

UNIVERSITY OF PUNE

FACULTY OF MANAGEMENT

**Revised Syllabus for the
Post-Graduate Diploma In Business Management
(PGDBM)**

(w.e.f. 2008-2009)

(Leading to Master in Business Studies in Third Year)

DBM Year I : From Academic year 2008-2009

DBM Year II : From Academic year 2009-2010

(I) NAME OF THE COURSE

The name of the course is Post-Graduate Diploma In Business Management (PGDBM).

(II) ELIGIBILITY FOR ADMISSION

A student seeking admission to this course must have passed any one of the following qualifications:

1. Bachelor’s Degree of any Statutory University or any other recognized Foreign University.
2. Any Diploma awarded by Board of Technical Education of any State Government or Central Government (Post SSC three years’ Diploma with 2 years post diploma experience or Post HSC two years’ Diploma with one year Post-Diploma experience).

(III) STRUCTURE OF THE COURSE

The course will have Four Semesters; each Semester consisting of 5 papers each. In Semester IV, the student shall be examined for a special subject consisting of two papers pertaining to any one of the following functional areas of management.

- Group A-Marketing Management.
- Group B-Financial Management.
- Group C-Computer Management.
- Group D-Production & Materials Management.
- Group E-Human Resource Management.

Course Outline for Post-Graduate Diploma in Business Management (PGDBM)

Leading to Master in Business Studies (MBS) course

Semester I

Course Code	Subject Title	Examination	Marks
101	Principles and Practices of Management and Organizational Behaviour	External	100
102	Management Accounting	External	100
103	Managerial Economics	External	100
104	Principles of Marketing	Internal	50
105	Basics of Communication Skills	Internal	50
Total 400 Marks			

Semester II

Course Code	Subject Title	Examination	Marks
201	Marketing Management	External	100
202	Financial Management	External	100
203	Operations Management	External	100
204	Materials & Logistics Management	Internal	50
205	Information Technology	Internal	50
Total 400 Marks			

Semester III

Course Code	Subject Title	Examination	Marks
301	Human Resource Management	External	100
302	Management Information Systems	External	100
303	Legal Aspects of Business	External	100
304	Statistical and Quantitative Techniques	Internal	50
305	Research Methodology	Internal	50
Total 400 Marks			

Semester IV

Course Code	Subject Title	Examination	Marks
401	Management Control Systems	External	100
402	Specialization I	External	100
403	Specialization II	External	100
404	Economic Environment of Business and Environmental Management	Internal	50
405	Project Report	Internal	50
Total 400 Marks			

(IV) ASSESSMENT AND STANDARD OF PASSING

1. The papers marked as 'External' are meant for external evaluation by the University and carry 100 marks each paper. 30% of such marks are reserved for internal evaluation and 70% of such marks are reserved for University evaluation based upon the written Examination. Papers marked as 'Internal' are meant for the internal evaluation by the individual Institute.

2. Marks for the internal evaluation must be communicated by the Institute to the University before the commencement of relevant Semester Examination.
3. The minimum standard of passing will be 40 percent marks in each paper for internal as well as external heads.
4. At the end of semester IV, the student is expected to complete the Project Report of not less than 5000 words and submit a copy of the Report to the Director of the Institute before 31st December of the Second Year. The Report must be based upon the first hand study and some management aspect of any organization. The Report will be internally evaluated by the Faculty of the subject and the marks will be communicated by the Director to the University before the commencement of semester IV Examination. No student can appear for Semester IV Examination unless he submits the Project Report.

(V) BACKLOG

The student will be allowed to carry maximum backlog of 10 (ten) heads of passing from any one or more semesters.

(101) Principles and Practices of Management and Organisational Behaviour

OBJECTIVES:

1. To understand the evolution of management thought.
2. To expose the students to fundamental concepts of management and its processes in organizations.
3. To introduce the basic concepts and theories underlying individual behaviour.
4. To understand individual behaviour in groups, dynamics of groups and team building.

1] Total marks for external paper : 70 PPM : 35 OB : 35

2] Internal marks : 30

Sr	Topic	session	Weightage %	Books
Principles and practices of management				
1	Basic Concepts of Management Definition , Need and scope .Different schools of management – Behavioural , Scientific , Systems , Contingency	2	10%	1,2,3,4
2	Management theories - F.W. Taylor - Henry Fayol - Elton Mayo	2	15%	1,2,3,4
3	Managerial skills and functions Levels of management	1	5 %	1,2,3,4
4	Functions of management A] Planning – Def. , Nature , Importance , steps , limitations , MBO B] Organising - Def. , Nature , Importance , principles , centralization – de centralization Org. structures –Z Line & staff , functional , product , matrix , geographical , customer , virtual , boundary less C] Leading - Nature and scope D] Staffing – Def. , Nature , Importance , steps E] Decision making - Def. , Nature , Importance , steps F] Controlling - Def. , Nature , Importance , steps-Z	8	15 %	1,2,3,4

	Techniques			
Organisational Behaviour				
5	OB – Defn. , Scope , Importance , Concepts of OB , Models of OB – Autocratic Collegial , Custodial Supportive , SOBC	3	10%	5,6,7,8
6	Motivation – Defn. Importance A] Motive – Characteristics Types – primary & secondary B] Theories of motivation - Mc Gregor - A.H. Maslow, Herzberg C] Overview of moral – short note	3	10 %	5,6,7,8
7	Group , Group Dynamics and team building - Theories of group formation - Formal and informal groups -Importance of team building	2	10%	5,6,7,8
8	Conflict – Definition , traditional Vs Modern view of conflict Types of conflict – intra personnel , interpersonal , organizational Constructive and destructive conflict Conflict management	3	5 %	5,6,7,8
9	Stress management - defn. , causes , types Management of stress	2	2.5%	5,6,7,8
10	Leadership – defn. , importance , qualities of leaders types of leadership – autocratic , democratic , free - rein	2	2.5 %	5,6,7,8
11	Personality Development of personality Attributes of personality Ego state , transactional analysis , Johari window	3	2.5 %	5,6,7,8
12	Change management – overview – short note	1	2.5 %	5,6,7,8
13	Cases on following topics PPM – planning and decision making OB - Conflict management , stress	4	10 %	-

Note : cases would be asked related to the course

Reference Books:

- 1] Principles and practices of management by shejwalkar
- 2] Essentials of management by Koontz H and Weitrich
- 3] Principles and practices of mgmt by T. N. Chabra

- 4] Management by Stommen and Jane
- 5] Organisational Behaviour by Stephen Robbins
- 6] Organisational Behaviour by Keith & Davis
- 7] Organisational Behaviour by Fred and Luthans
- 8] Organisational Behaviour by K.A. Ashwatthapa

Pattern of the question paper

Note : 1] Q 7 is compulsory and carries 15 marks
2] solve any 4 from the remaining 6 questions

Q. 1] Descriptive type question Based on Topics 1 or 5	15 marks
Q. 2] Descriptive type question Based on Topics 2 or 6	15 marks
Q. 3] Descriptive type question Based on Topic 4	15 marks
Q. 4] Descriptive type question Based on Topics 7	15 marks
Q. 5] Descriptive type question Based on Topics 8	15 marks
Q. 6] Short notes [any 3 out of 5] Based on topics 9,10 ,11,12	15 marks
Q. 7] Case study Based on topic 13	10 marks

Total marks : 70

(102) : MANAGEMENT ACCOUNTING

Objective: To provide working knowledge of Management Accounting.

