electronic Commerce. Excel Publications
2. Minoli and Minoli, Web Commerce Technology. Mcgraw Hills
3. Kamlesh Bajaj, E-Commerce-the cutting edge of Business. Tata Mcgraw Hills
4. Gary P.Schneider, E-Commerce. Cengage Learning

Group-A- Advanced Accounting and Taxation

Advanced Accounting (MCP-501)

UNIT-I

Accounting cycle upto final account of sole trader and partnership, Depreciation Accounting (including provision & reserves), Branch and Departmental Accounting, Investment Accounts, Consignment & Joint Venture Accounts.

UNIT-II

Dissolution of Partnership Accounts (including piecemeal distribution),

UNIT-III

Voyage Account, Insurance Claim, Hire Purchase & Installment Accounts.

UNIT-IV

Issue, re-issue, forfeiture and buy-back of shares, Redemption of preference shares, Issue and redemption of debentures, Underwriting of shares and debentures, Right issue and bonus shares, final accounts of companies (including managerial remuneration & profit prior to incorporation)

UNIT-V

Valuation of goodwill and shares, Amalgamation, Absorption internal & external reconstruction (excluding inter-company holdings), Liquidation of companies.

References.

1. R.L.Gupta, Higher Accounts. S.Chand
2. Shukla and Grewal, Advanced Accounts Sultan Chand and Sons
3. Sanjeev Sharma, Corporate Accounting. Sharma Publications

Business Taxation (MCP-502)

UNIT-I

Basic concepts, Agricultural income and its Assessment, Basis of charge, Exempted income.

UNIT-II

Heads of Income : Income from salaries, house property, Business and profession, Capital gains, Other sources,

UNIT-III

Set off of losses, Set off and carry forward of losses, Aggregation of income, Deductions to be made in computing the total income, Rebate and relief.

UNIT-IV

Assessment of individuals, HUF, association of person and firm.
Income tax authorities, procedure of assessment, (practical aspect of filing of return to be stressed),

UNIT-V

Introduction to CST, Central Excise and Service Tax, CENVAT, GST.

References:

1. Gaur and Narang, Income Tax law. Kalyani Publishers
2. H.C.Mehrotra, Income Tax law and practice. Sahitaya Bhawan
3. V.K.Singhania, Student Guide in Income tax. Taxman Publications
4. V.S.Datey, Indirect Taxes Taxman Publications.

Advanced Auditing (MCP-503)

UNIT-I

Definition and Objectives of Auditing, Classes of Audit, Internal Check and Internal Audit, Internal Control, Distinction between Audit and Investigation : Audit Program, Audit Evidence, Introduction to statements of standard audit practices.

UNIT-II

Vouching, Verification of Assets and Liabilities, Company Auditors—Appointment, Removal, Rights, Duties and Liabilities, Auditor's Report.

UNIT-III

Auditing in the contemporary world. Concept of true and fair view. Relevance of Internal Control for the auditor. Position of auditor under Companies Act, 1956. Auditor Report. Liabilities.

UNIT-IV

Audit of Limited Companies—Audit Report –MAOCARO. Audit of Government, Banking, Co-operative and Insurance Companies, Case Histories. Management Audit—Meaning, Scope and necessary, Audit of various Management functions.

UNIT-V

Cost Audit—Maintenance of Cost Record, Study of Cost Accounting.

Record rules, the cost auditor, Planning for Cost Audit, Format of Cost Audit Report.

Audit of EDP and computerized accounting system. The effect of Computer on audit work and audit approach to computer based accounting system.

References:

1. Kamal Gupta, Contemporary Auditing. Mcgraw Hills
2. Hubbard & Johnson, Auditing. Dame Publications
3. S.V.Ghatalia, Practical Auditing Allied Publishers

SECURITY ANALYSIS & PORTFOLIO MANAGEMENT (MCP-504)

Unit - I

Investment management: objective, investment opportunities, and philosophy of individual & institutional investors.

Fundamental analysis: concept & significance of economic analysis, industry analysis: introduction, need for industry analysis, alternative classification of industry, industry life cycle analysis, economic factors & industry analysis, SWOT analysis for industries.

Unit-II

Company analysis – nature and style of management, key role of financial analysis, ratio analysis.

Technical analysis – different techniques of analysis, DOW theory, volume indicators, market sentiment indicators, confidence indicators, points & figure charting, bar charting.

Unit-III

Efficient market theory random walk: weak form, semi-strong, strong form of market.

Empirical tests. Comparison of random walk, technical & fundamental analysis.

Unit - IV

Portfolio analysis selection: portfolio theory, return portfolio risk, efficient set of portfolios, optimum portfolio, capital asset pricing theory (CAPM), capital market line, security market line, corporate portfolio management in India, portfolio revision techniques, constant value & constant ration plan, formula plan, dollar cost averaging.

Unit - V

Options & futures: concept of derivatives, option trading, option contracts settlement, pricing of option futures, concept of futures, characteristics of future contract, its types, difference between future, options, forwards & badla contracts.

References:

1. Prasanna Chandra Investment Management Tata McGraw-Hill
2. Fischer & Jordon Security Analysis & Portfolio Management Prentice Hall India
3. Robert Hauge Modern Investment Theory
4. V.K. Bhalla Investment Management: Security Analysis and Portfolio Management S. Chand
5. Sharpe, Alexander, Bailey Investments Prentice Hall
6. B Bodie, Kane, Marcus, Mohanty Investments Tata McGraw-Hill

DIRECT TAX PLANNING (MCP-505)

Unit - I

Basic definitions under income tax act & determination of residential status, Exempted Incomes.

Individual Taxation: Income from salary, tax planning relating to employee's remuneration, Income from house property and tax planning.

Unit - II

Income from business & profession, Capital gains, Income from other sources, tax planning under relevant heads.

Clubbing provisions, Set off and carry forward of losses, Deductions out of GTI, Rates of tax & computation of tax liability of individuals, Tax planning relating to individuals in general.

Unit - III

Corporate Taxation: MAT provisions.

Introduction to TDS and payment of Advance Tax, Double Taxation Avoidance Agreements.

Concepts of tax planning, tax evasion & tax avoidance; importance & scope of tax planning.

Unit - IV

Tax planning relating to following areas: Ownership pattern, Location of Business, Nature of Business, Dividend policy, issue of bonus shares, inter corporate dividends.

Unit-V

Tax planning relating to amalgamation and merger of companies. Managerial decisions like make or buy, own or lease, close or continue, export or local sales, replace or repair, Foreign collaborations and joint ventures.

