

University of Pune

Revised Syllabus for Master of Business Administration (M.B.A)

M.B.A. Part I (First Year) Revised from June 2008-09.

M.B.A. Part II (Second Year) Revised from June 2009-10.

(I) Introduction

The name of the course shall be Master of Business Administration (M.B.A.)

(II) Objectives

The basic objectives of an M.B.A. course are-

1. To provide the country a steady stream of competent young men and women with necessary knowledge, skills, values and attitudes to occupy positions of management and administration in business, industry, public system and the government.
2. To impart the students latest and relevant knowledge from the field of management theory and practice.
3. To provide opportunities to the students for developing necessary managerial skills.
4. To impart/ develop the right kind of values and attitude to function effectively in managerial/ administrative positions.

(III) Eligibility for Admission

Students possessing following qualifications are eligible for admission to MBA course-

- (a) A Bachelor's Degree in any faculty of any statutory University with 45% or more marks(40% or more marks for students belonging to SC, ST/DT, NT,OBC, SBC for Maharashtra State Only),

Or

A masters Degree in any faculty of any statutory University with 45% or more marks(40% or more marks for students belonging to SC, ST/DT, NT,OBC, SBC for Maharashtra State Only),

- (b) Must have completed selection procedure as prescribed by the competent authority from time to time.

Course Structure for Master's Degree Course in Business Administration

SEMESTER-I

Course Code	Subject Title	Examination	Periods		Marks
			L	T	
101	Organizational Behavior & Principles & Practices of Management	External	60	15	100
102	Management Accounting	External	60	15	100
103	Managerial Economics	External	60	15	100
104	Statistical & Quantitative Methods	External	60	15	100
105	Legal Aspects of Business	External	60	15	100
106	Basics of Marketing	External	60	15	100
107	Information Technology	Internal	30	8	50
108	Managerial Communication	Internal	30	8	50

SEMESTER-II

Course Code	Subject Title	Examination	Periods		Marks
			L	T	
201	Marketing Management	External	60	15	100
202	Financial Management	External	60	15	100
203	Human Resource Management	External	60	15	100
204	Manufacturing & Operations Management	External	60	15	100
205	Materials & Logistics Management	External	60	15	100
206	Management Information	External	60	15	100

	Systems				
207	Research Methodology	Internal	30	8	50
208	Economic Environment of Business & Environmental Management	Internal	30	8	50

SEMESTER-III

Course Code	Subject Title	Examination	Periods		Marks
			L	T	
301	Business Policy & Strategic Management	External	60	15	100
302	Management Control Systems	External	60	15	100
303	Specialization I	External	60	15	100
304	Specialization II	External	60	15	100
305	Specialization III	External	60	15	100
306	Specialization IV	Internal	30	8	50
307	Specialization V	Internal	30	8	50
308	Project Report	External			100

SEMESTER-IV

Course Code	Subject Title	Examination	Periods		Marks
			L	T	
401	Entrepreneurship Development & project Management	External	60	15	100
402	International Business Management	External	60	15	100
403	Current Trends in Management	External	60	15	100

404	Specialization VI	External	60	15	100
405	Specialization VII	Internal	30	08	50
406	Specialization VIII	Internal	30	08	50
407	Specialization IX	External	60	15	100
408	Specialization X	External	60	15	100

Notes:-

1. “L” Indicates Lecture Periods of 45 Minutes each and “T” Indicates Tutorial Periods of 45 Minutes each.
2. In case of subjects for University evaluation, 30% marks are reserved for internal evaluation and 70% marks are reserved for University evaluation. Passing percentage will be 40% for internal and external evaluation separately.
3. After every three years, syllabus will be revised.

(IV) Number of Lecturers-

For **external subjects**, there shall be at least 60 lectures and 15 lectures for Tutorials/ Seminars/Assignments per semester per course.

For **internal subjects**, there shall be at least 30 lectures and 8 lectures for Tutorials/ Seminars/Assignments per semester per course.

(V) Practical Training and Project Work-

Each student shall have to undergo a practical training for a period of not less than 50 days during the vacation at the end of First Year.

Based on the actual training during the vacation, the student shall write a project report on the topic selected under the guidance of a faculty and submit two copies of the same to the Director of the institute before 30th September. The project Report shall be assessed both internally (30 marks) and externally (70 marks) .For external evaluation there will be a viva voce at the end of third semester. Such viva-voce shall be conducted by a panel of two referees appointed by the University.

(VI) Marks

The papers marked as “External” in the course structure will be evaluated by the University and carry 100 marks. Out of these 100 marks 70 marks are reserved for University Evaluation based upon comprehensive written examination and 30 marks are reserved for internal evaluation by the individual Institutes. The papers marked as “Internal” in the Course Structure will be evaluated internally by the individual Institute and such marks will be communicated to the University at the end of each semester. These marks will be considered for the declaration of the results.

(VII) Specialization:-

In second year, a student shall select a special subject, consisting of 10 Unit Courses, from following Functional areas :-

Group A- Marketing Management

Group B- Financial Management

Group C- Computer Management

Group D- Production and Materials Management

Group E-Human Resource Management

Group F- International Business

For each of the above fields of specialization the syllabus includes eight courses for semester III and semester IV separately. An individual institute has to select any five of the suggested titles to be offered to their students. Out of the five titles selected, three should relate to full papers (i.e. carrying 100 marks) and two should relate to internal papers(i.e. carrying 50 marks)

(VIII) Rules for specialization

Student for the special course under 303A, 304A, 305A, 306A, and 307A, shall offer 404A, 405A, 406A, 407A and 408A only.

Student for the special course under 303B, 304B, 305B, 306B, and 307B, shall offer 404B, 405B, 406B, 407B and 408B only.

Student for the special course under 303C, 304C, 305C, 306C, and 307C, shall offer 404C, 405C, 406C, 407C and 408C only.

Student for the special course under 303D, 304D, 305D, 306D, and 307D, shall offer 404D, 405D, 406D, 407D and 408D only.

Student for the special course under 303E, 304E, 305E, 306E, and 307E, shall offer 404E, 405E, 406E, 407E and 408E only.

Student for the special course under 303F, 304F, 305F, 306F, and 307F, shall offer 404F, 405F, 406F, 407F and 408F only.

(IX) Assessment

The final total assessment of the student shall be made in terms of an internal assessment and an external assessment.

- (a) The internal and external assessment will constitute separate heads of passing and they will be shown separately in the marks sheet.
- (b) For each paper meant for University evaluation, the ratio of marks for internal assessment in relation to external assessment shall be 30:70
- (c) The external assessment shall be based upon the external written examination to be held at the end of each semester.
- (d) The project Report and viva shall constitute one head of passing.
- (e) The marks awarded by a teacher in the internal evaluation for the papers marked as “External” in the courses structure shall be immediately communicated to the student.

The Institute should communicate internal marks to the students

- (f) Reassessment of Internal Marks –in case of those students who have secured less than passing percentage of marks in the internal evaluation for the paper marked as “ External” in the course structure, the concerned Institute should administer a separate internal test for these 30 marks in the subsequent semester. The results of such test

may be communicated to the University as the Revised Internal marks. If the result of internal test as above results in lower marks should be prevailed. In short, the rule is higher of the two figures of the marks shall be taken into consideration.

(X) Examinations

The M.B.A. examination will be held in four semesters. The student will not be allowed to appear for the examination unless his attendance is minimum 75%. The student will be allowed to carry maximum backlog of eight (8) heads of passing from any one or more semesters.

(XI) Standard of passing

Every student must secure 40% marks in both University Evaluation as well as Internal Evaluation.

(XII) Grading

There shall be numerical marketing for each course. At the time of declaration of the result, the marks obtained by a student shall be converted into the grades as shown below.

Grade	Percentage
A+	70 & above
A	60-70 Less than 70
B+	55-60 Less than 60
B	50-55 Less than 55
C	40-50 Less than 50
F	Below 40

(Grade F stands for failure)

(Fraction to be rounded up to next higher integer)

(XIII) Transcript for Students

Every student shall be given a transcript, showing the name of the Institution, the courses offered by the student, the date of enrollment in the course, the dates of the examination, the dates of the external examination, and details of marks of internal and external assessment. The transcript will further indicate the rank, if the student secures the rank amongst the first 10 ranks in the entire examination.

(XIV) Additional Specialization:-

A student who has passed the M.B.A. Examination of this University may be allowed to appear for the M.B.A. examination again, in any other special group only, by keeping terms for the third and fourth semester for that special group i.e. for papers comprising of 800 marks out of a total of 1400 marks, at proportionate fees (57%) of the Tuitions Fees

(XV) Teaching Faculty

Besides full time faculty members, part-time, adjunct and visiting faculty members should be invited to conduct the professional courses. Visiting faculty should normally satisfy one of the following criteria:

- (a) Master's degree of a recognized University **in a relevant** subject or professional qualifications like ACA, AICWA, or ACS.
- (b) Master's degree of recognized University in any faculty with at least two years professional experience related to the given subject.
- (c) Bachelor's degree of recognized University in any faculty with at least 5 years professional experience related to the given subject.
- (d) Diploma of a recognized University/ Board with at least 7 years professional experience related to the given subject.