1. Basic Concepts of accounting transactions, principles, types of accounts, journal, ledger, trial balance, final accounts (Emphasis on Clarification of account P & L account, B/S)
(20%)
2. Introduction to requirement of Schedule VI (10%)
3. Cost Accounting-Relationship with Financial Accounting-Elements of Cost-Preparation of Cost Sheet. (15%)
4. Materials Cost-Materials Purchasing, receiving, storing, issuing including pricing of issues.
(10%)
5. Labour Cost-Time Keeping and Time Booking-Idle Time-Labour Turnover.
(10%)
6. Overheads-Identifying the overheads with the cost center-Allocation, Apportionment and Absorption-Under Absorption and Over Absorption of Overheads.
(10%)
7. Elementary Study of the Managerial Decision Making Techniques like: (20%)
 - (a) Marginal Costing-Break Even Analysis, Applications of Marginal Costing in decision making-Key Factor Considerations.
 - (b) Budgetary Control-Functional Budgets-Flexible Budgets.
 - (c) Standard Costing-Materials Cost and Labour Cost Variances only.
8. Introduction to computerized accounting (5%)

Note :- Problems should be covered on the following topics :

1. Extracts from Trial Balance to be classified into income expenditure assets and liabilities with reasons.
2. Cost Sheet
3. Inventory Valuation
4. Overheads
5. Marginal Costing
6. Cash Budgets and Flexible Budgets
7. Standard Costing

Weightage wise compulsory problem on 5,6,7 topics; 1 problem on remaining four topics i.e. 1 to 3.

Books Recommended

1. Introduction to Management Accounting –Horn green and Sundlem.
2. Principles of Management Accounting – Manmohan & Goyal.
3. Management Accounting – S.M. Inamdar.
4. Management Accounting – Dr. Mahesh Kulkarni.
5. Double Entry Book Keeping – T.S. Grewal.
6. Cost Accounting – Khan & Jain.
7. Management Accounting 3rd Ed.- Khan & Jain.
8. Theory & Problems in Management & Cost Accounting – Khan & Jain.
9. Cost Accounting – Jawaharlal.

(103) MANAGERIAL ECONOMICS

Objectives:

The course in Managerial Economics attempts to build a strong theoretical foundation for Management students. The course is mainly analytical in nature and focuses on clarifying fundamental concepts from microeconomic viewpoint. The students are expected to study and analyses the dynamics of managerial decision making through this course. Also wherever possible, students are expected to study, analyses and interpret empirical evidence and case studies available currently on various basic concepts.

1. Definition, Nature and Scope of Managerial Economics, Managerial Economics and Microeconomics and macroeconomics. Managerial Economics and decision-making. Uses and Significance of Managerial Economics. 20%
2. Meaning and Determinants of Demand. Demand Function, Law of Demand Market Demand, Elasticity of Demand, Types and Measurement of Elasticity, Demand Forecasting. Meaning, Significance and Methods of Demand Forecasting. 20%
3. Production Function. Law of Variable Proportions. Law of Supply. Elasticity of Supply. Measurement of Elasticity of Supply. 20%
4. Costs of Production. Short run and long run costs. Economies of Scale. Cost estimation and cost forecasting. Breakeven analysis. 10%
5. Pricing Under Various Market Forms; Perfect competition, Monopoly Monopolistic Competition. Oligopoly. Price Discrimination. 10%
6. Pricing Strategies and Methods. Cost plus Pricing. Marginal cost Pricing. Price Leadership. Transfer Pricing. Seasonal Pricing Seasonal Pricing. Cyclical Pricing. 10%
7. Need For Government Intervention in Markets. Price Support. Price Controls. Prevention and Control of Monopolies. System of Dual Prices. 10%

(Figures to the right indicate the number of lectures of 45 minutes each for the topic concerned.)

Recommended Books:

1. *Managerial Economics* – Analysis, Problems and Cases, P.L.Mehta, Sultan Chand and Sons, New Delhi.
2. *Managerial Economics* - Varshney and Maheshwari, Sultan Chand and Sons, New Delhi.
3. *Managerial Economics* – D. Salvatore, McGraw Hill, New Delhi.
4. *Managerial Economics* – G.S. Gupta – T M H, New Delhi.
5. *Managerial Economics* - Mote, Paul and Gupta T M H, New Delhi.
6. *Managerial Economics* – H L Ahuja, S Chand & Co. New Delhi.

(104) PRINCIPLES OF MARKETING (Internal)

Objectives:

Introduce the field of marketing and offering to explore and analyze various basic components of Marketing.

1. Introduction to Marketing: Definition & Functions of Marketing.

Core concepts of marketing –

- a) Need, Want, Desire, Benefits, Demand, Value, Exchange,
- b) Goods – Services Continuum, Product, Market
- c) Customer Satisfaction, Customer Delight.
- d) Approaches to Marketing – Product – Production - Sales – Marketing – Societal – Relational. Concept of Marketing Myopia. Selling versus marketing.
- e) Holistic Marketing Orientation & Customer Value (20%)

2. Consumer Behaviour: Concept, Characteristics of consumer and organizational markets, 5 step Buyer decision process. (10%)

3. Marketing Environment: Analyzing needs and trends Macro Environment - Political , Economic, Socio-cultural and Technical Environment – PEST analysis. Micro Environment – Industry & Competition. Concept of Market Potential & Market Share (15%)

4. Market segmentation: Definition, Need & Benefits. Bases for market segmentation of consumer goods, industrial goods and services. Segment, Niche & Local Marketing, Effective segmentation criteria, Evaluating & Selecting Target Markets, Concept of Target Market and Concept of positioning – Value Proposition & USP. (15%)

5. Marketing Mix: Definition of each of the Four P's. Components of each P. Extended 7Ps for services. Significance in the competitive environment. (10%)

6. Marketing Planning: Contents of a Marketing Plan - Developing a Marketing Plan for variety of goods and services. (15%)

7. Marketing organization: Concept, Types - Functional organization, Product management organization, Geographic Organization, Customer Based Organization, Matrix organization. (10%)

8. Market Evaluation and Controls: Generic Process of Need and Significance of marketing control. Marketing Audit. (5%)

Books Recommended

1. Principles of Marketing 12th Edition - Philip Kotler and Gary Armstrong
2. Fundamentals of Marketing - Stanton
3. Marketing Management – Rajan Saxena
4. Marketing Management - V.S.Ramaswamy and S.Namakumari
5. Analysis for Marketing Planning – Donald Lehmann & Rusell Winer, 6th ed.
6. Case Studies in Marketing - Indian context - R.Srinivas

Note: Figures to the right indicates weightage for the concern topic in terms of marks as well as session allotted.

105- BASICS OF COMMUNICATION SKILLS (INTERNAL)

Objective: - To make the students aware of importance of soft skills / Communication and develop communication of students.

1. Introduction to Communication skills: (15%)

Importance of Communication, types of Communication-Verbal, non Verbal (Written and body language), Communication Process and Principles of Communication.

2. Verbal Communication: (35%)

Public Speaking (Elocution/Extempore/Welcome speech/Vote of Thanks/Presentation-with and without use of Audio visual aids)

Interview and Interview techniques/Personal Interview

Group Discussion and Debates

Types of verbal Communication (Grapevine, face to face, Telephonic, Negotiation, Formal and Informal etc.)

Listening Skills

Barriers in verbal communication

3. Non Verbal-Body Language. Kinesics (15%)

Physical Appearance, Postures, Gestures, Dress Code for Formal and Informal occasions.

(Postures and Gestures should include Hand and Legs movement, whole body movement-Sitting, standing, walking style, Facial expressions etc.)

Para Linguistic, manners & etiquettes

Barriers in non verbal communication.

4. Written Communication (35%)

Letter Writing-types of Business Letter (internal & external business environment), types of formats (British and American style)

Resume writing formats and Job Applications

Other forms of Written Communication-Memo, Agenda, Minutes of the Meeting, Press releases, Handouts, Notice, circulars etc.)

Recent developments in modes of communication like internet, video conferencing etc.

Note:

Respective subject faculty should ensure that theory is put into practice by implementing exercises based on hypothetical situations. For e.g.: By giving hypothetical situations students should be asked to write down minutes of the meeting, job applications, letter writing, agenda, press notes, etc. for better understanding.

The concerned faculty should stress the importance of positive attitude that can be reflected through verbal and non verbal communication (e.g : Constructing positive phrases)

Every Institute should organize at least one seminar/workshop for 'Personality Development'

Note: Figures to the right indicates weightage for the concern topic in terms of marks as well as session allotted.

