

**Syllabus for
One Year Post Graduate Diploma in
Business Management**



**INSTITUTE OF COOPERATIVE MANAGEMENT
COOPERATIVE COMPLEX, LAMPHELPAT
IMPHAL - 795004
MANIPUR**

OUTLINE SYLLABUS OF POST GRADUATE DIPLOMA IN BUSINESS MANAGEMENT

The programme will comprise the following papers of 100 marks each including 25 marks of Internal Assessment in each papers mentioned.

FIRST SEMESTER :

Compulsory Papers

Paper 101	-	Management Process
Paper 102	-	Quantitative Techniques
Paper 103	-	Managerial Economics
Paper 104	-	Business and Economic Environment, and Business Laws
Paper 105	-	Organisational Behaviour and Communication
Paper 106	-	Management Accounting
Paper 107	-	Entrepreneurial Development
Paper 108	-	Computer Application and MIS

SECOND SEMESTER :

Compulsory Papers

Paper 201	-	Human Resource Management
Paper 202	-	Financial Management
Paper 203	-	Marketing Management
Paper 204	-	Production and Operations Management
Paper 205	-	Research Methodology

SPECIALISATION (OPTIONAL) :

Group 1 - Project Management

Paper 211	-	Project Planning & Analysis
Paper 212	-	Project Investment & Budgeting
Paper 213	-	Project Management

**Details Project Report (2nd Semester) is compulsory
to all students carrying 100 marks.**

FIRST SEMESTER

FIRST SEMESTER :

Compulsory Paper

PAPER - 101

MANAGEMENT PROCESS

- Unit 1 : Introduction :**
Nature and scope of management; Functions, Skills and Roles of a Manager, Evolution of Management thought; Scientific, Behavioural, Systems and Contingency Approaches, Social responsibility of business.
- Unit 2 : Planning and Decision Making :**
Significance of planning, Planning Process; MBO, Nature of Managerial Decision Making and Decision Making Process.
- Unit 3 : Organisation Structure, Authority and Delegation :**
Departmentation; Span of Management, Types of Organisations, Structure, Organisation Design, Delegation of Authority, Line and Staff Authority and Decentralization.
- Unit 4 : Motivation and Leadership :**
Importance of Motivation, Maslow's Hierarchy of needs, ERG Theory, Two Factors theory of Motivation, Significance of Leadership, the Trait Approach, Behavioural Approach and Contingency Approach to Leadership.
- Unit 5 : Controlling :**
Meaning, Types of Control, Methods and Control Process; Emerging Trends in Corporate Governance.

Suggested Books :

1. Allen, L.A. : Management and Organization - (New York, McGraw Hill Book Publishers)
2. Drucker, Peter, F : The Practice of Management - (Delhi Allied Publishers)
3. Drucker, Peter, F : Management : Task, Responsibilities, Practices - (Delhi, Allied Publishers (P) Ltd.)
4. Glueck, W.F. : Management - (Illinois, Dryden, Press)
5. Koontz, H. and O'Donnel C : Management : A Systems and Contingency analysis of Managerial Functions - (McGraw Hill)
6. Koontz, H and O'Donnel C : Essentials of Management - (McGraw Hill)
7. New Man Summer & Warren : Process of Management - (Delhi, Prentice Hall)
8. Masie J.L. : Essentials of Management - (Delhi, Prentice Hall)
9. Reddin, W.S. : Effective Management by Objectives : The 3-D Method of MBO-(Delhi, Tata McGraw Hill)
10. Haynes & Massie : Management, Analysis, Concept and Cases - (Delhi, Prentice Hall)

Reference Books

1. Banerjee M. : Modern Management
2. Niles Mary Cushing : The Essence of Management (Bombay, Orient Longmans)
3. Clough, Donal J. : Concept of Management Science (New Delhi, Prentice Hall)
4. Claude George S(Jr) : Management in Industry (New Delhi, Prentice Hall)
5. Terry George R : Principles of Management - (Illionios, richard D Irwin)
6. Stoner, James A.F. & Freeman, R.E. : "Management" Prentice Hall of India, New Delhi

FIRST SEMESTER :

Compulsory Paper

PAPER - 102

QUANTITATIVE TECHNIQUES

- Unit 1 : Quantitative Techniques :**
Concept, Meaning and classification of Q.T. Functions and application of Statistical Techniques and Operations Research (O.R.) Models in decision making.
- Unit 2 : Measures of Central Tendency and Dispersion:**
Measures of central tendency—arithmetic mean, geometric mean, median, mode, quartile, measures of dispersion—range, quartile deviation, mean deviation, standard of deviation, variance and co-efficient of variance.
- Unit 3 : Statistical Analysis :**
Time Series - Analysis of time series and their applications; Index Numbers - classification, methods of constructing Index number, analysis and application of Index Numbers; Correlation analysis - meaning, types, methods and its uses; Regression analysis - meaning, types, methods, model development and its application.
- Unit 4 : Optimisation Techniques :**
Introduction to Linear Programming :Graphical Solution and Simplex Method of Linear Programming, Dual of a linear programming problem, Elementary Transportation and Assignment problems.
- Unit 5 : Network Analysis :**
Introduction to Network, concepts and PERT & CPM Techniques, computations in PERT Network and probability consideration, Application Areas - PERT-COST Analysis.

