

CIRCULAR :-

A reference is invited to the Ordinances, Regulations and syllabi relating to the Bachelor of Management Studies (B.M.S.) degree course vide pamphlet No. 309 and the Principals of the affiliated colleges in Commerce are hereby informed that the recommendation made by the Ad-hoc Board of Studies in Management Courses (UG & PG) at its meeting held on 15th January, 2009 has been accepted by the Academic Council at its meeting held on 27th February, 2009 vide Item No.4.9 and that, in accordance therewith, the revised syllabus for Semester III and IV of the B.M.S. degree course is as per Appendix and that the same has been brought into force with effect from the academic year 2009-2010.

MUMBAI-400 032

16th May, 2009

PRIN K VENKATARAMANI

REGISTRAR

To,

The Principals of the affiliated colleges in Commerce.

A.C./4.9/27.02.2009No.UG/ 171- A of 2009, MUMBAI-400 032 16th May, 2009

Copy forwarded with compliments for information to: -

1. The Dean, Faculty of Commerce.
2. The Chairman, Ad-hoc Board of Studies in Management.
3. The Controller of Examinations,
4. The Co-Ordinator, University Computerization Centre,

(D.H. KATE)

DEPUTY REGISTRAR

(U.G./P.G SECTION)

Copy to: -

The Director, Board of College and University Development, the Deputy Registrar (Eligibility and Migration Section), the Director of Students Welfare, the Executive Secretary to the Vice-Chancellor, the Pro-Vice-Chancellor, the Registrar and the Assistant Registrar, Administrative sub-center, Ratnagiri for information.

The Controller of Examinations (10 copies), the Finance and Accounts Officer (2 copies), Record Section (5 copies), Publications Section (5 copies), the Deputy Registrar, Enrolment, Eligibility and Migration Section (3 copies), the Deputy Registrar, Statistical Unit (2 copies), the Deputy Registrar (Accounts Section), Vidyanagari (2 copies), the Deputy Registrar, Affiliation Section (2 copies), the Professor-cum- Director, Institute of Distance Education, (10 copies) the Director University Computer Center (IDE Building), Vidyanagari, (2 copies) the Deputy Registrar (Special Cell), the Deputy Registrar, (PRO) the Assistant Registrar, Academic Authorities Unit (2 copies) and the Assistant Registrar, Executive Authorities Unit (2 copies). They are requested to treat this as action taken report on the concerned resolution adopted by the Academic Council referred to in the above Circular and that, no separate Action Taken Report will be sent in this connection. The Assistant Registrar, Constituent Colleges Unit (C.C.U.) is requested to maintain a copy of this circular.

27.2.2009

UNIVERSITY OF MUMBAI



Revised Syllabus

and

Pattern of Question Paper

Bachelor of Management Studies

(Semester III & IV)

(With effect from the academic year 2009-2010)

Revised Syllabus of Bachelor of Management Studies (Semester III & IV) .

INDEX

SEMESTER III		SEMESTER IV	
Sub Code	Subject	Sub Code	Subject
3.1	Management Accounting	4.1	Productivity and Quality Management
3.2	Managerial Economics II	4.2	Direct and Indirect Taxes
3.3	Marketing Management	4.3	Export Import Procedures & Documentation
3.4	Business Aspects in Banking & Insurance	4.4	Cooperatives and Rural Markets
3.5	Production Management and Materials Management	4.5	Research Methods in Business
3.6	Strategic Management	4.6	Public Relations Management

3.1 Management Accounting

Unit	Topic	No of Lectures
1	Analysis and Interpretation of Accounts a) Study of Balance Sheet Schedule VI of Limited Company. b) Study of Manufacturing Trading Profit & Loss A/c of Limited Company. Vertical Forms- Relationship between items in Balance Sheet and Profit and Loss Account. a) Trend Analysis. b) Comparative Statement. c) Common Size Statement.	18
2	Ratio Analysis and Interpretation (Based on Vertical Form of Financial A/c) including Conventional and Functional Classification Restricted to- a) Balance Sheet Ratios:- i) Current Ratio ii) Liquid Ratio iii) Stock Working Capital Ratio iv) Proprietary Ratio v) Debt Equity Ratio vi) Capital Gearing Ratio b) Revenue Statement Ratios:- i) Gross Profit Ratio ii) Expenses Ratio iii) Operating Ratio iv) Net Profit Ratio v) Net Operating Profit Ratio vi) Stock Turnover Ratio c) Combined Ratios:- i) Return on Capital employed (Including Long Term Borrowings) ii) Return on proprietor's Fund (Shareholders Fund and Preference Capital) iii) Return on Equity Capital iv) Dividend Pay out Ratio v) Debt Service Ratio vi) Debtors Turnover vii) Creditors Turnover Different Modes of Expressing Ratios:-Rate, Ratio, Percentage, Number etc. Limitations of the use of Ratios, Interaction of Ratios	10

Unit	Topic	No of Lectures
3	Preparation of Statement of Sources and Application of Cash (Cash Flow Statement) with reference to Accounting Standard No .3	10
4	Working Capital-Concept Estimation /Projection of Requirements in case of Trading and Manufacturing Organization. Marginal Costing Concept of Marginal Cost Contribution Break even Analysis Application of marginal costing in Managerial Decision Making.	17