Tax planning under Wealth Tax Law.

Recommended Text Books:

References:

- 1 Girish Ahuja & Ravi Gupta Corporate Tax Planning & Management Direct Taxes Ready Reckoner Bharat Law House Pvt. Ltd.
2. Dr Vinod K. Singhanian, Kapil Singhanian, Monica Singhanian Direct Taxes Planning & Management Direct Taxes Ready Reckoner Taxmann's Publication Pvt. Ltd.
3. Bhagwati Prasad Direct Taxes – Law & Practice Wishwa Parkashan
4. Dr. Vinod K. Singhanian, Kapil Singhanian, Monica Singhanian Direct Taxes – Law & Practice Taxmann's Publication Pvt. Ltd.,

STRATEGIC FINANCIAL MANAGEMENT (MCP-506)

Unit - I

Financial Policy and Strategic Planning: Components of financial strategy; Objectives and goals; Strategic planning process. Portfolio Tools, Mean-Variance Analysis and Capital asset pricing model, Factor models and Arbitrage Pricing Theory.

Unit – II

Investments Decisions under Risk and Uncertainty: Techniques of investment decision- risk adjusted discount rate, certainty equivalent factor, statistical method, sensitivity analysis and simulation method; Corporate strategy and high technology investments.

Unit – III

Financial analysis and planning, Financial models, Forecasting Financial Statements, Cross sectional analysis of financial statement information, Control, governance and financial architecture.

Corporate Valuation and Value Based Management

Unit – IV

Expansion and Financial Restructuring: Mergers and amalgamations - corporate restructuring, Buy-back of shares, LBO, Sell-off, Spin-off.

Unit-V

Demerger and reverse merger, reasons for merger, legal procedure for merger, benefits and cost of merger; Determination of swap ratios; Evaluation of merger proposal; Corporate and distress restructuring.

References:

1. Allen, D: An Introduction to Strategic Financial Management, CIMA/Kogan Page, London.
2. Chandra, Prasanna: Financial Management, Tata McGraw Hill, Delhi.
3. Copeland, T., Koller, T and Murrin, J: Valuation: Measuring and Managing the value of Companies, John Wiley, International Edition, New York.
4. Copeland, T.E. and Weston, J.F: Financial Theory and Corporate Policy, Addison-Wesley, New York.
5. Hampton, Jone: Financial Decision Making, PHI, New Delhi.
6. Kaplan, Robert S., and Cooper, Robin: Cost & effect: using integrated cost systems to drive profitability and performance, Harvard Business Press.
7. Grinblatt, Mark and Titman, Sheridan: Financial Markets and Corporate Strategy, Tata McGraw Hill.
8. Foster, George: Financial Statement Analysis, Pearson Education.
9. Brealey, Richard A. and Myers, Stewart C.: Principles of corporate finance, Tata McGraw Hill.

Group-B- Advanced Cost Accounting and Cost system

Advanced Cost Accounting (MCP-511)

UNIT-I

Meaning, Nature, Scope and Advantages of Cost Accounting, Distinction between Cost and Financial accounting, Classification of costs and preparation of cost sheet.

UNIT-II

Materials; Purchase and Storage, Control and Pricing of the Material, Issue of Material.

Labour : Meaning, Components of Labour Cost, and methods of wage payment and incentive plans.

Meaning, causes, effects, accounting & control of idle time and overtime cost.

Overheads : Classification, Collection, Allocation, Apportionment and Absorption. Reconciliation of Cost

and Financial Accounts. Integral Accounting, Cost Ledger Accounts.

UNIT-III

Methods for Cost Determination : Job, Batch, Contract, Process (including Joint and Bye-Products).

UNIT-IV

Cost Accounting Information System : Design, installation and updating. Latest developments in the area of cost system designing; activity-based costing and backflush costing, maintenance of statutory cost records in India and analytical study of Cost Accounting Record Rules.

UNIT-V

Transfer Pricing : Divisional performance and transfer pricing. Corporate view point. Transfer pricing determination.

References:

1. Jawahar Lal, Cost accounting. Mcgraw Hill
2. S.N.Maheshwari Fundamentals of Cost Accounting Sultan Chand
3. Sikka Dhir and Sandhu Cost Accounting Sharma Publications Jalandhar

Cost Control and Cost System (MCP-512)

UNIT-I

Marginal Costing and its applications, CVP Analysis and use of cost data in managerial decisions like make or buy decisions, price fixation, limiting factors, accept or reject decisions etc.

UNIT-II

Budgetary Control, Standard Costing and Analysis of Variances.

UNIT-III

Emerging trends in cost management: Target costing, Kaizen costing, Activity Base Costing and Product Life Cycle costing.

UNIT-IV

Performance Evaluation: Evaluating cost centre, profit centre and investment centre performance, Evaluation criteria, return on capital employed and residual income. Nonfinancial quality performance measures.

UNIT-V

Value Chain Analysis: Introduction, need and importance. Process of value chain analysis.

References:

1. S.N.Maheshwari, Cost Accounting. Sultan Chand and Sons
2. Jain and Narang, Cost Accounting Kalyani Publications
3. R.L.Gupta, Advanced Accounts S Chand.

Cost and Management Audit (MCP-513)

UNIT-I

Cost Audit- meaning and definition, need and importance. Types of cost audit. Companies engaged in cost audit Cost vs management audit

UNIT-II

Types of Audit: Project Audit, HR Audit, Technology Audit, Marketing Audit, Engineering Audit, Pharma Audit, Environment Audit, Management Audit- meaning and definition. Need and importance. Types of management audit

UNIT-III

Social audit, corporate social responsibility and auditing.

Environmental Auditing. Clearance/Permissions for establishing industry; Environmental Management & Valuation;

UNIT-IV

Internal Audit—Scope, Purpose and Significance. Independence and code of ethics. Relationship between internal auditor and external auditor. Internal auditor report.

UNIT-V

Audit of EDP and computerized accounting system. The effect of Computer on audit work and audit approach to computer based accounting system. Audit Committee.