Suggested Books :

1. Vasxonyl Andrew and Spirer Herbert F : Quantitative Analysis for Business, Prentice Hall of India
2. Levin, RI. Rusin D.S. and Stinson.J. : Quantitative Approaches to Management, Mc Graw Hill
3. Lapin. L.L. : Quantitative Techniques for Business Decision Making. Harcenst Brance
4. Godfrey : A quantitative Methods for Managers Edward Arnold
5. Cooke, W.P. : Quantitative Methods for Management Decision McGraw Hill
6. Brown KS & Revelle J.B. : Quantitative Methods for Managerial Decisions. (Addission-Wesley)
7. Markland, Robert E. : Quantitative Methods for Management Decisions (Willey Int.)
8. Shenoy, G.V., U.K. Srivastava and SC. Sharma, 1985 : Quantitative Techniques for Managerial Decision, Making, Wiley Eastern, New Delhi9. Raghavachari, M. 1985
9. Raghavachari, M. 1985 : Mathematics for Management : An Introduction; Tata McGraw Hill Pub. Corp. Ltd., New Delhi
10. Levin R., 1984 : Statistics for Management, Prentice Hall of India, New Delhi

Reference Books

1. Montgomery D.C. and L.A. Johnson : 1976, Forecasting and Time Series Analysis, McGraw Hill, New York
2. G.V. Shenoy, U.K. Shrivastava, SC. Sharma : Operations Research Management - Wiley Eastern
3. Wanger, J.M. : Principles of Operations Research (Prentice Hall of Inc.)
4. Hillier, FS and Lieberman. : Introduction to Operation Research (Golden Day) GYU
5. Herbert M & Wright G.P. : Operations Research Technique for Management (Prentice Hall)
6. Gillet, B.E. : Introduction to Operations Research (Tata McGraw Hill)
7. Moskowitz, H and Wrete G.P. : Operations Research : Technique for Management (Prentice Hall)

FIRST SEMESTER :

Compulsory Paper

PAPER - 103

MANAGERIAL ECONOMICS

- Unit 1 : Fundamental Concepts & Economic Foundations of Decision Making :**
Managerial Economics - Definition, its nature, scope and relation with other disciplines; Demand theory, Analysis of demand laws of demand, demand distinction, elasticity; demand forecasting.
- Unit 2 : Production and Cost Analysis :**
Production Function : Laws of variable proportions - Return to scale, economics of scale, Isoguanths and isocost, least cost combination, Theory of firm.
Cost analysis : Cost concepts, cost and output relation, cost and size of the plant.
- Unit 3 : Pricing Policies and Practices :**
Market Structure, Pricing under different market conditions; Price discrimination; multiple-product pricing, Basic pricing, pricing objectives, product life cycle and pricing, Multiple product and rationale.
- Unit 4 : Profit Management :**
Nature and measures of profit, profit policy, theories of profit; profit planning and control with special reference to break-even analysis.
- Unit 5 : Multiple Macro Economics :**
Circular Flow of Economic activities, national income, concept and measurement, economic growth and development, inflation, employment and balance of payment.

Suggested Books :

1. Dewett K.K. : Modern Economic theory - (Delhi, S. Chand)
2. Chopra, D.P. : Managerial Economics - (Delhi, Tata MxGrow Hill)
3. Dean, Joel : Managerial Economics - (New Delhi, Prentice Hall of India Pvt. Ltd.)
4. Gough, J. and Hill S : Fundamentals of Managerial Economics (London McMillan Press Ltd.)
5. Maheshwari : Managerial Economics - (Delhi, S. Chand & Co.)
6. Mehta P.L. : Managerial Economics, New Delhi, Sultan Chand and Sons
7. Aggrawal AK. : Indian Economy, New Age International
8. Rangarajan & Dholkia : Macro Economics : New Delhi, Tata McGraw Hill
9. Adhikary M. : Business Economics, New Delhi, Excel Books
10. Bacemol W.J. : Economic Theory and Operations Analysis, New Delhi, Prentice Hall Inc.

FIRST SEMESTER :**Compulsory Paper****PAPER - 104****BUSINESS AND ECONOMIC ENVIRONMENT, AND BUSINESS LAWS**

- Unit 1** : **Business Environment:**
Direct-action Environment; Indirect-action Environment; Social responsibility and Ethics; Consumer Rights, Consumerism and Business.
- Unit 2** : **Economic Policies :**
Keynesian view and Monetarist view; Fiscal Policy; Monetary Policy; Physical Policy.
- Unit 3** : **Rural Development :**
Role of Government agencies, Financial Institutions and Non Government Organisations; Cooperative Organisations; Management of Farm and Non-Farm activities.
- Unit 4** : **Current Five Year Plan :**
India's Macro Economic Reforms; India's Micro Economic Reforms; Current Issues in Business.
- Unit 5** : **Business Laws:**
The Indian Contract Act, 1872 : Nature and Kinds of Contracts, Offer and Acceptance, Consideration
The Sale of Goods act, 1930: Nature of Contract of Sales, Conditions and Warranties, Transfer of Ownership (Passing of Property)
The Indian Partnership Act, 1932 : Nature of Partnership, Registration of Firms
The Negotiable Instruments act, 1881: Nature of Negotiable Instruments, Promissory Notes, Bill of Exchange and Cheques, Parties to a Negotiable Instrument and their capacity
The Company Act, 1956: Nature and Kinds of Companies, Formation of a Company, Memorandum of Association, Articles of Association

Suggested Books :

1. Maheshwari R.P. : Business, Government & Society : A Study of Business Environment (Vikas Publishing House)
2. Cherunilam, Francis : Business Environment (Himalaya Publishing House)
3. Adhikari K. : Economic Environment of Business (Sultan Chand & Sons)
4. Wadhu Charan, D. : Some Problems of India's Economic Policy (Tata McGraw Hill)
5. Ghosh P.K. : Government and Industry (Rupa & Co)
6. Venkatesan, E : Handbook of Mercantile Law
7. N.D. Kapoor : Elements of Mercantile Law
8. M.C. Shukla : A Manual of Mercantile Law
9. N.D. Kapoor : Elements of Company Law, Sultan Chand & Sons, New Delhi
10. M.C. Kuchal : Merchantile Law, Vikas Publishing House, New Delhi

Reference Books

1. Amarchand D. : Government & Business (Tata McGraw Hill)
2. Singh Avtar : Company Law
3. S.M. Shah : Lectures on Company Law
4. Singh, H : Indian Company Law, Tata McGraw-Hill, New Delhi
5. Government of India, Companies Act, 1956.

