

SEMESTER VI (BBA)

0201124: CROSS-CULTURE ASPECTS OF BUSINESS

Full Marks: 100

Indian Contract Act, 1872

Marks: 8

Introduction to Law; Contract and 'Contract Act'; Nature of Law of Contracts: Proposal, Acceptance, Consideration, Void Agreement, Wagering Agreement, Minor's Agreement; Essentials of Contract: Competent Parties, Free Consent, Lawful Consideration and Lawful Object, Not a Void Agreement; Discharge of Contracts; Legal Remedies for Breach of Contracts

Special Contracts

Marks: 12

Quasi Contracts: Types, Difference between Contracts and Quasi Contracts; Contract of Indemnity (Sec. 124): Parties to Indemnity Contract, Essentials of Contract of Indemnity, Rights of Indemnity Holder When Sued; Contract of Guarantee (Sec 126): Essentials of a Contract of Guarantee, Difference between Indemnity and Guarantee, Kinds of Guarantee, Rights of Surety, Rights of a Creditor Against Surety, Discharge of Surety; Bailment Contract: Duties of Bailor, of Bailee; Rights of the Bailor: Rights of the Bailee, Rights of Bailor and Bailee against Wrongdoers, Types of Lien, Finder of Lost Goods, Termination of Bailment; Contract of Pledge: Advantages of Pledge, Difference between Pledge and Bailment, Rights and Duties of Pawnee, Rights and Duties of Pawnor, Pledge by Non-owners

Sales of Goods Act, 1930

Marks: 12

Introduction: Salient Features, Essentials of a Contract of Sale, Sale and Agreement to Sell, Sale and Hire-Purchase Agreement, Sale and Bailment, Sale and Barter Exchange; Formalities of a Contract of Sale Goods, Effects of Destruction of Goods, Ascertainment of Price; Conditions and Warranties: Definition of Condition, Definition of Warranty, Distinction between Condition and Warranty; CAVEAT Emptor; Transfer of Property: Passing of Property from Seller to Buyer, Passing of Property in the Contract for Sale of Unascertained Goods [Section 23], Passing of the Property in Goods sent on Approval or 'On Sale or Return, Reservation of Right of Disposal, Passing of Risk [Section 26]; Provisions related to Performance of Contract of Sale: Rights of Unpaid Seller, Auction Sale, Rules Regarding Delivery of Goods

Negotiable Instruments Act, 1881

Marks: 14

Introduction; Negotiable Instrument: Meaning, Characteristics, Types, Presumptions as to Negotiable Instrument, Distinction between Bill of Exchange and Promissory Note, Distinction between Bills of Exchange and Cheque; Parties: Parties to Bill of Exchange, Parties to a Promissory Note, Parties to a Cheque, Capacities of Parties to the Negotiable Instruments; Liability of the Parties to Negotiable Instruments: Liability of the Drawer (Section 30), Liability of Drawee Cheque, Liability of Endorser [Section 35], Liability of Parties to Holder in Due Course, Provisions of Section 37,38 and 39 Regarding Liability, Other Important Provisions of the Negotiable Instrument Act; Holder and Holder in Due Course, Rights and Privileges of a Holder in Due Course, Distinction between Holder and Holder in Due Course; Negotiation and Types of Endorsement: Procedure of Transfer or Modes of negotiation, The Duration of Negotiability; Dishonour of Negotiable Instrument: Dishonour by Non-acceptance (Section 91), Dishonour by Non-Payment (Section 92); Noting and Protesting: Noting, Protest, Distinction between Noting and Protest, Provision of the Act relating to "Reasonable Time"

The Companies Act, 1956

Marks: 12

Introduction: Characteristic Features of a Company; Important Types: Classification of Companies on The Basis of Liability, Classification of Companies on The Basis of Mode of Incorporation, Classification on The Basis of Ownership, Classification Based on The Jurisdiction of Functioning, Classification on the basis of Control and/or Share Holding, Other Types; Prohibition of Associations and Partnerships Exceeding Certain Number; Incorporation of a Company:

Important Stages involved in the Process of Formation of a Company, Procedure of Registration; Memorandum of Association And Article of Association: Definition of Memorandum of Association, Definition of Article of Association, Distinction Between Memorandum And Articles; Prospectus: Statement in Lieu of Prospectus, Distinction between a Prospectus and a Statement in Lieu of Prospectus; Share Capital: Classification of Share Capital, Share and Types of Share Capital, Provisions Relating to “Certificate of Shares”, Alteration of Share Capital, Increase in Share Capital, Reduction of Share Capital