References:

1. A.R.Ramanathan, Cost and management audit Macmillan India
2. Kamal Gupta, Contemporary Auditing Tata Mcgraw Hills
3. Hubbard & Johnson, Auditing. Dame Publications

PURCHASING MANAGEMENT (MCP-514)

UNIT-1

Role, Profit Centre Concept, Objectives

Make or Buy Decisions, Materials Planning, Materials Codification: Evolution of Codes, Classification, Methodology, Advantages. Standardization: Definition, Specification, Advantages, Techniques

Value Analysis: Concept, Organisation for Value Analysis, Application, Techniques, Steps for Value Analysis

UNIT-2

Spares Part Management: Inventory Problems, Inventory Control, Categorization, Pricing Factors Purchasing Functions, Relationship of Purchasing Department with other Departments, Procurement, Supply Management Activities, Purchasing Objectives and Policies Operating Procedures, Purchasing Cycles

UNIT-3

Supply Sources: Importance of Source Selection, Vendor Development & Maintenance, Vendor Rating, Competitive Bidding, Selecting the Source. Pricing Principles: Economic Consideration in Determining the Right Price, Price Analysis, Discounts.

UNIT-4

Cost Analysis: Elements of Affecting Costs, Sources of Cost Data, Direct & Indirect Costs, Target Costing.

Negotiation: Objectives, Process, Techniques, Price Negotiation

UNIT-5

Contract Management. Import Substitution Public Buying Traffic: Transportation Cost, Shipping Terms, Modes of Transportation, Loss and Damage of Freight, Demurrage, Transportation Strategy and Cost reduction

References:

1. L.N. Aggarwal & Parag Diwan : Management & Production Systems
2. N.G. Nair : Production & Operations Management
3. Dobler & Burt : Purchasing & Supply Management
4. P. Gopala Krishan : Purchasing & Materials Management

INVENTORY MANAGEMENT (MCP-515)

UNIT-1

Inventory: Concept, Inventory Classification, Functions of Inventory, Advantages and Disadvantages of Inventory.

Inventory Control: Objectives, Factors affecting Inventory, Control Policy, Inventory Costs, Material Requirement Planning (MRP), MRP Objectives & Methods, MRP System Components, Limitations and Advantages of MRP.

UNIT-2

Factors affecting Stock levels, Maximum and Minimum Level, Order Point, Reorder Level, Perpetual Inventory System, Lead Time, Economic Order Quantity (EOQ), BASIC EOQ Model, Safety or Buffer Stock, Feedback Inventory Information System.

Selecting Inventory Control Techniques: ABC Analysis, HML Analysis VED Analysis, SDE, GOLF, FSN SOS XYZ Classification.

Just in Time (JIT)

UNIT-3

Inventory Models: Static, Dynamic and Deterministic Models

Probabilistic Models: Determination of EOQ under various conditions of Demand and Lead-Time Analysis.

Stores Management: Store Objectives, Receiving Procedures and Control,

UNIT-4

Material Handling : Choice of Equipments, Evaluation of Material Handling, Cost Reduction Methods. Identification of Materials, Stores system and Procedures Classification and Codification, Standardisation, Storing of Materials, Stores Location and Layout, Preservation, Issue Control, Stores Documentation. Stock Valuation Methods and Stock Verification.

UNIT-5

Traffic : Transportation cost, Shipping terms, Model of transportation, Loss and damage of Freight Demurrage, Transportation Strategy and Cost Reduction.

Waste management : Sources of Surplus, Disposal of Surplus, Buying Surplus Material

References:

1. Gopal Krishan & Sandelya Inventory Management
2. Narasimhan. McLeavey, Billington Production Planning & Inventory Control
3. Dobler & Burt Purchasing and Supply Management
4. Adam & Ebert Production and Operations Management
5. L.N.Aggarwal & Parag Diwan Management of Production System

MANUFACTURING POLICY & IMPLEMENTATION (MCP-516)

UNIT-1

Production function: Production function & the organisation, Five Ps of production, Production Strategy, Planning & Controlling the Operations - Product Selection Linking the product with marketing, Planning the Operation, Setting up Production System, Controlling the Production.

UNIT-2

Manufacturing System Design: Organisation of Manufacturing Operation, job batch and flow production methods; Group Technology - coding composite component, Product flow analysis, Group Technology and Just-In-Time.

Just-In-Time Manufacturing: JIT manufacturing, People Involvement, total Quality Control, Advantage of JIT Manufacturing, Elements that support JIT flow. The KANBAN System, Optimised Production Technology (OPT).

UNIT-3

Manufacturing & Service Strategies: Manufacturing as a competitive advantage, Corporate Strategy & Manufacturing Strategy, Production Planning and Inventory Control in Manufacturing Strategy.

UNIT-4

Theory of Constraints & Synchronous Manufacturing: Introduction, Theory of Constraints, The Goal of Performance Measures, Synchronous Manufacturing, Speed to Market, Bench Marking, Simultaneous Engineering, Reverse Engineering. Technology Audit, Strategic Alliances.

UNIT-5

Technological Innovation in Manufacturing: Automated Design Support, Computer Aided Manufacturing (CAM), Flexible Manufacturing System (FMS), Computer Integrated Manufacturing (CIM). Artificial Intelligence (AI), Automation in Services.

REFERENCES:

1. Narasimhan Mcleavey, Billington Production Planning & Inventory Control
2. James B. Dilwort Production & Operations Management
3. Muchbevan Dekland & Lecky Production & Operations Management

Group-C- Business Practices and Environment

Business Practices (MCP-521)

UNIT-I

Model of Management in the Indian Socio-Political Environment Motivation: Concept and various theories of Motivation: McGregor's theory X and theory Y, Maslow's Hierarchy of Needs theory, Alderfer's ERG theory, Herzber's Motivation-Hygiene theory, McClelland's Needs theory of Motivation, Adam's Equity theory, Vroom's Expectancy theory and Porter and Lawler's Model of Motivation. Teaching Ethics; Trans-cultural Human Values in Management Education; Relevance of Values in Management.

UNIT-II

Need for Values in Global Change - Indian Perspective; Values for Managers; Holistic Approach for Managers in Decision making; Secular Versus Spiritual Values in Management; Personal Growth and Lessons from Ancient Indian Educational System; Science and Human Values.

UNIT-III

Concept, Nature, Scope, Objectives of Business, Forms of Business Organisations: Sole Proprietorship, Partnership, Joint Stock Company, Cooperative Societies Government and Business; Public Sector Enterprises, Small Scale Business. Business Ethics and Corporate Social Responsibility

UNIT-IV

Management: Nature and Purpose, Evolution of Management Thought – Classical Perspective, Humanistic Perspective, Managerial Roles Approach, Contingency Approach, Management Science Approach, Systems Approach, Operational Approach; Patterns of Management Analysis and System Approach to Management, Roles, Skills and Functions of Managers.

UNIT-V

Leadership: Concept and various theories of Leadership: The Michigan Studies, The Ohio State Leadership Studies, Tannenbaum and Schmidt's Leadership Pattern, Fiedler's Contingency theory, Path-Goal theory, Likert's System four, The Managerial Grid, Charismatic Leadership, Transactional and Transformational Leadership.

