

SEMESTER –I

MANAGERIAL ECONOMICS

Internal Marks: 20

No. of Hours per Week: 5

Exam Duration: 3Hrs

External Marks: 80

Objective: To equip the student with the Knowledge of economic concepts, theories, Fundamentals for decision making under environmental constraints

UNIT –I: - Introduction to Managerial Economics

Managerial Economics – Concepts -Nature and scope – Significance of Managerial Economics– Characteristics of Managerial Economics – Objectives of the Firm - Role and Responsibility of managerial Economist; Fundamental economic Concepts: incremental principle, opportunity cost principle, Discounting principle and Equi-Marginal principle

UNIT-II: - Demand and supply Analysis

Concept – Determinants of Demand –types of Demand – Law of Demand; Elasticity of Demand-Meaning, importance and types of elasticity- Price, income and cross elasticity of Demand-Demand forecasting –Methods for Durables ; Supply: - Law of supply - Determinants of Supply.

UNIT –III: - Cost Analysis

Cost concepts –Cost classification – Cost Determinants – Cost-output relationships in short run and long run; Cost control and Cost reduction

UNIT-IV: - Production Analysis

Meaning of Production function- Laws of Production: – Law of marginal utility - Law of returns to scale and Law of variable proportions – Production function with One, two and all variable input factors – Cobb Douglas Production function.

UNIT-V: - Price and Profit Analysis

Perfect competition ,Price determination under different market situation -Monopolistic competition, Monopoly, Price discrimination and Oligopoly –Pricing strategies; Pricing Methods - Product Line Pricing - Transfer Pricing - Pricing by Retailers- Export Pricing - Dual Pricing - Administered Pricing; Nature of Profit – Kinds of profit –Theories of profit

Reference Books:

1. Joel Dean. Managerial Economics, Prentice Hall Ltd., India
2. Gupta, G.S.: Managerial Economics, Tata McGraw Hill Publishing Company Ltd.
3. D. Savatore, Managerial Economics , McGraw Hill , New Delhi

4. Dwivedi, D.N.: Managerial Economics, Vikas Publishing House Pvt. Ltd., 2003
5. Petersen and Lewis : Managerial Economics, 4/e, Pearson/PHI, 2002.
6. Managerial Economics, Ahuja. H.L, S. Chand, New Delhi.

I SEMESTER ACCOUNTING FOR SERVICE ORGANIZATIONS

Internal Marks: 20 No. of Hours per Week: 5
External Marks: 80

Exam Duration: 3Hrs

Objective: To enable to maintain the accounting records of service and government Organizations.

UNIT –I: ACCOUNTS OF ELECTRICITY COMPANIES : Introduction-Double Accounting System-differences between Single Account System and Double Account System-Advantages and limitations of Double Account System-preparation of Revenue Accounts- Net Revenue Accounts- Capital Account and General Balance Sheet under Double Account System- Replacement of Assets-Accounts of Electricity Companies – Final Accounts of Electricity Companies (Theory and problems)

UNIT-II: BRANCH ACCOUNTS: Meaning, Definition- Advantages and Limitations of Branch Accounts Dependent branches-Stock and debtor system-Independent branches (Foreign branches excluded) (Theory and Problems)

UNIT –III: ACCOUNTS OF BANKING COMPANIES:
Books and registers maintained-slip system of posting- rebate on bills discounted- Non-Performing assets-legal provisions relating to Profit and Loss account and Balance sheet – final accounts with adjustments. (Theory & Problems)

UNIT-IV: LIFE AND GENERAL INSURANCE ACCOUNTING: Introduction- formats-revenue account-net revenue account- balance sheet-valuation of balance sheet-net surplus-general insurance-preparation of final accounts with special reference to Life, Fire & Marine insurance; Insurance Claims-meaning –loss of stock and assets- average clause- treatment of abnormal loss- loss of profit (Theory & Problems)

UNIT-V: GOVERNMENT ACCOUNTING : Accounts For Government Organization ; preparation and presentation of final accounts; forms and contents of statement of profit and loss account; forms and contents of balance sheet. (Theory Only)

Reference Books:

1. SP Jain and KL Narang, Advanced Accountancy, Kalyani Publishers
2. Advanced Accountancy-M.A.Arulanandam&K.S.Raman-Himalaya Publishing House-Delhi
3. Advanced Accountancy R.L.Gupta and M. Radhaswamy -Sultan Chand sons, New Delhi

4. Accounting Standards and Corporate accounting practices-T.P. Ghosh Taxmann Allied
5. Advanced Accounts-M.C. Shukla,T.S.Grewal-S. Chand&Company Ltd, New Delhi-110055

I SEMESTER MANAGEMENT AND ORGANIZATION BEHAVIOUR

Internal Marks: 20
External Marks: 80

No. of Hours per Week: 5

Exam Duration: 3Hrs

Objective: To familiarize the students with the concepts and dimensions of Organization Theory.