FIRST SEMESTER :

Compulsory Paper

PAPER - 105

ORGANISATIONAL BEHAVIOUR & COMMUNICATION

- Unit 1** : **Basics of Organisational Behaviour and Individual Dimensions:**
Meaning and systematic study of OB, and basic assumptions; contributions of different behavioural sciences; Nature of human behaviour, personality - self concepts and organisational theory, attitudes and values, perception.
- Unit 2** : **Sociological Foundations of Group Behaviour in Organisations :**
Types and functions of groups; Foundation of Group Behaviour Role and status systems; power dynamics; communication - Johari Window; conflict sources management of conflict. Stress management developing collaboration.
- Unit 3** : **Organisation Structure and Development :**
Understanding Organisational System approaches to structuring an organisation; form of organisation structure - socio-technical system; Team Building, concepts of organisational Culture, climate and effectiveness; quality of work life; Organisational change and organisational development.
- Unit 4** : **Process of Communication:**
Meaning of communication, channels of communication-forms, Basic elements of communication and models of communication process, media of communication-verbal and non-verbal communication; Effective Listening, Effective Communication Skill and barriers to communication.
- Unit 5** : **Application of Communication :**
Business letters - types, basic principles, styles and structures; types of business reports - communication dimensions in organisation, public speech, press reports. Preparation of notices, agenda and minutes of meetings.

Suggested Books :

1. Korman, Abraham K. : Organizational Behaviour - (Delhi, Prentice Hall)
2. Hersey, Paul and Blanchard, K.N. : Management of Organisational Behaviour (Delhi, Prentice Hall)
3. Fred Luthans : Organisational Behaviour, Tata McGraw Hill
4. Bobbit H.R. et. al : Organisational Behaviour - (Prentice Hall)
5. Sharma R.A. : Organisational Theory & Behaviour - (Tata McGraw)
6. Keith Davis : Human Behaviour at work - (Tata McGraw)
7. Bennis & Thomas Eds : Management of Change and Conflict - (Penguin)
8. Dale Earnest : The Great Organizes, (New York, McGraw Hill)
9. Chatterjee N.R. : Industrial Psychology - (Delhi, Sudha Publication)
10. Blum, M. & Naylor J. : Industrial Psychology - (New York, Harpor International Publishers)

Reference Books

1. Robbins S.P. : Organisational Behaviour, New Delhi, Prentice Hall of Inc.
2. Stoner, J etc. : Management, New Delhi, Prentice Hall of India Ltd.
3. Staw, M.M. : Psychological Dimensions of Organisational Behaviour, Englewood Cliffs, New jersey, Prentice Hall
4. French W.E. & Bill C.H. : Organisation Development, New Delhi, Prentice Hall of Inc.
5. Khanwalla, P.N. : Organization Design for Excellence, New Delhi, Tata McGraw Hill
6. Lesikar R.V. & J.D. Pettitt. Jr. : Business Communication : Theor and Application, Homewood III, Richard D. Irwin
7. Bowman J.P. & Branchaw B.P. : "Business Communication from Process to Product" Dryden Press, Chicago
8. Murphy, Herta A & Peck, CE : Effective Business communication, New Delhi, Tata McGraw Hill
9. Sharma : Business Correspondence & Report Writing. Tata McGraw Hill Publishing Company Limited, New Delhi
10. M. Balasurbramanyam : Business Communication. Vikas Publishing House, Bombay
11. G.T. Hunt : Communication Skills in the Organisation. Prentice Hall of International, London
12. Sharter : Effective Letters in Business, Tata Mc Graw Hill Company Lintied, New Delhi
13. Larry L. Barker : Communication, Prentice Hall of India, New Delhi

FIRST SEMESTER :

Compulsory Paper

PAPER - 106

MANAGEMENT ACCOUNTING

- Unit 1** : Accounting Concept, Recognition of revenue and expenditure - cash or accrual, Elements of double entry, Journal, Ledger A/C, Trial balance and Final statements of accounts, Accounting standards in the country - objects and importance.
- Unit 2** : Management Accounting - Concept, scope and importance; Difference between financial accounting and management accounting.
- Unit 3** : Analysis and interpretation of financial statements; Tools of financial analysis; Ratio analysis
- Unit 4** : Decision Accounting; Marginal costing, Distinction from Absorption costing; Application of marginal costing, C.V.P. analysis
- Unit 5** : Statement of changes in financial statement; preparation of funds flow and cash flow statement.

Suggested Books :

1. Copeland, Ronand M and Dascher,Paul : Managerial Accounting (Dhio, USA South Western Publishing Co.)
2. Khan, M. & Jain, P.K. : Management Accounting (Tata McGraw Hill)
3. Pandey, I.M. : Management Accounting - (Vikas Publishing House)
4. Bhattacharya & Darden : Accounting for Management- (Vikas Publishing House)
5. Anthony R.N. and . Reece J.S : Accounting Princiles. 6th Edition, Homewood, Illinois, Richard D. Irwin, 1995.
6. Bhattacharya SK and Dearden : Accounting for Management. Text and Cases, New Delhi Vikas, 1996
7. Heitger, L.E. and Matulich Serge : Financial Accounting. New York, Mc-Graw Hill, 1990
8. Hingorani, N.L. and Ramanathan A.R. : Management Accounting, 5th Ed., New Delhi, sultan Chand, 1992
9. Horngren, Charles etc. : Principles of Financial management Accounting. Engleweed Cliffs, new Jersey, Prentice Hall Inc., 1994.
10. Vij, Machu. : Financial and Management Accounting, New Delhi, Anmol Publications, 1997.

FIRST SEMESTER :

Compulsory Paper

PAPER - 107

ENTREPRENEURIAL DEVELOPMENT

- Unit 1** : **Entrepreneurial traits, types & significance :**
Definitions, Characteristics of entrepreneur and entrepreneurship; Difference between entrepreneur and Manager; Types of entrepreneur; Qualities and functions of entrepreneurs; Role and importance of entrepreneur in economic growth.
- Unit 2** : **Entrepreneurial Inputs :**
Entrepreneurial Behaviours and entrepreneurial motivation; N-Achievement and Entrepreneurial success; Innovation and entrepreneur, sources of Innovation; Management of Innovation.
- Unit 3** : **Establishing Entrepreneurial System :**
Search for business ideas, sources of idea, idea processing and selection. Input requirements; source and criteria of financing fixed and working capital assessment.
- Unit 4** : **Project Formulation :**
Elements of project formulation; Feasibility Analysis - Economic feasibility, Financial feasibility, Technological Feasibility; social cost - benefit analysis; preparation of feasibility report.
- Unit 5** : **Entrepreneurship Development :**
Concept of entrepreneurial development, need of entrepreneurial development. Institutions assisting Entrepreneurs - District Industries Centres (DIC), Small Industries Development Organisations (SIDO), Small Institutions Service Institutions (SISI), Commercial banks and entrepreneurial development, Government rules and regulation regarding Small Industries.