References:

1. A.R.Ramanathan, Cost and management audit Macmillan India
2. Kamal Gupta, Contemporary Auditing Tata Mcgraw Hills
3. Hubbard & Johnson, Auditing. Dame Publications

BUSINESS ENVIRONMENT (MCP-522)

UNIT I

Introduction, definition, components and overview of Business Environment.

Complexity and Diversity of Business Environment in the 21st century.

Concept of Business Cycle, Need to scan the business environment and Techniques of scanning the business environment. Environmental Scanning of some industries.

UNIT-II

Political Environment: Three political institutions: Legislature, Executive and Judiciary. Brief note on Fundamental rights and Directive Principles of state policy. Rationale and extent of state intervention . The economic roles of the Government . Growth and control of corporate sector in India . Political dimensions of doing Business in India.

UNIT III

Economic Environment: Concept of Economic systems, objectives, strategies and evaluation of current five year plan. New Industrial policy and industrial licensing. New economic policies, Emerging Economies. Effect of recession on Business and remedies for that. Union Budget as a tool of effective control & Environment and evaluation of last few budgets. Economic Reforms, Liberalization and structural adjustment programmers

UNIT IV

Legal Environment: Company regulatory legislations in India, FEMA, Latest EXIM policy. Competition Law.

Public Sector in India: Concepts, philosophy and objectives, performance, problems and constraints. Divestment and Privatisation. Joint sector and cooperative sector in India.

Social Environment: Social responsibility of business, consumer movement & Consumer Protection Act 1986, Business Ethics, Cross-Cultural Business Environment, The Environment Protection Act 1986,.

UNIT V

Technological Environment: Impact of technology on business.

Technological policy, import of technology, appropriate technology, problems in technology transfer.

International Environment: Emergence of globalisation. Control of foreign direct investment, benefits and problems from MNCs. WTO, its role and functions, implications for India. Trading Blocks.

References:

1. Francis Cherunilam, Business Environment. Himalaya Publishing House
2. K.Aswhathappa, Essentials of Business Environment Himalaya Publishing House
3. M.Adhikari, Economic environment of business. Sultan Chand and Sons

Entrepreneurship Development (MCP-523)

UNIT-I

Concept of Entrepreneurship: Meaning Need, Scope, Philosophy & Characteristics of entrepreneurship, entrepreneurial culture, socio-economic origin of entrepreneurship, factors affecting entrepreneurship. Entrepreneurship : A function of innovation. Entrepreneurship : Theory of social change.

UNIT-II

Models: Conceptual model of entrepreneurship, Traits of a good entrepreneur, entrepreneur, intrapreneur and manager. Intrapreneuring and Entrepreneurship. Barriers to intrapreneurship. Intrapreneurial grid. Becoming an Intrapreneur. Phases in Intrapreneurship.

UNIT-III

Entrepreneurial motivation: Motivating, Compelling and facilitating factors, entrepreneurial ambition, achievement motivation theory and Kakinada experiment Entrepreneurial Development Programmes. Entrepreneurship and new venture opportunities. Project Appraisal and Feasibility Analysis

UNIT-IV

Establishment of entrepreneurial systems: Search, processing and selection of idea, Input requirements. **Small Scale Industry:** Meaning, importance, characteristics, advantages and problems of SSI

UNIT-V

Steps for starting a small industry, guidelines for project report, registration as ssi. **Assistance to SSI:** Need for incentives & subsidies, Need for institutional support, Role of government and other institutions.

References:

- 1 C.B. Gupta & N.P. Srinivasan, Entrepreneurial Development Sultan Chand
2. Vasant desai, Management of a small scale industry Himalaya Publishing House
3. P.N.Dhar, Role of Small Enterprises in Indian Economy Asia Publishing House

CORPORATE STRATEGY (MCP-524)

Unit I

Definition, nature, scope, and importance of strategy; and strategic management (Business policy). Strategic decision-making. Process of strategic management and levels at which strategy operates. Role of strategists.

Defining strategic intent: Vision, Mission, Business definition, Goals and Objectives.

Environmental Appraisal—Concept of environment, components of environment (Economic, legal, social, political and technological).

Environmental scanning techniques- ETOP, QUEST and SWOT (TOWS) PEST.

Unit II

Internal Appraisal – The internal environment, organisational capabilities in various functional areas and Strategic Advantage Profile. Methods and techniques used for organisational appraisal (Value chain analysis, Financial and non financial analysis, historical analysis, Industry standards and benchmarking, Balanced scorecard and key factor rating). Identification of Critical Success Factors (CSF).

UNIT III

Corporate level strategies-- Stability, Expansion, Retrenchment and Combination strategies. Corporate restructuring. Concept of Synergy.

Business level strategies—Porter's framework of competitive strategies; Conditions, risks and benefits of Cost leadership, Differentiation and Focus strategies. Location and timing tactics. Concept, Importance, Building and use of Core Competence.

UNIT-IV

Strategic Analysis and choice—Corporate level analysis (BCG, GE Nine-cell, Hofer's product market evolution and Shell Directional policy Matrix).

Industry level analysis; Porters's five forces model. Qualitative factors in strategic choice.

Unit -V

Strategy implementation: Resource allocation, Projects and Procedural issues.

Organisation structure and systems in strategy implementation. Leadership and corporate culture, Values, Ethics and Social responsibility. Operational and derived functional plans to implement strategy. Integration of functional plans.

Strategic control and operational Control. Organistional systems and Techniques of strategic evaluation.

References:

1. Kazmi Business Policy & Strategic Management 2nd Tata McGraw Hill
2. Thomson & Strickland Strategic Management: Concept & Cases 12th Tata McGraw Hill
3. Ghemawat Strategy & The Business Landscape 1st Pearson Education
4. Ghoshal, Piramal & Budhiraja World Class in India 1st Penguin

5. Wheelen & Hungee Strategic Management & Business Policy 6th Addison- Wesley
6. Johnson & Scholes Exploring Corporate Strategy 4th Prentice Hall India

SERVICES MARKETING (MCP-526)

Unit I

Introduction to Services, Growth of service sector economy, Service Characteristics, Service Classification, Service Marketing Mix.

Unit-II

Consumer Behaviour in Services: Customer Expectation of Service, Customer Perceptions of Service. Building Customer Relationships.