Reference Books

1. Saxena & Vashist , "Cost Management" , S. Chand and Sons
2. Ravi N.Kishor, "Cost & Management Accounting", Publication Taxmonth
3. P.N.Reddy, "Essential of Management Accounting", Himalaya
4. Robert S Kailar, "Advanced Management Accounting", Prentice Hall
5. S.R.Varshney, "Financial Of Management Accounting" , Wisdom
6. Charbs T Horngram, "Introduction Of Management Accounting" ,PHI Leaving
7. I.M.Pandey, "Management Accounting", Vikas Publication
8. D.K.Mattal, "Cost & Management Accounting", Galgotia
9. Khan & Jani, "Management Accounting", Tata Mcgraw
10. R.P.Resstogi, "Management Accounting", Gelgotha

3.2 Managerial Economics – II

Unit	Topic	No. of Lectures
1	Introduction to Macro Economics. Macro economic aggregates and concepts Circular flow of income. National income and related concepts, calculation of National income, National income and social welfare, concept of Human Development Index. Supply of money, demand for money, price level. Inflation and Stagflation. Determination of Income and Employment Overview of classical and Keynesian analysis. Business cycles – features, causes and remedial Measures. Equilibrium in the Goods and Money markets (IS-LM)	15
2	Policy Environment Role of state in different economic systems. Theory of economic policy Monetary policy – objectives and instruments. Fiscal policy – objectives and instruments, , impact on business, concept of inclusive growth. Economic stabilization – Fiscal v/s Monetary policy and Structural policy. Trade policy – Protection v/s Free trade	15
3	International Trade Overview of International trade. Distinction between domestic and international trade. Basis of trade – comparative cost difference, factor endowment and factor intensity. Balance of payments – accounting structure, disequilibrium (types, causes and remedial measures), trends in India's Balance of payments. Mechanism for international payments. Flexible v/s Managed exchange rate systems.	15
4	Globalization Globalization – meaning and effects (gains and problems), role of IMF and World Bank, concept of global recession with contagion effects. World Trade Organization – agreement s and implications for India, contentious issues, disputes settlement mechanism. Foreign Capital – need for foreign capital, role of MNCs, FDI v/s Portfolio investment, causes of rising FDI in India.	15

Note: There should be Case Studies with special reference to India.

Reference Books:

- 1) **Dornbusch R, Fischer and Startz** – “Macro Economics”, (Tata McGraw Hill).
- 2) **Richard T Froyen** – “Macro Economics”, (Pearson Education).
- 3) **Mankiw N G** – “Macro Economics”, (Worth Publishers).
- 4) **Prabhat Patnaik (ed)** – “Macro Economics”, (Oxford University Press).
- 5) **Andrew Abel and Ben Bernanke** – “Macroeconomics”, (Pearson Education)
- 6) **H L Ahuja** – “Macro Economics for Business and Management” (S Chand).
- 7) **A Nag** – “Macro Economics for Management Students”, (Macmillan)
- 8) **Shyamal Roy** – “Macro Economic Policy Environment – an analytical guide for managers” (Tata McGraw Hill).
- 9) **Suraj B. Gupta** – “Monetary Economics: Institutions, Theory and Policy”, (S. Chand)
- 10) **Robert J Carbaugh** – “International Economics”, (Thomson Southwestern).
- 11) **Robert Dunn, Dana Stryck, James Ingram and Robert Dunn Jr.** – “International Economics Study Guide and Workbook”, (John Wiley and Sons)
- 12) **Dominick Salvatore** – “International Economics”, (John Wiley and sons).
- 13) **Paul Krugman and Maurice Obstfeld (2005)** – “International Economics: Theory and Policy”, (Addison Wesley)
- 14) **Bo Sodersten and Geoffrey Reed**, - “International Economics”, (Macmillan)
- 15) **J. Wild, K. Wild and J. Han** – “International Business”, (PHI)
- 16) **Ray S K** – “The Indian Economy”, (PHI).
- 17) **Vibha Mathur** - “Indian Economy and the WTO”, (New Century).
- 18) **Veena K Pailwar** – “Economic Environment of Business”, (PHI).
- 19) **Dutt and Sundaram** – “Indian Economy”, (S Chand)
- 20) **Jagdish Bhagwati (2004)** – “In Defense of Globalisation”, (Oxford University Press)
- 21) **Bradley Schiller**, “The Economy Today”, (McGraw-Hill)
- 22) **M. Adhikary** – “Economic Environment of Business”, (S. Chand)