The Consumer Protection Act, 1986

Marks: 13

Introduction; Need and objectives; Extent, Commencement and Application of the Act: Amendments made in the Act in 1991, Amendments Made in the Act in 1993, Amendments of 2002; Definitions: Appropriate Laboratory [Sec2 (1) (a)], Branch Office [Sec2 (1) (aa)], Consumer [Sec2 (1) (d)], A Person [Sec2 (1) (m)], Goods [Sec2 (1) (i)], Service [Sec2 (1) (O)], Spurious Goods and Services [Sec2 (1) (OO)], Trader [Sec2 (1) (q)], Manufacturer [Sec2 (1) (j)], Consumer Dispute [Sec2(1) (e)], Complaint [Sec2 (1) (c) and Complainant [Sec2 (1) (b)], Restrictive Trade Practice [Sec2 (1) (nn)], Unfair Trade Practice [Sec2 (1) (r)], Defect [Sec2(1) (f)], Deficiency [Sec2 (1) (g)], Members [Sec2(1) (jj)]; Six Rights in Consumer Protection Act: Right to Safety, Right to be Informed, Right to Choose, Right to be Heard, Right to seek Redressal, Right to Consumer Protection; Responsibilities of Consumers: Be Quality Conscious, Beware of Misleading Advertisements, Responsibility to Inspect a Variety of Goods before Making Selection, Collect Proof of Transaction, Consumers Must be Aware of Their Rights, Complaint for Genuine Grievances, Proper use of Product/Services; Consumer Protection Council: The Central Consumer Protection Council [Section 4,5,6], The State Consumer Protection Councils, The District Consumer Protection Councils [Section 8-A]; Jurisdiction of Consumer Courts; Consumer Disputes Redressal Agencies: District Forums, State Commission; Role of Non-Governmental Organisations; Limitations

The Information Technology Act, 2000

Marks: 18

Introduction; Objectives of I.T. Act of 2000; Application of the Act; Short Title, Extent, Commencement and Application of the Act [Sec 1]; Definitions of Certain Words, Terms, Concept Used in the Act; Digital Signature: Digital Signature Certificate, Authentication of Electronic Records, Authentication of Creation of Digital Signature, Authentication of Verification of Digital Signature; Electronic Governance: Legal Recognitions of Electronic Records, Legal Recognition of Digital Signatures, Electronic Records and Use of Electronic Record and Digital Signatures in Government and Its Agencies, Retention of Electronic Records, Publication in Electronic Gazette, Protected System, Power of Central Government to Make Rules in respect Of Digital Signature; Attribution, Acknowledgement and Despatch of Electronic Records: Attribution of Electronic Records [Sec11], Mode of Acknowledgement of Receipt [Sec12], Time and place of dispatch and receipt of electronic record [Sec13]; Secure Electronic Records and Secure Digital Signatures: Secure Electronic Record [Sec14], Secure Digital Signature [Sec15], Security Procedures [Sec16]; Regulation of Certifying Authorities: Appointment of the Controller of Certifying Authorities and Other Officers, Functions of the Controller of Certifying Authorities, Appointment of Certifying Authorities to Issue Digital Signature, Procedure to Issue Digital Signature Certificate; Terms and Conditions of Licence to Issue Digital Signature Certificate: Issuance of Licence, Validity, Commencement of Operation by Licensed Certifying Authorities, Renewal of Licence, Provisions of Sec 24 Relating to the procedure for Grant / Rejection of Licence, Revocation, Suspension, Notice of Suspension or Revocation, Surrender; Powers of Controller of Certifying Authorities; Duties and Responsibilities of Certifying Authority: The Need for a Certification Authority, Duties of Certifying Authorities, Certification Practice Statement, Display of License, Surrender of License, Service Charges; Digital Signature Certificates Duties of Subscribers: Procedure to be Followed by Certifying Authorities to Issue Digital Signature Certificates; Penalties and Adjudication: Penalty for Damage to Computer, Computer System, etc., Penalty for Failure to Furnish Information Return, etc., Residuary Penalty, Power to Adjudicate, Factors to be Taken into Account by the Adjudicating Officer; Offences under I.T. Act; Miscellaneous Provisions; Drawbacks