Unit-III

Service recovery and recovery strategies
Service development and design: Challenges of service design, types of new services , New service development process.
Physical evidence and the Servicescapes

Unit IV

Delivering and performing service through Employees, Intermediaries and Customer Participation.
Managing Demand and Capacity, Waiting Line Strategies
Integrated Services Marketing Communications and Services marketing triangle.

Unit V

Pricing of services: Pricing approaches, Pricing Strategies
Service Quality: Integrated gaps model of service quality.
Prescriptions for closing quality gaps.

References:

1. Zeithmal A Valarie and Bitner Mary, Services Marketing, Tata McGraw Hill, New Delhi.
2. Lovelock, Christopher H. Services Marketing , Pearson Education , New Delhi

Group-D- Business Administration

Business Organisation and Management (MCP-531)

UNIT-I

A critical evaluation of various definitions of commerce, functions of commerce, Size of business, Problems in starting a new business. Business Objectives, Business Promotions and forms of business enterprise : Sole Proprietorship, Partnership, Joint Stock Companies, Public Utilities, Co-operative, Business Combinations.

UNIT-II

Foreign Trade : Importance, Import procedure, Exim Policy: Special problems in the management of foreign trade (excluding trends and composition of foreign trade and balance of payments), Export management including documents. Organisation and control of export operations. Stock exchange and produce exchange markets.

UNIT-III

Nature, process and significance of management, Evolution of management thought. Contributions of Taylor, Gantt, Gilbreth, Fayol, Weber, Elton Mayo, Chester Bernard, Maslow, Herzberg, Likert and McGergor. Management Science, Operations Research/Mathematical School/ Decision Theory approach.

UNIT-IV

Planning: Types of plans, steps in planning, and process of planning. Nature of objectives, setting objectives. Concept and process of Managing by Objectives. Nature and purpose of strategies and policies. Strategic planning process. SWOT analysis, Portfolio matrix, premising and forecasting. Decision-Making: Importance and steps in Decision Making; Traditional approaches to decision-making; Decision making under certainty programmed decisions; Introduction to decision-making under uncertainty, non- programmed decisions; decision tree; group-aided decisions; Brain storming; Creativity - creative problem solving.

UNIT-IV

Decision-Making: Importance and steps in Decision Making; Traditional approaches to decision-making; Decision making under certainty - programmed decisions; Introduction to decision-making under uncertainty, non- programmed decisions; decision tree; group-aided decisions; Brain storming; Creativity - creative problem solving.

UNIT-V

Organizing: Concept of organization, process of organizing, bases of departmentation, Coordination- Concept and importance of coordination; factors which make coordination difficult; techniques or methods to ensure effective coordination. Control: Concept, planning-control relationship, process of control –setting objectives, establishing standards, measuring

performance, correcting deviations. Human response to control. Dimensions or Types of Control
-(a) Feed forward control (b) Concurrent Control (Real Time Information & Control), (c) Feedback Control

References:

1. C.B. Gupta & N.P. Srinivasan, Entrepreneurial Development Sultan Chand
2. Vasant desai, Management of a small scale industry Himalaya Publishing House
3. P.N.Dhar, Role of Small Enterprises in Indian Economy Asia Publishing House

Productions, Operations and Marketing Management (MCP-532)

UNIT-I

Overview, Facility location decision and models of location decisions. Design for product and process layout, Cellular Layouts. Capacity Planning the Manufacturing, Technology Management J.I.T., Production System, Flexible Manufacturing System, Computer Integrating Manufacturing.

UNIT-II

Operations management: Concept, Functions. Product Design and development – Product design and its characteristics: Product development process (Technical): Product development techniques .Process selection- Project, job, Batch, Mass and Process types of Production Systems. Product –Process Mix
Production Planning, Aggregate Planning, Scheduling Techniques, Job design and Time, Motion Study.

UNIT-III

Inventory Management – Concepts, Classification: Objectives: Factors Affecting Inventory Control Policy: Inventory costs: Basic EOQ Model: Re-order Level: ABC Analysis.

UNIT-IV

Quality Management - Quality Concepts, Difference between Inspections, Quality Control, Quality Assurances, Total Quality Management: Control Charts: acceptance Sampling

UNIT-V

Introduction to marketing: Core concepts, Marketing and selling, Marketing mix. Factors affecting marketing environment. Marketing and globalization Marketing planning process & strategic planning. Marketing Information System : Concept and Components. Consumer Behaviour & Factors influencing consumer buying behaviour, Buying process. Market Segmentation & Targeting. Competitors Analysis.

References:

1. Philip Kotler, Principles of Marketing. Prentice Hall

2. Ramasawami and Namakumari Marketing Management Macmillan India
3. Buffa, Production Management Wiley India Pvt Ltd
4. K.Aswathappa, Production Management Himalaya Publishing House.

ORGANISATIONAL BEHAVIOUR (MCP-533)

UNIT-I

Organizational Behavior: Organizational Behaviour –Definition of OB, contributing discipline to OB. Challenges and Opportunities for OB. Foundations of Individual behaviour-biographical characteristics, ability, and learning. Values , Attitudes and Job Satisfaction, Personality and Emotions. Perception.

UNIT-II

Motivation: Concept, Theories of Maslow , Herzberg, McClelland,Porter & Lawler Model, Application of Motivation Concept. Job Satisfaction Foundations of Group Behavior: Group formation, development and structure, Group Processes, Group Decision- making Techniques, Work Teams.

UNIT-III

Interpersonal Skill- Transactional analysis, Life Positions, Johari Window. Leadership: Concept, theories styles and their application. Power and Politics in Organization

UNIT-IV

Conflict Management, Stress Management, Crisis Management Organizational Change & Development, Innovation, Creating learning organization.

UNIT-V

Emotional Intelligence –Concept, Meaning and its Importance. Organisational Culture, Cross-Cultural Behaviour, Organisational Effectiveness.

References:

1. Fred Luthans, Organisational Behaviour. Mcgraw Hills
2. S.P.Robbins, Organisational Behaviour. Prentice Hall
3. L.M.Prasad, Organisational Behaviour. S.Chand

Social Security & Labour Welfare (MCP-534)

UNIT- I

The concept of scope of social security. Social assistance and social insurance

Evolution of Social Security. Law relating to social security

Payment of wages Act,1936

UNIT-II

Minimum Wages Act, 1948

Payment of Bonus Act, 1965

Workman's Compensation Act,1923

Maternity Benefit Act,1961

UNIT-III

Employment State Insurance Act,1948

Provident Fund & Miscellaneous Provision Act,1951

Gratuity Act,1972

UNIT-IV

I.L.O and social Security

The concept of Labour welfare: definition, Scope and Objectives, welfare work and social work

UNIT-V

Evolution of labour welfare ,classification of welfare work, agencies for welfare work.

