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.

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

Leading to Master in Business Studies (MBS) course

**Semester I**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Subject Title</th>
<th>Examination</th>
<th>Marks</th>
</tr>
</thead>
<tbody>
<tr>
<td>101</td>
<td>Principles and Practices of Management and Organizational Behaviour</td>
<td>External</td>
<td>100</td>
</tr>
<tr>
<td>102</td>
<td>Management Accounting</td>
<td>External</td>
<td>100</td>
</tr>
<tr>
<td>103</td>
<td>Managerial Economics</td>
<td>External</td>
<td>100</td>
</tr>
<tr>
<td>104</td>
<td>Principles of Marketing</td>
<td>Internal</td>
<td>50</td>
</tr>
<tr>
<td>105</td>
<td>Basics of Communication Skills</td>
<td>Internal</td>
<td>50</td>
</tr>
</tbody>
</table>

Total 400 Marks
### Semester II

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Subject Title</th>
<th>Examination</th>
<th>Marks</th>
</tr>
</thead>
<tbody>
<tr>
<td>201</td>
<td>Marketing Management</td>
<td>External</td>
<td>100</td>
</tr>
<tr>
<td>202</td>
<td>Financial Management</td>
<td>External</td>
<td>100</td>
</tr>
<tr>
<td>203</td>
<td>Operations Management</td>
<td>External</td>
<td>100</td>
</tr>
<tr>
<td>204</td>
<td>Materials &amp; Logistics Management</td>
<td>Internal</td>
<td>50</td>
</tr>
<tr>
<td>205</td>
<td>Information Technology</td>
<td>Internal</td>
<td>50</td>
</tr>
</tbody>
</table>

Total 400 Marks

### Semester III

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Subject Title</th>
<th>Examination</th>
<th>Marks</th>
</tr>
</thead>
<tbody>
<tr>
<td>301</td>
<td>Human Resource Management</td>
<td>External</td>
<td>100</td>
</tr>
<tr>
<td>302</td>
<td>Management Information Systems</td>
<td>External</td>
<td>100</td>
</tr>
<tr>
<td>303</td>
<td>Legal Aspects of Business</td>
<td>External</td>
<td>100</td>
</tr>
<tr>
<td>304</td>
<td>Statistical and Quantitative Techniques</td>
<td>Internal</td>
<td>50</td>
</tr>
<tr>
<td>305</td>
<td>Research Methodology</td>
<td>Internal</td>
<td>50</td>
</tr>
</tbody>
</table>

Total 400 Marks

### Semester IV

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Subject Title</th>
<th>Examination</th>
<th>Marks</th>
</tr>
</thead>
<tbody>
<tr>
<td>401</td>
<td>Management Control Systems</td>
<td>External</td>
<td>100</td>
</tr>
<tr>
<td>402</td>
<td>Specialization I</td>
<td>External</td>
<td>100</td>
</tr>
<tr>
<td>403</td>
<td>Specialization II</td>
<td>External</td>
<td>100</td>
</tr>
<tr>
<td>404</td>
<td>Economic Environment of Business and Environmental Management</td>
<td>Internal</td>
<td>50</td>
</tr>
<tr>
<td>405</td>
<td>Project Report</td>
<td>Internal</td>
<td>50</td>
</tr>
</tbody>
</table>

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.

5. (V) BACKLOG

The student will be allowed to carry maximum backlog of 10 (ten) heads of passing from any one or more semesters.
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  
2] Internal marks : 30

<table>
<thead>
<tr>
<th>Sr .</th>
<th>Topic</th>
<th>session</th>
<th>Weightage %</th>
<th>Books</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Basic Concepts of Management Definition, Need and scope. Different schools of management – Behavioural, Scientific, Systems, Contingency</td>
<td>2</td>
<td>10%</td>
<td>1,2,3,4</td>
</tr>
<tr>
<td>2</td>
<td>Management theories - F.W. Taylor – Henry Fayol – Elton Mayo</td>
<td>2</td>
<td>15%</td>
<td>1,2,3,4</td>
</tr>
<tr>
<td>3</td>
<td>Managerial skills and functions Levels of management</td>
<td>1</td>
<td>5%</td>
<td>1,2,3,4</td>
</tr>
</tbody>
</table>
| 4    | Functions of management: A) Planning – Def., Nature, Importance, steps, limitations, MBO  
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 |
## Organisational Behaviour