University Of Pune

Syllabus for Master in Business Administration (M.B.A.)

Semester I

**(101) ORGANIZATIONAL BEHAVIOUR & PRINCIPLES & PRACTICE OF
MANAGEMENT**

SECTION I:- Organizational Behaviour

1. Introduction to Organizational Behaviour: Definition, Importance, Scope, Fundamental Concepts of OB, Different models of OB - autocratic, custodial, supportive, collegial and SOBC.

(4)

2. Personality & Attitudes: Meaning of personality, attitude - Development of personality – Attributes of personality- Transactional Analysis – Ego states – Johari window - Nature and dimensions of attitude – Developing the right attitude (4)

3. Motivation: Definition, Importance, Motives – Characteristics, Classification of motives - Primary & Secondary motives. Theories of Motivation - Maslow's Theory of need hierarchy - Herzberg's theory. Morale - Definition and relationship with productivity - Morale Indicators. (4)

4. Group Dynamics and Team building: Concept of Group & Team. Theories of Group Formation - Formal and Informal Groups. Importance of Team building. (4)

5. Conflict Management: Definition. Traditional vis-à-vis Modern view of conflict – Types of conflict – Intrapersonal, Interpersonal, Organizational. Constructive and Destructive conflict. Conflict management. (3)

6. Stress management: Definition, Causes, Managing stress, Stress as a motivator. Work life balance. (2)

7. Change management: Concept of change, change as a natural process, Importance & Causes of change – social, economic, technological, organizational. Learning – unlearning, Concept of learning organizations. (4)

8. Cases studies on above topics (5)

SECTION II: Principles and Practice of Management

1. **Basic concepts of management:** Definition – Need and Scope – Different schools of management thought – Behavioural, Scientific, Systems, and Contingency (4)

2. **Contribution of Management Thinkers:** Taylor, Fayol, Elton Mayo (4)

3. **Functions of Management –**

a) **Planning** – Concept, Nature, Importance, Steps, Limitations, Management by objectives (2)

b) **Organizing** - Concept, Nature, Importance, Principles, Centralization, Decentralization, Organization Structures- Line and Staff Authority, Functional, Product, Matrix, Geographical, Customer, New Forms of Organization – Virtual, Organizations as Networks - Types of Network Organizations/Clusters - Self-Organizing Systems. Organizational Designs for Change and Innovation - Designing Principles for New Forms of Organizations (3)

c) **Staffing** - Concept, Nature, Importance, Steps. Concept of knowledge worker. (2)

d) **Directing** – Concept, Nature, Importance. (1)

e) **Controlling** - Concept, Nature, Importance, Process of controlling, Control Techniques. (2)

4. **Leadership:** Concept, Nature, Importance, Attributes of a leader, developing

- leaders across the organization, Leadership Grid. (4)
5. **Decision making:** Concept, Nature, Importance, and Process. Types of decisions. Problems in decision making. (4)
6. **Case Study:** Planning, Decision Making, Leadership. (4)

Books Recommended:-

1. Organizational Behaviour, 9th Ed. - Stephen Robbins
2. Human Behaviour at work - Davis and Newstorm
3. Organizational Behaviour - Uma Sekaran
4. Organizational Behaviour - Fred Luthans
5. Organizational Behaviour - K.Aswathappa
6. Human Behaviour at Work - Keith Davis
7. Organizational Behaviour - Jit S.Chandran
8. Human Relations & Organizational Behaviour - R.S.Dwivedi
9. Organizational Behaviour - McShane
10. Organizational Behaviour - Sharma
11. Essentials of Management – Koontz – TMGH -
12. Principles & Practices of Management - Saxena
13. Principles and Practices of Management - Shejwalkar and Ghanekar
14. Management Concepts & Practices - Hannagan

102-MANAGEMENT ACCOUNTING

1. Meaning and Definition of Accounting, Parties or Users interested in Accounting, Branches of Accounting, Meaning and Definition of Management Accounting, Distinction between Management Accounting and Financial Accounting. Accounting Concepts and Conventions. (10)
2. Basic Accounting terminologies, Classification of Accounts, Meaning of Journal, Writing of Journal Entries. (5)
3. Secondary Books of Accounting, Preparation of Trial Balance, Final Accounts of Sole Traders. (14)
4. Elements of Costs; (10)

- (a) Materials Costs: - Materials purchasing, receiving, storing and issuing including pricing of issues.
 - (b) Labour Costs and Labour Turnover.
 - (c) Overheads- Identifying the overheads with cost centre. Allocation, Apportionment and Absorption – Accounting treatment of Under and Over Absorption.
 - (d) Preparation of Cost Sheet, items to be excluded while preparing cost sheet.
5. Managerial Decision Making Techniques like (21)
- (a) Marginal costing – Cost volume profit analysis, BEP
 - (b) Budgetary control, Operating and Financial Budgets, Flexible Budgets.
 - (c) Standard Costing – Materials Cost and Labour cost variances only.

Books Recommended:-

1. Introduction to Management Accounting - Horngreen and Sundlem
2. Principles of Management Accounting - Manmohan & Goyal
3. Management Accounting - Dr. E.B. Khedkar, Dr. D.B. Bharati and Dr. A. B. Kharapas.
4. Cost and Management Accounting - S.M.Inamdar
5. Management Accounting - Dr. Mahesh Kulkarni
6. Double Entry Book Keeping - T.S.Grewal
7. Principles and Practice of Cost Accounting – Ashish K. Bhattacharya
8. Management Accounting 3rd Ed. - Khan & Jain
9. Theory & Problems in Management & Cost Accounting - Khan & Jain
10. Cost Accounting – Jawaharlal
11. Management Accounting - Dr. A. P. Rao

103-MANAGERIAL ECONOMICS

1. Definition, Nature and Scope of Managerial Economics, Managerial Economics and Microeconomic and Macroeconomics. Managerial Economics and decision-making. Definitions of basic concepts:
 - a. Positive and normative approach
 - b. Optimization
 - c. Marginal analysis
 - d. Opportunity Cost.
 - e. Economic Model.
 - f. Static and Dynamics. (8)
2. Meaning and Determinants of demand. Demand Function. Law of Demand, Market Demand, Elasticity of demand. Types of elasticity. Measurement of

- elasticity. Significance and uses of the elasticity. Methods of Demand estimation. Demand forecasting. Forecasting of an established product. Forecasting of a new product. (8)
3. Production Function. Law of Variable Proportions. Law of supply. Elasticity of supply. Measurement of elasticity. Significance and uses of the concept of elasticity. (6)
 4. Costs of production. Private costs and Social Costs. Accounting Costs and Economic costs. Short run and Long Run costs. Economies of scale. Cost estimation. Methods of cost estimation and cost forecasting. Cost reduction and cost control. (6)
 5. Pricing under various markets including: Perfect Competition, Monopoly, Monopolistic competition, oligopoly. Cartels. Price discrimination. Measurement of Monopoly Power. (8)
 6. Pricing Strategies and Methods – Cost plus pricing. Marginal cost pricing. Cyclical pricing. Penetration Pricing. Price Leadership. Price Skimming. Transfer pricing. (8)
 7. Profit Policy: Break Even analysis. Profit Forecasting. (4)
 8. Capital Budgeting – steps involved in project evaluation. Concept of time value of money. Methods of investment Appraisal: Discounted Cash flow. Net Present Value. Internal Rate of Returns. (8)
 9. Need for Government Intervention in Markets. Price Controls. Support Price. Preventions and Control of Monopolies. System of Dual Price. (4)

Books Recommended:-

1. Managerial Economics – Analysis, Problems and Cases, P.L. Mehta, Sultan Chand 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 – Pearson and Lewis, Prentice Hall, New Delhi
5. Managerial Economics – G.S. Gupta, T M H, New Delhi.
6. Managerial Economics – Mote, Paul and Gupta, T M H, New Delhi.
7. Managerial Economics – Joel Dean, Prentice Hall, USA.
8. Managerial Economics –H L Ahuja, S Chand & Co. New Delhi.