Welfare activities of govt. of India; welfare work by trade unions Labour welfare work by voluntary social organizations. Labour administration; agencies for administrating labour welfare laws in India.

References:

- 1.A.M.Sharma Social, Security Labour Welfare Himalayas Publishing House
2. I.L.O Social Security, International labour Office

Industrial Relations (MCP-535)

UNIT-I

Industrial Relations-Concept , Theories and Evolution.
System approach to IR-Actors, Context, Web of Rules & Ideology

UNIT-II

Trade UNIONSIM, impact of trade unions on wages
The Trade unions Act ,1926 {with amendments}

UNIT-III

Grievance Handling
Tripartite and bipartite bodies
Anatomy of Industrial disputes.
Conciliation , arbitration and adjudication

UNIT-IV

Collective Bargaining : Concept, meaning and objectives.
Approaches, technique & Strategies to collective Bargaining
Process of Collective Bargaining
Impact of CB and workers participation in management on IR

UNIT-V

Industrial relations in UK & USA, Japan & Russia
The industrial Disputes Act,1947{with amendments}
Factories Act{with amendments}

References:

1. Johan.T.Dunlop Industrial System
2. Arun Monappa Industrial Relations Tata McGraw Hill
3. Mamoria & Dynamic of Industrial Himalaya
Mamoria Realtions in Indai Publishing House
4. Blain Pane International Encyclopedia
of Industrial Relations
5. Clark Kler Labour &Managemnt in
Industrial society
6. C.N.Patil Collective Barganing University
Press
7. S.C.Srivastava Industrial Relation
& Labour Laws
8. Report of National Commission on Labour ,1969

PERFORMANCE & COMPENSATION MANAGEMENT (MCP-536)

UNIT-I

Introduction to compensation Management, Compensation Philosophies,
Determination of inter and intra industry compensation Differentials

UNIT-II

Compensation and its components, Pay Structure, Internal Equity and External
Equity in Compensation Systems.

UNIT-III

Process of Compensation management
Concept and Process of Performance Management, Performance Appraisal,
Potential Appraisal, Methods of Performance Appraisal

UNIT-IV

Performance Based Pay, Skills and Competency
Concept and Types of Incentive System: Individual and Group Incentive plans.

UNIT-V

Statutory Provision governing different components of Reward system.
Institutions related to Reward System: Wage Boards, Pay Commissions.

References:

- 1 Richard Henderson Compensation Management Prentice Hall
- 2 Armstrong, Michel and Murks HellenReward Management – A handbook of Salary Administration Kogan Paul, London
- 3 Bergess Lenard R Wage and Salary Administration Charles E. Merrill, London
- 4 Sud D.C Incentives Industry Tata Mc Graw Hill

Group E. International Business Practices

Law and Practices related to LPG (MCP-541)

UNIT-I

Liberalization and economic reforms, Industrial policy of 1991, de-licensing, de-controlling, New licensing policy.

UNIT-II

Financial sector reforms: reforms in banking, insurance and other financial corporations. Opening of private banks, entry of foreign banks

UNIT-III

Fiscal reforms: fiscal deficit, containing fiscal deficit, FRBM, containing fiscal deficit of the states.

UNIT-IV

Privatisation: Opening key sectors for the private participation, PPP mode of investment, sectors opened to private capital- Oil and gas exploration, coal and mining, infrastructure.

UNIT-V

Globalisation: Linking Indian economy with the globalised system, impact on BOP and BOT, Impact on technology transfer. Impact on Indian stock markets, FDI and FIIs as a result of globalization.

References:

1. World Development Report, World Bank, Washington, D.C.
2. Economic Survey, Ministry of Finance.
3. Import and Export Policy, Ministry of Commerce.
4. Committee on Export Strategy 1980, Ministry of Commerce.
5. Report of Working Group on Export Houses, Ministry of Commerce.
6. M. L. Verma - International Trade. Sangam Books

Intellectual Property Laws (MCP-542)

UNIT-I

Meaning and Philosophical Aspects of Intellectual Property Laws,
Patent: Meaning and Basic Principles of Patent Law, Patent Application procedure, Drafting of a Patent Specification

UNIT-II

International Background of Intellectual Property, Enforcement of Intellectual Property Rights - Civil Remedies, Criminal Remedies, Border Security

UNIT-III

Copyright-Objectives, Rights, Understanding Copyright Law, Transfer of Copyright, work of employment Infringement, Defences for infringement.

UNIT-IV

Trade Mark: Meaning and Basic Principles of Trade Mark, Objectives and rights, Principles of Design Rights, Protection of goodwill, Infringement, Passing off, Defences.

UNIT-V

Computer Software and Intellectual Property rights, Reproducing, Defences,
Database and Data Protection-, Harbor Principle, Protection, WIPO Treaty, TRIPs, SCPA., disputes under Intellectual Property Rights, Jurisdictional Issues, International Perspective

References:

1. R. Carl Moy, *The History of the Patent Harmonization Treaty: Economic Self-Interest as an Influence*, 26 J. Marshall L. Rev. 457, 472-88 (1993)
2. G.H.C. Bodenhausen, *Guide to the Application of the Paris Convention for the Protection of Industrial Property* (1968)
3. Sam Ricketson, *The Berne Convention for the Protection of Literary and Artistic Works, 1886-1986* (1987)
4. Symposium, *Fundamentals of International Copyright: The Impact of Berne*, 8 Cardozo Arts & Ent. L.J. 1 (1989)
5. Edmund W. Kitch, *The Patent Policy of Developing Countries*, 13 UCLA Pac. Basin L.J. 166 (1994)
6. A. Samuel Oddi, *The International Patent System and Third World Development: Reality or Myth?*, 1987 Duke L.J. 831
7. Robert Merges, *Battle of the Lateralisms: Intellectual Property and Trade*, 8 B.U. Int'l L.J. 239, 246 (1990)

World Trade Organisation (WTO) (MCP-543)

UNIT-I

World Trade Organization, structure, strengths and weaknesses, prospects, General Agreement on Trade and Tariff.

UNIT-II

WTO and other international regulatory. Organizations, UNCTAD etc., Agreement on goods / services, intellectual properties.

UNIT-III

Regional trade agreements and WTO, ILO, International arbitration UNICITRA, FTA / Taxation / CEC

UNIT-IV

Transfer pricing and WTO, International Finance-Methods of finance, ADR-GDR, Loan-syndication, LIBOR

UNIT-V

Documents used in Trade - Bill of Exchange, Invoice, Bill of Lading, Airway Bill, Insurance Policy etc. Risks involved in trade finance - country risk, currency risk, credit risk, counter party risk, exchange risk, legal risk etc.