3.3 Marketing Management

Unit	Topics	No. of Lectures
1	Introduction to Marketing- (a) The 4 Ps and 3Cs of Marketing (b) Marketing as an activity, function, and philosophy (c) Needs, wants and demands; transactions, transfers & exchanges (d) Orientation of a firm: Production concept; product concept; selling concept; and marketing concept. New Trends in Marketing: E-Marketing, Internet Marketing, and Marketing using social networks Societal Marketing/Relationship Marketing	13
2	Marketing Research; MIS; & Consumer Behaviour The micro environment of business (management structure; marketing channels: markets in which a firm operates; competitors and stakeholders. Macro Environment: political factors; economic factors; socio-cultural factors; technological factors (pest analysis) Marketing Research: Importance of Marketing Research Types of Marketing Research: Product research; sales research; consumer/customer research; promotion research. Consumer Behaviour: Basic stimulus response model Influence on consumers decision-making process High involvement and low involvement products Influences on buying behaviour: cultural factors, social factors, personal factors and psychological factors (Maslow's Hierarchy) Methods of sales forecasting	10
3	Industrial Buying Behaviour; Product & Brand Management; STP Industrial buying behaviour Decision making process DMUs and its composition Factors influencing purchasing: economic environment; organizational factors; inter-personal characteristics; and individual buyer characteristics Key differences between Consumer and Organizational Buying Product and Brand Management (a) Products: core, tangible and augmented products Product mixed decisions: product line decisions; strategic filling, line modernization decisions New product development process: idea generation, screening, concept development and testing, marketing strategy, product development, market testing, test marketing, and commercialization. product life cycle: Introduction growth, marketing decline,	12

	(b) Brand Management Brand equity; branding decisions; brand extensions; brand portfolios Segmentation, Targeting and Positioning (STP): Segmentation variables for consumer markets: Geographic, demographic, psychographic, behavioural Segmentation variable for industrial markets: customer location, type of industry, size of the firm, purchase criteria, etc. Targeting: undifferentiated marketing; single segment and multi segment structures; guidelines for selecting target markets Positioning: Identifying frame of reference; points of parity and points of difference; choosing category membership; product and brand differentiation for identifying of position	
4	Pricing Decisions, Channel Decisions; Promotion Mix; Strategies; Integrated Marketing; Communications; Marketing Services; & Ethics in Marketing Pricing Decisions Pricing objectives; factors influencing pricing decisions Types of pricing: Mark up/cost plus pricing; perceived value pricing; value pricing; geographic pricing; etc. Responding to competitors Action through price and non price variables. Impact of the products: stage in the PLC on pricing decisions. Channel Decisions: Types of channels: Intensity of distribution, channel conflict and channel management. Retailing importance, and types of retail formats. Indian Retail Scenario Promotion mix Advertising: Importance and scope Sales promotion: objectives; consumer promotions PR and publicity Personal Selling: recruitment, selection, training, motivation and evaluation of sales reps. Integrated Marketing Communication: Definition of target audience; determining communication objectives; designing communication and selection of channels Marketing Services: Characteristics of services; ways of improving services, delivery, managing service maturity. Ethics in Marketing Advertising Standards Council of India code of ethics in advertising; promotion to children; unfair practices in marketing	15

Reference Books

1. **Kotler, Keller, Koshy, and Jha**, "Marketing Management: A South Asian Perspective" 12e, Pearson/Prentice Hall
2. **Etzel, Stanton, Walker & Pandit**, "Marketing Concepts & Cases", 13e, Tata McGraw Hill
3. **Russel S. Winer**, "Marketing Management", 3e, Pearson Education
4. **Kurtz Boone**, "Principles of Marketing", Thomson
5. **S H H Kazmi**, "Marketing management", Excel
6. **Kerin Hartley**, "Marketing Management", Tata McGraw Hill
7. **Ramaswamy & Namakumari**, "Marketing Management", Macmillan India
8. **Roger Kerin/Robert A.**, "Peterson Strategic Marketing Problems", Prentice Hall
9. **Roger A. Kerin, Steven W. Harley**, "Marketing", Tata McGraw Hill
10. "Marketing Planning and Strategy", Thomson
11. "Kellogg on Integrated market", Wiley India
12. **Philip Kotler**, "Marketing Management", Pearson Education
13. **William Stanton**, "Fundamentals of Marketing", Tata McGraw Hill
14. **Rustom Davar**, "Modern Marketing Management", Universal Books
15. **Kotler, Keller, Kozhy, Jha**, "Marketing Management- South Asian Perspective", Pearson Education
16. **V.S. Ramaswami and S Namakumari**, "Marketing: Planning, Implementation and Control", Macmillan India
17. **Theodore Levitt**, "Marketing Management"
18. **Rajan Saxena**, "Marketing Management", Tata McGraw Hill

3.4 Business Aspects in Banking and Insurance

Unit	Topics	Number of Lectures
1	Overview of Indian banking sector Structure of Indian banking sector Sources of funds for a bank Various deposit products Types of bank financing – fund based and non fund based Cash credit, bank overdraft, term loan, demand loan, export / import financing, rural / farm lending etc. Bank guarantee Introduction to NPAs and its management Classification of NPAs and recovery strategy	18
2	Central banking – concept Functions and role of RBI Money creator Credit regulator Supervision of banking sector Reforms in Indian banking Narsimham committee I & II Fundamentals of Investment banking Fund based and Fee based services Innovations in banking – E banking Introductions to NBFCs – Role and Classification	18
3	Introduction to Insurance Basic principles of Insurance Significance of Insurance to business Reasons for slow growth of insurance business in India	10
4	Types of Insurance Life, Fire, Marine, Crop / Agriculture Insurance Bancassurance Policy Servicing and Claims Settlement Nomination and Assignment Surrender Value and Paid up Value of Policy Procedure to take life insurance policy Claim settlement under life insurance policy	14

Reference Books for “Business Aspects in Banking and Insurance”