(104) STATISTICAL & QUANTITATIVE METHODS

- 1. Arranging data to convey meaning** - Tables, Graphs and Frequency Distribution (6)
- 2. Measures of Central Tendency** – Arithmetic Mean, Median, Mode. Measures of Dispersion – Range, Quartile, Mean Deviation, Standard Deviation, Coefficient of Variation. (6)
- 3. Correlation** – Karl Pearson coefficient & Rank correlation – Partial & Multiple correlation. Simple and Multiple Regression (Linear) – Equation and prediction (6)
- 4. Association of Attributes:** Yule’s coefficient & Coefficient of colligation. (6)
- 5. Probability** – Concept, Bayes’ theorem. Probability Distributions - Binomial, (6)

Poisson and Normal

- (6)
6. **Linear Programming** – Formulation. Graphical solution, Transportation & Assignment Problems – all methods (6)
7. **Queuing Theory** - Single Server (M/M/I , Infinite, FIFO) and Multi Server (M/M/C , Infinite, FIFO) (6)
8. **Markov Chains & simulation techniques.** Monte Carlo Simulation (6)
9. **Games Theory** - 2x2 zero sum game with dominance - Pure Strategy and Mixed Strategy (6)
10. **Decision Theory** - Decision making under risk (EMV criteria) and Decision making under uncertainty (6)

Books Recommended:-

1. Statistical and Quantitative Methods – By Ranjit Chitale
2. Statistical Methods - S.P.Gupta
3. Statistics for Management - Levin and Rubin
4. Quantitative Techniques Vol. 1 and 2 - L.C.Jhamb
5. Statistics and Quantitative Techniques - M.G.Dhaygude
6. Quantitative Techniques - N.D.Vohra

(105) LEGAL ASPECTS OF BUSINESS

I. The Contract Act, 1871

- 1.1 Nature and classification of contracts - Essential elements of a valid contract
- 1.2 Offer and Acceptance - Consideration - Capacities of Parties
- 1.3 Provisions relating to free consent, void agreements
- 1.4 Provisions relating to performance and discharge of contract
- 1.5 Breach of contract - Meaning and remedies (8)

II. Contract Act, 1872

- 2.1 Contracts of Indemnity - Meaning, nature - Right of Indemnity Holder and Indemnifier
- 2.2 Contracts of Guarantee - Meaning, Nature and Features - Types of Guarantee - Provisions relating to various types of Guarantee

- 3. HTML** – Home page designing for each student using Microsoft FrontPage. (4)
Note: Chapters 2 and 3 must be conducted as practical with hands on exposure.

Books Recommended:-

1. Rajaraman, V. (2004). Introduction to Information Technology. PHI.
2. Turban, Rainer and Potter (2003). Introduction to information technology. John Wiley and sons.
3. Sinha, P.K., Priti Sinha (2002). Foundation of computing. BPB Publications.
4. Ram, B. (2003). Computer Fundamentals. New Age Publications

(108) MANAGERIAL COMMUNICATION

1. **Introduction to managerial communication:** Meaning, Importance & objectives
- Principles of Communication, forms of communication, Communication Process, Barriers of effective communication, Techniques of effective communication. (2)
2. **Nonverbal communication:** Body Language, Gestures, Postures, Facial Expressions, Dress codes. The Cross Cultural Dimensions of Business Communication. Listening & Speaking, techniques of electing response, probing questions, Observation. Business and social etiquettes. (6)
3. **Managerial speeches:** Principles of Effective Speech & Presentations. Technical

2.3 Surety and Co-surety - Rights and Liabilities - Discharge of surety from his liability	
2.4 Agency - Agent and Principal - Creation of Agency - Classification of Agents - Relationship between Principal and Agent - Agent's authority - Revocation and Renunciation - Rights, Duties and Liabilities of Agent and Principal - Termination of Agency	(7)
III. Sales of Goods Act, 1930	
3.1 Contract for Sale of Goods - Meaning - Essentials of a Contract of Sale - Formalities of a Contract of ale	
3.2 Provisions relating to conditions and Warranties	
3.3 Provisions relating to transfer of property or ownership	
3.4 Provisions relating to performance of Contract of Sale - Rights of Unpaid Seller – Rules as to delivery of goods.	(6)
IV. The Negotiable Instruments Act, 1881	
4.1 Negotiable Instruments - Meaning, Characteristics, Types, Parties - Holder and holder in Due Course	
4.2 Negotiation and Types of Endorsements	
4.3 Dishonour of Negotiable Instrument - Noting and Protest	
4.4 Liability of parties on Negotiable Instrument.	(10)
V. The Companies Act, 1956	
5.1 Company - Definition, Meaning, Features and Types of companies	
5.2 Incorporation of a company - Memorandum of Association, Articles of Association and Prospectus	
5.3 Share Capital	(10)
VI. The Consumer Protection Act, 1986	
6.1 Definitions of Consumer, Complainant, Goods, Service - Meaning of Consumer Dispute, Complaint - Unfair Trade Practices - Restrictive Trade Practices	
6.2 Rights of Consumers	
6.3 Consumer Disputes Redressal Agencies	(6)
VII. The Information Technology Act, 2000	
7.1 Digital Signature - Digital Signature Certificate	
7.2 Electronic Governance	
7.3 Electronic Records	
7.4 Certifying Authorities	
7.5 Penalty & Adjudication	(10)
VIII Patents Act	
8.1 Conceptual understanding of patents, copyrights, trademarks and designs.	(3)

Books 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.Wechlekar
7. Business Laws - M.D.Mulla
8. Company Law - Avtar Singh
9. Bare Text of the relevant Act

(106) BASICS 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 (12)
2. **Consumer Behaviour:** Concept, Characteristics of consumer and organizational markets, 5 step Buyer decision process. (6)

- & Non-technical presentations. Speech of introduction - speech of thanks - occasional speech - theme speech. Use of audio visual aids. (6)
4. **Interview Techniques:** Mastering the art of conducting and giving interviews, Placement interviews - discipline interviews - appraisal interviews - exit interviews. (2)
5. **Group communication:** Importance, Meetings - group discussions. Videoconferencing. (2)
6. Introduction to managerial writing: Business letters: Inquiries, Circulars, Quotations, Orders, Acknowledgments Executions, Complaints, Claims & adjustments, Collection letter, Banking correspondence, Agency correspondence, Bad news and persuading letters, Sales letters, Job application letters - Bio-data, Covering Letter, Interview Letters, Letter of Reference. Memos, minutes, Circulars & notices. (8)
7. **Reports:** Types of Business Reports - Format, Choice of vocabulary, coherence and cohesion, paragraph writing, organization reports by individual, Report by committee. (4)

Books Recommended:-

1. Lesikar, R.V. & Flatley, M.E. (2005). Basic Business Communication Skills for Empowering the Internet Generation. Tata McGraw Hill Publishing Company Ltd. New Delhi.
2. Ludlow, R. & Panton, F. (1998). The Essence of Effective Communications. Prentice Hall of India Pvt. Ltd.
3. Adair, J. (2003). Effective Communication. Pan Mcmillan.
4. Thill, J. V. & Bovee, G. L. (1993). Excellence in Business Communication. McGraw Hill, New York.
5. Bowman, J.P. & Branchaw, P.P. (1987). Business Communications: From Process to Product. Dryden Press, Chicago.

MBA Semester II

(201) MARKETING MANAGEMENT

1. **PRODUCT:** Product – Meaning, Goods & Services, Product Mix, Levels of Product, Product Life Cycle - Managing the product in Product Life Cycle. (8)
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. (10)
3. **PRICE:** Meaning, Importance, Pricing objectives, Factors influencing pricing decision - Approaches to pricing – Price & Non-price competition, Setting the price

- 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 (6)
- 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. (10)
- 5. Marketing Mix:** Definition of each of the Four P's. Components of each P. Extended 7Ps for services. Significance in the competitive environment. (8)
- 6. Marketing Planning:** Contents of Marketing Plan - Developing Marketing Plan for variety of goods and services. (8)
- 7. Marketing organization:** Concept, Types - Functional organization, Product Focused organization, Geographic Organization, Customer Based Organization, Matrix organization. Organization structure for a wide customer orientation. (4)
- 8. Market Evaluation and Controls:** Generic Process, Need and Significance of marketing control. Marketing Audit. (4)
- 9. Social responsibility of marketing organizations.** (2)

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

(107) INFORMATION TECHNOLOGY

1. Introduction to Computers: Hardware - Software - Systems Software, Application Software and Packages - Introduction to Embedded Software. Fundamentals of operating system- Windows, Unix/Linux. Introduction to World Wide Web - Internet operations. Emerging communication technologies *****

(4)

2. Software Packages

2.1 Microsoft Word – Mail merge

(2)

2.2 Microsoft Excel – Formulas, Graphs, Basis statistical formulae.

(4)

2.3 Microsoft Power Point – Creating effective presentations

(4)

2.4 Microsoft Access - Introduction to DBMS concepts, Creating a database, Basic queries.

(6)

2.5 Tally – Journal Entry, Ledger posting, Preparation of Balance Sheet

(6)

- and managing the price changes. (8)
- 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. (8)
- 5. PROMOTION:** Concept and role in marketing, Promotional Mix - Advertising, Sales Promotion, Personal Selling, Public Relations. Impact of technology & Internet on Promotion (8)
- 6. Extended P's of Marketing** – People, Process & Physical Evidence (8)
- 7. Caselets Discussions** (10)