Suggested Books :

1. Gilder : The Spirit of Enterprise, Penguin, London
2. Government of India : Report of the Committee on Development of Small & Medium Entrepreneurs, 1975.
3. Cliffton, Davis S and Fyfis, David E. : "Project Feasibility Analysis" 1977 John Wiley, New York
4. S B Srivastava : A Practical Guide to Industrial Entrepreneurs. Sultan Chand and Sons, New Delhi
5. Pareck, Udai and T.V. Rao : Developing Entrepreneurship. Sanjiv Printers, Ahmedabad
6. Drucker, Peter : Innovation and Entrepreneurship" 1985, Heinemann London
7. Desai AN : "Entrepreneur & Environment" 1990, Ashish, New Delhi
8. McMilan, D.C. and Winter W.G. : "Motivating Economic Achievement : 1968, Free Press, New York.

FIRST SEMESTER :

Compulsory Paper

PAPER - 109

COMPUTER APPLICATIONS AND MIS

- Unit 1** : **Concepts of Information & Processing :**
Data & Information, Important Data types, Value of Information, Quality of Information, Data Compression, Encoding Vs Compression, Information Technology Applications.
- Unit 2** : **Computer System and Programme Development :**
Characteristics of a computer system, Components of a computer system, Digital Computers, Input/Output Devices, Auxiliary storage Devices, Overview of Program Development Methodology, Introduction to a spreadsheet software, Creation of spread sheet application, file design - Data files Types/Organisation, Master & Transaction file.
- Unit 3** : **Internet & its application:**
Basic concept of Internet, World Wide Web, Internet Address, Electronic Mail, Internet Service Provider, E-Commerce Applications, Types of E-Commerce, E-governance.
- Unit 4** : **Introduction to MIS:**
Meaning and the role of management information system; development of management information system; organisation for management information system; top management support for Management Information System, Comparison of manual and computerized information systems.
- Unit 5** : **Analysis and Design of Information Systems**
Planning Management Information System -Meaning, strategic planning for MIS, steps in planning; information needs for short and long-range plans, Design of MIS - Information elements and data sources, constraints , information flow charts, documentation and formats , alternative approaches to design; Implementation and Evaluation - Methods and tasks in implementation, planning for implementation, Behavioural implications , approaches and process of evaluation of MIS.

Suggested Books :

1. Scot, George M : Principles of MIS - (McGraw Hill)
2. Manedick & Ross : Information systems for Modern Management - (Prentice Hall of India)
3. Kanter : Maagement Information System (Prentice Hall of India)
4. Tricker, R.I. : Management Information & Control system - (Wiley & Sons)
5. Sherman, Blee menthal : MIS a Framework for Management Planning & Development - (New Jersey, Englewood Cliffs)
6. Hussain & Hussain : Information Processing Systems for Management - (Richard D Irwin)
7. anderson D.K. : Information Analysis in Management Accounting (C Petroceli Books)
8. Boccino william A : MIS : Tools & Design - (London, Prentice Hall)
9. Compbell bonika : Understanding Information Systems Foundations for Control - (Englewood Cliffs, NS Winthrop)
10. Colemn Raymond et. All : MIS, Management Dimensions - (San Francisco, Hodden Day)
11. Alexis Leon & Mathews Leon : Introduction to Computers- (Vikas Publishing House Pvt. Ltd.)

Reference Books:

1. Chacko G.K. : Management Information Systems - conceptual Foundations, Structure and Development - (New York, McGraw Hill)
2. Dais Gordon B. : Management Information Systems - Conceptual Foundations, Structure and Development - (New York, Mc Graw Hill)
3. Greenberger Gred : Information systems for Management - (Eaglewood Cliffs, Prentice Hall)
4. Marelick & Ross : Information Systems for Modern Management - (Prentice Hall)
5. Rod Food. K.J. : Informations for Strategic Decisions - (Roston Vs Roston Publishing Company)
6. Satish Jain : Information Technology. -(BPB Publications)

SECOND SEMESTER

SECOND SEMESTER :

Compulsory Paper

PAPER - 201

HUMAN RESOURCE MANAGEMENT

Unit 1 : Introduction :

Concept and perspectives on Human Resource Management - Objectives, scope and functions; Human Resource Management in a changing Environment.

Unit 2 : Staffing and Development :

Human Resource Planning, Job analysis : Job description and specification, Recruitment and selection, Induction, training and development career planning.

Unit 3 : Compensation and Appraisal :

Wage and salary administration - its objectives and elements, Fringe benefits, mechanism of wage fixation, Job evaluation, Performance appraisal.

Unit 4 : Industrial Relations :

Trade Unions, Disciplinary Action, Grievance procedures, conciliation; arbitration and adjudication, collective bargaining and employee empowerment.

Unit 5 : Employee Welfare :

Health and safety statutory and non statutory welfare schemes, outline of social security measures in India. Audit and Personnel Research.