Unit : I – Introduction to Management : Definition- Scientific Management approach-Human Relations approach- System Approach-Contingency Approach. Introduction to Organizational Behaviour - Fundamental Concepts of Organizational Behaviour-Evaluation of Organizational Behavior - Organizational Behavior as an Interdisciplinary Subject- challenges of Organizational Behavior in 21st century.

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

Unit : III Dynamics of Individual Behavior – Personality: Definition-Determinants- types of personality-theories of personality-perception: Definition-perceptual process-factors influencing perception-perceptual blocks-honing perceptual skills- work motivation-Concept and Importance- theories of Motivation-Maslow's need hierarchy theory –Hergberg's two factor theory –Mc Clellands Achievement theory- Vroom's Expectancy theory-work stress- Meaning – causes and consequences – strategies and techniques to manage stress

Unit : IV Dynamics of Group Behavior: work group meaning- characteristics-reasons for forming into groups- stages of group development-group dynamics-group cohesiveness :determinants of group cohesiveness-leadership:concept and meaning –theories of leadership-trait theory-behavior theory-contingency theory-Fielders contingency theory- Reddin's 3D model-Blake and Mouton's Managerial Grid-Harvey and Blanchard's Leadership life cycle theory-conflict Management: Definition- Causes and Consequences- Conflict management styles

Unit : V Organizational Dynamics: Communication- Meaning - Factors influencing organizational communication-Barriers to Effective communication-Organizational change-Behavioural reactions to change- planned change- Approaches to manage organizational change- Organizational Effectiveness: Indicators of Effectiveness- Approaches to achieve organizational effectiveness

Reference Books:

1. Robins P. Stephen and Judge: Organizational Behavior, 12/e PHI, New Delhi;
2. Greenberg and Baron: Behaviour in Organisation;
3. Daft: Organisation Theory and Design, Thomson;
4. Fred Luthans: Organizational Behavior, Me Graw Hill, New Delhi;

**I SEMESTER
ENTREPRENEURSHIP AND SMALL BUSINESS MANAGEMENT**

Internal Marks: 20
External Marks: 80

No. of Hours per Week: 5

Exam Duration: 3Hrs

Objective: To create understanding of the concept of entrepreneurship and process of Management of small business.

Unit I: Introduction to Entrepreneurship

Evolution and concept of Entrepreneurship – Entrepreneurial functions and tasks; characteristics of successful entrepreneurs and different types of entrepreneurs- Women Entrepreneurship- Problems and Challenges of Women Entrepreneurship.

Unit II: Small Business Entrepreneurship - Infrastructure in India

Small business Enterprises –Role and Significance of Small business Enterprises in India-Policy Initiatives for the promotion of small business enterprises-Features of MSME Act 2006 – Entrepreneurship Development Programme - Institutional Support by DIC, SFC and SIDBI.

Unit III: Framework for Small Business Management

Concept, definition, and framework of Small Business, Project Identification and Selection, Project Formulation, and Project Appraisal - Registration and Licensing; application for registration and organizational structure of a small business.

Unit IV: Management of Small Scale Enterprise

Fundamentals of Management, Working Capital Management, Inventory Management, Production and Operations Management, Marketing Management, HRM, and TQM for Small Scale Enterprises.

Unit V: Problems of Small Business Units

Teething problems in setting small units; location, technology, marketing, recoveries, labour, and planning, international business e-commerce, franchising etc; problem of sickness; modernization; mergers and takeovers; and future potential and need for small units.

Reference Books:

1. Dr. S. S. Khanka, Entrepreneurial Development, S. Chand Publishing, New Delhi.

2. Vasant Desai, Small-Scale Enterprises And Entrepreneurship Ecosystem – Himalaya Publishing House, Mumbai
3. Baumbach C.M. & Mancuso, J.R., Entrepreneurship and Venture Management, Taraporevala, Bombay.
4. Khanka S.S., Entrepreneurial Development, S. Chand & Company, New Delhi, 2001
5. Desai, V., Management of a Small Scale Industry, 3rd ed., Himalaya Publishing House, Bombay.
6. Taub, R.P. & Taub D.L., Entrepreneurship in India's Small Scale Industries, Manohar, New Delhi, 1989.
7. Tewari, V.K., Philip J. & Pandey, A.N., Small Industry Success and Failure Concept Publishing Company, New

I SEMESTER QUANTITATIVE TECHNIQUES FOR BUSINESS DECISIONS

Internal Marks: 30
External Marks: 70

No. of Hours per Week: 5

Exam Duration: 3Hrs

Objective: To make the students familiar with business research concepts and statistical tools and their applications in business decision making.