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

(202)-FINANCIAL MANAGEMENT

1. Concept of Finance, Corporate Finance, Finance Functions and other functions. Structures of the Financial System. (6)
2. Financial Management – Meaning and Objectives, A's of Financial Management, Scope and Functions of Financial Management, Financial Planning and Forecasting. (6)
3. Capitalization – Under and Over Capitalization, Capital Structures – Computation of cost of capital, Trading on Equity, Leverages – Type and Significance (6)
4. Capital Budgeting – Nature and Significance, Time value of money- Discounting and Compounding – Methods of evaluating Capital Expenditure proposals (9)

5. Financial statements of Corporate organizations, Introduction to Schedule- VI, Provisions of Companies Act 1956. (9)
6. Analysis and interpretation of Financial Statements using the techniques of Ratio Analysis and Fund Flow analysis. (9)
7. Working Capital Management – Nature of Working Capital Management, Need for working capital – operating cycle, estimation of working capital requirement – Management of Cash and Receivables, Cash Budget. (9)
8. Management of Profits-Dividend Policy, Procedural and Legal formalities involved in the payment of dividend-Bonus Shares. (6)

Books Recommended:-

1. Financial Management – I.M.Pandey
2. Financial Management – Khan & Jain
3. Financial Management – S.M.Inamdar
4. Financial Management – N.M.Wechlekar
5. Financial Management – S.C.Kuchal
6. Financial Management & Policy – R.M.Shrivastava
7. Financial Management – Prasanna Chandra
8. Financial Management- P.V. Kulkarni

(203)-HUMAN RESOURCES MANAGEMENT

- 1. Human resources Management**-Introduction and Importance-Evolution – difference between Personnel Management and HRM- Strategic HRM- role of a HR Manager. (6)
- 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. (8)
- 3. Training and Development**- Objectives and Needs-Training Process-Methods of Training –Tools and Aids-Evaluation of Training Programs. (8)
- 4. Career Planning**- Succession Planning. (2)

5. **Performance Management System**-Definition, Concepts and Ethics-Different methods of Performance Appraisal- Rating Errors-Competency management. (8)
6. **Compensation Management** –Concepts and Components-Job Evaluation-Incentives and Benefits. (8)
7. **Productivity Management**-Concepts-TQM-Kaizen-Quality Circles (6)
8. **Industrial relations**-Grievance Procedure-collective Bargaining-Settlement of Disputes. (6)
9. **Retirement/Separation**-Superannuation-Voluntary Retirement Schemes-Resignation-Discharge-Dismissal-Suspension-Layoff. (8)

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

(204) MANUFACTURING AND OPERATIONS MANAGERMENTS

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, (6)
2. **Types of Industries** – Variety of Businesses – Integration of Manufacturing & Services – Scale of Operations. Methods of Manufacturing - Project / Jobbing, Batch Production, Flow/Continuous Production, Process Production -Characteristics of each method (8)
3. **Facilities Location & Layout** – Strategic importance - Factors affecting location & layout - Installation of facilities – Single location, multi-location decisions. Principles and Types of Facilities Layout. (8)

- 4. Importance and Functions of Production Planning & Control.** Introduction to PERT / CPM - Network Crashing (Numericals expected for PERT/CPM) (8)
- 5. Maintenance Management** - Importance and types of maintenance - Maintenance Planning - Spare Parts Management – Concept of TPM. (6)
- 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). Gap analysis for service quality assessment. (10)
- 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 (4)

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)

(205) MATERIALS & 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 (6)
- 2. Logistics** - Objectives, Components, Significance. Supply Chain Management – Objectives, Components, Significance, Trade off Customer Service & Cost. (6)
- 3. Inventory** - Need of Inventory - Costs associated with Inventory - Types of Inventory - Basic EOQ Model - EOQ with discounts - Classification of material - ABC Analysis - VED, HML, FSN, GOLF, SOS (Numericals expected on Basic EOQ, EOQ with discounts & ABC) (10)

- 4. Material Requirement Planning** - Advantages over conventional planning (Order Point Method) – Input and output of MRP system - Forecasting – Overview of quantitative and qualitative methods of forecasting - Master Production Schedule - Bill of Materials – BOM Explosion - Material flow in MRP. MRP II. Concept of ERP. (Numericals expected on BOM Explosion, estimating Net requirements) (12)
- 5. Purchasing Management** - Responsibilities of Purchase Department - Purchase Cycle – Negotiation & Bargaining – Vendor relations - Purchasing Methods - Global sourcing (8)
- 6. Stores** – Functions, Importance, Organization of stores & Stores layout. Stores procedure – documentation. (5)
- 7. Inventory control & Cost Reduction techniques:** Inventory turns ratios - Standardization – need and importance. Codification – concept, benefits. Value Engineering and Value Analysis – concept and process. (8)
- 8. Materials Handling** - Principles of Materials Handling system - Materials Handling Equipments – Safety issues. (5)

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

(206) MANAGEMENT INFORMATION SYSTEMS

- 1. Management Information Systems** - Need, Purpose and Objectives - Contemporary Approaches to MIS - Information as a strategic resource - Use of information for competitive advantage - MIS as an instrument for the organizational change (8)
- 2. Information, Management and Decision Making** - Models of Decision Making - Classical, Administrative and Herbert Simon's Models - Attributes of information and its relevance to Decision Making - Types of information (8)
- 3. Information Technology** - Definition, IT Capabilities and their organizational impact -Telecommunication and Networks - Types and Topologies of Networks - IT enabled services such as Call Centers, Geographical Information Systems etc. (6)

4. **Data Base Management Systems - Data Warehousing and Data Mining** (6)
5. **Systems Analysis and Design - Systems Development Life Cycle - Alternative System Building Approaches - Prototyping - Rapid Development Tools - CASE Tools – Object Oriented Systems (Only introduction to these tools & techniques)** (8)
6. **Decision Support Systems - Group Decision Support Systems - Executive Information Systems - Executive Support Systems - Expert Systems and Knowledge Based Expert Systems - Artificial Intelligence** (8)
7. **Management Issues in MIS - Information Security and Control - Quality Assurance -Ethical and Social Dimensions - Intellectual Property Rights as related to IT Services / IT Products - Managing Global Information Systems** (8)
8. **Applications of MIS in functional areas as well as in the service sector should be covered with the help of minimum 5 case studies.** (8)
Emphasis should be given on management oriented problems and cases as compared to technical problems expected from computer science/ computer management students.

Books Recommended:-

1. Management Information Systems, Laudon and Laudon, 7th Edition, Pearson Education Asia
2. Management Information Systems, Jawadekar, Tata McGraw Hill
3. Management Information Systems, Davis and Olson, Tata McGraw Hill
4. Analysis and Design of Information Systems, Rajaraman, Prentice Hall
5. Decision Support Systems and Intelligent Systems, Turban and Aronson, Pearson Education Asia
6. Management Information Systems, Schulthesis, Tata McGraw Hill
7. Management Information Systems - Sadagopan, Prentice Hall
8. Management Information Systems - Jayant Oke

(207)-RESEARCH METHODOLOGY

1. **Foundations of Research:** Meaning, Objectives, Motivation, Utility. Concept of theory, empiricism, deductive and inductive theory. Characteristics of scientific method - Understanding the language of research - Concept, Construct, Definition, Variable. Research Process (5)
2. **Problem Identification & Formulation** – Management Question – Research Question – Investigation Question – Measurement Issues - Hypothesis - Qualities of a good Hypothesis –Null Hypothesis & Alternative Hypothesis. Hypothesis Testing - Logic & Importance (4)
3. **Research Design:** Concept and Importance in Research - Features of a good research design – Exploratory Research Design – concept, types and uses,

Descriptive Research Designs - concept, types and uses. Experimental Design: Causal relationships, Concept of Independent & Dependent variables, concomitant variable, extraneous variable, Treatment, Control group. (5)

4. Qualitative and quantitative research: Qualitative research - Quantitative research – Concept of measurement, causality, generalization, replication. Merging the two approaches. (2)

5. Measurement: Concept of measurement– what is measured? Problems in measurement in management research - Validity and Reliability. Levels of measurement - Nominal, Ordinal, Interval, Ratio. (2)

6. Attitude Scaling Techniques: Concept of Scale – Rating Scales viz. Likert Scales, Semantic Differential Scales, Constant Sum Scales, Graphic Rating Scales – Ranking Scales – Paired Comparison & Forced Ranking. (2)

7. Types of Data: Secondary Data - Definition, Sources, Characteristics. Primary Data - Definition, Advantages and disadvantages over secondary data, Observation method, Questionnaire Construction, Personal Interviews, Telephonic Interview, Mail Survey, Email/Internet survey. (3)