Suggested Books :

1. Beach, D.S. Personnel : The Management of People at work (New York, Macmillan Publishing Co. Inc.)
2. Dale Yoder : Personnel Management and Industrial Relations (New Delhi, Prentice Hall of India Ltd.)
3. Davis, Kelth : Human Behaviour at work; Organisational Behaviour (New York, McGraw Hill Book Company)
4. Fippo, E.b. : Principles of Personnel Management - (New York, McGraw Hill Book Company)
5. Maslow, A.H. : Motivation and Personality - (Bombay, Asia Publishing House)
6. Mayers, C.A. : Industrial Relations in India - (Bombay, Asia Publishing House)
7. McGregor, D. : The Human Side of Enterprises - (New York, McGraw Hill Book Company).
8. Pigors, P. & Mayers, C.A. : Personnel Administration - (New York, MC Graw Hill Book Company)
9. Scott. W.D. Clotheir, R.C. & Spriegal, W.R. : Personnel Management-(New Delhi, Tata McGraw Hill Book Company)
10. Strauss, C & Sayless, L.R. : Human Problems of Management - (New Delhi, Prentice Hall of India)

Reference Books:

1. Giri. V.V. : Labour Problems in Indian Industry (Bombay, Asia Publishing House)
2. Mathur and Mathur : Trade Unions Movements in India
3. Yodder, D. : Personnel Management and Industrial Relations - (New Delhi, Prentice Hall of India)
4. Ubeku, Abei, K. : Industrial Relations in Developing Countries, - (London, McMillan)
5. Agarwal, R.D., : Readings in Personnel Management - (Tata McGraw Hill Book Company)

SECOND SEMESTER :

Compulsory Paper

PAPER - 202

FINANCIAL MANAGEMENT

- Unit 1 : Scope and Objectives of Financial Management :**
Evolution and scope, functions of finance managers; objectives of the firm, profit Vs. wealth maximisation; other objectives including objectives of public undertakings.
- Unit 2 : Working Capital Management :**
Concept of working capital estimation, working capital needs; working capital policy; trade off between risk and returns; management of cash; management of receivable; management of inventories.
- Unit 3 : Cost of Capital and Capital Structure :**
Leverage, cost of capital and value of the firm; NI, NOI and traditional approaches. A critical review of MM Theory, EBIT-EPS analysis and capital structure. Sources of long-term finance.
- Unit 4 : Capital Budgeting:**
Need and importance; evaluation of investment decisions and data requirements for capital budgeting decisions, identification of cash inflow and outflows; methods of capital budgeting - payback, accounting rate of return, present value method, profitability index method, internal rate of return; capital rationing; risk analysis.
- Unit 5 : Management of Earnings :**
Decisions regarding payout and retention; determinants of dividend policy; various models of dividend and their effect on value of firm; dividend policy in practice; bonus issue.

Suggested Books :

1. Brealey, Richard & Meyers, Steward : Principles of Corporate Finance - (New York, McGraw Hill)
2. Moyer, R.Charles, Mc Glugan, James,R & Kretlow,William, J. : Contemporary Financial Management - (New York, West Publishing Co.)
3. Cup. Benton E. : Principles of Financial Management (Illinoise, Scot, Foresman and Company, Gllenview)
4. Mathur, Iqbal : Introduction to Financial Management - (New York, Macmillan Publishing Co.)
5. Solomon, Fzra : Theory of Financial Management - (Columbia Prerss)
6. Brealey and Myers : Principles of Corporate Finance - (New York, McGraw Hill)
7. James C. Van Horne : Financial Management and Policy - (Prentice Hall of India)
8. Kucchal, S.C. : Financial Management - (Allahabad, Chairanya Publishing House)
9. Prasana Chandra : Financial Management - (Tata McGraw
10. Pandey, I.M. : Financial Management - (New Delhi, Vikas Publishing House)

Reference Books:

1. Weston, J Fred and Brigham, Dugne F : Managerial Finance - (Dryden Press)
2. Mao, James C.T. : Quantitative analysis of Financial Decisions - (Macmillan)
3. Balten, S.E. : Managerial Finance - Principles and Practices - (Beston, Houghton Mifflin Company)
4. Gitman, Lawrence J : Principles of Managerial Finance - (New York, Harper & Raw)
5. Khan, M.Y. & Jain P.K. : Financial Management - (Tata McGraw Hill)

SECOND SEMESTER :

Compulsory Paper

PAPER - 203

MARKETING MANAGEMENT

Unit 1 : Marketing Basics :

Marketing and its core concepts, Nature and Scope, Marketing Process and Marketing Management, Selling concept and sales management, Marketing System - Micro and Macro Environment, Social Marketing and Marketing Mix.

Unit 2 : Buying Process and Behaviour :

Market segmentation and positioning, target marketing, consumer buying behaviour, consumer buying decision process, sales forecasting and marketing research.

Unit 3 : Product and Price Decisions :

Basic concepts of a product, product mix and product line decisions, branding decisions, new product development and its processes, packaging decisions, Product Life Cycle and its elongation strategies. Pricing - meaning, objectives, factors influencing pricing, pricing methods and strategies.

Unit 4 : Distribution and Promotion Decisions :

Marketing channels and its functions, designing distribution channel, channel selection and logistics of distribution objectives, elements of promotion mix, marketing communication design and promotion mix strategies.

Unit 5 : Emerging Issues in Marketing :

Basics of International Marketing environment; rural marketing, marketing information system and internet marketing, Export Marketing - concept and role of export promotion council (EPC)

Suggested Books :

1. Kotler, Philip : Principles of Marketing, Prentice Hall of India, New Delhi
2. Kotler, Philip : Marketing Management : Analysis, Planning, Implementation and Control, PHI, New Delhi
3. Cundiff, Still and Goveni : Fundamentals of Marketing
4. Stanton, W.J. : Fundamentals of Marketing
5. McCarthy : Basic Marketing
6. Buell, Victor, R. : Handbook of Modern Marketing
7. Mandell and Rosenberg : Marketing
8. Gandhi. J.C. : Marketing A Managerial Approach
9. Davis Kenneth : Marketing Management
10. Ramaswamy V.S. : Marketing Management - Indian Context
& Namakuamri, S.
11. Saxena R : Marketing Management, New Delhi, Tata McGraw Hill

SECOND SEMESTER :

Compulsory Paper

PAPER - 204

PRODUCTION AND OPERATIONS MANAGEMENT

- Unit 1** : Production and Operations Management - concept, Historical Background; Operations Management in Corporate profitability and competitiveness; Product/Process design and technological choice; value engineering.
- Unit 2** : Job Design; Production and Operations Standards; Work Measurement.
- Unit 3** : Inventory management - Introduction, Basic Inventory Models and System; Material Requirement Planning (MRP); Supply Chain Management
- Unit 4** : Forecasting; Operations Scheduling; Aggregate Planning; Quality Management : Introduction, Statistical Quality Control, Concepts in Acceptance Sampling; Japanese Manufacturing Systems; 150 9000.
- Unit 5** : New Development and Issues in Production and Operations Management; Customer Relationship Management (CRM), Collaborative Product Commerce (CPC), Six Sigma; Operations Strategy.