1. H.R.Machiraju, “Modern Commercial Banking”, New Age Int.
2. Sethi & Bhatia, “Elements of Banking and Insurance”, Prentice Hall
3. M.Y.Khan, “Indian Financial System”, TMG
4. Bharati Pathak, “Indian Financial System”, Pearson
5. L.M.Bhole, “Financial Institutions and Market”, TMG
6. Raghu Palat, “Retail Banking”, Cortland Rand
7. K.P.M.Sundaram, “Indian Economy”, S. Chand
8. K C Shekhar, Lekshmy Shekhar, “Banking Theory and Practice”, 19e, Vikas Publishing House
9. Dekock, “Central Banking”, UBSPO
10. Anand Chandavarkar, “Central Banking in developing countries”
11. M.N.Mishra, “LIC of India”
12. RBI Staff, “Various RBI Publications”, RBI
13. Various IRDA Publications, IRDA
14. Journal of Insurance Institute of India
15. www.rbi.org,
16. www.irdaindia.org,

3.5 Production Management and Materials Management

Unit	Topics	No. of lectures
1	Introduction to the concepts of Operations and Operations Management Development of Production Function. Relation of Production with other functions like design function, purchase function, plant layout, maintenance, etc. Product Classification, Product selection (steps for identifying the product for manufacturing), Product development (market pull, technology push, interfunctional approach). Brief description/importance of Research, Development and Design of a Product	10
2	Facilities planning (how much to produce, level of automation, facilities required for manufacturing, where to produce, arranging required facilities, how to produce, etc.). Production Systems Plant Layout. Differences between various types of layout (Product layout, Process layout, Cellular layout, Static Layout, etc) Various types of Material Handling Systems. Their guidelines/principles, distinguishing features, uses Overview of various types of maintenance systems Meaning/Functions/Nature of Production, Planning & Control	15
3	Importance of Materials Management (corporate policy, organization, research, planning, source selection) Value Analysis and Value Engineering Purchase management, importance of purchasing, various R's of purchasing, purchasing systems. Need for forecasting price/policy on seasonal commodities and capital equipments. Simple problems on various types of forecasting including exponential smoothing. Inventory management, its prime importance in our country today. Inventory Control Techniques – ABC, FSN, GOLF, VED, SOS, HML. Make-or-buy decisions. Problems on ABC analysis.	15
4	Warehousing and Stores management. Centralised and de-centralised stores. Brief introduction to various methods of stores accounting. Need for stock verification. Management of scrap/waste/surplus/obsolete materials JIT, KANBAN, KAIZEN, Push V/s Pull concept. Materials Requirement Planning. Explanation of EOQ – its advantages/limitations/modifications. Types of inventory systems (P-system and the Q-system). Need for safety stock/reserve stock. Simple problems on these topics SQC. Techniques of SQC. Control Charts. X-bar chart, R-chart, p-chart, c-chart. Graphical representation. Direct problems on them	15

Reference Books

1. **Jay Heizer**, "Principles of Operations Management", Prentice Hall
2. **Kenneth W. Dailey**, "The Lean Manufacturing Pocket Handbook", D.W. Publishing
3. **James M. Morgan and Jeffrey K. Liker**, "The Toyota Product Development System: Integrating people, process and technology", Productivity Press
4. **Taiichi Ohno and Norman Bodek**, "The Toyota Production System: Beyond large-scale production", Productivity Press
5. **Lee J. Krajewski, Larry P. Ritzmann and Manoj K. Malhotra**, "Operations Management: Processes and Value Chains", Prentice Hall
6. **Donald W. Fogarty, John H. Blackstone and Thomas R. Hoffmann**, "Production and Inventory Management", Douth-Western College
7. **George W. Plossl**, "Production and Inventory Control: Principles and Techniques", Prentice Hall
8. **W. Bolton**, "Production, Planning and Control" Addison-Wesley Longman Limited
9. Journal on Materials and Supply Chain, Materials Management Review (MMR), Indian Institute of Materials Management, Bangalore
10. **P. Gopalakrishnan and M. Sunderesan**, "Materials Management – An Integrated Approach", Prentice Hall - International
11. **Peckham Herbert**, "Effective Materials Management", Taraporevala Publications
12. **P. Gopalakrishnan and M. Sunderesan**, "Inventory Management", Macmillan
13. **K.S. Menon**, "Purchasing and Inventory Control", A.H. Wheeler & Co.
14. **K.S. Menon**, "Stores Management", Macmillan
15. **Magee John F.**, "Production Planning and Inventory Control", Tata-McGraw Hill
16. **Gannon Thomas A.**, "Product Service Management", Taraporevala Publications
17. **Buffa Elwood S.**, "Production and Operations Management", Richard D. Irwin
18. **J.R. Tony Arnold**, "Introduction to Materials Management", Prentice Hall
19. **Willsmore A.W.**, "Modern Production Control", Issac Pitman
20. **P.C. Sharma**, "Materials Management", Kitab Mahal
21. **Ambade Vasant**, "Materials Management", Aditya Publishing House
22. **Kingsman Brian G.**, "Raw Materials Purchasing and Operational Research", Pergamon Press
23. **A.K. Datta**, "Integrated Materials Management: A Functional Approach", Prentice-Hall International
24. **Starr Martin K.**, "Inventory Control: Theory and Practice", Prentice-Hall International
25. **N.M. Shah**, "An integrated Concept of Materials Management", Tata-McGraw Hill
26. **Meier Robert C. and Johnson R.**, "Cases in Production and Operations Management", Prentice-Hall International
27. **Sasser W. Earl and Olsen R.P.**, "Management of Service Operations: Text, Cases and Readings", Allyn and Bacon
28. **L. Prasad**, "Production Management", Sterling Publications
29. **Diprimio Anthony**, "Quality Assurance in Service Organizations", Chilton Book