UNIT-I Introduction to Business Research- Meaning, Scope, Role of Business Research, Objectives of Business Research, Ethics of Research, Types of Business Research, Scientific Method, Stages of Research Process.

Data Collection: Methods and Forms- Primary Data, Sources, Merits & Demerits of Primary Data; Secondary data, Sources Merits & Demerits, Questionnaire Construction, Questionnaire Types- Questionnaire vs Schedule-precautions in construction of Questionnaire.

UNIT: II Probability and Theoretical distribution- Meaning and Definition of Probability- Types of Events – Theorems of Probability- Addition & Multiplication Theorem of Probability (simple Problems). Meaning of Probability Distribution – Binomial –Poisson- Normal distributions (Theory & Problems)

Unit -III: Test of Significance- Meaning and Definition of Hypothesis – Formulation of Hypothesis – Procedure of testing of Hypothesis –t-Test –F-Test, Chi-square and Z test (Theory & Problems)

UNIT-IV: Linear programming: Introduction-Assumptions-Advantages-Formulation of problems-Graphical method- Simplex method-Maxima and Minimum problems

UNIT-V: Statistical Quality Control: Meaning, Objectives and Role of Statistical Quality Control Procedure of Constructing Quality controls Charts- Mean and Range control Charts for Variables C-charts and p-charts control for Attributes (Theory and Problems)

Reference Books:

1. C.R. Kothari, Research Methodology: Methods and Techniques, New Age International
2. C.R. Reddy, Quantitative Methods for Management Decision, Himalaya Publishing House, Mumbai,.
3. Richard I. Levin and David S. Rubin, Statistics for Management, Prentice Hall of India, Private Limited, New Delhi.
4. Hood R.P Statistics for Business and Economics, Sultan Chand & Sons, New Delhi.
5. Guptha S.P., and Gupta M.P., Business Statistics, Prentice Hall, New Delhi

II Semester BUSINESS ENVIRONMENT & GOVERNMENT POLICY

Internal Marks: 20
External Marks: 80

No. of Hours per Week: 5

Exam Duration: 3Hrs

Objective: The objective of the course is to familiarize the students with business environment and government policy of the country.

UNIT - I: INTRODUCTION

Business environment: micro-environment - macro environment – environmental scanning.

Policy environment: Industrial Policy - Industrial Policy Resolution 1956 – New Industrial Policy 1991 – Fiscal policy – Monetary policy.

UNIT - II: LIBERALIZATION AND GLOBALIZATION

New economic policy: economic reforms - liberalization.

Globalization: meaning - stages - factors facilitating and impeding globalization in India - consequences of globalization for India.

UNIT - III: PUBLIC SECTOR AND PRIVATIZATION

Public sector: changing role of public sector - relevance of public sector – public Sector reforms.

Privatization: concepts – nature – objectives – forms - regulatory framework with reference to insurance, power and telecom sectors.

UNIT - IV: FOREIGN DIRECT INVESTMENT

Foreign direct investment: policy - trends - problems - consequences – FEMA- objectives - provisions - multinational corporations - entry strategies - role - growth – problems - consequences.

Mergers and Acquisitions: reasons - trends - advantages and disadvantages - competition law.

UNIT - V: WTO AND TRADE POLICY

WTO agreements - Agreement on Agriculture (AOA) - Multi-fibre Agreement (MFA) - Trade Related Intellectual Property Rights (TRIPS) - Trade Related Investment Measures (TRIMS) - Barriers to trade.

Trade policy changes consequent to WTO - Recent EXIM policy - Consequences of WTO for India.

Reference Books

1. Francis Cherunilam: Global Economy and Business Environment – Himalaya
2. Francis Cherunilam: Business Environment - Text and Cases - Himalaya
3. S.K.Misra & V.K.Puri: Economic Environment of Business - Himalaya
4. Prof. Laxmi Narain: Globalization – Liberalization and Privatization of Public enterprises – Sultan Chand & Co.