Suggested Books :

1. Buffa, Elwood S : Modern Production Management - (New York, John Wiley & Sons)
2. Adam. E. Jr. & Ebert R : Production and Operations Management : Concept, Models and Behaviour -(Englewood, Prentice Hall)
3. Garret, Leonard J., and Solver, Milton : Production Management Analysis - (New York, Harcourt Brance Jovanovich)
4. Baumul : Economic Theory and Operations analysis - (Delhi, Prentice Hall of India)
5. Pivest : Production and Inventory Control - Principles & Techniques - (Delhi, Prentice Hall of India)
6. Belgel : Production Control - A Quantitative Approach - (Delhi, Prentice Hall)
7. Ramesh, M.S. : A Key to Production, Planning Inventory Control - (Delhi, Tata McGraw Hill)
8. Magee, P. boodman : Production, Planning Inventory Control - (Delhi, Tata McGaw Hill)
9. Shoe, Barry : Opeations Management - (Delhi, Prentice Hall)
10. McClain, Thomas L.J. : Operations Management - (Delhi, Prentice Hall)
11. Adam & Ebert : Production and Operations Management - Concept, Models and Behaviours (Englewood Cliff, Prrentice Hall)

SECOND SEMESTER :**Compulsory Paper****PAPER - 205****RESEARCH METHODOLOGY**

- Unit 1** : **The Nature of Business Research :**
Meaning of Research, Scope of research in business, Role of research, Scientific methods of research, Selecting a problem area, guiding principles in the choice of topic.
- Unit 2** : **Planning and Organising the Research Project, and Sources of Data :**
Types of research designs, formulation of hypothesis concept and their role, general problems of measurement, sources of data; nature and sources of data required, primary and secondary sources.
- Unit 3** : **(a) Sampling Techniques of Collecting Data :** Major consideration in sampling, types of sampling.
- (b)** Observational questionnaire, and interview technique of data collection; scaling techniques.
- (c)** Attitude Measurement : Techniques and Motivational Research Techniques.
- Unit 4** : **Analysis and Interpretation of Data :**
Data Analysis - I : Editing, establishing of categories, coding, tabulation, graphic and diagrammatic presentation of data, rules of drawing diagram, basic types of diagram, types of bar-charts, interpretation of data.
- Unit 5** : **Data Analysis - II :**
Data Analysis and Interpretation
- (a)** Statistical Inference : Test of hypothesis, Test of significance, non-parametric and parametric statistics, Analysis of variance (one way classification)
- (b)** Data analysis in case of Randomised Block Design and Latin Square Design, Measurement of Association (using Rank Correlation Co-efficient only), cluster analysis, and Multi-dimensional scaling.
- (c)** Style and major division of a report Format used in presenting evidence, criteria for judging research report.

Suggested Books :

1. Rigby, Paul H : Conceptual Foundations of Business Research
2. Rummel and dBallaine : Research Methodology in Business
3. Sellitz, Johoda, Deutsch and Cook : Research Methods in Social Relations
4. Wilkinson and bhandarkar : Methodology and Techniques of Social Research
5. Clover, V.T. : Business Research : Basic Principles and Techniques
6. Moser, C.A. : Survey Methods in Social Investigation.
7. Goode & Hatt : Methods in Social Research
8. Young, P.V. : Scientific Social Survey and Research

SPECIALISATION (OPTIONAL) :**Group - 1****PAPER - 211****PROJECT PLANNING & ANALYSIS****Unit 1 : Elements of Project Planning**

- Project defined, project idea, project development, project sponsoring body, project formulation team, outside agencies, feasibility report, pre-investment report, project implementing body and characteristics of project.
- Project classification
- Project Planning for Sustainable Development

Unit 2 : Project Identification and Formulation

- Environment Scanning
- Necessary steps in Project Identification
- Government, the Regulator
- Tax Incentives and Project Investment Decisions
- Zero Based Project Formulation.
- Essential components of a project proposal report.

Unit 3 : Project Feasibility Analysis - I

- Introduction to Feasibility Analysis
- Market Analysis
- Technical Analysis
- Economic Analysis
- Financial Analysis

Unit 4 : Project Feasibility Analysis - II

- Managerial Analysis
- Social cost Benefit Analysis
- Environment Analysis
- Risk Analysis

Unit 5 : Project Scheduling

- Scheduling Techniques
- Optimisation of Project Time

Suggested Books :

1. P.K. Mattoo : Project Formulation in Developing Countries. MacMillan Company of India Ltd. Delhi. Mumbai. Kolkata. Chennai.
2. N. Nagarajan : Project Management. New Age International (P) Ltd. Publishers. New Delhi. Bangalore. Chennai. Guwahati. Hyderabad. Kolkata. Lucknow. Mumbai.
3. S. Ghosh : Project Management and Control. New Central Book Agency (P) Ltd. Kolkata.
4. Prasanna Chandra : Projects Planning, Analysis, Financing, Implementation and Review. Tata Mc Graw Hill Publishing Company Ltd. New Delhi.
5. United Nations : Guide to Practical Appraisal (Social Benefit-Cost Analysis in Developing Countries). Oxford & IBH Publishing Co. Pvt.
6. S. Anil Kumar, S.C. Poornima, Mini K. Abraham and K. Jayashree : Entrepreneurship Development. New Age International Publishers. New Delhi. Bangalore. Chennai. Guwahati. Hyderabad. Kolkata. Lucknow. Mumbai.