8. Sampling: Concepts of Statistical Population, Sample, Sampling Frame, Sampling Error, Sample Size, Non Response. Characteristics of a good sample. Probability Sample – Simple Random Sample, Systematic Sample, Stratified Random Sample & Multi-stage sampling. Non Probability Sample – Judgment, Convenience, Quota & Snowballing methods. Determining size of the sample - Practical considerations in sampling and sample size. (3)

9. Data Analysis: Data Preparation – Univariate analysis (frequency tables, bar charts, pie charts, percentages), Bivariate analysis – Cross tabulations and Chi-square test including testing hypothesis of association. (2)

10. Interpretation of Data and Report Writing - Layout of a Research Paper (2)

Books Recommended:-

1. Business Research Methods - Donald Cooper & Pamela Schindler, TMGH, 9th edition.
2. Business Research Methods – Alan Bryman & Emma Bell, Oxford University Press.
3. Research Methodology - C.R.Kothari

**(208)-ECONOMIC ENVIRONMENT OF BUSINESS & ENVIRONMENTAL
MANAGEMENT**

SECTION –I

(20)

- 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

(10)

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:-

1. Environmental Policy – By. James Lester, Duke University Press
2. Environmental Management System ISO 14001 – By Dr. Ashok Joshi, L. Ramkrishnan, Nivedita Sarnaik

MBA Semester III

(301) BUSINESS POLICY & STRATEGIC MANAGEMENT

1. Strategy and the Quest for Competitive Advantage: Military origins of strategy – Evolution - Concept and Characteristics of strategic management – Defining strategy – Mintzerbg’s 5Ps of strategy – Corporate, Business and Functional Levels of strategy - Strategic Management Process. (4)

2. Strategic Intent & Strategy Formulation: Vision, mission and purpose – Business definition, objectives and goals – Stakeholders in business and their roles in strategic management - Corporate Social Responsibility, Ethical and Social Considerations in Strategy Development. (4)

3. Strategic analysis: Analyzing Company’s Resources and Competitive Position -

- Organizational Capability Profile – Strategic Advantage Profile – Core Competence - Distinctive competitiveness. (4)
4. **Analyzing Company's External Environment:** Environmental appraisal – Scenario planning – Preparing an Environmental Threat and Opportunity Profile (ETOP) – Industry Analysis - Porter's Five Forces Model of competition. (4)
 5. **Corporate Portfolio Analysis:** Business Portfolio Analysis - Synergy and Dysergy - BCG Matrix – GE 9 Cell Model - Concept of Stretch, Leverage and fit (3)
 6. **Generic Competitive Strategies:** Low cost, Differentiation, Focus. (3)
 7. **Grand Strategies:** Stability, Growth (Diversification Strategies, Vertical Integration Strategies, Mergers, Acquisition & Takeover Strategies, Strategic Alliances & Collaborative Partnerships), Retrenchment, Outsourcing Strategies. (8)
 8. **Tailoring strategy to fit specific industry** – Life Cycle Analysis - Emerging, Growing, Mature & Declining Industries. (4)
 9. **New Business Models and strategies for Internet Economy:** Shaping characteristics of E-Commerce environment – E-Commerce Business Model and Strategies – Internet Strategies for Traditional Business – Key success factors in E-Commerce – Virtual Value Chain. (6)
 10. **Strategy implementation** - Project implementation – Procedural implementation – Resource Allocation – Organization Structure – Matching structure and strategy. (3)
 11. **Behavioural issues in implementation** – Corporate culture – Mc Kinsey's 7s Framework - Concepts of Learning Organization (3)
 12. **Functional issues** – Functional plans and policies – Financial, Marketing, Operations, Personnel, IT. (2)
 13. **Strategy Evaluation** – Operations Control and Strategic Control - Symptoms of malfunctioning of strategy — Balanced Scorecard. (2)
 14. **Cases in strategic management:** A minimum of 5 cases encompassing the above topics to be analyzed and discussed in the class. (10)

Books Recommended:-

1. A A Thompson Jr., A J Strickland III, J E Gamble, Crafting & Executing Strategy – The Quest for Competitive Advantage, Tata McGraw Hill, 4th ed., 2005.
2. Ranjan Das, Crafting the Strategy: Concepts and Cases in Strategic Management, Tata McGraw Hill, 2004.
3. Henry, Mintzberg, Bruce, Ahlstrand and Joseph, Lampel (1998). Strategy Safari.

- Free Press, New York.
4. Gary, Hamel and Prahalad, C. K. (1999). Competing for the Future. HBS Press.
 5. Ed. C.A. Montgomery, M.E. Porter, Strategy – Seeking and Securing Competitive Advantage, Harvard Business Review Publications, 1991.
 6. Peter F. Drucker, Managing in a Time of Great Change, Truman Talley Books / Plume Penguin Group, 1998.

(302) MANAGEMENT CONTROL SYSTEMS

1. **Characteristics of Management Control System** – Evolution of control systems in an organization — Strategic Planning, Management Control and Operational Control - Cybernetic Paradigm of Grissinger (3)
2. **Understanding strategies** – Concept of strategy – Business Unit level and corporate strategy - Gaining competitive advantage (3)
3. **Goals - Hierarchy of Goals** – Goal congruence – factors that affect goal congruence – formal and informal systems – Types of organization structure in the perspective of Global scenario. - Functions of the Controller. (3)
4. **Responsibility Centers** – Types of Responsibility Centers – Expense Centers, Profit

- Centers and Investment Centers – measures used to evaluate their performances – such as ROI, ROA, MVA, EVA – DuPont analysis (13)
5. **Budgetary Control as a control tool** – Revision of budgets – ZBB – Budgetary control approach with respect to Engineered and Discretionary costs – Committed costs (6)
 6. **Capital Budgeting as a tool for management performance measurement** (6)
 7. **Transfer Pricing** – Objectives and need of Transfer pricing –Methods of Transfer pricing - Cost Based, Market price based, Two steps, Dual price, Profit sharing- Administration and Related numerical problems (8)
 8. **Performance Evaluation through Balanced Scorecard** – Four perspectives. (6)
 9. **Management Control Systems in Service Sector vis-à-vis in Manufacturing Sector** – Banking, Insurance, BPO. (6)
 10. **Introduction to Audit Function** as a control tool covering Financial Audit, Internal Audit, Cost Audit - Management Audit – Principles and Objectives (6)

Books Recommended:-

1. Management Control Systems, 10th Ed. – Anthony and Govindrajan
2. Practical Auditing – B.N.Tandon
3. Cost Accounting – B.K.Bhar
4. Management Accounting – Khan & Jain
5. Financial Management – Prasanna Chandra
6. Guidance note on Transfer Pricing – ICAI Publication

(303A)- MARKETING RESEARCH

1. **Marketing Research** – Definition, Scope, Significance, Limitations, Obstacles in acceptance. Ethics in marketing research. Marketing Intelligence system (2)
2. **Research process** – Management dilemma (problem) – decision problem – research problem – hypothesis statement – characteristics of a good hypothesis – drafting the research proposal. (4)
3. **Various sources of market Information** – Methods of collecting Market Information - Secondary data – sources – problems of fit and accuracy. Syndicated services. (2)

4. Marketing research techniques:

(303B)-ADVANCED FINANCIAL MANAGEMENT

1. Accounting Standards: (6)

1.1 Role of Accounting Standard board.

1.2 Introduction to International Accounting Standards.

1.3 Disclosure of Accounting Policies-Inventory, Depreciation, Investment, Fixed Assets, Amalgamation, EPS.

2. Capital Structure Theories: (6)

2.1 Net income approach.

2.2 Net operating income approach.

2.3 Modigliani and Miller theory (MM approach).

3. Dividend Distribution Theories: (9)

- 3.1 Type of dividend
- 3.2 Important consideration in dividend policy.
- 3.3 Theories of dividend
 - Gordon growth model
 - Walters valuation model
 - MM-Irrelevance theory

4. Working Capital Management: (9)

- 4.1 Overtrading
- 4.2 Symptoms of poor W. C. management
- 4.3 W.C. management Strategies
- 4.4 Tandon committee /Chore Committee Recommendations
- 4.5 Latest trend in W.C. finance
- 4.6 R.B.I guidelines on W.C. finance

5. Capital Budgeting: (12)

- 5.1 IRR and NPV method comparative study
- 5.2 Capital rationing
- 5.3 Capital budgeting during inflation
- 5.4 Techniques of decision making under risk and uncertainty- Profitability and expected values, standard deviation, value of information, Optimistic pessimistic estimates, risk adjusted discounted rate, certainty equivalent approach, simulation decision tree, sensitivity analysis, capital asset pricing model.