The Patents Act, 1970

Marks: 11

Introduction: Meaning of ‘Property’ and ‘Intellectual Property’, Intellectual Property Rights; The Patents Act, 1970: Application of Patent, Grant of Patents and Rights Conferred Thereby; Patents of Addition [Section 54]: Term of Patents of addition [Section 55], Validity of Patents of Addition [Section 56], Advantages of Patents; The Copyright Act, 1957: Meaning of ‘ Copyright’, Works in which Copyright Subsists and Works in which Copyright Does not Subsist[Section 13], Ownership of Copyright and the Rights of the Owner [Section 17], Term of Copyright, Registration, Other Provisions of the Copyright Act of 1957, Nature and Features, Difference Between Patent and Copyright Act; The Design Act, 2000: Definition and Meaning, Nature and Feature of Design, Prohibition of Registration of certain Designs under the Act, Registration of Design, Powers and Functions of Controller; The Trade Mark Act, 1999: Meaning of ‘Trade Mark’, Some important Aspects of the Trade Marks Act of 1999

Reference Books:

1. Balachandran, V. and Thothadri, S., 2009. *Business Law*, 2nd ed., Tata McGraw Hill.
2. Bose, D. C., 2010. *Business Law*, Publication PHI Learning Private Ltd.
3. Dr. Sharma, A., 2010. *Company Law and Secretarial Practice*, 11th ed., VK Enterprises.
4. Gulshan, S. S., and Kapoor, G. K. *Business and Corporate Laws* 2nd ed., New Age International Publishers.
5. Jain Shail., 2010. *Patents: Procedures and Practices*, Universal Law Publishing.
6. Mathur, S. B., 1974. *Business Law*, Published by Tata McGraw Hill.
7. Moshal B., 2008. *Business & Industrial Law*. Ane Books Pvt. Ltd.

0201060: ENTREPRENEURSHIP

Full Marks: 100

Basics of Entrepreneurship

Marks: 8

Introduction; The Entrepreneur; Evolution: Traits; Entrepreneurship and Intrapreneurship: Entrepreneurship, Intrapreneurship; Entrepreneurial Culture: Elements of Entrepreneurial Culture, The Building Blocks of Entrepreneurial Culture; Comparison of Traditional Manager, Intrapreneurs and Entrepreneurs; Role of Entrepreneurship in India

Entrepreneurial Development Process

Marks: 10

Introduction; The Entrepreneurial Environment; Decisions; Types of Enterprises; Problems in Small Scale Enterprise; The Entrepreneurial Process; Entrepreneurial Process Models: The Four Stage Growth Model, The Corporate Development Process Model; Key Success Factors for Entrepreneurs; Characteristics of Successful Entrepreneurs Functions of Entrepreneurs

The Business Planning Process

Marks: 8

Introduction; Principles for Business Planning; Common Elements; Defining a Business Idea; Identifying Problems and Opportunities; Purpose; Environmental Analysis: Environment Search, Types of Environment, Environmental Scanning; Entrepreneurship Development Cycle; Business Incubators

Project Management

Marks: 8

Introduction; Entrepreneur as a Project Manager; Feasibility Study; Setting up a Project: Project Selection, Technology and Machinery, Arranging Finance, Unit Development; Risk Management; Management of Cash; Management of Inventory

Marketing Function and Strategies

Marks: 10

Introduction; Definition of Marketing; Concepts; The Mix: The Product, Price, Place, Promotion; Market Research: Secondary Research, Primary Research; Market Segmentation; Marketing Strategy; Marketing Plan: Review Mechanism, Use of Marketing Plans; Marketing Budget; E-marketing: E-marketing Techniques

Sources of Finance

Marks: 12

Introduction; Financial Decisions to Make Before Starting a Business; Stages of Entrepreneurial Financing; Equipment Leasing or Equipment Financing; Inventory Financing; Factoring Accounts Receivables; Bank Finance through Commercial Banks and Financial Institutions: Fund Based Bank Facilities, Non-fund Based Bank Facilities; Schemes offered by Various Banks and Financial Institutions: Industrial Development Bank of India (IDBI), State Bank of India (SBI), Industrial Credit and Investment Corporation of India (ICICI), Small Industries Development Bank of India (SIDBI), State Financial Corporation (SFC), The Maharashtra State Financial Corporation (MSFC), National Bank for Agriculture and Rural Development (NABARD), Other Banks offering Financial Assistance; Venture Capital Funding (VCF): Characteristics, Advantages, The Investment Process, Role of Investor