SPECIALISATION (OPTIONAL) :**Group - 1****PAPER - 212****PROJECT INVESTMENT & BUDGETING****Unit 1 : Capital Investments**

- Importance and Difficulties
- Types of Capital Investments
- Phases of Capital Budgeting
- Levels of Decision Making
- Facets of Project Analysis
- Feasibility - A Schematic Diagram
- Objectives of Budgeting
- Common Weaknesses in Capital Budgeting

Unit 2 : Capital Allocation Framework

- Key Criteria
- Portfolio Planning Control
- Strategic Position and Action Evaluation (SPACE)
- Diversification Debate
- Investment in Capabilities
- Strategic Planning and Capital Budgeting

Unit 3 : Financial Estimates and Projections

- Project Cost Estimates
- Sources of Finance
- Role of Financial Institutions in Project Financing
- Covenants Attached to Lending

Unit 4 : Financial Profitability Analysis

- Estimates of Sales and Production
- Cost of Production
- Working Capital Requirements and its Financing
- Profitability Projections
- Projected Cash Flow Statement
- Projected Balance sheet
- Multi Year Projections

Unit 5 : Financial Appraisal

- Time Value of Money
- Appraisal criteria under certainty and uncertainty
- Cost of Capital
- Quantitative Techniques Model : LPP, Goal Programming and Portfolio Theory of CAPM in Capital Budgeting and Corporate Strategy

Suggested Books :

1. Prasanna Chandra : Projects Planning, analysis, financing, Implementation and Review. Tata Mc Graw Hill Publishing Company Ltd. New Delhi.
2. K. Nagarajan : Project Management. New Age International (P) Ltd. Publishers, New Delhi. Bangalore. Chennai. Guwahati. Hyderabad. Kolkata. Lucknow. Mumbai.
3. Preti Singh : Investment Management. Himalaya Publishing House. Mumbai. Delhi. Nagpur. Bangalore. Hyderabad.
4. Anand Sharma : Quantitative Techniques for Decision Making. Himalaya Publishing House. Mumbai. Delhi. Nagpur. Bangalore. Hyderabad.
5. I.M. Pandey : Financial Management. Vikas Publishing House. New Delhi
6. Mao and C.T. James : Quantitative Analysis of Financial Decisions. Mac Millan.
7. M.Y Khan and P.K. Jain : Financial Management. Tata McGraw Hill.

SPECIALISATION (OPTIONAL) :**Group - 1****PAPER - 213****PROJECT MANAGEMENT****Unit 1 : Introduction to Project Management**

- Project Management Defined
- Significance of Project Management
- Steps & Styles of Project Management
- Pressures on Project Managers
- Problems of Reactive Project Managers
- The Six Functions of Project Management

Unit 2 : Practical Project Management Methodology (P²M²)

- Characteristics of P²M²
- Keystones of P²M²
- Need of change
- Obstacles of Project Management

Unit 3 : Project Organization

- Functional Organization
- Product Organization
- Matrix Organization
- Selection of Project Organization Structure
- Break Down Structures

Unit 4 : Project Cost Control

- Project Cost Vs Project Completion Time
- Normal Cost and Crash Time
- Direct Cost and Indirect Cost
- Time-Cost Trade-Off

Unit 5 : Project Monitoring and Control

- Monitoring and Control Design
- Tools & Techniques
- Role of MIS
- Contingency Planning
- Corrective Action
- Project Leadership
- Qualities of Project Managers
- Vision of Project Leaders
- Communication Skill
- Team Building

Suggested Books :

1. Ralph L. Klien, Irwin S. Ludin, and Ken L. Robertson :
Project Management Methodology (A Practical Guide for the Next Millennium)
Marcel Dekker, Inc. New York. Basel. Hongkong.
2. K. Nagarajan : Project Management. NewAge International(P) Ltd.
Publishers. Hyderabad. Kolkata. Lucknow. Mumbai.
3. S.Ghosh : Project Management and Control. New Central Book
Agency (P) Ltd. Kolkata
4. Michael Creer : The Project Manager's Partner.
Jaico Publishing House, Mumbai. Delhi. Bangalore.
Hyderabad. Kolkata. Chennai. Ahmedabad.

SPECIALISATION (OPTIONAL) :**Group - 2****PAPER - 221****DIMENSIONS OF RURAL DEVELOPMENT****Unit 1 : Rural Development**

- Concept, meaning and approaches
- The nature and evolution of poverty
- Measuring poverty in its multiple dimensions
- Determinants of rural development

Unit 2 : Some Paradigms of Rural Development

- The Modernisation Theory
- The Human Capital Model of Development
- The Gandhian Model of Rural Development
- Policies and Strategies of Rural Development

Unit 3 : Economic Growth with Opportunity, Empowerment and Security

- Economic growth pattern and poverty reduction programmes.
- Opportunity for asset creation, – human, physical capital and environmental assets.
- Socio-economic empowerment and security measures.

Unit 4 : Rural Development Institutions

- Panchayati Raj System
- New Generation Cooperatives
- Non-Governmental Organisations
- Policy-Institutions - Assets loop
- Institutions for Sustainable Development
- Business Model for Service Oriented Organisations
- Value Based Professional Management

Unit 5 : Micro-Enterprise and Micro-Credit Delivery System

- Micro-Enterprises for Self-sustainability for Rural Masses
- Micro-Credit delivery through Self Help Groups (SHGs)
- Essential Elements for Collective Action and Collective Responsibility for Sustainable Development
- Linkage Development among Institutions
- Credit Linkage Management

Suggested Books :

1. Joan Magretta : What Management Is (How it works and why it's everyone's business) Profile Books Ltd. Hatton Garden. London. 2004.
2. John M. Riley : Stakeholders in Rural Development. Sage Publications India Pvt. Ltd.. New Delhi. 2002.
3. Shivani Dharmarajan : NGO Development Initiative and Public Policy. Kanishka Publishers, Distributors. New Delhi. 1998
4. K.G. Karmakar : Rural Credit and Self Help Groups. Sage Publications. New Delhi. Thousand Oaks. London. 1999.
5. Karen Brock, Rosemary McGee and Richard Ssewakiryanga : Poverty Knowledge and Poverty Processes : A Case Study of Ugandan National Poverty Reduction Policy (Research REport 53). Institute of Development Studies. England, August 2002.
6. Gerald M. Meier and James E. Rauch : Leading Issues in Economic Development. Oxford University Press, New York. 2000.
7. Somesh Kumar : Methods for Community Participation. Vistaar Publications, New Delhi. 2002.
8. Katar Singh : Rural Development (Principles, Policies and Management). Sage Publications. New Delhi. Thousand Oaks. London. 1999.
9. B.S. Bhatia, Prem Kumar : Management of Rural Development. and A.S. Chawla Deep & Deep Publications. New Delhi.
10. B.S. Khanna : Panchayati Raj in India Deep & Deep Publications. New Delhi.