Role of EXIM Bank, Role of ECGC

References:

- 1 P.G.Apte : International Financial Management Tata Mcgraw Hills.
2. Maurice D Levi : International Finance. Routledge
3. V.K. Bhalla : International Financial Management Anmol Publications.

INTERNATIONAL FINANCE (MCP-544)

Unit - I

International Finance: concept & role of international finance manager in multinational corporations.

International financial environment: international transactions & financial market, trade & capital flow, inflation, exchange control & currency devaluation, ex-propietary action etc. Different types of risks: country risk analysis.

Unit - II

Foreign direct investment & foreign institutional investment foreign collaboration trends since liberalisation. Financial operations of multinational corporation: sources & investment: short, medium & long term national currency financing foreign currency financing, regional & national development finance, private investment companies, Multilateral financial institution : WB/IMF, ADB. Export & import financing: role of commercial banks. Basic instruments, private non-bank sources of finance.

Unit - III

Financial innovation & risk sharing: introduction, futures markets in growing world, financial future trading, role of financial futures, swap markets, basic swap structure, interest rate, fixed rates currency, currency coupon, types.

Unit-IV

International stock exchanges: New York, London, Luxemburg, third world and Asian stock exchanges: working and their influences, the securities market, bond market, foreign portfolio investment.

Unit - V

New developments in international finance: country funds, ADR, GDR, EURO issues, ECBs, their process of issue, benefits, limitations & specific guidelines issued by Foreign Investment Promotion Board (FIPB).

International financial investment strategies and regulations for Indian Companies. FEMA.

References:

1. V. Sharan International Financial Management PrenticeHall India
2. Maurice D. Levi International Finance McGraw Hill Inc.,
- 3.. Madhu Vij International Finance Excel Books
4. P.G. Apte International Financial Management Tata McGraw Hill
5. V.K. Bhalla Management Text & Cases Anmol Publications

INTERNATIONAL MARKETING (MCP-545)

Unit I

Definition, scope and challenges of international marketing.

International trade theories.

Reasons for going international.

Unit II

International Marketing Environment: Political, Legal, Environmental, Socio Cultural and Technological environment, Country Risk Analysis.

International Economic Environment: IMF, WTO

International Monetary System

International Trade Barriers: Tariff and Non Tariff

Regional Blocks: European Union, NAFTA, SAARC, ASEAN, MERCOSUR

Unit III

International Marketing Research.

Selection of export markets.

Forms of international market entry: Indirect and direct methods.

International product policy: Product standardisation & adaptation, international product mix, International product life cycle, export packaging.

Unit-IV

International pricing policy: Factors influencing selection of pricing policies, international pricing strategies.

International distribution policy: Factors influencing selection of international distribution channels, types of international distribution channels, role of internet in international distribution

International communication policy: communication strategies in international marketing, international promotion mix.

Unit V

Direction & composition of Indian exports.

Indian export and import policy export promotion organizations, export incentives.

Producing for exports, export quality control; export finance, shipment and procedures thereof.

Export documents, processing of an export order, organisation and structure of export and import houses.

References:

1. Onkvisit, S. & Shaw, J., International Marketing: Analysis & Strategy, Prentice Hall India.
2. Czinkota, M., Ronkainen, I., Sutton Brady, C. and Beal, T. International Marketing, Thomson Learning.
3. Cherunilam, F., International Trade & Export Management, Himalaya.
4. Cateora & Graham, International Marketing, McGraw Hill.

INTERNATIONAL HUMAN RESOURCE MANAGEMENT (MCP-546)

UNIT- I

Introduction to cross cultural management: Significance of Culture for International Management. Culture dimensions, impact of cross culture on organizations, role of culture in Strategic Decision- Making . Influence of National Culture on Organizational Culture.

UNIT-II

Comparing Culture : Cultural and behavioral differences in different countries, various models for comparing cultural- Hofstede. GLOBE, Kluchohm & Stoodbeck

Shift in Culture: Culture as a factor in a people's Response to Change, significance of shift in Culture ,Economic Factors and Shifts in National Culture ,Foreign Intervention and influence on shifts in Local Cultures.

UNIT-III

Cross- Cultural Communication: Role of effective communication for international and cross- cultural management and in the field of international marketing, Cross – Cultural

Verbal Non- Verbal communication across cultures, managing Culture –Specific Perception – Responding the Demographic Change.

UNIT- IV

Cross Cultural Human Resources Management – Staffing and Training for Global Operations Global Staffing Choices – Expatriates or Local Managers? Dynamics of Cross-Cultural leadership, managing and motivating multi culture Teams.

Cross –cultural Negotiation & Decision making : Culture and Dispute, Resolution of Conflicts and Disputes in cross culture context, Negotiations across culture , Cross –culture Negotiation Process with two illustrations from multi cultural context { India-Europe / India –US setting, for instance }

UNIT- V

Cross-culture ethics: Ethics values across cultures and Ethics dilemma, Overview of culture and management in Asia (India ,China and Japan), US and Europe.

References:

1. International management: Managing Across Borders And Cultural,4th Ed, “Deresky Helen,” Prentice Hall India, ISBN: 81-2227-4 , Rs. 295.00
2. The Secret Of A Winning Culture: Building High- Performance Teams, “Esen Drlarry, Rchildress John,” Prentice Hall India, ISBN: 81-203-1713-0,Rs. 195.00
3. Revitalize Your Corporate Culture : Powerful Ways To Transform Your Company Into A Hiongh- Performance Organisation, “ Cashby Franklin”, Prentice Hall India, ISBN: 81-203-1693-2, Rs 295

Group F. Small Business Management and Entrepreneurship Development

Government and Business Interface (MCP-551)

Unit I

State Participation in Business, Interaction between government, business and different chambers of commerce and industry in india; Public Distribution system; Government control over price and distribution;

Unit II

Consumer Protection act and the role of Voluntary organizations in protecting consumer's rights.

Unit III

Industrial policy resolution, New industrial policy of the government Concentration of the economic power; Role of Multinationals, foreign capital and foreign collaborations.

Unit IV

Indian Planning system; government policy concerning development of backward areas/ regions; Government policy with regard to export promotion and import substitution;

Unit V

Controller of capital issues, Government's policy with regard to small scale industries, the responsibilities of the business as well as the government to protect the environment; Government clearance for establishing a new enterprise.