6. Economic Value Added (EVA) (6)

- 6.1 Concept of EVA
- 6.2 Calculating EVA
- 6.3 Adjustments for calculation of EVA
- 6.4 Superiority of EVA

7. Financial Analysis: (12)

Using tools such as Cash Flow and Fund Flow

Books Recommended:-

1. Financial Management- I. M. Pandey
2. Financial Management- Prassana Chandra
3. Financial Management- Van Horne
4. Financial Management- R.P. Rustagi
5. Financial Management- Ravi M. Kishore.

(304B)- DIRECT TAXATION

1. Accessibility Criteria

Definitions, Basic concept, person, Assessment year; previous year, assesses, Residential status; Incidence of tax, income exempt from tax.

(6)

2. Computation of Income Under Various Heads

a. Income under head salary: Meaning of salary, Basis of charge of salary income, different forms of salary, different forms of allowances, perquisites, permissible deductions from salary income, tax treatment of provident fund & approved superannuation fund, special tax treatment of salary income of non resident technicians, deduction under section-80C, FBT.

(6)

- b. Income from house property:** Basis of charge, property income not charge to tax, basis of computing income from let out house property, computing income from self occupied property. (5)
- c. Profits and gains of business or profession:** chargeable incomes; expenses expressly allowed as deduction; general deductions; expenses specifically disallowed; compulsory maintenance of accounts, compulsory audit, assessment in special cases, (retail, transport, exploration of mineral oil) Computation of taxable income as profit and gain from business or profession. (6)
- d. Capital gains:** Meaning of capital asset, valuation of capital asset; transfer, considered to be transfer, chargeability; computation of capital gain: short term and long term; computation of tax on capital gains. Exemption from capital gains. (5)
- e. Income from other sources:** basis of charge; chargeable incomes; specific deductions; amount not deductible; computation of taxable income from other sources. (5)
- f. Computation of net taxable income:** computation of total income, carry forward and set-off of losses and deductions under sec 80 and net taxable income and tax thereof. Cases of Indian as well as foreign companies, provision of minimum alternate tax and declaration and payment of dividend, Tax provision in case of mergers, acquisition or amalgamation of company. (7)

3. Income –tax Payment and Assessment (5)

Tax deduction at source; advance tax; self-assessment tax; assessment procedure regular and best judgment assess revision, rectification and appeal, provision relating to interest and refund of tax.

4. Tax Planning (8)

Tax planning in capital budgeting decision, leasing, hire purchase or buy decision raising of capital: equity, debt or preference share, transfer pricing and its impact.

5. Companies (7)

Computation of taxable income, residential status of company, taxable income and tax liability, tax on income received from venture capital companies and venture capital funds

Books Recommended:-

1. Direct Taxes – Law and Practice – Vinod Singhnia
2. Direct Taxes – Ravi Kishore
3. Direct Taxes – J. P. Jakhotiya
4. Direct Taxes- Ahuja
5. Bare Acts and rules of the relevant taxes

(305B)- ADVANCE FINANCIAL SERVICES

- 1. Overview of Indian Financial System-** (9)
Development Since 1991- Role of Financial Intermediaries- Various Financial Intermediaries
- 2. Capital Market-** (15)
Instruments-Traditional and Emerging (ECB, ADR, GDR) Capital Marketing in India- Operations in Primary Markets-Instruments involved-Role of SEBI.
- 3. Secondary Markets-** (12)
Stocks Exchanges in India-National Stock Exchange(NSE)—Stock Holding Corporation of India (SHCIL)-Share Trading- Introduction to Derivatives and Commodities-Scrip less Trading –E-Trading-Index/Futures Trading –Share Lending Scheme-Book Building – Buy back of shares-Mergers & Acquisition –Regulations.

4. Money Market – (6)
Nature and role of Money market in India – Instruments in Money Market viz, CPs, CDs, Bill of exchange, ICDs, Treasury Bill – Role of DFHI/STCI in Money Market – ECBs

5. Financial Services – (6)
Credit rating – Factoring and forfeiting – leasing and hire purchasing- Securitization of debts-Housing finance – Merchant Banking services and functions, Mutual Funds.

6. All SEBI guidelines related to topics covered above (6)

7. Current development are expected to be covered, International operations in stock market. (6)

Books Recommended:-

1. Indian Financial Services- M.Y. Khan
2. Marketing of Financial Services- V. A. Avdhani
3. Advance Financial Management- Kohak
4. Relevant Text of SEBI Guidelines.

306B-BANKING & FINANCIAL INSTITUTIONS

1. Developments since 1991-Recent Trends-Role of Financial Intermediaries in a financial system-Variou financial intermediaries -Introduction to banking system
-Types of bank
-Instruments
-Terms like NPAs (9)

2. Study of various interest rates-
Short Term-Emergence of Repose rate as the benchmarks
rate in the short term-Floating and fixed rates of interest-LIBOR, MIBOR and MIBID (9)

3. RBI-Role played by them-Salient features of status governed by them- Monetary Policy, Fiscal Policy, Union (Government) Budget and its Implications (9)

4. **Commercial Banking**-Management of assets and liabilities- Effect of RBI policies on the operations commercial banks-Recent reforms in Banking sector-Recovery of debts- Calculation of EMIs Emerging trends in banking like e banking, mobile banking, credit banking (15)
5. **Non-Banking Financial Companies**- Functions of NBFCs Types and RBI Guidelines (6)
6. Pricing of products and services in financial service sector. (12)

Books Recommended:-

1. Financial Institutions & Markets- L.M. Bhole
2. Indian Financial System- M.Y.Khan
3. Indian Financial System- H.R. Machiraju

(307B)- SECURITY ANALYSIS & PORTFOLIO MANAGEMENT

1. Investment Scenario. (1)
2. Risk and Return-Alpha & Beta. (1)
3. Security Market Indicators. (2)
4. Fundamental Analysis. (3)
5. Equity stock valuation models. (3)
6. Bond valuation. (3)
7. Efficient market hypothesis. (3)
8. Technical Analysis. (4)
9. Emerging trend of Security Analysis in global market. (2)
10. Portfolio analysis and portfolio selection. (4)
11. Personal Financial Management. (4)

Books Recommended:-

1. Portfolio Management- Kevin
2. Portfolio Management- Prasanna Chandra
3. Portfolio Management- Barua
4. Stock Exchanges and Investments- Raghunathan
5. Security Analysis and Portfolio Management- Fisher and Jordon
6. Portfolio Management – V. K. Bhalla

(303C) SOFTWARE ENGINEERING

- 1 System Concept**
Definitions, Integrated Systems, Sub-systems, Modules (4)
- 2 Role of Software Engineer / Analysts / Users in the various phases of Systems Development Life Cycle** (2)
- 3 General phases of Systems Development Life Cycle**
Feasibility Study, Requirements Capture, Detailed Systems Analysis, Systems Design, Testing, On-site Implementation and Maintenance (12)
- 4 Fact Finding Methods** (2)
- 5 Different Approaches to Software Development**
Waterfall Model, Spiral Model, Prototyping, RAD, Object Oriented, 4GL (10)
- 6 Structured Analysis and Design Method and Software Engineering Techniques** (20)

Trade Fair Authority Exhibitions / International Exhibition / FIEO/ ITPO
L/C, B/L etc. Costing, QBAL/ VBAL, DEPB

5. Current trends in export, experience of other countries like Japan, South Korea and Singapore, Malaysia EC Units (UK, Denmark, Sweden, Finland) USA etc., Foreign Remittances

[2]

Import Procedures:

[4]

- 1 Import Management in a developing economy
- 2 Import Procurement Planning
- 3 a. Registration of factories with concerned authorities DGTD, SSE, in relation to import of Capital Goods
b. Project Import/ EPCG
- 4 Identification, Selection and Evaluation of Suppliers
- 5 Purchase Contract, Terms of Delivery and Payment.
- 6 Import Licensing Policy
 - a. Advance License
 - b. Duty Exemption Scheme
7. Role of Clearing and Forwarding Agents
8. Customs Duty, Customs Valuation rules
- 9 Documents for Customs clearance of import consignment.
- 10 Customs clearance of Import Cargo by Sea, Air, Post
- 11 Marine Insurance
- 12 Transport till destination.

**(401)- ENTREPRENEURSHIP DEVELOPMENT &
PROJECT MANAGEMENT**

SECTION I: ENTREPRENEURSHIP DEVELOPMENT –

(35 Marks)

- 1. Foundations of Entrepreneurship Development:** Concept and Need of Entrepreneurship Development Definition of Entrepreneur, Entrepreneurship, Innovation, Invention, Creativity, Business Idea, Opportunities through change. Concepts of Entrepreneur, Manager, Intrapreneur / Corporate Entrepreneur – comparative study - Roles, Responsibilities, Career opportunities. Entrepreneurship as a career, Entrepreneurship as a style of management, The changing role of the entrepreneur: mid career dilemmas – Closing the window:

Sustaining Competitiveness - Maintaining competitive advantage. (8)

2. Theories of Entrepreneurship:

3. Innovation Theory by Schumpeter & Imitating
4. Theory of High Achievement by McClelland
5. X-Efficiency Theory by Leibenstein
6. Theory of Profit by Knight
7. Theory of Social change by Everett Hagen

(9)

3. Influences on Entrepreneurship Development:

- a. Entrepreneurial Traits
- b. External Influences on Entrepreneurship Development: Socio-Cultural, Political, Economical, Personal. Entrepreneurial culture with special reference to Intrapreneurship / Corporate Entrepreneurship.
- c. Entrepreneurial Success and Failure: Reasons and Remedies.