Reference Books :

1. World Bank : World Development Report - 2000/2001.(Attacking Poverty). Oxford University Press. New York.
2. World Bank : World Development Report 2003 (Sustainable Development in a Dynamic World) Oxford University Press. New York.

SPECIALISATION (OPTIONAL) :**Group - 2****PAPER - 222****RURAL RESOURCE MANAGEMENT****Unit 1 : Rural Resources**

- Conceptualisation
- Classification
- Resource Survey
- End result of Resource Integration and Management

Unit 2 : Agro-based Resources

- Food Security Management
- Agro-based Business - Agriculture, Dairy, Minor Forest etc.
- Agro-Entrepreneurship Development for Resource Mobilisation

Unit 3 : Community Resources Management

- Community Resources, – Land water, forests, rivers, ponds, etc.
- Conservation of national Resources and Bio-diversity
- Community participation in Joint Forest Management, Disaster Management, Watershed Management etc.
- Role of NGOs, Panchayates, Cooperatives, Youth Clubs, Mahila Mandals, SHGs etc. in sensitisation and protection of community resources

Unit 4 : Rural Technology Transfer

- Identification of Appropriate Rural Technology
- Technology from lab to land
- New Technology adoption and Rural Resource Utilisation with productivity upgradation.

Unit 5 : Infrastructure Development

- Rural Market Development
- Market Linkage Development through Cooperatives and NGOs for resource use.
- Capacity Building for Missionaries
- Critical Collaboration in State-NGO Partnerships.

Suggested Books :

1. Divakar Jha : A Perspective on Cooperative Marketing. Vikas Publishing House Pvt. Ltd. New Delhi. Mumbai. Bangalore. Chennai. Kolkata. Patna. Kanpur. 1997.
2. John M. Riley : Stakeholders in Rural Development. Sage Publications Pvt. Ltd. New Delhi. 2002.
3. M.L. Narasaiah : Problems and Prospects of Sericulture. Discovery Publishing House. New Delhi. 2003.
4. Raj Kapila & Uma Kapila : Economic Developments in India. (Academic Foundations Continuing Series 51). Academic Foundation. New Delhi. 2002.
5. Gerald M. Meier and James E. Raugh : Leading Issues in Economic Development . Oxford University Press. New York.2000.
6. Sanal Kumar Velahudhan : Rural Marketing (Targeting the non-urban Consumer) Response Books. New Delhi. 2002.
7. Vandana Shiva & Gitanjali Bedi : Sustainable Agriculture and Food Security. (The Impact of Globalisation). Sage Publications Inc. New Delhi.
8. V.P. Jauhari : Sustainable Development of Water Resources. Mittal Publications. New Delhi.
9. Jyoti Parikh & Hemant Datye : Sustainable Management of Wetlands. (Biodiversity and Beyond). Sage Publications. New Delhi
10. K.S. Dhind Sa and : Dynamics of Agricultural Development. Vol. 1 to 3. Concept Publishing Company. New Delhi.

Reference Books :

1. S. Kauchana Ratnam : Strategies for Rural Development. Dominant Publishers and Distributors. New Delhi.
2. D.N. Gupta : Rural Development System. Books India International. New Delhi
3. S.N. Raul. Tapas Nandy , L. Szpyrkowicz and R.K. Trivedy : Wastwater Management in Cluster of Small Scale Industries. Book Enclave. Jaipur.

SPECIALISATION (OPTIONAL) :**Group - 2****PAPER - 223****RURAL PROJECT PLANNING AND MANAGEMENT****Unit 1 : Project Conceptualisation**

- Project defined and project idea generation
- Project life cycle
- Project classification
- Projects, the cutting edge of development.

Unit 2 : Project Feasibility Analysis

- Rural Resources identification
- Project Opportunity identification
- Environment Scanning - Internal and External
- Preliminary Study and detailed study reports

Unit 3 : Project Appraisal - I

- Technical Appraisal
- Financial Appraisal
- Economic Appraisal

Unit 4 : Project Appraisal - II

- Managerial Appraisal
- Social Cost Benefit Analysis
- Basic components of detailed project preparation Report.

Unit 5 : Project Implementation and Management

- Stages of Implementation
- Time & Budget control with network technique
- Practical Project Management Methodology (P²M²) - characteristics, keystones, Need of change and corrective actions.
- MIS in Project Management

Suggested Books :

1. P.K. Mattoo : Project Formulation in Developing Countries. MacMillan Company of India Ltd. Delhi. Mumbai. Kolkata. Chennai.
2. N. Nagarajan : Project Management. New Age International (P) Ltd. Publishers. New Delhi. Bangalore. Chennai. Guwahati. Hyderabad. Kolkata. Lucknow. Mumbai.
3. S. Ghosh : Project Management and Control. New Central Book Agency (P) Ltd. Kolcutta.
4. Prasanna Chandra : Projects Planning, Analysis, Financing, Implementation and Review. Tata Mc Graw Hill Publishing Company Ltd. New Delhi.
5. United Nations : Guide to Practical Appraisal (Social Benefit-Cost Analysis in Developing Countries). Oxford & IBH Publishing Co. Pvt.
6. S. Anil Kumar, S.C. Poornima, Mini K. Abraham and K. Jayashree : Entrepreneurship Development. New Age International Publishers. New Delhi. Bangalore. Chennai. Guwahati. Hyderabad. Kolkata. Lucknow. Mumbai.
7. Ralph L. Klien, Irwin S. Ludin, and Ken L. Robertson : Project Management Methodology (A Practical Guide for the Next Millennium) Marcel Dekker, Inc. New York. Basel. Hongkong.
8. K. Nagarajan : Project Management. New Age International(P) Ltd. Publishers. Hyderabad. Kolkata. Lucknow. Mumbai.