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

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
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
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%)

   (15%)

   (10%)

   (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

Weightagewise 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.
7. Management Accounting 3rd Ed. – Khan & Jain.
(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%


5. Pricing Under Various Market Forms; Perfect competition, Monopoly Monopolistic Competition. Oligopoly. Price Discrimination. 10%


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

Recommended Books:

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.
   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%)

   Concept of Market Potential & Market Share (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
2. Fundamentals of Marketing - Stanton
4. Marketing Management - V.S.Ramaswamy and S.Namakumari

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


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  
5. Marketing Models - Lilien & Kotler & Moorthy  
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%)
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
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.


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%)


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
7. The Machine that Changed the World – James Womack (Reference)
8. The Goal – Eliyahoo Goldaratt (Reference)

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

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

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

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.

1. **Human resources Management**-Introduction and Importance-Evolution –difference between Personnel Management and HRM- Strategic HRM- role of a HR Manager. (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. Dwivedi
4. Human Resources Management-V.P.Michael
5. Human Resources Management – Dr.P.C.Pardeshi
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.
Objective:

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

<table>
<thead>
<tr>
<th>Sr. No</th>
<th>Chapter Details</th>
<th>Nos. of clock hours</th>
<th>Weightage %</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>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</td>
<td>6</td>
<td>20</td>
</tr>
<tr>
<td>2</td>
<td>Information concepts, types of information, attributes of effective information, Definition of Information technology, IT capabilities and their impact on organization</td>
<td>6</td>
<td>15</td>
</tr>
<tr>
<td>3</td>
<td>Networks- Types, topologies of network, Concept of IT enabled services and call center.</td>
<td>2.5</td>
<td>10</td>
</tr>
<tr>
<td>4</td>
<td>DataBase Management Systems- Overview, advantages and Disadvantages, Data Warehousing and Data Mining</td>
<td>2.5</td>
<td>10</td>
</tr>
<tr>
<td>5</td>
<td>Systems concept- types of systems, System development life cycles- system development models- waterfall, spiral, prototyping</td>
<td>3</td>
<td>15</td>
</tr>
<tr>
<td>6</td>
<td>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</td>
<td>5</td>
<td>15</td>
</tr>
<tr>
<td>7</td>
<td>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</td>
<td>5</td>
<td>15</td>
</tr>
</tbody>
</table>

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
**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.

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

6. **THE CONSUMER PROTECTION ACT, 1986**
   - 6.2 Rights and Remedies for consumers
   - 6.3 Consumer Protection Council
   - 6.4 Consumer Disputes Redressal Agencies

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.

**Book Recommended:**

1. Business Laws – Balchandani
4. Business and Commercial Laws – Sen and Mitra
5. An Introduction to Mercantile Laws – N. D. Kapoor
8. Company Law – Avtar Singh
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.

<table>
<thead>
<tr>
<th>Sr. No</th>
<th>Chapter Details</th>
<th>Nos. of Session</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td><strong>Collection of data &amp; it’s presentation</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>a. Arranging of the data in tabular form</td>
<td>6 (2,2,2)</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>b. Frequency distribution &amp; cumulative frequency distribution</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>c. Graphs, charts &amp; diagrams</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td><strong>Measures of central tendencies</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>a. Concepts of representatives value of the group- mean, median, mode.</td>
<td>6 (1,1,4)</td>
<td>20</td>
</tr>
<tr>
<td></td>
<td>b. Positional values quartiles, deciles &amp; percentiles.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>c. Calculating the above measures for discrete &amp; grouped data.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td><strong>Measures Of Dispersion</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>a. Concept of range, quartile deviation, mean deviation, standard deviation.</td>
<td>6 (2,4)</td>
<td>20</td>
</tr>
<tr>
<td></td>
<td>b. Calculations of the measures for discrete &amp; grouped data</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td><strong>Simple &amp; Multiple Correlation &amp; Regulation</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>a. Karl Pearson’s co efficient of correlation.</td>
<td>9 (2,1,2,2,2)</td>
<td>20</td>
</tr>
<tr>
<td></td>
<td>b. Spearman’s rank correlation.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>c. Linear regression.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>d. Multiple &amp; partial correlation.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>e. Multiple regression.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td><strong>Decision Theory</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>5 criterions of decision making.</td>
<td>4</td>
<td>15</td>
</tr>
<tr>
<td>6</td>
<td><strong>Game Theory</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2*2, zero sum game with dominance- pure &amp; mixed strategies.</td>
<td>6</td>
<td>15</td>
</tr>
</tbody>
</table>
Books Recommended
(305) RESEARCH METHODOLOGY (INTERNAL)