References:

1. Amarchand, D., Government and Business, Tata Mc Graw hill.
2. Francis Chunilam, Business and government, Himalaya.
3. Dasgupta and Sengupta, Government and Business, Vikas.
4. Trivedi, M.L., Government and Business, Multitech.

Small Business Marketing (MCP-552)

Unit I

Basis for competition; Structural analysis of industries, Generic Competitive strategies; Framework for Competition analysis; Market signals; Competitive Moves;

Unit II

Technology of competitive advantage; strategy towards buyers and suppliers;

Unit III

Strategic groups within industries; Competitive strategies in declining industries; competitive strategy in global industries,

Unit IV

Strategic analysis of integration capacity expansion, strategies of entering into new business;

Unit V

Portfolio techniques in competitor analysis, techniques of conducting industry analysis.

References:

1. Albert Kenneth, The Strategic Management handbook, Mc Graw hill.
2. Alio Robert, The Practical strategist: the Business and Corporate strategy, Calkifornial, Ballinger
3. Harnel, Gary, Implanting Strategic Management, Prentice hall Inc.
4. Hax,. A C and Majlyf, N S, Readings in strategic Management, Ballinger
5. Porter, Michael E., Competitive advantage, New York, Free Press, 1985
6. Stalk, George, Competing against Time, New York, Free Press, 1990.

Financing of Small Business (MMCP-553)

Unit I

Financial Management in small industries, financial needs of small business- types of capital requirements, cash management problems.

Unit II

Sources of finance for small business in india, Indigenous bankers, public deposits, street financial corporations.

Unit III

Industrial cooperatives, adequacy and appropriateness of funds from banking and non banking financial intermediaries.

Unit IV

Monetary policy of the reserve bank of india for small business, financial assistance from the central and state governments.

Unit V

Small scale industries and financial allocations and utilizations under 5 years plans: a critical appraisal.

References:

1. V. K. Bhalla, Financial management and policy, anmol publications.
2. Vasant desai, Small scale industries and Entrepreneurship, Himalaya
3. C. D Bhattacharya, Public sector enterprises in india, Kitab Mahal

New Enterprise Management (MCP-554)

Unit I

Entrepreneurship and its role in economic development, problems of industrialization in under developed countries with special reference to India

Unit II

Industrial policy, regulation and control of industries in india, mechanics of setting of new enterprises, size and locations, optimum units-its meaning and determinants, size os industrial units in India.

Unit III

Theory of industrial locations, Factors determining the industrial locations, regional distribution of industrial activity in india, recent trends in the localization of industrial activity in india.

Unit IV

Regional planning of industrial activity in india, feasibility studies, technical marketing and financial, managerial Problems of new enterprises, production purchasing, financing labour and marketing problems.

Unit V

Facilities provided by different institutions and agencies in India, finanacing facilities for new enterprises, marketing and other facilities.

References:

1. C.B Gupta and Srinivasan, Entrepreneurial development in India, S. chand
2. Peter Drucker, Innovation and entrepreneurship, east west press.
3. F.M. Harbison, Entrepreneurial Organisation as a Factor in Economic Development.

ENTREPRENEURIAL DEVELOPMENT (MCP-555)

UNIT-I

Entrepreneurial traits, types and significance: definition, characteristics of entrepreneurial types, qualities and functions of entrepreneurs. Role and importance of entrepreneur in economic growth.

UNIT-II

Competing theories of entrepreneurship, entrepreneurial development programmes in India. History support, objectives stages of performances. Planning and EDP: objective, target groups, selection of centres, pre-training work, govt. policies towards SSIs.

UNIT-III

Entrepreneurial input; entrepreneurial behavior and entrepreneurial motivation. Need for achievement and management success. Entrepreneurial success in rural areas.

UNIT-IV

Innovation and entrepreneur; establishing entrepreneur systems, search for business ideas, sources of ideas, idea processing, input requirements, sources and criteria of financing fixed and working capital assessment. Technical assistance, marketing assistance.

UNIT-V

Sickness of units and remedial assistance; preparation of feasibility reports and legal formalities and documentation.

References:

1. A.N.Desai, Entrepreneur and environment. Ashish Publications
2. C.B.Gupta and Srinivasan, Entrepreneurial Development in India, Sultan Chand.
3. S.A.Kumar, Entrepreneurship in Small Industry, Discovery.

SMALL BUSINESS ENVIRONMENT AND MANAGEMENT (MCP-556)

UNIT-I

Small business in Indian environment; economic social, political, cultural and legal.

UNIT-II

Policies governing small scale units; industrial policies and strategies relating to small scale sector; technological know how and appropriate technology.

UNIT-III

Quality circles and productivity and linkage between small and big business. Organizational structure and other characteristics of small firms.

UNIT-IV

Special problems in management of small business in various functional areas like finance, marketing, production and personnel; sickness in the small sector.

UNIT-V

Modernization of small and village industries; training programmes and consultancy services; institution assisting export promotion of small business in india; export promotion councils- global perspectives of small business in small countries.

References:-

1. Vasant Desai, Organisation and Management of small industries . Bombay, Himalaya.
2. Vasant Desai, Small Scale Industries and Entrepreneurship, Bombay, Himalaya.
3. T.S.Papola, Rural Industrialisation: Approaches and potential, Bombay, Himalaya.

Business Ethics (MCP-525)

Unit I

Model of Management in the Indian Socio-Political Environment; Work Ethos; Relevance of Values in Business; Need of values in Global change; Secular versus Spiritual values in Business; Science and Human Values.

Unit II

Defining Business Ethics, ; Ethical Theories in relation to Business; Ethical Dilemmas, Sources and their resolution.

Unit III

Ethical Decision making in business; Changing dimensions of Ethics in relation to liberalization and globalization, creating and Sustaining an Ethical Organization.

Unit IV

Corporate Governance; Role of top management in good corporate governance; Corporate Ethics and responsibility towards stakeholders.

Unit V

Corporate Social Responsibility; Environmental Protection; The ethics of Consumer protection and environment, Ethics in Functional Areas of Management.

References:

1. Fernando. A.C.: Business Ethics, An Indian Perspective
2. SanjeevRinku and P. Khanna: Ethics and Values in Business Management.
3. Business Ethics: Concepts &Cases – Velasquez-TMH Publication
4. Ethics & the conduct of Business – Boatright-Pearson Publication
5. Ethics in Management – S. K. Chakraborty- TMH Publication
6. Organisational behavioud – Robbins- PHI Publication
7. Chakraborty, S.K., Management by Values, Oxford University Press, 1991.