Human Resource Aspects

Marks: 8

Introduction; Human Resource Planning; Formation of Entrepreneurial Team; The Recruitment Process; Training the Employees; Employee Motivation

The Legal Procedure for setting up an Enterprise

Marks: 10

Introduction; Type of Business Ownership; Registration of SSI Units; Permissions and Clearances: Regulatory or Taxation Clearances, Environment and Pollution Related Clearances, Product Specific Clearances, Labour Laws; Legal Acts Governing an Enterprise: Factories Act, 1948, The Payment of Wages Act, 1936, The Workmen's Compensation Act, 1923, The Industrial Employment Act, 1946, The Employees State Insurance Act, 1948

Role of Government in Entrepreneurial Development

Marks: 14

Introduction; Incentives: Importance; Various Incentives given by the Government of India to Small Scale Entrepreneurs; Incentives given to Export Oriented Units; Incentive Schemes by Maharashtra State Government; Agencies Promoting Entrepreneurship Development in India: Entrepreneurship Development Institute of India (EDII), National Small Industries Corporation Ltd. (NSIC), National Entrepreneurship Development Board (NEDB), Small Industries Service Institute (SISI), National Institute of Entrepreneurship and Small Business Development (NIESBUD), District Industries Centre (DIC), Prime Minister's Rozgar Yojana (PMRY) for Educated, Unemployed Youth

Women Entrepreneurship

Marks: 12

Introduction; Definition; Factors Supporting; Characteristics; Barriers: Overcoming the Barriers; Promoting Women's Enterprises: Government's Role in Promoting Women's Enterprises, Supportive Measures for Women's Economic Activities and Entrepreneurship; NGOs Supporting Women Entrepreneurs: Self-employed Women's Association (SEWA), Association of Women Entrepreneurs of Karnataka (AWAKE), Area Networking and Development Initiatives (ANANDI), Private Sector Organisations; Leading Indian Women Entrepreneurs

Reference Books:

1. Jackson, S. E., Schuler, R. S., 1990. *Human Resource Planning*, American Psychologist.
2. Kreisel, J., 2001. (International Consultant & Partner at GENES). *The Venture Capital Process*, ESTEC, Noordwijk, 1721, the Netherlands.
3. Singh, B., 2009. *Entrepreneurship Development*. Wisdom Publications.

4. Tichapondwa S. M., Tichapondwa, S. P. *Successful Project Management*. Botswana College of Distance Learning.
5. Villarosa, C., Villarosa, A., 2009. *Down to Business: The First 10 Steps to Entrepreneurship for Women*. Avery Trade.

0201132: ECONOMIC REFORMS PROCESS IN INDIA

Full Marks: 100

Indian Economy and Economic Policy

Marks: 14

Introduction; Economic Reforms: Rationale; Constituents: Liberalisation of the Economy, Privatisation, Globalisation; Assessment of Reforms; Need for Economic Policy in India; Aim in India; Instruments; Process of Economic Policy Formulation: Planning Commission of India, Central Statistical Organisation, Indian Council of Social Science Research (ICSSR), Lobbyists, Non-governmental Organisations (NGOs), International Politics and Multilateral Lending; Disappointing Outcomes

Economic Reforms in India

Marks: 8

Introduction; Savings, Investment and Fiscal Discipline; Reforms in Industrial and Trade Policy: Industrial Policy, Trade Policy; Foreign Direct Investment; Reforms in Agriculture; Infrastructure Development; Financial Sector Reform; Privatisation; Social Sector Development in Health and Education

Economic and Social Justice

Marks: 15

Introduction; Problems Faced by the Economy in 1990: Need for Economic Reforms, Objectives; The Economic Reforms Package: Implications of Reforms; Progress; Economic Reforms and Social Justice: Need for Reforms with a Humane Face; Economic Reforms and Growth Rate of GDP; Economic Reforms and Control of Inflation; Economic Reforms and their Impact on Poverty; Economic Reforms and Employment; Economic Reforms and Foreign Investment; Economic Reforms and India's External Debt; Economic Reforms and India's Foreign Trade; Neglect of Agriculture :The Major Sin of Economic Reforms; Employment Security and New Economic Reform; Health Security