Research is a tool which helps the manager to identify, understand and solve management problems. Research improves the decisions 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%)


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:

2. Research Methodology - C.R.Kothari
3. Research Methodology – Dr. V. P. Michael
4. Research Design and Methods- Kenneth S. Bordens
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 Govindrajan
5. Case Studies in Management – Dr. Girish Jakhotia
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
3. Advertising Management - Rajeev Batra, John G. Myers & David A Aaker-PHI
4. Otto Kleepner’s Advertising Procedure - PH
6. Integrated Marketing Communications - Duncon- TMH
Objective: To make the students well verse with Direct Taxation

   (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%)

   (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 creates strong foundation for application data design.

<table>
<thead>
<tr>
<th>Sr. No</th>
<th>Chapter Details</th>
<th>Nos. of Session (1 Hour)</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td><strong>Basic concepts</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>1. Database and Need for DBMS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>2. Characteristics of DBMS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>3. 3-tier architecture of DBMS</td>
<td>3</td>
<td>9</td>
</tr>
<tr>
<td>5</td>
<td>4. (its advantages over 2-tier)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>5. Data Models</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>2. Relational Model</td>
<td>2</td>
<td>7</td>
</tr>
<tr>
<td>8</td>
<td>3. Codd’s rules</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>4. Relational data model &amp; relational algebra</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>5. Introduction to oracle Architecture</td>
<td>2</td>
<td>7</td>
</tr>
<tr>
<td>11</td>
<td>6. Overview with tool of Oracle</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>12</td>
<td>7. Sql *plus, PL/SQL</td>
<td></td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>8. Introduction to SQL</td>
<td></td>
<td></td>
</tr>
<tr>
<td>14</td>
<td>9. Data types,</td>
<td></td>
<td></td>
</tr>
<tr>
<td>15</td>
<td>10. DDL create, alter, drop</td>
<td></td>
<td></td>
</tr>
<tr>
<td>16</td>
<td>11. DML insert, update, delete, select with all clauses</td>
<td>10</td>
<td>25</td>
</tr>
<tr>
<td>17</td>
<td>12. Sub queries</td>
<td></td>
<td></td>
</tr>
<tr>
<td>18</td>
<td>13. DCL statements</td>
<td></td>
<td></td>
</tr>
<tr>
<td>19</td>
<td>14. Operators (arithmetic, comparison, logical)</td>
<td>3</td>
<td>9</td>
</tr>
<tr>
<td>20</td>
<td>15. Predicates such as in, between, like, any, all, exists, null</td>
<td></td>
<td></td>
</tr>
<tr>
<td>21</td>
<td>16. Query Expression operators</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>22</td>
<td>17. Union</td>
<td></td>
<td></td>
</tr>
<tr>
<td>23</td>
<td>18. Intersect</td>
<td></td>
<td></td>
</tr>
<tr>
<td>24</td>
<td>19. minus</td>
<td></td>
<td></td>
</tr>
<tr>
<td>25</td>
<td>20. SQL Functions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>26</td>
<td>21. Date functions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>27</td>
<td>22. Numeric functions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>28</td>
<td>23. String functions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>29</td>
<td>24. Conversion functions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>30</td>
<td>25. Group functions</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
9  Joins
   • Self
   • Equi
   • Non equi
   • Outer
   • Cartesian product

10 Views and Synonyms

11 Simple PL/SQL blocks
   Stored procedures and functions

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.
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

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

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.

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.

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.

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.

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.