(201) MARKETING MANAGEMENT

Objectives: To describe various tools in marketing to achieve marketing targets.

1. **PRODUCT:** Product – Meaning, Goods & Services, Product Mix, Levels of Product, Product Life Cycle - Managing the product in Product Life Cycle. (10%)
2. **NEW PRODUCT DEVELOPMENT-** Types of new products - Test Marketing a new product – Portfolio analysis, Branding - Definition, Purpose and Significance, Branding decisions - Packaging & Labeling - Purpose, Types and new trends in packaging.(20%)
3. **PRICE:** Meaning, Importance, Pricing objectives, Factors influencing pricing decisions - Approaches to pricing – Price & Non-price competition, Setting the price and managing the price changes. (15%)
4. **PLACE:** Importance, functions of distribution channels - Introduction to the various channels of distribution – Designing marketing channels – Introduction to Wholesaling, Retailing, Franchising, Direct Marketing, Impact of technology & Internet on distribution. (15%)
5. **PROMOTION:** Concept and role in marketing, Promotional Mix - Advertising, Sales Promotion, Personal Selling, Public Relations. Impact of technology & Internet on Promotion (10%)
6. Extended P's of Marketing – People, Process & Physical Evidence (10%)
7. Case Study Discussions (20%)

Note:

1. CASELETS TO BE INCLUDED IN THE QUESTION PAPER.

Books Recommended

1. Marketing Management - Philip Kotler
2. Fundamentals of Marketing - Stanton
3. Marketing Management - V.S.Ramaswamy and S.Namakumari
4. Principles of Marketing 12th Edition - Philip Kotler and Gary Armstrong
5. Marketing Models - Lilien & Kotler & Moorthy
6. Case Studies in Marketing - Indian context - R.Srinivas
7. Case study solutions - H.Kaushal
8. Marketing Management – Rajan Saxena
9. Marketing - Gandhi

Note: Figures to the right indicates weightage for the concern topic in terms of marks as well as session allotted.

(202) FINANCIAL MANAGEMENT

Objective: Overview of Finance Function

1. Finance function – Scope and Significance – Role of a finance executive – Various Forms of Business Organizations **(10%)**
2. Analysis and interpretation of Financial Statements using the techniques of Ratio Analysis and Funds Flow Analysis, DU-PONT Analysis **(20%)**
3. Capital Budgeting – Nature and Significance – Time Value of Money – Discounting and Compounding – Methods for evaluating capital expenditure proposals, Computation of Cost of Capital **(15%)**
4. Working Capital Management – Nature of working capital – Need for working capital – Estimation of working capital requirement – Financing working capital requirement – Commercial Papers – Management of Cash and Receivables – Factoring **(20%)**
5. Capitalization – Under Capitalization and Over Capitalization –Trading on Equity – Leverages **(10%)**
6. Raising the Long Term and Medium Term funds – Own Vs. Borrowed Funds – Public Deposits – Leasing and Hire Purchase – ADR , GDR - Capital Structure – Credit Rating **(15%)**
7. Management of Profits – Dividend Policy – Procedural and Legal formalities involved in the payment of dividend – Bonus Shares **(10%)**

Note – Problems should be covered on the following topics –

- a. Simple problems on Ratio Analysis – Calculation of Ratios and preparation of financial statements from ratios
- b. Simple problems on Capital Structure
- c. Calculation of Cost of Capital
- d. Leverages
- e. Estimation of Working Capital Requirement
- f. Simple problems in Management of Receivables
- g. Methods for evaluation of Capital Expenditure decisions (except IRR)

Books Recommended

1. Financial Management – I.M.Pandey
2. Financial Management – Khan & Jain
3. Financial Management – S.M.Inamdar
4. Financial Management – N.M.Vechlekar
5. Financial Management – S.C.Kuchal
6. Financial Management & Policy – R.M.Shrivastava
7. Financial Management – Prasanna Chandra

Note: Figures to the right indicates weightage for the concern topic in terms of marks as well as session allotted.

(203) OPERATIONS MANAGEMENT

Objectives: Developing the basic knowledge of operations management & capability to apply ideas/concepts and latest techniques.

1. Introduction to Operations Management - Nature, Scope, Importance and Functions - Evolution from manufacturing to operations management - Evolution of the factory system - manufacturing systems –quality – mass customization. Contribution of Henry Ford, Deming, Crosby, Taguchi, (15%)
2. Types of Industries – Variety of Business – Integration of Manufacturing & Services – Scale of Operations. Methods of Manufacturing - Project / Jobbing, Batch Production, Flow / Continuous Production, Process Production - Characteristics of each method (15%)
3. Facilities Location & Layout – Strategic importance - Factors affecting location & layout - Installation of facilities – Single location, multi-location decisions. Principles and Types of Facilities Layout. (10%)
4. Importance and Functions of Production Planning & Control. Introduction to PERT / CPM - Network Crashing (Numericals expected for PERT/CPM) (15%)
5. Maintenance Management - Importance and types of maintenance - Maintenance Planning - Spare Parts Management – Concept of TPM. (10%)
6. Inspection - Cent percent Inspection, Sample Inspection, Operation Characteristics Curves, Statistical Quality Control – Construction & Interpretation of Control Charts – (X-R,n,p,c,np) Introduction to Six Sigma, (Numericals expected for Control Charts). (20%)
7. Productivity - Work Study - Objectives, Scope and Uses - Methods Study – Flow process chart, Flow diagram & Process mapping - Work Measurement - Elements - Performance Rating - Allowances - Standard Time - Synthetic Time Standards - Work Sampling (Numericals expected for Standard Time) (10%)
8. Lean Production Systems – TOYOTA system – JIT - KANBAN - Theory of Constraints (5%)

Books Recommended

1. Operations Management - Krajewski
2. Operations Management - Mahadevan
3. Production & Operations Management - Chary
4. Production & Operations Management - Chase
5. Production & Operations Management - Adam & Ebert
6. Manufacturing & Operations Management - L.C.Jhamb
7. The Machine that Changed the World – James Womack (Reference)
8. The Goal – Eliyahu Goldaratt (Reference)

Note: Figures to the right indicates weightage for the concern topic in terms of marks as well as session allotted.

(204) MATERIALS & LOGISTICS MANAGEMENT

Objectives:

1. To introduce the fundamental concepts in Materials and Logistics Management.
2. To familiarize with the issues in core functions in materials and logistics management

1. Introduction: Materials Management - Evolution, Importance, Scope and Objectives - Interface with other functions. Concept of Logistics and Supply Chain Management and evolution to 4PL. Trade off Customer Service & Cost. (20%)

2. Inventory - Need of Inventory - Costs associated with Inventory - Types of Inventory - Basic EOQ Model - EOQ with discounts - ABC Analysis - (Numericals expected on Basic EOQ, EOQ with discounts & ABC) (20%)

3. Material Requirement Planning – Concept of MRP, MRP II, MPS, BOM ERP. (20%)

4. Purchasing Management - Responsibilities of Purchase Department - Purchase Cycle – Negotiation & Bargaining – Vendor relations - Purchasing Methods - Global sourcing (15%)

5. Stores – Functions, Importance, Organization of stores & Stores layout. Stores procedure – documentation. (10%)

6. Materials Handling - Principles of Materials Handling system - Materials Handling Equipments – Safety issues (15%)

Books Recommended:

1. Purchasing and Supply Management - Dobler and Burt
2. Materials Management - Dutta
3. Purchasing and Materials Management - K S Menon
4. Handbook of Materials Management - Gopalkrishnan
5. Materials & Logistics Management - L.C.Jhamb
6. Introduction to Materials Management – Arnold
7. Logistics & Supply Chain Management – Martin Christopher

Note: Figures to the right indicates weightage for the concern topic in terms of marks as well as session allotted.