Financial Reforms in India

Marks: 13

Introduction; Domain of Public Finance; Public Finance Theory: Basic Concepts: Fiscal Policy, Theory of Social Goods, Categories of Revenue for the Government, Approaches to Tax Equity, Horizontal versus Vertical Equity, Fiscal Deficit, Revenue Deficit, Monetised Deficit, Public Debt : Concept and Measurement; India's Fiscal Policy; Fiscal Reforms in India: Policy Measures and Developments: Tax Reforms, Reforms in 2001-02, Fiscal Consolidation, Expenditure Reforms, Income Tax Policy; Tax Reforms; Pattern of Public Expenditure in India

Financial Sector Reforms

Marks: 10

Introduction; Basic Functions of Money; Indian Financial System: Development Banks, Commercial Banks, Co-operative Banks; Financial Sector Reforms; Capital Market Reforms

Globalisation and Liberalisation of Indian Economy

Marks: 14

Introduction; Globalisation: Globalisation and Economy, Globalisation and the Indian Industries, Policy Changes since July 1991, Globalisation of Financial Markets, Problems, Efforts Required; Liberalisation: Measures, Gains, Progress

Privatisation of Indian Economy

Marks: 14

Introduction; Reasons for Poor Performance of Public Sector Enterprises (PSEs); Privatisation; Rationale behind Privatisation: Arguments in Support; Techniques: Modes; Areas; India's Privatisation Experience: Disinvestment Strategy in Public Sector Undertakings in India, Problems Associated with, Consequences

Industrial Policy of 1991

Marks: 12

Introduction; Backdrop; Reforms in the Industrial Policy Regime; Industrial Licensing; Foreign Investment Reforms in the Trade and Foreign Investment Regimes; Public Sector Policy; MRTP Act; Impact

Reference Books:

1. Bhagwati, J., and Srinivasan, T.N., 2001. Outward-Oriented Development: Are the Revisionists Right," in Trade, Development and Political Economy. Palgrave.
2. Chaudhuri, Sudip, 2002. "Economic Reforms and Industrial Structure in India," Economic and Political Weekly.
3. Das, G., 2002. India unbound. Anchor Books.
4. Davis, Jeffrey, Rolando Ossowski, Richardson, T. and Barnett, S., 2000. "Fiscal and Macroeconomic Impact of Privatization," IMF Occasional Paper 194.
5. Dhingra, I.C., 2000. The Indian Economy : Environment and Policy, Sultan Chand & Sons, New Delhi.
6. Ed. Gupta, K.R., 2008. Liberalisation and globalisation of Indian economy. 7th ed. Atlantic Publishers & Dist.
7. Fonds monétaire international, International Monetary Fund, World Bank. Finance & Development (EPub. International Monetary Fund, 2008.
8. Ganesh, G., 2001. Privatisation in India. Mittal Publications.

0201007: ROLE OF INTERNATIONAL INSTITUTIONS

Full Marks: 100

IMF, IBRD, IDA and WTO

Marks: 14

Introduction; International Monetary Fund: Objectives of the IMF, Structure, Member's Quota, Use of Resources, Exchange Rate Policy, Special Drawing Rights, India and the IMF; The World Bank; International Bank For Reconstruction And Development (IBRD): Functions and Resources of the Bank, India and the Bank; International Development Association: India and the IDA; International Finance Corporation: Functions of the IFC; Asian Development Bank: Functions, India and the ADB; World Trade Organisation (WTO): Functions, Objectives, Agreements, Evaluation, Criticisms, India and the WTO

Globalisation of the Economy: IBRD, IMF and WTO

Marks: 10

Introduction; Globalisation: Its Meaning And Structures: Historical Background, Bretton Woods System, IMF: Objectives and Functions, Structure, International Bank for Reconstruction and Development, General Agreement on Tariffs and Trade, Uruguay Round and World Trade Organisation, World Trade Organisation; Post Bretton Woods Developments: Globalisation and the Third World, Impact of Globalisation

India and United Nations

Marks: 14

Introduction; Members; India and United Nations; India's Position on Development; India's Position on Peace Building and Peacekeeping; India's Position on Counter-Terrorism; India's Position on Disarmament; India's Position on

Environment; India's Position on Human Rights; India's Position on Human Rights; India's Struggle against Colonialism; India's Position on UN Reform