II SEMESTER

HUMAN RESOURCE MANAGEMENT

Internal Marks: 20

No. of Hours per Week: 5

Exam Duration: 3Hrs

External Marks: 80

Objective: The objective of the course is to equip the student with the concepts and skills necessary to manage Human Resources

UNIT-I Introduction

Human resource management – concepts - significance – objectives – scope – functions – changing role of Human Resource Manager. Need for studying HRM – Emerging trends in HRM – Human Resource Development (HRD) concept – scope – objectives, - HRD techniques.

UNIT-II Human Resource Planning

HRP concept – nature - importance – factors affecting HRM – requisites for successful HRP – Job analysis – methods - purposes – Job description – Job specification - Job evaluation – process and methods of Job evaluation - Job design approaches and process of Job design - factors affecting Job design.

UNIT-III Recruitment Selection Training and Development

Recruitment – source of recruitment – factors governing recruitments, and recruitment process. Selection - process – interview - Training methods - evaluating training effectiveness - career planning and career development - career programme - advantages and limitations of career development.

UNIT-IV Appraising and Managing performance

Performance appraisal system - concept - appraisal methods –challenges of performance appraisal - possible errors in the appraisal process – planning for performance improvement – trends in appraisal system

UNIT-V Human Resource Maintenance

Wage and salary administration – principles - regulation of wages – trends in wage and salary administration – Monetary and Non- Monetary incentives to motivate the employees

Grievance - causes – Procedure – collective bargaining - Types essential conditions of collective bargaining.

Reference Books:

1. Bohlander: Human Resource Management, Thomson
2. David A.De Cenzo and Stephen P.Robins: Personnel/ Human Resource Management, PHI
3. Biswajeet Pattanayak: Human Resource Management, PHI
4. Srinivas K. R: Human Resource Management in Practice, PHI.
5. Mathis: Human Resource Management, 10e Thomson
6. Sadri, Jayasree, Ajgaonkar: Geometry of HR, Himalaya
7. Subba Rao P: Personnel and Human Resource Management, Himalaya.
8. VSP Rao:, Human Resource Management, Vikas

II SEMESTER FINANCIAL MANAGEMENT

Internal Marks: 20
External Marks: 80

No. of Hours per Week: 5

Exam Duration: 3Hrs

Objective: To provide a comprehensive understanding of financial Management and their application.

UNIT-I: - Introduction to Financial Management

Meaning –Scope – Finance function- Financial Decisions- Objectives of financial Management- Role of Financial Manager (Theory) **Time value of money:-**Concept - Rationale of time preference for money- Future Value- Present Value (Theory & Problems)

UNIT-II: -- (a) Financial Decisions

Cost of Capital: Meaning and Definition of Cost - Measurement of Specific Cost - Various Sources of Capital - Measurement of Weighted Average Cost of Capital.

Concepts of leverage –Meaning – Types- Degree of operating leverage, Degree of financial leverage and Degree of Combined leverage;

(b) Capital structure:-Meaning -determinate of capital structure – Optimum

Capital Structure- Capital Structure theories: Net Income Approach –Net Operating Income

Approach –M.M. Hypothesis – Traditional view.

UNIT-III: Investment Decisions

(a) Capital Budgeting: Meaning- Important- process-kinds of capital Budgeting Decisions- Techniques of capital Budgeting:- Traditional Techniques: Pay Back period —Accounting Rate of Return – Discounted Techniques - Improved Payback Period- Net Present Value – Internal Rate of return and Profitability Index- Capital Rationing (Theory & Problems)

(b) Risk Analysis in Capital Budgeting Decision: Sources and Perspective of Risk – Methods: Risk Adjusted Cut-Off Rate- Certainty Equivalent Method- Sensitivity Techniques- Standard Deviation Method-Co-efficient of Variation Method and Decision Tree Analysis

UNIT-IV: - Dividend Decisions

Dividend Policy: - Concept - Types of Dividends -Determinants of Dividend Policy – Forms of Dividing

Dividend Theories:- Relevance Theories- Walter’s model –Gorden’s model - Irrelevance Theory - MM Hypothesis (Theory & Problems)

UNIT-V: - Working Capital Management

Concept of working Capital – determinants of working capital –optimum level of current assets – estimating working capital requirement.(Theory only)

References Books:

1. Pandey I.M. Financial Management, Vikas Publishing House Limited.
2. Khan, M.Y. and Jain, P.K. Financial Management, Tata McGraw Hill
3. Chandra prasanna: Financial Management, Tata Mc- Graw Hill

II SEMESTER MARKETING MANAGEMENT

Internal Marks: 20
External Marks: 80

No. of Hours per Week: 5

Exam Duration: 3Hrs

Objective: The objective of the course is to equip the student with various aspects relating Marketing Management

Unit – I Introduction: Concept of Marketing - Nature and scope- Evaluation- approaches to the study of marketing- Importance - Role of marketing in Indian economy- 4Ps of marketing- Marketing environment- Market segmentation – Concept – Need- Bases for market segmentation.