205- Information Technology (Internal Paper)
(No Change is proposed in the said syllabus only objectives and weightage to the topics are given)

Objective:

1. To familiarize Students with the basic concepts of Information Technology
2. Students should be able to operate MS-Office independently and effectively

Sr. No	Chapter Details	Weightage %
1.	Introduction to Computers Hardware Software. System Software, Application Software and Packages. Introduction to Embedded Software.	20
2.	Commonly used Software Packages like Microsoft Word Microsoft Excel Microsoft Power Point Microsoft Access Tally etc	60
3.	Introduction to World Wide Web Internet operations Introduction to Electronic Commerce and Electronic Business.	20

Note:-

Appropriate practical hand on experience is expected to be imparted to the students.

Figures to the right indicates weightage for the concern topic in terms of marks as well as session allotted.

(301)-Human Resources Management

OBJECTIVES:

1. To orient the student about Human Resource Management Concepts.
 2. To facilitate understanding of Human Resource Functions.
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1. **Human resources Management**-Introduction and Importance-Evolution –difference between Personnel Management and HRM- Strategic HRM- role of a HR Manager. (10%)
 2. **Human Resources Planning**-Objectives-Importance-HRP Process- Manpower Estimation-Job analysis-Job Description-Job Specification.Recruitment-Sources of Recruitment-Selection Process-Placement and Induction-Retention of Employees. (15%)
 3. **Training and Development**- Objectives and Needs-Training Process-Methods of Training –Tools and Aids-Evaluation of Training Programs. (10%)
 4. **Career Planning**- Succession Planning. (5%)
 5. **Performance Management System**-Definition, Concepts and Ethics-Different methods of Performance Appraisal- Rating Errors-Competency management. (15%)
 6. **Compensation Management** –Concepts and Components-Job Evaluation-Incentives and Benefits. (10%)
 7. **Productivity Management**-Concepts-TQM-Kaizen-Quality Circles (10%)
 8. **Industrial relations**-Grievance Procedure-collective Bargaining-Settlement of Disputes. (10%)
 9. **Retirement/Separation**-Superannuation-Voluntary Retirement Schemes-Resignation-Discharge-Dismissal-Suspension-Layoff. (15%)

Books Recommended

1. Human Resources Management- Gary Dessler
2. Personnel Management – C.B Mamoria
3. Managing Human Resources - R.S. Dwiwedi
4. Human Resources Management-V.P.Michael
5. Human Resources Management – Dr.P.C.Pardeshi
6. Human Resources Management – Mirza & Zaiyadin
7. Human Resources Management – L.M.Prasad
8. Human Resources Management - Ashwathappa
9. Managing Human Resources - Arun Monppa

Note: Figures to the right indicates weightage for the concern topic in terms of marks as well as session allotted.

(302) Management Information System

Objective:

- 1. Awareness about information concepts**
- 2. Awareness about systems concepts**

Sr. No	Chapter Details	Nos. of clock hours	Weightage %
1	Management information systems Need, purpose and objectives, contemporary approaches to MIS, Information as strategic resource, use of information for comparative advantages, MIS as a instrument for organizational change	6	20
2	Information concepts, types of information, attributes of effective information, Definition of Information technology, IT capabilities and their impact on organization	6	15
3	Networks- Types, topologies of network, Concept of IT enabled services and call center.	2.5	10
4	DataBase Management Systems- Overview, advantages and Disadvantages, Data Warehousing and Data Mining	2.5	10
5	Systems concept- types of systems, System development life cycles- system development models- waterfall, spiral, prototyping	3	15
6	Decision making- Process and types of decision making, models of decision making- Classical, Administrative and Herbert Simons model, role of information in decision making, DSS, EIS, Expert Systems	5	15
7	Information Security and control concepts- Access controls, QA and QC concepts with respect to the processes of various functional areas of management, social and ethical issues related to MIS	5	15

Books Recommended

- 1. Management Information Systems – By W.S. Jawadekar**
- 2. Management Information Systems – By Jayant Oke**
- 3. Management Information Systems – By Milind Oka**
- 4. Management Information Systems – By T. Lucey**

(303) LEGAL ASPECTS OF BUSINESS

Objectives :

- 1. To provide Students with Basic Legal Concepts and the Indian Legal Environment in which Business is carried on.**
- 2. To identify the emerging legal issues in a digital networked environment.**

Sr. No	Chapter Details	Weightage (%)
1.	THE CONTRACT ACT, 1871 1.1 Nature and classification of Contracts 1.2 Offer and Acceptance- Consideration, Capacities of Parties, Free Consent 1.3 Provisions relating to discharge of contract, breach of contract and remedies 1.4 Contingent Contracts, Quasi-contracts	20
2.	CONTRACT ACT, 1872 2.1 Contract of Indemnity – Meaning, nature – Right of Indemnity Holder and Indemnifier 2.2 Contract of Guarantee –Meaning, Nature and Features 2.3 Surety and Co-surety – Rights and Liabilities – Discharge of surety from his liability 2.4 Agency- Creation of Agency-Ratification of Agency- Duties and Liabilities of Agency and Principal-Termination of Agency.	15
3.	SALE OF GOODS ACT,1930 3.1 Contract for Sale of Goods – Meaning- Essentials of a Contract of Sale – Formalities of a Contract of Sale. 3.2 Conditions and Warranties 3.3 Rights of Unpaid Seller – Rules as to delivery of goods 3.4 Auction sale 3.5 Caveat - emptor	10
4.	THE NEGOTIABLE INSTRUMENTS ACT -1881 4.1 Negotiable Instruments – Meaning, Characteristics, Types [Cheques	15

	(Crossing), Promisory Note and Bill of Exchange] – Holder and Holder in Due Course 4.2 Negotiation and Types of Endorsement 4.3 Dishonour of Negotiable Instrument & Provisions of section 138 – Noting and Protest 4.4 Material alteration	
5.	THE COMPANIES ACT, 1956 5.1 Company-Definition, Meeting, Features and Types of Companies 5.2 Incorporation of a company – Memorandum of Association, Articles of Association and Prospectus 5.3 Share Capital – Types of Share Capital 5.4 Board of Directors 5.5 Type of company Meetings	15
6.	THE CONSUMER PROTECTION ACT, 1986 6.1 Definition of Consumer, complainant, Goods, Service – Complaint – Unfair Trade Practices – Restrictive Trade Practices. 6.2 Rights and Remedies for consumers 6.3 Consumer Protection Council 6.4 Consumer Disputes Redressal Agencies	15
7.	THE INFORMATION TECHNOLOGY ACT, 2000 7.1 Digital Signature 7.2 Digital Signature Certificate 7.3 Electronic Records and Governance 7.4 Certifying Authorities 7.5 Cyber Crimes 7.6 Offences & Penalties under IT Act, 2000.	10

Book Recommended :

1. Business Laws – Balchandani
2. Business Laws – S. D. Geet and M. S. Patil
3. Business Laws – Gulshan Kapoor
4. Business and Commercial Laws – Sen and Mitra
5. An Introduction to Mercantile Laws – N. D. Kapoor
6. Business Laws – N. M. Wechlakar
7. Business Laws – M. D. Mulla
8. Company Law – Avtar Singh

(304) Statistical & Quantitative Techniques (Internal Paper)

Objective :

1. For decision making we need to collect past data, analyze it & based on the findings decide the best course of action for optimization.
2. Introduction to statistical techniques is with a view to understand present population & based on present data, assuming present trend continues, methods of estimation are introduced.
3. Some introduction to decision making techniques are introduced.