Note:
1. Numericals and Cases/Caselets to be incorporated in the question paper.
Books Recommended

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,
6. Essentials of Inventory Management - Max Muller, AMACOM/American Management Association
7. Production And Inventory Control - J H Greene, Homewood III: Richard D Irwin

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

<table>
<thead>
<tr>
<th>Sr</th>
<th>Act Title</th>
<th>Details</th>
<th>Marks out of 70</th>
<th>Weightage in %</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>The Factories Act, 1948</td>
<td>Approval, Licensing and Registration - Inspecting Staff – Health – Welfare - Working Hours - Annual Leave with wages - Periodical Returns- Registers and Records</td>
<td>13</td>
<td>19</td>
</tr>
</tbody>
</table>
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.
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%)

   
   (20%)

   
   (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
6. Winning The World Marketing – Bhattacharya
7. Export Marketing – Francis Cherunilam.
(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.


3. Recent Trends in Accounting and Finance – Inflation Accounting, Human Resource Accounting


5. Models for estimating the requirement of working capital – Bank Regulations affecting the requirement of working capital.

6. Capital Budgeting decisions in risk, inflation and uncertainty conditions – Risk Analysis in Capital Budgeting

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
2. Financial Management – I.M.Pandey
3. Financial Management – Prasanna Chandra

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

<table>
<thead>
<tr>
<th>Sr. No</th>
<th>Chapter Details</th>
<th>Nos. of Session</th>
<th>Weightage in %</th>
<th>Reference Books</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>An Overview of C</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>1.1 A Brief History of C</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>1.2 C is middle-level Language</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>1.3 C is a Structured Language</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>1.4 Compiler Vs Interpreters</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>1.5 The Form of a C Program.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>1.6 Library &amp; Linking.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>1.7 Compilation &amp; Execution of C Program on Dos &amp; Unix</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Variables, Data Types, Operator &amp; Expression</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2.1 Character Set</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2.2 Identifier &amp; Keyword</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2.3 Constant</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2.4 Data Types in C</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2.5 Operators &amp; Expressions</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2.6 Precedence &amp; Associativity of Operators.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Console I/O</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>3.1 Introduction</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>3.2 Character input &amp; Output</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>3.3 String Input &amp; Output.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>3.4 Formatted Input/Output (scanf/printf)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Control Statement</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>4.1 Introduction</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>4.2 Selection Statements</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>4.3 Iteration Statements</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Note:**
- **Sr No:** Sr. No.
- **Chapter Details:** Details of each chapter.
- **Nos. of Session:** Number of sessions for each chapter.
- **Weightage in %:** Weightage of each chapter.
<table>
<thead>
<tr>
<th>Sr. No</th>
<th>Chapter Details</th>
<th>Nos. of Session</th>
<th>%</th>
<th>Reference Books</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td><strong>Pointers</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>5.1. Introduction</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>5.2. Memory Organization</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>5.3. The basics of Pointer</td>
<td>3</td>
<td>15</td>
<td>1,2,3</td>
</tr>
<tr>
<td></td>
<td>5.4. The Pointer operator</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>5.5. Application of Pointer</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>5.6. Pointer Expression</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Declaration of Pointer, Initializing Pointer, De-referencing Pointer</td>
<td>3</td>
<td>15</td>
<td>1,2,3</td>
</tr>
<tr>
<td></td>
<td>5.7. void Pointer</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>5.8. Pointer Arithmetic</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>5.9. Precedence of &amp; , * operators</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>5.10. Pointer to Pointer</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td><strong>Function</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>6.1. Introduction</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>6.2. Arguments &amp; local variables</td>
<td>4</td>
<td>15</td>
<td>1,2,3</td>
</tr>
<tr>
<td></td>
<td>6.3. Returning Function Results by reference &amp; Call by value</td>
<td>4</td>
<td>15</td>
<td>1,2,3</td>
</tr>
<tr>
<td></td>
<td>6.4. Recursion</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td><strong>Array &amp; String</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>7.1. Single Dimension Arrays</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Accessing array elements, Initializing an array</td>
<td>5</td>
<td>15</td>
<td>1,2,3</td>
</tr>
<tr>
<td></td>
<td>7.2. Multidimensional Arrays</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Initializing the arrays, Memory Representation</td>
<td>5</td>
<td>15</td>
<td>1,2,3</td>
</tr>
<tr>
<td></td>
<td>Accessing array elements</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>7.3. Passing Single Dimension array to Function</td>
<td>5</td>
<td>15</td>
<td>1,2,3</td>
</tr>
<tr>
<td></td>
<td>7.4. Array &amp; Pointer</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>7.5 String Manipulation Functions</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td><strong>Storage Class &amp; Scope</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>8.1. Meaning of Terms</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>8.2. Scope - Block scope &amp; file scope</td>
<td>2</td>
<td>5</td>
<td>1,2,3</td>
</tr>
<tr>
<td></td>
<td>8.3. Storage Classes</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Automatic Storage, Extern Storage, Static Storage, Register Storage</td>
<td>2</td>
<td>5</td>
<td>1,2,3</td>
</tr>
<tr>
<td>Sr. No</td>
<td>Chapter Details</td>
<td>Nos. of Session</td>
<td>%</td>
<td>Reference Books</td>
</tr>
<tr>
<td>--------</td>
<td>---------------------------------------------</td>
<td>-----------------</td>
<td>----</td>
<td>-----------------</td>
</tr>
<tr>
<td>9</td>
<td>Structure, Union &amp; typedef</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>9.1. Structures</td>
<td></td>
<td>3</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>Declaration and Initializing Structure,</td>
<td></td>
<td></td>
<td>1,2,4</td>
</tr>
<tr>
<td></td>
<td>Accessing Structure members, Structure</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Assignments, Arrays of Structure, Passing</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Structure to function, Structure Pointer</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>9.2. Unions</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>C Preprocessor</td>
<td></td>
<td>1</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>10.1. Introduction</td>
<td></td>
<td></td>
<td>1,2,3</td>
</tr>
<tr>
<td></td>
<td>10.2. Preprocessor Directive</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Macro Substitution, File Inclusion directive,</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Conditional Compilation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>Text File handling</td>
<td></td>
<td>3</td>
<td>11</td>
</tr>
<tr>
<td></td>
<td>11.1. Introduction</td>
<td></td>
<td></td>
<td>1,2,3</td>
</tr>
<tr>
<td></td>
<td>11.2. Defining &amp; Opening a File</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>11.3. Closing a File</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>11.4. Input/Output Operations on Files</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>11.5. Error Handling During I/O Operation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>11.6. Random Access To Files</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>11.7. Command Line Arguments.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Text Books and References:**