Unit – II Product and Price Management: Concept of product- Classification –Product item-

Product line and product mix decisions- New product development – Concept - Factors contributing to new product development - Stages of new product development - Product Life Cycle (PLC) conditions and strategies in different phases- Reasons for the failure- Branding - Packaging and labeling - Pricing –Concept- Objectives -factors influencing pricing- Pricing policies- strategies and methods.

Unit – III Place Management: Concept - Marketing Channels - Nature and significance- Role of middle men in marketing channels - Factors influencing channel selection - Channel levels – Whole sellers and retailers- Concept – Functions – Emerging trends in retailing- Formats of retail stores– Online marketing

Unit – IV. Promotion Management : Concept of promotions and communications, Process of marketing communications - Sales promotion – Significance of sales promotion -Objectives - Planning sales promotion programmes- Personal selling – Nature and steps in personal selling - Theories of personal selling – Advertising –Concept- Advertising agencies- Advertising media- Institutional frame work of advertising- Advertising decisions.

Unit – V Marketing services – Meaning – Factors influencing marketing services classification service marketing model – Marketing Social responsibility – Business and society legal issues facing marketing management – Ethics in marketing.

Reference books:

1. Philip Kotler, Principles of Marketing, PHI.
2. Rama swamy & Namakumari, Marketing Management.
3. Rajan Saxena, Marketing Management.
4. Dr. R.L.Varshney and Dr. S.L. Gupta, Marketing management Text and cases, Sulthan Chand & sons.
5. Arun Kumar, N. Meenakshi, Marketing Management, Vikas Publications.
6. Jain, Marketing planning and strategy

II SEMESTER

ACCOUNTING FOR MANAGERIAL DECISIONS

Internal Marks: 20
External Marks: 80

No. of Hours per Week: 5

Exam Duration: 3Hrs

Objective: To understand concepts of Managerial Accounting, the practical application for managerial decision-making and how to develop the skills to analyse the Financial statements.

Unit- I: Introduction: Nature and scope of financial accounting, cost accounting and management accounting; Management accounting and managerial decisions; role and responsibilities of management accountant in a modern organisation.

Responsibility accounting; Responsibility centre, cost centre, profit centre and investment Centre; Problem in transfer pricing; objective and determinants of responsibility centre.

UNIT- II Analysis of Financial Statements: Horizontal and Vertical Analysis Ratio Analysis; Cash Flow Analysis. Funds Flow Analysis

UNIT- III Budgeting and Budgeting Control: definition of budget; Essentials of budgeting, types of budgets-functional masters etc., Fixed and flexible budgetary control; Zero based budgeting –performance budgeting.

UNIT- IV Marginal Costing and Break-even Analysis: Concept of marginal cost; Marginal costing and absorption costing; Marginal costing versus direct costing; cost-volume-profit analysis; Break-even analysis; Assumptions and practical applications of break-even analysis; decisions regarding sales-mix make or buy decision and discontinuation of a product line etc.

UNIT- V Standard Costing and Variance Analysis: standard costing as a control technique; setting of standards and their revision; Variance analysis -meaning and importance kinds of variance and their uses –material, labour and overhead variance; Disposal of variances; Relevance of variance budgeting to budgeting and standard costing

Reference Books:

1. R.K.Sharma &Sashik Gupta accounting for managerial decisions, kalyani publishers, Newdelhi
2. S.N. Maheswari, Management Accounts, Sultan Chand & Sons, New Delhi
3. R.K.Sharma &Sashik Gupta Management accounting kalyani publishers, Newdelhi
4. Antony, Robert, Management accounting, Taraporewala Mumbai.
5. Horngren, C.T., Gary L. Sundem and Williarn O Stration Introduction Management Accounting, Prentice Hall, Delhi.
6. Pandey I.M., Management Accounting, Vani publication, Delhi.
7. Welsh Glern, A.Ronald W.Hilton and Pual N. Garden., Budgeting: Pro-Planning and Control, Prentice Hall, Delhi.