(9)

4. Women Entrepreneurs: Challenges to Woman Entrepreneurs, Achievements of Woman Entrepreneurs, Role Models of Woman Entrepreneurs.

(4)

5. Creating Entrepreneurial Venture - Entrepreneurship Development Cycle

(2)

6. Business Planning Process - The business plan as an entrepreneurial tool

Elements of Business Plan, Objectives, Market Analysis, Development of product / idea, Marketing, Finance, Organization & Management, Ownership, Critical risk contingencies of the proposal, Scheduling and milestones.

(6)

SECTION II: PROJECT MANAGEMENT – (35 Marks)

7. Project Management

Technical, Financial, Marketing Personnel and Management feasibility Reports
Financial schemes offered by various financial institutions like
Commercial Banks, IDBI, ICICI, SIDBI, SFCs,
Venture Capital Funding, Angle Capitalist

(10)

8. Entrepreneurship Development and Government

Role of Central Government and State Government in promoting
Entrepreneurship with various incentives, subsidies, grants etc. – with
special reference to 'Export oriented unites'

Role of the following agencies in the Entrepreneurship Development

1. DIC – District Industrial Center
2. SISI – Small Industries Services Institute
3. EDII – Entrepreneurship Development Institute of India
4. NIESBUD – National Institute of Entrepreneurship and Small Business Development
5. NEDB – National Entrepreneurship Development Board

(12)

Books Recommended:-

1. Dynamics of Entrepreneurship Development – Vasant Desai.
2. Entrepreneurship: New Venture Creation – David H. Holt
3. Entrepreneurship Development New Venture Creation – Satish Taneja, S.L.Gupta
4. Project management – K. Nagarajan.
5. Entrepreneurship: Strategies and Resources – Marc J. Dollinger
6. The Culture of Entrepreneurship – Brigitte Berger.
7. Innovation and Entrepreneurship – Peter F. Drucker
8. Entrepreneurship – Robert D. Hisrich, Michael P. Peters, Dean A. Shepherd
9. Entrepreneurship As Strategy – G. Dale Meyer, Kurt A. Heppard
10. New Vistas of Entrepreneurship: Challenges & Opportunities – A. Sahay, M.S.Chhikara
11. Entrepreneurship and Small Business Management – Siropolis
12. The Entrepreneurial Connection - Gurmeet Naroola
13. Thought Leaders – Steven Brandt.
14. Corporate Entrepreneurship – Vijay Sathe
15. Corporate Entrepreneurship: Entrepreneurial Development Inside Organizations – Michael H.Morris, Donald F.Kuratko
16. Intrapreneurship: Gifford Pinchot III
17. Lead like an Entrepreneur – Neal Thornberry
18. You Too Can Become an Entrepreneur – Nalinaksha Mutsuddi
19. Make The Move: Demystifying Entrepreneurship – Ishan Gupta, Rajat Khare

(402) INTERNATIONAL BUSINESS MANAGEMENT

1. International Business Environment – Globalization – Forces, Meaning, dimensions and stages in Globalization – Introduction to theories of International Trade by Adam Smith, Ricardo and Ohlin & Heckler – Trading Environment of International Trade – Tariff and Non-tariff Barriers – Trade Blocks – Rise of new economies like Japan, South East Asia and China as compared to India. (25)
2. Country Risk Analysis – Political, Social and Economic – Cultural and Ethical practices – Halsteade model - Responsibilities of International Business (10)
3. Managing Multinational Enterprises – Problems and Potential – Multinational (4)

Service Organizations – Indian companies becoming Multinationals – Potential, Need and Problems

4. Introduction to International Financial Management – Balance of Trade and Balance of Payment – International Monetary Fund, Asian Development Bank and World Bank – Financial Markets and Instruments – Introduction to Export and Import Finance – Methods of payment in International Trade - Introduction to current EXIM policy. (10)
5. Bilateral and Multilateral Trade Laws – General Agreement on Trade and Tariffs, (GATT), World Trade Organization – IPR, TRIPS, TRIMS, GATS – Ministerial Conferences. (3)
6. International Marketing – Entry strategies – Market selection – Barriers (2)
7. Global sourcing and its impact on Indian Industry – Globalization and internal reform process – India’s competitive advantage in industries like IT, Textiles, Gems & Jewellery etc. – Potential and threats (3)
8. Case Studies: (3)
 - Country Risk Analysis
 - Cases on theories of International Trade
 - Cases on WTO related to topic 5
 - Cases on International Marketing

Books Recommended:-

1. International Business Environment – Sundaram and Black
2. International Business Environment – Bhalla and Raju
3. International Financial Management – P.G.Apte
4. International Business – Francis Cherulinam
5. International Business – Rao and Rangachari
6. Export Management – Rathod
7. International Business – Rao and Rangachari
8. Global Business Today – Charles Hill
9. International Business – Charles Hill
10. International Business Environment & Operations – John D.Daniels

(403) CURRENT TRENDS IN MANAGEMENT

1. **Knowledge Management:** Concept, KM Strategies – Architecture and Tools – KM Practices. (12)
2. **Six Sigma** – Concept, steps involved in launching Six Sigma, Benefits derived. (10)
3. **Mergers and Acquisitions** – Concept, Types, Relevance in 21st century businesses - Regulatory control. (10)
4. **IT Enabled Services** – Business / Knowledge Process Outsourcing. (8)

5. **World Class Manufacturing:** Concept and Importance, Lean Manufacturing Practices, Just in Time, Theory of Constraints. (10)

6. **Corporate Governance:** Concept, Significance in Indian Context, Corporate Social Responsibility – Role of Board of Directors – Recommendations of Birla Committee and Narayanmurthy Committee – Sarbanes-Oxley Act of 2002. (10)

Books Recommended:-

1. Knowledge Management - Awad Elias M, Ghaziri Hassan M (Pearson Education)
2. Six Sigma for Every One - Eckes (John Wiley & Sons, New Jersey)
3. Mergers Restructuring and Corporate Control – Weston, Chung, Hong (Prentice Hall)
4. Corporate Governance – Dr. S. Singa (Excel Books)
5. World Class Manufacturing – Vol.-1 and 2 (ICFAI University Press)
6. Information Technology Enabled Services – Vol. 1 and 2 (ICFAI University Press)
7. World Class Manufacturing – B. S. Sahay
8. Machine that Changed the World – James Womack, Daniel Jones, Daniel Roos (Harper Perennial, New York)

(404B)- INDIRECT TAXATION

1. Central Excise:

(18)

- a. Nature and Contemporary Legislation for the same.
- b. Liability for the central excise.
- c. Definitions.
 - i. Goods,
 - ii. Manufacture,
 - iii. Excisable goods.
- d. Job workers.
- e. Classification of Goods.

- f. Determination of Tariff Headings
- g. Valuation of Goods
- h. Transaction Value
- i. Administrative Structure of Excise Departments
- J. Various Procedures:-

Legislation, Self Removable under Invoice, Manner and Payment of Duty and letter of Undertaking, Show Cause Notice, Adjudication, Interest, Penalty, Confiscation, Seizure, Duty Payment under protest, Refunds, Appeals, Excise Audit, Concessions for SSI Units.

2. Service Tax (Chapter V of the Finance Act.1994 as amended in a Finance Bill by Government of India in 2005): (12)

- a. Extent.
- b. Commencement and Application.
- c. Definitions
- d. Charge of Service Tax
- e. Valuation of Taxable Services for Service Tax
- f. Valuation of Taxable Services for Changing Tax.
- g. Payment of Service Tax.
- h. Registration
- i. Furnishing of Returns

3. Value Added Tax (VAT): (30)

- a. Definition
 - i. Agriculture
 - ii. Business
 - iii. Capital asset
 - iv. Dealer
 - v. Non-resident dealer
 - vi. Goods
 - vii. Place of business
 - viii. Purchase price
 - ix. Sale price
 - x. Resale
 - xi. Turnover of purchase and turnover of sales.
- b. Incidence of Tax
 - i. Tax liability
 - ii. Rate of tax on goods specified in schedule.
- c. Registration
 - Registration procedure
 - Fresh registration
 - Information to be furnished regarding change of business
 - Declaration of name of manager and PAN
- d. Returns
 - Returns and self assessments
 - Audit of registered dealer.