3.6 Strategic Management

Unit	Topics	No. of sessions
1	Introduction to Strategic Management Definitions & concepts (Company / Business / Management levels) Nature, importance & benefits of Strategic Management Strategic Management models & guidelines for effective Strategic Management	10
2	Overview of Strategic Management Process Strategy Formulation ➤ Setting objectives (Vision, Mission, goals) ➤ Analysing internal and external environment (SWOT) ➤ Strategy making • Entrepreneurial Model • Adaptive Model • Planning Model Types of strategies Analysing and choosing the right strategy	15
3	Strategy Implementation Implementation of strategy to functional areas ➤ Production ➤ Operations ➤ Marketing ➤ Finance ➤ Human Resource Management ➤ Others (R & D, Innovation, Quality enhancement etc)	15
4	Strategy Evaluation ➤ Review ➤ Feedback ➤ Control General Characteristics of an effective Evaluation System Contingency planning and Auditing	15

Reference Books

1. **Fred. R. David**, "Strategic Management - Concepts and Cases", Prentice Hall India
2. **Thomas.L.Wheelen, J.David Hunger,Krish Rangarajan**,"Concepts in Strategic Management and Business Policy", Pearson Education
3. **Andrews**, "Strategic Management"
4. **Guilliek**, "Strategic Management - Concepts and Cases"
5. **Philip Sadler**, "Strategic Management", Kogan Page
6. **Parnell John A**, "Strategic Management:Theory and Practice", Biztantra
7. **McCain Roger A**, "Game Theory :A Non-Technical Introduction to the Analysis of Strategy", Thomson Learning
8. **Black J Stewart, Gregersen Hall B**, "Leading Strategic Change: Breaking through the Brain Barrier", Pearson Education
9. **Forgang William G**, "Strategy Specific Decision Making: A Guide for Executive Competitive Strategy", Prentice Hall India
10. **Gupta Vipin,Gollakota, Kamala Srinivasan R**, "Business Policy and Strategic Management: Concepts and Application", Prentice Hall India
11. **Mellahi Kamel Frynas, Jedrzej G, Finlay Paul**, "Global Strategic Management", Oxford
12. **Rinkie Wofl J**, "6 Proven Strategies for building High Performance organizations Winning Management", Jaico Publication House
13. **Namakumari, Ramaswamy**, "Strategic Management", Macmillan India

4.1 Productivity and Quality Management

Unit	Topics	No. of lectures
1	Concept of productivity and various ways/modes of calculating it. Ways to improve productivity. Partial productivity and Total productivity. Simple direct problems relating to productivity, partial productivity and total productivity. Product and Service Quality dimensions. Characteristics of Quality. Quality Assurance. Quality Circles. Elements of Total Quality System. Quality Circles. Philosophies regarding Quality, namely, Deming and his contribution to quality, Deming's 14-points for management, Philip B. Crosby's philosophy relating to quality. Juran's philosophy regarding quality. Cost of Quality.	10
2	Suggestion schemes. Various types of wage incentive plans. Total Productivity Maintenance. Job evaluation and Job rotation. Learning curves – description, limitation and use to management. Simple problems on learning curves. Lateral thinking. Split brain theory. Work study (Method Study, Time and Motion Study). Work Measurement. Problems on these topics	15
3	Concepts of customer service in relation to right quality, right quantity, etc. Total Quality Management – definition, basic concepts, eight building blocks, seven stages and pillars of TQM Seven deadly disasters. TQM in Services Introduction to "lean" thinking. Juran's trilogy – Muri, Mara, Muda. Kepner Trego Method of problem solving. Brain storming. Delphi and nominal group techniques. Ergonomics. Single Digit Minute Exchange of Dies (SMED). Benchmarking.	15
4	Holistic Quality Management. Quality performance and various excellence awards Six sigma features, enablers, goals, DMAIC/DMADV Taguchi's quality engineering. Poka Yoke. National Productivity Council. JIDOKA, KANBAN, ISHIKAWA (Fish Bone) diagram ISO standards regarding quality such as ISO 9000, ISO 14000, QS 9000 and other emerging standards. Malcolm Bridge National Quality Award. Deming Application Prize and TPM Awards	15