Sr. No	Chapter Details	Nos. of Session	%
1	Collection of data & it's presentation a. Arranging of the data in tabular form b. Frequency distribution & cumulative frequency distribution c. Graphs, charts & diagrams	6 (2,2,2)	10
2	Measures of central tendencies a. Concepts of representative value of the group- mean, median, mode. b. Positional values quartiles, deciles & percentiles. c. Calculating the above measures for discrete & grouped data.	6 (1,1,4)	20
3.	Measures Of Dispersion a. Concept of range, quartile deviation, mean deviation, standard deviation. b. Calculations of the measures for discrete & grouped data	6 (2,4)	20
4.	Simple & Multiple Correlation & Regression a. Karl Pearson's coefficient of correlation. b. Spearman's rank correlation. c. Linear regression. d. Multiple & partial correlation. e. Multiple regression.	9 (2,1,2,2,2)	20
5.	Decision Theory 5 criteria of decision making.	4	15
6.	Game Theory 2*2, zero sum game with dominance- pure & mixed strategies.	6	15

Books Recommended

1. Statistical & Quantitative Techniques – M.G. Dhaygude.
2. Statistical & Quantitative Methods – Ranjit Chitale.
3. Statistical Methods - S.P Gupta.
4. Quantitative Techniques - N.D. Vohra.

(305) RESEARCH METHODOLOGY (INTERNAL)

Research is a tool which helps the manager to identify, understand and solve management problems. Research improves the decision-making ability of the manager.

Objectives:

To create scientific attitude towards solving a management problem and impart knowledge about tools available for carrying out research

1. Meaning, objectives and motivation in research – types of research – research approaches – research process – validity and reliability in research – obstacles in accepting research (5%)
2. Problem formulation, Hypothesis Formulation, Types of Hypothesis, Characteristics of Good Hypothesis (5%)
3. Meaning & Significance of Research design – features of good research design – Types of good research design – Contents of research design. (5%)
4. Types and sources of data – Primary data collection methods (5%)
5. Measurement and scaling Techniques-Errors in Measurement-Tests of Sound measurement- Scaling and scale Construction techniques (10%)
6. Steps in Questionnaire Design, Characteristics of good questionnaire (5%)
7. Census Vs. Sample, Steps in Sample Design, Sampling Methods (Probability and Non Probability), Characteristics of a good sample design (15%)
8. Data Analysis and Interpretation, Introduction to Univariate, Bivariate and Multivariate Analysis. (15%)
9. Sampling Theory-Sampling Distribution, Confidence Level, Sampling error, Interval Estimation, Determining Size of Sample (15%)
10. Testing Hypothesis-Procedure for Testing Hypothesis-Parametric and Non-Parametric Tests. (10%)
11. Report Writing- Layout of a Research Report, Characteristics of Good Research Report (5%)
12. Use of Computer in Research- Introduction to software packages used in Data Analysis (5%)

Exercise:

1. To conduct a small Research Project in Group and Apply the knowledge about Research Methodology.
2. To give presentation on Good Research Project Publishing in Research Journal.

Books Recommended:

1. Business Research Methods - Donald Cooper & Pamela Schindler, TMGH, 9th edition.
2. Research Methodology - C.R.Kothari
3. Research Methodology – Dr. V. P. Michael
4. Research Design and Methods- Kenneth S. Borden
5. Methodology and the Technique of Social Research – Wilkinson , Bhandarkar

Note: Figures to the right indicates weightage for the concern topic in terms of marks as well as session allotted.

(401) MANAGEMENT CONTROL SYSTEMS

Objective:

Orienting students with the various concepts in Finance, Financial Tools & Techniques so as to make them aware of Managerial Control System.

- 1. Characteristics of Management Control System – Evolution of control systems in an organization – Relating the system to organizational objectives - Strategic Planning, Management Control and Operational Control – Goal Congruence – Functions of the Controller – Concept of Management Audit as a control tool (20%)**
- 2. Responsibility Centers – Types of Responsibility Centers – Expense Centers, Profit Centers and Investment Centers – Budgetary Control as a tool for Management Control Systems - Engineered, Discretionary and Committed Costs – Approaches to budgeting w.r.t. Engineered and Discretionary costs (20%)**
- 3. Concept of Transfer Pricing (Market based and Cost Based) – Return on Investment, Economic Value Added as a tool to management performance measurement – Introduction to Activity Based Costing (20%)**
- 4. Management Control Systems in Service Sector vis-à-vis in Manufacturing Sector (15%)**
- 5. Financial and Non-financial performance measures w.r.t. Balance Score Card (15%)**
- 6. A minimum 5 cases in designing and implementation of control systems (10%)**

(Cases to be covered on – Designing of Control Systems, Transfer Pricing, Corporate Operational Problems & suggestions)

Books Recommended

1. Management Control Systems – Anthony and Govindrajana
2. Management Control Systems – P. K. Sinha
3. Management Control Systems – Jayant Oke & S. M. Inamdar
4. Management Control Systems – Gautam Pherwani
5. Case Studies in Management – Dr. Girish Jakhota
6. Management Control System by – Dr.N.M. Vechlekar

NOTE : Case study should be optional or for maximum of 15 marks

Note: Figures to the right indicates weightage for the concern topic in terms of marks as well as session allotted.

(402A) INTEGRATED MARKETING COMMUNICATIONS

Objectives: To impart extensive knowledge about the marketing communication tools.

1. Concept and Process of Integrated Marketing Communications (IMC): Elements of IMC-
 - a) Advertising – Classification of advertising, types, advertising appropriation, advertising campaigns
 - b) Sales Promotion – Different types of Sales Promotion, relationship between Sales promotion and advertising
 - c) Publicity – Types of Publicity , relationship between advertising and publicity
 - d) Personal Selling
 - e) Direct marketing and direct response methods
 - f) Event Management
 - g) E-Commerce
 - h) Corporate Communication
 - i) Public Relations – Types of PR
 - j) Media relations
 - k) Community relations
 - l) Industrial relations and
 - m) Government relations
 - n) Employee relations (House Journals / Newsletter)
 - o) Crisis Management
 - p) Trade Fairs and Exhibitions (60%)

2. IMC Message Design: AIDA model - Considerations for creative idea visualization (10%)

3. Media Management - Media Process - Media Jargons - Media Buying - Strategies and execution (10%)

4. Suppliers in IMC: Hoarding Contractors/Printers etc., Ad. Agency – Departments of Ad. Agency, Client Servicing-client Agency relationship, account planning (10%)

5. Ethics and social responsibility in IMC campaigns. (5%)

6. Evaluating Marketing Communication Programmes (5%)

Exercise:

- a) 5 Good and 5 Bad ads to be presented by each student and present
- b) Formulate an advertising strategy in group for any one product/service of their choice
- c) Formulate any social responsibility campaigns like save water/say no to the drugs/AIDS/Polio/ Save energy/ No smoking and so on

Note:

1. *Cases/ Caselets to be discussed in the class & incorporated in Question Paper*
2. Faculty members are suppose to form the groups with (4 student each) and ask these groups to formulate above campaigns as a practical application

Figures to the right indicates weightage for the concern topic in terms of marks as well as session allotted.

Books recommended:

1. Integrated Marketing Communications - Kenneth Clown & Donald Bach PHI, 2002
2. Advertising and Promotions - Belch & Belch, Tata Mcgraw Hill 2001
3. Advertising Management - Rajeev Batra, John G. Myers & David A Aaker-PHI
4. Otto Kleepner's Advertising Procedure - PH
5. International Edition - Contemporary Advertising Irwin/McGraw –Hill
6. Integrated Marketing Communications - Duncon- TMH
7. Foundations of Advertising Theory & Practice- S.A.Chunawalla & K.C.Sethia- Himalaya Publishing

(402B) DIRECT TAXATION

Objective : To make the students well verse with Direct Taxation

1. Income Tax Act, 1961 – Definitions – Assessee – Agricultural Income – Casual Income – Previous Year – Assessment Year – Residential Status – Incomes Exempt from Tax
(15%)
2. Computation of various heads of income – Income from Salaries – Income from House, Property – Capital Gains – Long Term and Short Term Capital Gains – Income from Other Sources – Deductions from each head of income – Rebates available while calculating tax liability
(20%)
3. Taxation of Companies – Minimum Alternative Tax – Taxation of Partnership Firms, Tax Audits.
(20%)
4. Set Off and Carry Forward of losses
(15%)
5. Returns of Income – Compulsory filing of returns based upon economic criterions - Forms of Return – Assessment – Types of Assessments – Deduction of tax at source from salaries, payment to contractors, interest, rent, professional fees – Tax Deduction Certificates – Filing of Annual Returns of tax deducted at source, Double Taxation Avoidance Treaty.
(30%)

Note:

Assessment Year applicable for the paper will be the Assessment Year pertaining to the Academic Year. E.g. For the academic year 2002-2003, applicable Assessment Year will be 2002-2003.