- e. Payment of Tax
 - Deduction of tax at source
 - Payment of tax
 - Adjustment of any payment
 - Special provisions regarding liability to pay tax in certain cases
 - Liability of firms and partners
- f. Tax audit under VAT
 - Imposition and rate of VAT
 - Acquisition of goods from member states
 - Importation of goods from outside member states
 - Goods subject to a warehousing regime
- g. Determination of value
- h. Payment of VAT taxable persons
- i. Relief, Exemptions and Repayments
- j. Administration, Collection, Enforcement (provisions)
- k. Assessment of VAT and other payments due
- l. Change in rates of VAT and disclosure of information
- m. Appeals etc.

Books Recommended:-

1. Indirect Taxes- Law & Practices- V.S. Datey
2. Indirect Taxes- Jakotiya
3. Indirect Taxes- Ravi Kishore
4. Indirect Taxes- Dr. Sanjeev Kumar
5. Indirect Taxes- Yogendra Banagar & Vandana Bangar
6. Indirect Taxes-Snowwhite Publications.
7. VAT Ready Reacnor- Saxena
8. Income Tax – Dr. Vinod Singhanian

(405B)- INTERNATIONAL FINANCE

1. Overview of international business.

(6)

- a. Globalization and its impact.
- b. WTO and its impact.
- c. Role of World Bank, IMF, SDR.
- d. Nature, scope and significance of international finance.
- e. Use of IT in international finance.

2. Forex Markets

(12)

- a. Definition of foreign currency and foreign transactions- trade and non trade.
- b. Forex Markets- spot forward, future options & swaps.

- c. Role of participants of Forex market.
 - d. Exchange Rate determination- Mathematical models.
 - e. Impact of Euro currency, Chinese Yuan, Japanese Yen and US Dollar.
 - f. Emerging importance of Indian rupee.
- 3. Regulatory Framework of international finance** (9)
- a. Indian perspective-FEMA, foreign trade policy, role of RBI, rupee convertibility, EOU/STPI, SEZ, EPZ.
 - b. International perspective-federal bank, European Central Bank, ICC guidelines.
- 4. Sources of international finance** (15)
- a. Trade settlement methods.
 - b. Export Finance.
 - c. Buyers credit and supplier's credit.
 - d. International receivables and cash management.
 - e. ECB, FCCB, ADR, GDR, FDI.
 - f. Syndication.
- 5. Forex Risk Management** (15)
- a. Risk definition and measurement.
 - b. Hedging tools and techniques- internal and external.
- 6. International Accounting Standards on foreign transactions** (3)

Books Recommended:-

1. International Finance- A.V. Rajwade
2. International Finance- P.G. Apte
3. International Finance- Shapior
4. International Economics- D.M. Mithani
5. Essence of International Money- Adrian Buckley
6. Exchange Control Regulations- Nabhi
7. MAFA- S.D. Bala & Pattabhai Ram.
8. International Finance – V. K. Sharan

(406B)- RISK AND INSURANCE MANAGEMENT

- 1. Introduction to Risk Management.** (16)
- a. Identifying types of risks
 - b. Management of Translation.
 - c. Transaction and economic Exposure
 - d. Quantifying Risk and Hedging techniques.
 - e. Internal and External Techniques viz Netting, Matching, Leading and Lagging.
 - f. Price variation.
 - g. Short Term borrowing.

- h. Pricing in Foreign Currency.
- i. Assets Liability Management.

2. Instruments of External techniques of Risk Management (14)

- a. Forwards
- b. Futures
- c. Swaps
- d. Options
- e. Forward Rate Agreement
- f. Caps
- g. Collars
- h. Floors and their applications
- i. Pricing techniques
- j. Operational aspects.

3. Life Insurance (15)

- a. Principles of Life Insurance
- b. Financial Planning and Insurance
- c. Life Insurance Products
- d. Pensions and Annuities
- e. Risk Assessment & Underwriting
- f. Premium Setting
- g. Product Development
- h. Design and Evaluation
- i. Reinsurance
- j. Claims Management
- k. Marketing and Servicing
- l. IT Applications
- m. Tax planning
- n. Legal Framework

4. General Insurance (15)

- a. Principles of General Insurance
- b. General Insurance Products (Fire, Motor & Health)
- c. Terminology
- d. Perils
- e. Clauses and Covers
- f. Risk Assessment & Underwriting
- g. Product Design
- h. Development and evaluation
- i. Loss prevention and control
- j. Claims Management
- k. Reinsurance
- l. Marketing and Servicing
- m. IT applications
- n. Legal framework and documentation

Books Recommended:-

1. Options and Futures- Hull
2. International Finance- A.V. Rajwade
3. International Finance- P.G. Apte
4. Commodity Futures & Options- George Kleiman
5. Principals of Insurance- Holioko
6. Principals of Insurance- Mishra
7. Insurance Law Manual- Taxman

(407B)- STRATEGIC FINANCIAL MANAGEMENT

1. Conceptual Framework

(4)

- 1.1 Meaning of SFM
- 1.2 Evaluation of costs and benefits
- 1.3 Reasons for managing business financially
- 1.4 Strategy & strategist
- 1.5 9-s model for SFM

2. Compensation Management.

(4)

- 2.1 Need of compensation management.
- 2.2 Types of employees & compensation strategy.

- 2.3 Design of wage policy.
- 2.4 Negotiations.
- 2.5 Design and implementation of VRS
- 2.6 Implications of FBT.

3. Financial Aspects of Supply Chain Management strategy with respect to following areas (4)

- 3.1 Vendor management
- 3.2 Purchasing
- 3.3 Inventory control and its techniques
- 3.4 Distribution Management
- 3.5 Relationship with dealers
- 3.6 Product pricing
- 3.7 Marketing cost analysis

4. Corporate Valuation (4)

- 4.1 Reasons for valuation of business enterprise.
- 4.2 Different Approaches to enterprise valuation
 - a. Market Related Valuation-At replacement cost and realizable value.
 - b. future cash flows.
 - c. Market Capitalization.
 - d. Economic value added approach.

5. Overview of financial engineering. (4)

- 5.1 Meaning
- 5.2 Benchmarking practices.
- 5.3 Innovative sources of Finance.
 - a. Off balance sheet financing.
 - b. Versatile bonds.
 - c. Junk Bonds.
 - d. Vendor Finance.
 - e. Co operative federation
- 5.4 Funding strategies, monitoring and assessment.
- 5.5 Programs and policies to reward various stake holders.

6. Financial Restructuring. (2)

7. Ethical Aspects. (8)

- 7.1 Ethical Dilemma faced by Financial Managers.
- 7.2 Need for corporate social responsibility.
- 7.3 Corporate governance.
 - a. Recommendations of Kumar Mangalam Birla Committee.
 - b. Recommendations of Narayanan Murthi Committee.
- 7.4 Financial Restructuring
 - a. Need for financial restructuring
 - b. Restructuring through privatization.
 - c. Restructuring of sick companies.

7.5 Mergers and Acquisitions

- a. Demergers
- b. Accounting standard 14.
- c. Provisions of companies act on amalgamations, minority interest.
- d. Tax implications of mergers, Demergers.
- e. Leverage buy-out.

7.6 Joint ventures.

- a. Meaning.
- b. Accounting standard 27.

7.7 Reasons for Strategic Failures in mergers/acquisitions/Joint Ventures.

Books Recommended:-

1. Strategic Financial Management- G.P. Jakhotiya
2. Strategic Finance Case Studies- N.J. Yashaswy
3. Guide to Companies Act- Rammaiya
4. Accounting Standards and Corporate Accounting Practices- T.P. Ghosh.

(408B)- STRATEGIC COST MANAGEMENT

1. Meaning, nature and significance of strategic Cost Management. (2)
2. Value Analysis and value addition. (3)
3. Activity based costing (3)
4. Waste Management-Scraps, defectives etc. (3)
5. Method study and work study. (2)
6. Cost benefit analysis, Profit planning. (4)
7. Role of Budgetary control and standard costing in profit planning. (4)
8. Productivity improvement- Various tools and techniques including Kaizen and Six Sigma. (5)
9. Brand building-cost implications of brand building. (2)

10. Supply chain Management- Cost implications.

(2)

Books Recommended:-

1. Cost Management- Ravi M. Kishore
2. Cost Management- Colin Drury
3. Strategic Cost Management- Foster
4. Strategic Costing- Robert Kaplan
5. Cost Management- Coopers

404C – EMERGING TRENDS IN INFORMATION TECHNOLOGY

1. Overview of an E – Commerce

Internet, Intranet, Extranet, Definition, Goals of E- Commerce
Difference between E-Commerce and E- Business
Models of E- Commerce
Limitations and Advantages of E-Commerce

(4)

2. E-Banking:

Transactions: Inter Banking, Intra Banking, Electronic Payments, (Payment – Gateway Example)
Securities in E-banking (SSL, Digital Signatures – Examples)
Services Provided: -ATM, Smart Card