Reference Books

1. Srinivas Gondhalekar and Uday Salunkhe, "Productivity Techniques", Himalaya Publishing House
2. Gerard Leone and Richard D. Rahn, "Productivity Techniques", Jaico Book House
3. John S. Oakland, "TQM: Text with Cases", Butterworth-Heinemann
4. David J. Sumanth, "Total Productivity Management (TPmgt): A systematic and quantitative approach to compete in quality, price and time", St. Lucie Press
5. Bill Creech, "The Five Pillars of TQM: How to make Total Quality Management work for you", Dutton/Piume
6. Craig Gygi, Neil DeCarlo, Bruce Williams, Stephen R. Covey, "Six Sigma for Dummies"
7. Anitava Mitra, "Fundamentals of Quality Control & Improvement, Pearson Education, Asia"
8. Chen Gordon K.C. and McGrrah R., "Productivity Management: Text and Cases", Dryden Press
9. Sawhney S.C., "Productivity Management: Concepts and Techniques", Tata McGraw Hill
10. Vrat Prem and G.D. Sardana, "Productivity Management: A Systems Approach", Narosa Publishing House
11. J.M. Juran, "Juran's Quality Control Handbook", McGraw-Hill
12. Y.K. Shetty and V.M. Buchler, "Productivity and Quality through people", Toppan Co.
13. Dale Barrie G., Cooper C., "Total Quality and Human Resources", Blackwell
14. S.M.S. Raju, "Total Quality Management", Tata-McGraw Hill
15. Pennathur Krish, "Work Study", Nabhi Publication
16. Taiichi Ohno, "Just-in-time: For today and tomorrow", Productivity and Quality Publications
17. Sekine Kenichi, Arai K., "Kaizen for quick changeover. Going beyond SMED", Productivity and Quality Publications
18. J.M. Juran, "Quality Planning and Analysis", Tata McGraw-Hill
19. Indian Government, "Quality Team Concept in Total Quality Control", IMJ Books
20. International Labour Office, "Productivity and Quality Management", International Labour Organization
21. A.C. Rosander, "Quest for quality in services", Quality Resources

4.2 Direct and Indirect Taxes

Unit	Topic- Direct Tax	No of Lectures
1	Basic Terms (S: 2, 3, and 4)	13
	Assessee	
	Assessment Year	
	Annual value	
	Business	
	Capital Assets	
	Income	
	Person	
	Previous Year	
	Transfer	
	Scope of Total Income (S: 5)	
	Residential Status (S: 6)	
2	Heads of Income (S: 14; 14A)	18
	a. Salary (S: 15 to 17)	
	b. Income from House Properties (S: 22 to 27)	
	c. Profit & Gain From Business (S: 28, 30, 31, 32, 35, 35D, 36, 37, 40, 40A & 43B)	
	d. Capital Gain (S: 45, 48, 49, 50, 50B, 50C)	
	e. Income from Other Sources (S: 56 to S: 59)	
	Exclusions From Total Income (S: 10)	
	Exclusion related to specified heads to be covered with relevant head. eg. Salary, Business Income, Capital Gain, Income from Other Sources.	
	a. Deduction from Total Income S 80C, 80CCC, 80D, 80DD, 80E, 80U	
	b. Computation of Total Income for Individual	
3	Indirect Tax -- Service Tax	12
	Basic Terms	
	Taxable Service	
	Input service	
	Output Service	
	Provision Related to some important services	
	Practicing Chartered Accountants	
	Business auxiliary	
	Commercial Training & Coaching	
	Courier Services	
	Other Important aspects	
	Valuation of Taxable Service (Incl. Abatements)	
	Service Tax & Cess Payable	
	CENVAT Credit related to Service Tax (Only Basic Principles)	
	Registration & Returns	

Unit	Topic- Direct Tax	No of Lectures
4	Indirect Tax- MVAT Definitions Section:2(4) Businesses 2(8) Dealers 2(12) Goods 2(13) Importer 2(15) Manufacturer 2(20) Purchase Price 2(22) Resale 2(24) Sales 2(25) Sales Price 2(27) Service 2(33) Turnover of Sales Incidence of Levy of Tax Sec 3. Incidence of Tax Sec 4. Tax Payable Sec 5 Tax Not Leviable on Certain Goods Sec 6. Levy of Sales Tax on goods specified in the schedule Sec 7. Rate of tax on Packing Material Sec 8. Certain Sale & Purchase Not Liable For Tax Payment of Tax and Recovery Section: 42.Composition of Tax Set Off, Refund etc. Section 48 &49 Set Off, Refund etc. along with rules52, 53, 54, 55	12

NOTE

1. The Syllabus is restricted to study of specified section only.
2. The Law In force on 1st April immediately preceding the commencement of Academic year will be applicable for ensuing Examinations.
3. Study of rules is not implied for unless and until specifically mentioned.

REFERENCE BOOKS:

1. V.K.Singhania, "Students guide to Income Tax", Taxman
2. Ahuja & Gupta, "Systematic approach to Income Tax", Bharat Law Publication
3. T.M. Manorahan, "Income Tax"
4. N.V.Melita, "Direct Tax ready reckoner", Kuber Publication
5. V.S.Date, "Indirect Taxes", Taxmann
6. S.S.Gupta, "Service Tax", Taxmann
7. M.S. Mathuria & Dilip Phadke, "Commentary on M.V.A.T. Act, 2002" Maharashtra Sales Tax Vat News.
8. V.S.Balchandra, "Indirect Taxes", Sultanchand.