1. C : The Complete Reference : Herbert Schildt
2. Let us C / Working with C : Y.P. Kanetkar
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
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
2. World Class Supply Management - Burt, Dobbler, Starling , TMGH, 7th ed.
**(403E)- INDUSTRIAL RELATIONS**

**Objectives**
1. To make students 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 (mgmt union & Govt.)
5. To resolve the industrial dispute.

<table>
<thead>
<tr>
<th>Sr.No.</th>
<th>Topic Name</th>
<th>Books</th>
<th>Weightage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Industrial Relations-meaning, objectives, scope, determinants of industrial relations. effects of social, technological, political and economical factors on industrial relations.</td>
<td>Dynamic Personnel Administration - Prof. M.N. Rudrabasavraj. Personnel Management and Industrial Relations – P.C.Shejwalkar and S.B.Malegaonkar</td>
<td>20%</td>
</tr>
<tr>
<td>2</td>
<td>Approaches to the study of industrial relations and its impact. Role of judiciary and its impact on industrial relations.</td>
<td>Personnel Management and Industrial Relations – P.C.Shejwalkar and S.B.Malegaonkar</td>
<td>10%</td>
</tr>
<tr>
<td>3</td>
<td>Trade union-objectives ,functions and problems of trade union. Role of ILO in trade union movement, trade union and productivity.</td>
<td>Labour Management Relations in India – K.M.Subramanian Trade Unionism. Myth and Reality, New Delhi, Oxford University Press, 1982.Mamkoottam</td>
<td>10%</td>
</tr>
<tr>
<td></td>
<td>Topic</td>
<td>Reading Material</td>
<td>Weightage</td>
</tr>
<tr>
<td>---</td>
<td>------------------------------------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------------------------------------------</td>
<td>-----------</td>
</tr>
<tr>
<td>7</td>
<td>Workers participation in management---concept, pre-requisites for participation, forms and levels of participation, benefits of participation</td>
<td>Industrial Relations – Arun Monappa Management of Industrial Relations – Pramod Verma</td>
<td>10%</td>
</tr>
</tbody>
</table>

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

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.

SECTION –II

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.