Note – Problems should be covered on the following topics –

- a. Calculation of Income from Salaries with deductions there from
- b. Calculation of Income from House Property with deductions there from
- c. Simple problems on Calculation of Income from Business and Profession with deductions there from
- d. Calculation of Income from Capital Gains with deductions there from
- e. Rebates allowed under the Act

Books Recommended

1. Direct Taxes – Law and Practice – Vinod Singhnia
2. Bare Acts and rules of the relevant taxes

Note: Figures to the right indicates weightage for the concern topic in terms of marks as well as session allotted.

(402C) DBMS with Oracle

Objective :

1. The concepts related to database, database techniques, SQLs and database operations are introduced in this subject.
2. This create strong foundation for application data design.

Sr. No	Chapter Details	Nos. of Session (1 Hour)	%
1	Basic concepts <ul style="list-style-type: none">• Database and Need for DBMS• Characteristics of DBMS• 3-tier architecture of DBMS (its advantages over 2-tier)• Data Models	3	9
2	Relational Model <ul style="list-style-type: none">• Codd's rules• Relational data model & relational algebra	2	7
3	Introduction to oracle Architecture	2	7
4	Overview with tool of Oracle Sql *plus, PL/SQL	1	3
5	Introduction to SQL <ul style="list-style-type: none">• Data types,• DDL create ,alter,drop• DML insert, update, delete, select with all clauses• Sub queries• DCL statements	10	25
6	Operators (arithmetic,comparison,logical) Predicates such as in, between, like, any, all, exists, null	3	9
7	Query Expression operators <ul style="list-style-type: none">• Union• Intersect• minus	1	3
8	SQL Functions <ul style="list-style-type: none">• Date functions• Numeric functions• String functions• Conversion functions• Group functions	3	10

9	Joins <ul style="list-style-type: none"> • Self • Equi • Non equi • Outer • Cartesian product 	2	7
10	Views and Synonyms	1	5
11	Simple PL/SQL blocks Stored procedures and functions	4	15

Reference books:

- | | |
|--|-----------------------|
| 1. Introduction to database systems | C.J.Date |
| 2. Database system concept | Korth |
| 3. Principles of Database Management | James Martin |
| 4. Computer Database organization | James Martin |
| 5. Database Management Systems | Bipin Desai |
| 6. ORACLE 7 | Ivan Byrass |
| 7. Understanding Oracle | Perry J. and Later J. |
| 8. SQL, PL/SQL Programming Language
of oracle | Ivan Byrass |

Note: Figures to the right indicates weightage for the concern topic in terms of marks as well as session allotted.

(402) D INVENTORY MANAGEMENT & MATERIAL REQUIREMENTS PLANNING

Objectives:

1. To expose the student to concepts, principles, problems, and procedures in inventory management.
2. To provide the student an appreciation of the crucial role of inventory and materials management in the efficiency, competitiveness, and profitability of a business organization.
3. To introduce the student to the formulation and application of methods and models for inventory management.

I. Inventory Management: Inventory concept; need for inventory; types of inventory, functions, use; Dependent and Independent Demand (10%)

II Strategic Inventory Management: Objectives and Importance of the inventory management function in reference to Profitability, Strategy, customer satisfaction and Competitive Advantage. (10%)

III Inventory Control Techniques: Inventory classification and its use in controlling inventory, Setup time and inventory control, safety stock determination considering service level. Strategies to increase Inventory Turns, Reduce throughput time, Reduce WIP, eliminate waste, and reduce inventory level in service and manufacturing organizations. (15%)

IV Inventory Models: Inventory models – Fixed Order Versus Fixed Interval systems – Developing Special Quantity Discount Models – Inventory Model for Manufactured Items – Economic Lot Size when Stock Replenishment is instantaneous. (15%)

V Material Requirement Planning Systems (MRP): Meaning, purpose and advantage of MRP, Data Requirements and Management –Bill of Materials, Master Production Schedules, process of MRP, output of MRP. (15%)

VI Make Or Buy Decisions: Concept of outsourcing, Factors influencing Make Or Buy Decisions, Trends in Make Or Buy Decisions in context of core competency. (10%)

VII Materials Management In JIT Environment: Zero inventory concept, Excess Inventory: A Roadblock to World-Class Manufacturing, Materials management in JIT environment, Vendor Managed Inventory, vendor relationship in JIT context.. (15%)

VIII Performance: Evaluation of Performance Of Materials Function - Criteria and methodology of evaluation. (10%)

Note:

1. *Numericals and Cases/Caselets to be incorporated in the question paper.*

Books Recommended

1. Foundations of Inventory Management – Zipkin, McGraw Hill.
2. Orliky's MRP – Plossl
3. Production Planning And Inventory Control - Seetharama L Narsimhan, Dennis W McLeavy, Peter J Billington, Prentice Hall Of India Pvt Ltd,
4. Introduction To Materials Management, - J. R. Tony Arnold, Stephen N. Chapman - Prentice Hall
5. Principles of Inventory and Materials Management - Richard J. Tersine, Prentice Hall PTR
6. Essentials of Inventory Management - Max Muller, AMACOM/American Management Association
7. Production And Inventory Control - J H Greene, Homewood III: Richard D Irwin
8. Materials Management – A.R.Palit

Note: Figures to the right indicates weightage for the concern topic in terms of marks as well as session allotted.

(402E) Labour Laws

Objectives:

1. To make the student aware of the working conditions in factories, shops and of contract labour.
2. To make the student aware of the employer-employee relations, their respective rights and responsibility
3. To make the student aware of the model terms and conditions of employment
4. To enable the student to appreciate the principles of natural justice while dealing with employees.

Sr	Act Title	Details	Marks out of 70	Weightage in %
1	The Factories Act, 1948	Approval, Licensing and Registration - Inspecting Staff – Health – Welfare - Working Hours - Annual Leave with wages - Periodical Returns- Registers and Records	13	19
2	The Bombay Shops and Establishments Act, 1948	Registration of Establishments – Shops and Commercial Establishments – Residential Hotels, Restaurants and Eating Houses – Theatres or other places of Public Amusement or Entertainment – Leave with pay and payment of wages – Health and Safety – Maintenance of Registers, Records and Annual Report	9	12
3	The Contract Labour (Regulation and Abolition) Act, 1970	Advisory Boards – Registration of Establishments – Licensing of Contractors – Welfare and Health of Contract Labour – Registers and other Records to be maintained.	9	12
4	The Industrial Disputes Act, 1947	Definitions of Industry, Workman and Industrial Dispute - Authorities under the Act – Procedure, Powers and Duties of Authorities – Strikes and Lock outs – Lay off and Retrenchment – Special Provisions relating to Layoff, Retrenchment and Closure in certain establishments	13	19
5	The Maharashtra Recognition of Trade Unions & Prevention of Unfair Labour Practices Act, 1971	Entire Act	13	19

6	The Industrial Employment (Standing Orders) Act, 1946	Entire Act – Principles of Natural Justice	13	19
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Books Recommended :

1. Bare Acts
2. Industrial Law – P L Malik
3. Industrial Law – J K Bareja
4. Labour Laws for managers – B D Singh
5. Industrial & Labour Laws – S P Jain

Note: Figures to the right indicates weightage for the concern topic in terms of marks as well as session allotted.

(403A) INTERNATIONAL MARKETING

Objectives: To impart extensive knowledge about the international marketing environment, strategies Procedures and tools.