4.3 Export Import Procedures and Documentation

Unit	Topic- Indirect Tax- Service tax	No of Lectures
1	Preliminaries for Exports and Imports: Meaning and Definition of Export – Classification – Strategy and Preparation for Export Marketing – Export Marketing Organisations – Registration Formalities – IEC – RCMC - Export Licensing – Selection of Export Product – Identification of Markets – Methods of Exporting – Pricing Quotations - Payment Terms – Letter of Credit. Liberalisation of Imports – Negative List for Imports – Categories of Importers – Special Schemes for Importers	12
2	Export Import Documentation Aligned Documentation System – Commercial Invoice – Shipping Bill - Certificate of Origin – Consular Invoice – Mate's Receipt – Bill of Lading – GR Form – ISO 9000 – Procedure for obtaining ISO 9000 - BIS 14000 Certification – Types of Marine Insurance Policies. Import Documents - Transport Documents – Bill of Entry – Certificate of Inspection – Certificate of Measurements – Freight Declaration.	13
3	Export-Import Procedure Steps in Export Procedure - Export Contract – Forward Cover – Export Finance – Institutional framework for Export Finance - Excise Clearance – Pre-shipment Inspection – Methods of Pre-shipment Inspection - Marine Insurance – Role of Clearing and Forwarding Agents – Shipping and Customs Formalities – Customs EDI System – Negotiation of Documents - Realisation of Exports Proceeds. Pre-Import Procedure - Steps in Import Procedure – Legal Dimensions of Import Procedure - Customs Formalities for imports - Warehousing of Imported goods – Exchange Control Provisions for Imports – Retirement of Export Documents.	12
4	Policy and Institutional Framework for Exports and Imports Foreign Trade Policy – Highlights - Special Focus Initiatives – Duty Drawback - Deemed Exports - ASIDE – MAI & MDA - Star Export Houses – Town of Export Excellence – EPCG Scheme – Incentives for Exporters. Export Promotion Councils – Commodity Boards – FIEO – IIFT – EOUs – SEZs – ITPO – ECGC – EXIM Bank.	13

Reference Books

1. Handbook of Import-Export Procedures - Ministry of Commerce, Government of India, New Delhi.
2. **Paras Ram**: "Export: What, Where and How"; Anupam Publishers, Delhi.
3. **Mahajan M.I.**, "Exports - Do it yourself", Snow White Publications, New Delhi.
4. **M. I. Mahajan**, "Import – Do it Yourself", Snow White Publications, New Delhi.
5. **TAS Balagopal** "Export Marketing" – Himalaya Publishing House.
6. "Export Documentation and Procedures", Nabhi Publications, New Delhi.
7. **R. L. Varshney**, "International Marketing Management", Sultan Chand.
8. **Terpstra**, "International Marketing", Holt Saunders.
9. **Sharan V.**, "International Business, Concept, Environment and Strategy"
10. **D.C. Kapoor**, "Export Management", Vikas Publishing House

4.4 Cooperatives and Rural Markets

Unit	Topic- Indirect Tax- Service tax	No of Lectures
1	The concept of the Co-Operation – Historical Background – Principles – Objectives – Characteristics – Types of Co-Operatives – Formation of Co-operatives (Urban Co-operative Banks – Credit Co-operative Societies – Housing Co-operative Societies – Labour Co-operative Societies – APMC). Role of Co-operatives – Social and Economic Development – Role of Local Leadership – Competition from Non Co-operative Organisations. Role of NABARD – State Government – RBI (Urban Banks Dept.) – Federations.	15
2	Legislations Influencing Co-Operatives – Intent and Scope of Maharashtra State Co-operative Societies Act. 1960 – MSCS Rules 1961 – Consumers Protection Act. 1986 – Right To Information Act. 2005 Rights and Duties of Managing Committee – Members – Registrar of Co-operatives – Auditors Challenges before Co-operatives – Strategy to face the challenges – Future of Co-operatives in India.	15
3	Definition and Scope of Rural Markets – Rural vs. Urban Markets – Rural Marketing Environment – Rural Consumer Profile – Consumer Behavior – Rural Marketing Mix. Rural Market Segmentation – Targeting and Positioning – Marketing of Consumer Durables – Rural Sales force Management.	15
4	Agricultural Produce Marketing – Importance – Problems – Lines of Improvement – Regulated Markets. Quality Orientation – Standardization and Grading. Role of Financial Institutions in Agricultural Marketing – Innovative Marketing Techniques and Recent Trend in Rural Markets. Impact of Globalization on Indian Markets – e-choupals – Commodity Markets (Importance)	10

Reference Books

1. T.P.Gopalawamy, "Rural Marketing", Vikas Publishing
2. Ramakishen, "Management of Co-operatives", Jaico Publishing
3. Krishnamoorthy, "Rural Marketing", Himalaya Publishing
4. Ramakishen, "Rural Marketing," Jaico Publishing
5. A.P.Gupta, "Marketing of Agricultural produce in India", Vora and company
6. Badi and Badi, "Rural Marketing", Himalaya Publishing
7. Kamath, "New dimensions of Cooperative Management", Himalaya Publishing
8. Goel B, "Cooperative Management and Aministration", Deep and Deep