International Governmental Organisation

Marks: 14

Introduction; Formal Intergovernmental Organisations: General Issues, United Nations, Peace-building Missions; Informal Intergovernmental Organisations: Relation of Informal Intergovernmental Organisations with Other Institutional Concepts; The Spectrum of Intergovernmental Arrangements: An Empirical Overview of Informal Intergovernmental Organisations; IIGOs as Complements to FIGOs: Centralised Coordination, Agenda Setting; IIGOs as Substitutes to FIGOs; The Role of Regional Organisations

The Role of the International Organisations and Foreign Non-Government Organisations during Emergency Response

Marks: 10

Introduction; Legal Basis; Definitions; Principles; Initiation of the International Assistance: Management of the International Assistance, Type, Permit; Sanctions; Termination of International Assistance; Closing

India and the World Trade

Marks: 10

Introduction; India's Schizophrenic Rise; From the Margins of the GATT to the Core of the WTO; The Political Economy of Rising Influence: The Lure of the Market, The Role of Ideas: Norms of Liberalisation, Domestic Politics; Institution-Specific Explanations: Learning to Negotiate Successfully: Coalitions, Choice of Negotiation Strategy, Framing; The Burden of Rising Power

International nongovernmental organizations

Marks: 15

Introduction; Types of NGO; Range of activities; The Growing Role and Importance; NGOs and The Extractive Sector; Key Types of Engagement; NGO Accountability: Accountability Issues for NGOs, Frameworks For Analysing NGO Accountability; The Keystone Capabilities Profiler: Building Strategic Accountability Systems; Risk Mapping Tool For Ngo Boards; Mechanisms For Achieving NGO Accountability: Legal Accountability Mechanisms, Civic accountability mechanisms, Self-Regulatory or Voluntary Mechanisms; Strategies For Effective NGO-Business Cooperation: Evaluating and Improving Project And Industry Performance, Mobilising Joint Resources To Solve Specific Development Or Operational Challenges, Jointly Strengthen Public Sector Governance, Capacity and Institutions

International Organisations

Marks: 12

Introduction; A Brief History: Westphalia to Vienna, Vienna and the Nineteenth Century, Versailles and the League of Nations, Post-World War II International Organisation; Recent Trends; Conceptual Approaches: IO as Formal Organisation, IO as Ordering Principle, Self-Help in Anarchy, IO as Regime; Contemporary Theoretical Approaches to IO: Rationalist Regime Theory, New Institutionalism, Micro-Design; Critiques: The Realist Critique, Globalisation, Constructivism

Reference Books:

1. Archer, C., 2001. *International Organizations*. 3rd ed. Routledge.
2. Barkin, J. S., 2006. *International Organization: Theories And Institutions*. Palgrave MacMillan.
3. Dr. Nigam, R. L., 2006. *WTO and India*. Max Ford Books.
4. Hanhimäki, J. M., 2008. *The United Nations: A Very Short Introduction*. Oxford University Press.
5. Hephæstus Books, 2011. *Articles on India and the United Nations*. Hephæstus Books.
6. Hurd, I., 2010. *International Organizations: Politics, Law, Practice*. Cambridge University Press.
7. *International Governmental Organizations*. Brill Archive.
8. International Monetary Fund. *International Monetary Fund*. International Monetary Fund.

0201006: MANAGEMENT DEVELOPMENT

Full Marks: 100

Introduction to Management

Marks: 10

Introduction; Characteristics; Different Interpretations of the Word Management; Nature; Levels; Functions; Scientific Management; General Principles

Organisational Behaviour and Design

Marks: 13

Introduction; Organisational Theories: Classical Organisation Theory, Neoclassical Organisation Theory, Contingency Theory, Systems Theory; Delegation of Authority: Elements of Delegation; Design of Strategic Business Units; Theories of Motivation And Their Relevance: Needs and Expectations at Work, Broad Classification for Motivation to Work, Theories, Strategies; Communication: Interpersonal Communication, Internal/Organisational Communication; Leadership Understanding, Group Behaviour and Dynamics: Organisational Leadership Styles, Group Behaviour and Dynamics, Group Types, Group Structure, Group Size, Group Roles, Group Norms, Group Cohesiveness; Conflict Management: Common Causes of Conflict, Signs and Stages of Conflict; Managing Change: Reason for Change, Diagnosis, Resistance, Consolidating Change