1. **International Marketing:** Concept, scope & Objectives. Challenges and opportunities in International Marketing, Underlying forces of International Marketing.
(10%)
2. **Export Marketing:** Recent Import Export Policy and Procedures, as on 31st March General Various Export Promotion schemes, as on 31st March of the last academic Year.
(20%)
3. **Facilities and incentives relating to export business:** Rules for successful exporting. Preliminaries for starting Export Business, Registration of Exporters, Sending / Exporting samples, Appointing Overseas Agents Obtaining a License (Export License).
(15%)
4. **International Pricing Decisions:** Factors influencing international pricing decisions- Uniform pricing V/s Market by market pricing
(10%)
5. **Arranging Finance for exports:** Financial and fiscal incentives provided by the Government and foreign exchange facilities by the R.B.I. and EXIM Bank. Institutional support from Government, Semi. Government and Autonomous Organisations for Exporters. Obtaining export credit Insurance. Exchange rates, Understanding foreign exchange rates and protection against their adverse movement.
(20%)
6. **Export Documentation:** Submitting Documents to Bank for purchase / Collection / Negotiation under L/C. Export Credit Limit. Preparing Export Document Shipping and Customs Clearance of the goods.Processing / Manufacturing goods for Export and their inspection by Government Authorities. Compulsory Quality Control and Preshipment Inspection, Excise Clearance, Insuring goods against marine risks, Marine Insurance.
(15%)
7. Labelling, Packaging, Packing And Marketing Goods For Orientation to GATT and functions of W.T.O.
(10%)

Note:

1. Cases/ Caselets to be discussed in the class & incorporated in Question Paper
2. Figures to the right indicates weightage for the concern topic in terms of marks as well as session allotted.

Books Recommended

1. Nabhi's How To Export – Nabhi Publication
2. International Marketing Export Marketing – S. Shiva Ramu
3. Export – What, Where & How – Parasram
4. Global Marketing Strategy – Douglas & Craig.
5. Export Marketing – B. Bhattacharya.
6. Winning The World Marketing – Bhattacharya
7. Export Marketing – Francis Cherunilam.
8. International Marketing – S.S. Rathor, J.S. Rathor.
9. Essentials Of Export Marketing – S.A. Chunnawala
10. International Trade And Export Management – B.M. Wahi And A.B. Kalkundribar.
11. International Marketing Management – Varshney And Bhattacharya.
12. Export Marketing – Michael Vaz.

(403B) ADVANCED FINANCIAL MANAGEMENT

Objectives:

- 1. To create awareness about the recent trends in Financial Management**
- 2. To study advanced treatments of topics like ratio analysis, funds flow and cash flow statements.**

1. Accounting Standards – Significance in the Indian context – Role of Accounting Standards Board – International Accounting Standards – Generally Accepted Accounting Principles – Detailed study of Accounting Standards in respect of disclosure of accounting policies, valuation of inventory, depreciation policy, accounting for investments, accounting for amalgamations, accounting for fixed assets, International Financial Reporting Standards, Introduction to SOX, Project Accounting & Revenue Recognition. **(25%)**
2. Preparation of Funds Flow Statements and Cash Flow Statements – Financial Planning and Forecasting – Profit Planning – Cash Budgets – Projected Financial Statements **(15%)**
3. Recent Trends in Accounting and Finance – Inflation Accounting, Human Resource Accounting **(10%)**
4. Mergers and Acquisitions including the relevant SEBI guidelines and takeover code of SEBI – Buy Back of Shares – Corporate Governance, Valuation of Shares and Goodwill / Brand Valuation / Intellectual Property Valuation. **(20%)**
5. Models for estimating the requirement of working capital – Bank Regulations affecting the requirement of working capital. **(10%)**
6. Capital Budgeting decisions in risk, inflation and uncertainty conditions – Risk Analysis in Capital Budgeting **(20%)**

Note – Problems should be covered on the following topics –

- a. Valuation of Goodwill and Shares
- b. Advanced problems on Ratio Analysis and Funds Flow / Cash Flow Analysis
- c. Advanced problems on Cash Budgets
- d. Capital Budgeting under risk and uncertainty (including IRR)

Books Recommended

1. Guide to Companies Act – A.Ramaiya
2. Financial Management – I.M.Pandey
3. Financial Management – Prasanna Chandra
4. Financial Management – Van Horne

Note: Figures to the right indicates weightage for the concern topic in terms of marks as well as session allotted.

[403] C Programming

Objective : This subject will teach them programming logic, use of programming instructions, syntax and program structure. This subject will also create foundation for student to learn other complex programming languages like C++, Java etc.

Sr. No	Chapter Details	Nos. of Session	Weightage in %	Reference Books
1	An Overview of C 1.1 A Brief History of C 1.2 C is middle-level Language 1.3 C is a Structured Language 1.4 Compiler Vs Interpreters 1.5 The Form of a C Program. 1.6 Library & Linking. 1.7 Compilation & Execution of C. Program on Dos & Unix	2	4	1,2,3
2	Variables, Data Types, Operator & Expression 2.1 Character Set 2.2 Identifier & Keyword 2.3 Constant Integer, Floating Point, Character, String 2.4 Data Types in C 2.5 Operators & Expressions Arithmetic, Relational, Logical, Increment & Decrement, Assignment, Conditional 2.6 Precedence & Associativity of Operators.	3	7	1,2,3
3	Console I/O 3.1 Introduction 3.2 Character input & Output 3.3 String Input & Output. 3.4 Formatted Input/Output (scanf/printf)	2	4	1,2,3
4	Control Statement 4.1. Introduction 4.2. Selection Statements If, Nested if, if-else-if, Then Alternative, The Conditional Expression, switch, Nested switch 4.3. Iteration Statements for loop, while loop, do-while loop	4	10	1,2,3

Sr. No	Chapter Details	Nos. of Session	%	Refer-ence Books
5	Pointers 5.1. Introduction 5.2. Memory Organization 5.3. The basics of Pointer 5.4. The Pointer operator 5.5. Application of Pointer 5.6. Pointer Expression Declaration of Pointer, Initializing Pointer, De-referencing Pointer 5.7. void Pointer 5.8. Pointer Arithmetic 5.9. Precedence of & , * operators 5.10. Pointer to Pointer	3	15	1,2,3
6	Function 6.1. Introduction 6.2. Arguments & local variables 6.3. Returning Function Results by reference & Call by value 6.4. Recursion	4	15	1,2,3
7	Array & String 7.1. Single Dimension Arrays Accessing array elements, Initializing an array 7.2. Multidimensional Arrays Initializing the arrays, Memory Representation Accessing array elements 7.3. Passing Single Dimension array to Function 7.4. Array & Pointer 7.5. String Manipulation Functions	5	15	1,2,3
8	Storage Class & Scope 8.1. Meaning of Terms 8.2. Scope - Block scope & file scope 8.3. Storage Classes Automatic Storage, Extern Storage, Static Storage, Register Storage	2	5	1,2,3

Sr. No	Chapter Details	Nos. of Session	%	Refer-ence Books
9	Structure, Union & typedef 9.1. Structures Declaration and Initializing Structure, Accessing Structure members, Structure Assignments, Arrays of Structure, Passing Structure to function, Structure Pointer 9.2. Unions	3	10	1,2,4
10	C Preprocessor 10.1. Introduction 10.2. Preprocessor Directive Macro Substitution, File Inclusion directive, Conditional Compilation	1	4	1,2,3
11	Text File handling 11.1. Introduction 11.2. Defining & Opening a File 11.3. Closing a File 11.4. Input/Output Operations on Files 11.5. Error Handling During I/O Operation 11.6. Random Access To Files 11.7. Command Line Arguments.	3	11	1,2,3

Text Books and References:

1. C : The Complete Reference : Herbert Schildt
2. Let us C / Working with C : Y.P. Kanetkar
3. Spirit Of "C" : Moolish Kooper.
4. Programming in C : S. Kochan.
5. C Programming Language : Kernighan & Ritchie.
(for Advanced Reading)

Paper Setters Guideline:

1. Few Theory Questions can be asked
2. Programs will be asked
3. Output Questions can be asked

(403 D) SUPPLY CHAIN & LOGISTICS MANAGEMENT

Objectives:

1. To provide an introduction to the concepts and methods of supply chain management
 2. To introduce frameworks for supply chain analysis
 3. *To emphasize the evolving impact of globalization on supply chain management.*
-
1. **TWENTY FIRST CENTURY SUPPLY CHAINS :** The Supply Chain Revolution – Generalized Supply Chain Model – Supply chain and networks (5%)
 2. **LOGISTICS:** The Logistics Of Business - The Logistical Value Proposition- The Work Of Logistics-Logistical Operating Arrangements - Flexible Structure – Supply Chain Synchronization. (10%)
 3. **CUSTOMER ACCOMMODATION:** Customer Focused Marketing - Customer Services- Customer Satisfaction (5%)
 4. **PROCUREMENT AND MANUFACTURING:** The Quality Imperative- Procurement – Manufacturing-Logistical Interfaces. (5%)
 5. **INFORMATION TECHNOLOGY FRAMEWORK:** Information System Functionality - Supply Chain Information System Design. (10%)
 6. **INVENTORY:** Inventory Functionality and Definitions-Inventory Carrying Cost (5%)
 7. **TRANSPORTATION:** Transport Functionality, Principles and Participants- Transportation Service. (5%)
 8. **WAREHOUSING:** Strategic Warehousing-Warehousing Operations-Warehousing Ownership Arrangements- Warehouse Decisions. (10%)
 9. **PACKAGING AND MATERIALS HANDLING:** Packaging Perspectives-Packaging For Materials Handling Efficiency-Materials Handling. (10%)
 10. **OPERATIONAL INTEGRATION:** Logistical Integration Objectives-Enterprise Integration-Supply Chain Processes- Supply Chain Planning Considerations (10%)
 11. **GLOBAL STRATEGIC POSITIONING:** Global Supply Chain Integration-Supply Chain Security-International Sourcing. (5%)
 12. **NETWORK INTEGRATION :** Enterprise Facility Network- Warehouse Requirements- Total Cost Integration (10%)
 13. **RELATIONSHIP DEVELOPMENT AND MANAGEMENT:** Development And Management Of Internal Logistics Relationships-Development And Management Of Supply Chain Relationships. (5%)
 14. **e-COMMERCE AND SCM:** E commerce advantages and disadvantages for SCM – e-commerce as an enabler. (5%)

Note:

2. Numericals and Cases/Caselets to be incorporated in the question paper.
2. Figures to the right indicates weightage for the concern topic in terms of marks as well as session allotted.

Books Recommended

1. Supply Chain Logistics Management - Bowersox, Closs & Cooper – McGrawHill, 2nd Indian ed.
2. World Class Supply Management - Burt, Dobbler, Starling , TMGH, 7th ed.
3. Global operations & Logistics- Philippe - Pierre Dornier, John Wiley & sons Inc, New York, 2002.
4. Designing and Managing the supply chain - David Simchi, Levi & Philip Kaminsk, McGraw-Hill Companies Inc., 2000.
5. Operations Now – Finch, Mc Graw Hill, 3rd ed.

(403E)- INDUSTRIAL RELATIONS

Objectives

1. To make student to understand industrial relations systems
2. To understand the role of Trade Union.
3. To increase the competency to sustain the stress in managing IR issues.
4. To develop awareness of actors (mgt union & Govt.)
5. To resolve the industrial dispute.

Sr.No.	Topic Name	Books	Weightage
1	Industrial Relations -meaning, objectives, scope, determinants of industrial relations. effects of social, technological, political and economical factors on industrial relations. .	<ul style="list-style-type: none">➤ Dynamic Personnel Administration - Prof. M.N. Rudrabasavraj.➤ Personnel Management and Industrial Relations – P.C.Shejwalkar and S.B.Malegaonkar	20%
2	Approaches to the study of industrial relations and its impact. Role of judiciary and its impact on industrial relations.	<ul style="list-style-type: none">➤ .Personnel Management and Industrial Relations – P.C.Shejwalkar and S.B.Malegaonkar	10%
3	Trade union-objectives ,functions and problems of trade union. Role of ILO in trade union movement, trade union and productivity.	<ul style="list-style-type: none">➤ Labour Management Relations in India – K.M.Subramanian➤ Trade Unionism. Myth and Reality, New Delhi, Oxford University Press, 1982.Mamkoottam	10%
4	. Industrial Dispute-meaning, types of disputes, causes of industrial disputes.	<ul style="list-style-type: none">➤ Dynamic Personnel Administration - Prof. M.N. Rudrabasavraj.➤ Personnel Management and Industrial Relations – P.C.Shejwalkar & S.B.Malegaonkar	10%
5	Machineries to solve industrial disputes under Industrial Disputes Act, 1947, role of judiciary and its impact on industrial relations	<ul style="list-style-type: none">➤ Personnel Management and Industrial Relations – P.C.Shejwalkar and S.B.Malegaonkar➤ Collective Bargaining & Industrial. - Kochan, T.A. & Katz Henry. 2nd ed.	10%

6	Collective bargaining-concept, characteristics, need and importance, process of collective bargaining.	<ul style="list-style-type: none"> ➤ Collective Bargaining and Industrial. - Kochan, T.A. & Katz Henry. 2nd ed. Homewood, Illinois, Richard D Irish, 1988. 	10%
7	Workers participation in management---concept, pre-requisites for participation, forms and levels of participation, benefits of participation	<ul style="list-style-type: none"> ➤ Industrial Relations – Arun Monappa ➤ Management of Industrial Relations – Pramod Verma 	10%
8	Impact of globalization on industrial relations, changing role of management, union and government.	<ul style="list-style-type: none"> ➤ Human Development – Diane E. Papalia,Sally Wendkos Olds. ➤ Collective Bargaining and Industrial. - Kochan, T.A. & Katz Henry. 2nd ed. Homewood, Illinois, 	10%
9	Salient features of Industrial employment standing orders act 1946.	<ul style="list-style-type: none"> ➤ Industrial & Labour Law- S.P. Jain Dhanpat rai & Co. ➤ Elements Of Mercantile Law- N.D. Kapoor 	10%

Note: Figures to the right indicates weightage for the concern topic in terms of marks as well as session allotted.

**(404)- ECONOMIC ENVIRONMENT OF BUSINESS & ENVIRONMENTAL
MANAGEMENT (INTERNAL)**

OBJECTIVES:

This is a paper for Internal Evaluation. The objective of the subject is to provide the insight to the students about the changes that are taking place in the economic sector, the effect of these changes on the business & the demands placed on managers for protection of environment.

SECTION –I

(60%)

1. **Agricultural Sector** – Implications of WTO – Concept & Importance of Commodity market
2. **Industrial Policy Regulations of 1991 leading to Liberalization, Privatization and Globalization** – Emergence of BRIC economies
3. **Banking Sector** – Concept & Importance of Core Banking, Retail Banking. Basel II Concept and implications
4. **Insurance Sector** – IRDA, Life and Non Life Insurance
5. **Taxation** - Concept Implications of VAT, Customs Procedures, Excise.
6. **Capital Market** – Meaning, Avenue for raising finance. Introduction to derivatives market.

SECTION –II

(40%)

1. **Environmental Education** - Objectives, Principles, Scope and functions of environmental education. Role of NGOs.
2. **Managing Natural Resources** – Importance – Water, Land.
3. **Global Warming** – Problem, Implications, Concept of Carbon Credit, Role of Government and Non-Government Agencies & Businesses.
4. **Disaster management** – Concept, causes and consequences, disaster mitigation.

Books Recommended –

Environmental Policy – By. James Lester, Duke University Press

Environmental Management System ISO 14001 – By Dr. Ashok Joshi, L. Ramkrishnan, Nivedita Sarnaik

Note: Figures to the right indicates weightage for the concern topic in terms of marks as well as session allotted.