4.5 Research Methods in Business

Unit	Topics	Number of lectures
1	Fundamentals of Research: - Meaning, Objectives and Significance. Types of Research: - Basic research, Applied, Descriptive, historical, Exploratory, Experimental, Ex-post-factor and Case study approach. Approaches to Research: - Quantitative approach: - - Inferential - Experimental - Simulation Qualitative approach: - - Ethnographic - Phenomenological - Field Research Importance of research in management decisions: - Various areas of research in business: - Marketing Research - Government policies and economic systems - Social relationship - Planning and operational problems of research in business	10
2	Research process: - Selecting the topic, defining the research problem, objectives of research, literature survey, sample design, data collection, execution of project, analysis of data and hypothesis testing, generalization and interpretation and preparation of research report. Features of good research Research design – Meaning, need, features of good research design, types of research design – - For exploratory research - For descriptive research - For causal research studies	15
3	Hypothesis: - Meaning, importance and types. Formulation of hypothesis and testing of hypothesis. Chi-square test, Correlation Co-efficient, Regression analysis. Sampling: - Meaning, Sample and sampling, essentials of good sample. Sample size, methods of sampling: - - Probability sampling – cluster sampling, stratified sampling, multi stage sampling. - Non-probability sampling: - Purposive sampling, Quota sampling, Convenience sampling.	15

Unit	Topics	Number of lectures
4	Sources and Methods of data collection: - Primary and Secondary data. a) Primary sources: - i. Observation ii. Interview iii. Questionnaire iv. Interview schedules b) Secondary sources Data processing – Tabulation - Data analysis and Interpretation Report writing – layout of research report	15

Reference Books

1. C.R.Kothari, "Research Methodology - Methods & Techniques" , New Age International Publishers
2. Krishnaswamy O R, "Research Methodology, Himalaya Publishing House
3. Donald R Cooper & Pamela S Schindler, "Business Research Methods"
4. Nandagopal /Rajan, "Research methods in Business". Excel
5. Uma Sekaram, "Research Method for Business- A skill building approach"
6. Donald H McBurney, "Research Methods", CRC Press
7. Levin & Reuben "Statistics for Management" , Prentice Hall
8. Dr S Shajahan, "Research methods for Management", Jaico

4.6 Public Relations Management

Unit	Topics	No. Of Lectures
1	Public Relations: Definition – Meaning – Importance – Objectives – Scope and Functions – Organization of Public Relations of Corporate Bodies – Internal Organization – Seeking Consultancy Services – Role of Public Relations for Corporate Internal Security in managing Delegates and Visitors – Qualities of Good Public Relations Personnel – Selection, Training and Development of Public Relations Staff – Importance of Mannerisms and Body Language in Public Relations	15
2	Public Relations Strategy – Meaning – Importance – Strategy for Marketing – Tangible & Service Products, Marketing Strategy for Creating Corporate Image – Strategy for Promoting Social Awareness & Public Education for National Integrity, Social Reforms, Health & Education – Strategy for Damage Control – Meaning and Importance – Case Study of Corporates in India- Public Relation Activities Before, During & After General Meetings of Corporate Bodies – Public Meetings – Event Management	20
3	Public Relations Communications – Meaning – Importance – Process for Customer Care & Complaint Handling – Process to Collect Dues & keep the Customer – Communication with Aids to Trade – Bankers, Insurance Agents and Local Bodies Public Relations Materials & its Importance – Organizing Press Conferences – Electronic Media Coverage, Sales Promotion Campaign, Participation in Trade Fairs & Trade Exhibitions – Essentials in Presentations in Seminars / Conferences – Dress code – Audio Visual Aids – Communication Skills – Contents of Presentation – Time Management – Feedback Analysis - Information Management – Sources – Importance in Public Relations Management	15
4	Public Relations Management – Ethics – Do's & Don'ts in Public Relations Management – Customers & Investors Education – Selection & Importance of Brand Ambassadors- Public Relations Functions in the light of : Right to Information – Consumerism – NGO Activism – Code of Conduct in Advertisement – Outsourcing of Public Relations – Importance, Selection, Control	10

Reference Books

1. **Frank Jefkins**, "Public relations for your business", Jaico Publishing House
2. **Philip Lesly**, "Hand Book of Pubic Relations and Communications", Jaico Publishing House
3. **Baskin Oits, Aronoff Craig, Lattimore Dan**, "Public Relation: the Profession and the Practice", McGraw Hill
4. **Newsom, Turk, Kruckeberg**, "This is PR- The Realities of Public Relations", Wadsworth- Thomson Learning
5. **Fraser .P. Seitel**, "Practice of Public Relations", Prentice Hall
6. **C. Rayendu & K.R. Balan**, "Principles of Public Relations", Himalaya
7. **Winer Park**, "Effective Public Relations Management – A Guide to Corporate Survival", Jaico
8. **Mehta. D.**, "Handbook of Public Relations in India", Allied Publishing, Delhi
9. **Gerry McCusker, Tailspin** – "Public Relations Disasters – Inside Stories & Lessons Learnt", Kogan Page

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Assessment Pattern

A) Internal Assessment -

40 Marks

The allocation of 40 marks shall be as follows:

A) Two best of three periodical class tests held in the given semester 20 Marks

B) A better of the two assignments with class presentations to be assessed by the teacher concerned. 10 Marks

C) Group Discussions on current issues relating to the subject 10 marks

B) SEMESTER END EXAMINATION

60 MARKS

a) Duration – This examination shall be of 2 Hrs. duration.

b) Question paper pattern –

Section I (Compulsory -30 marks)

Q1. Concept Testing - based on entire syllabus 15 marks

Q2. Case study/problem/ Application 15 marks

Section II (30 marks -Any 3 Qs out of 4 Qs)

4 questions carrying 10marks each and should cover all the 4 units

Marking and Grading Scheme

The Ordinances for examinations are same as the existing ordinances.