Quantitative Techniques in Decision Making

Marks: 12

Introduction; Classification of Data, Averages, Dispersion and Skewness: Data, Types of Data, Categories of Data, Classification of Average, Classification of Dispersion, Classification of Skewness; Correlation and Regression; Types of Correlation: Regression; Time Series Analysis and Forecasting: Descriptive Methods, Forecasting; Tests of Significance: 't', 'F' and Chi square: Paired t-test for Difference of Means, Test of Significance Based on Chi-Square Distribution, Test of Significance Based on F-Distribution

Management Control Audit and Evaluation

Marks: 12

Introduction; Management Control; Prerequisites for Effective Management Controls; Types; Limitations; External Audit; Prerequisites for Effective Auditing: Independence, Professional Skills; Types; Reporting Audit Results; Gaining Action on Audit Results; Limitations; Evaluation: Prerequisites for an Effective Evaluation; Types: Experimental Design, Time-series Analysis, Case Studies; Key Points and Directions for Reform: Key points, Directions for Reform

Strategic Cost Management

Marks: 12

Introduction; Costs; Cost Techniques: Absorption and Marginal Costing; Target Costing: Reasons for using the Technique, Advantages and Disadvantages, The Technique; Cost Volume Profit Analysis: Profit Graph, Least Squares, Scatter Diagram; Variance Analysis: Cost Variance, Sale Variance; Applications of Strategic Cost Management; Strategic Management Programme Steps; Key Enablers that Facilitate Strategic Cost Management; Implementation Enablers

Business Environment

Marks: 15

Introduction; Characteristics of Business; Components: Industry; Objectives of a Business or Business Purpose: Long Term Objectives; Characteristics of Business Environment; Environmental Influences; Problem in Understanding the Influences: Framework to Understand the Influences; Environmental Analysis: Environment Influence on SWOT; Components of Business Environment: Relationship between Organisation and its Environment, Internal Analysis of the Organisation/Company, The Value of Systematic Internal Assessment; Identification of Strategic Factors: Functional

Approach, The Value Chain Approach; Using Value Chain in Internal Analysis; Evaluation of Strategic Internal Factors; External Environment; Economic Environment; Competitive Advantage: Five Force Model

International Business

Marks: 14

Introduction; Growth of International Business and FDI: Emergence of Multinational Corporation, International Business in the Post-World War II Period; International Trade Theories; Foreign Direct Investment (FDI) Theories: Market Imperfections Approach, Product Life-Cycle Approach, Transaction Cost Approach; Internationalisation of Firms: Corporate Life Cycle Theory; Alternative Methods of Entry: Licensing, Franchising; Transfer Pricing; Manipulation of Transfer Prices; Negotiation and International Business; Negotiations and Communication; Cross-Cultural Negotiation Process; Planning and Preparation for Negotiations; Arbitration of Disputes; Comparative (Cross-Cultural) Negotiating Styles; International Business and Developing Countries: Motivations for MNE Operations in LDCs; Foreign Direct Investments in LDCs; MNEs and New International Economic Order

Human Resource Development and Management Information System

Marks: 12

Introduction; Human Resource Development; Basic System Theory; HRD and its Environment; General Personal Training and Development Process: Instructional Systems Development (ISD), Training For Performance System (TPS), TPS Model; The Strategic Roles; The Nature of the HRD–Business Strategy Linkage; MIS; Concept and Meaning of MIS: The Information Needs of Managers, Features, Necessity; Development; Designing for Attendance Capturing & Recording System; MIS Designed for Attendance Capturing and Recording System

Reference Books:

1. Anthony. *Management control systems*. Tata McGraw-Hill Education.
2. Chopra, B.K., 2009. *Business environment in India*. Wiley Eastern Ltd.
3. Dopuch, N, Birnberg, J.G. and Demiski, J., 1974. *Cost Accounting*. Harcourt Brace Javanovich, New York.
4. Ghosh & Kumar. *Introduction to management*. Anmol, 1999.
5. Glautier, M.W.E. and Uunderdown , B., 1982, *Accounting Theory and Practice*. ELBS. Bombay.
6. Gray, A., Jenkins, B. and Segsworth, B., 2000. *Budgeting, Auditing, and Evaluation: Functions and Integration in Seven Governments*. Transaction Publishers, 2000.