

UNIVERSITY OF MUMBAI

No. UG/18 of 2014

CIRCULAR:-

The Principals of the affiliated Colleges in Commerce and the Heads of recognized Institutions concerned are hereby informed that the recommendation made by the Faculty of Commerce at its meeting held on 28th February, 2014 has been accepted by the Academic Council at its meeting held 4th March, 2014 **vide** item No. 4.45 and subsequently approved by the Management Council at its meeting held on 4th April, 2014 **vide** item No.8 and that in accordance therewith, in exercise of the powers conferred upon the Management Council under Section 54 (1) of the Maharashtra Universities Act, 1994 and the Ordinances 6120 and 6121 and the syllabus as per the Credit Based Semester and Grading System for the Three Years Integrated B.Com (Environmental Management & Economics) /B.M.S. (Environmental Management & Economics) degree programmes are introduced, which are available on the University's web site (www.mu.ac.in) and that the same has been brought into force with effect from the academic year 2014-15.

MUMBAI – 400 032

1st July, 2014

Sd/-

Director, B.C.U.D.

To,

The Principals of the affiliated Colleges Commerce and the Heads of Recognized Institutions concerned.

A.C/4.45/04.03.2014

M.C/8/04.04.2014

No. UG/18-A of 2014

MUMBAI-400 032

1st July, 2014

Copy forwarded with Compliments for information to:-

- 1) The Dean, faculty of Commerce,
- 2) The Professor-cum-Director, Institute of Distance & Open Learning (IDOL)
- 3) The Director, Board of College and University Development,
- 4) The Co-Ordinator, University Computerization Centre,
- 5) The Controller of Examinations.

Sd/-

Director, B.C.U.D.

AC 4-3-2014
Item No. – 4.45

UNIVERSITY OF MUMBAI



Syllabus
Program: B.COM/B.M.S
Course: Environmental Management & Economics

(As per Credit Based Semester and Grading System with
effect from the academic year 2014–2015)

Semester I – B.Com/B.M.S Environmental Management & Economics

| Sr. No. | Subject | Teaching Hours | | Assessment Pattern | | | | |
|---------|--|-------------------------------|--|-----------------------|--------------------------|-------------|--------------------------|---------------|
| | | No. of Sessions of 90 minutes | No. of Sessions of 90 minutes per week | Continuous Assessment | Semester End Examination | Total Marks | Duration of Theory Paper | No of Credits |
| 1 | Introduction to Environment Management | 30 | 2 | 40 IA | 60 IA | 100 | 3 | 2 |
| 2 | Principles of Management | 30 | 2 | 40 IA | 60 IA | 100 | 3 | 2 |
| 3 | Organisational Behaviour | 30 | 2 | 40 IA | 60 IA | 100 | 3 | 2 |
| 4 | Managerial Economics | 30 | 2 | 40 IA | 60 IA | 100 | 3 | 2 |
| 5 | Financial Accounting | 30 | 2 | 40 IA | 60 IA | 100 | 3 | 2 |
| 6 | Business Communication | 30 | 2 | 40 IA | 60 IA | 100 | 3 | 2 |
| | | | Total No of Credits | | | | | 12 |

Semester II – B.Com/B.M.S Environmental Management & Economics

| Sr. No. | Subject | Teaching Hours | | Assessment Pattern | | | | |
|---------|--|-------------------------------|--|-----------------------|--------------------------|-------------|--------------------------|---------------|
| | | No. of Sessions of 90 minutes | No. of Sessions of 90 minutes per week | Continuous Assessment | Semester End Examination | Total Marks | Duration of Theory Paper | No of Credits |
| 1 | Ecology & Environment | 30 | 2 | 40 IA | 60 IA | 100 | 3 | 2 |
| 2 | Human Resource Management | 30 | 2 | 40 IA | 60 IA | 100 | 3 | 2 |
| 3 | Introduction to Cost Accounting | 30 | 2 | 40 IA | 60 IA | 100 | 3 | 2 |
| 4 | Economic Environment of Business | 30 | 2 | 40 IA | 60 IA | 100 | 3 | 2 |
| 5 | Production Management & Materials Management | 30 | 2 | 40 IA | 60 IA | 100 | 3 | 2 |
| 6 | Business Statistics | 30 | 2 | 40 IA | 60 IA | 100 | 3 | 2 |
| | | | Total No of Credits | | | | | 12 |

Semester III – B.Com/B.M.S Environmental Management & Economics

| Sr. No. | Subject | Teaching Hours | | Assessment Pattern | | | | |
|---------|---------------------------------|-------------------------------|--|-----------------------|--------------------------|-------------|--------------------------|---------------|
| | | No. of Sessions of 90 minutes | No. of Sessions of 90 minutes per week | Continuous Assessment | Semester End Examination | Total Marks | Duration of Theory Paper | No of Credits |
| 1 | Environmental Economics – I | 30 | 2 | 40 IA | 60 IA | 100 | 3 | 2 |
| 2 | Marketing Management | 30 | 2 | 40 IA | 60 IA | 100 | 3 | 2 |
| 3 | Research Methods in Business | 30 | 2 | 40 IA | 60 IA | 100 | 3 | 2 |
| 4 | Global Warming & Climate Change | 30 | 2 | 40 IA | 60 IA | 100 | 3 | 2 |
| 5 | Natural Resources & Management | 30 | 2 | 40 IA | 60 IA | 100 | 3 | 2 |
| 6 | Financial Management | 30 | 2 | 40 IA | 60 IA | 100 | 3 | 2 |
| | | | Total No of Credits | | | | | 12 |

Semester IV – B.Com/B.M.S Environmental Management & Economics

| Sr. No. | Subject | Teaching Hours | | Assessment Pattern | | | | |
|---------|---|-------------------------------|--|-----------------------|--------------------------|-------------|--------------------------|---------------|
| | | No. of Sessions of 90 minutes | No. of Sessions of 90 minutes per week | Continuous Assessment | Semester End Examination | Total Marks | Duration of Theory Paper | No of Credits |
| 1 | Environmental Safety, Health & Management | 30 | 2 | 40 IA | 60 IA | 100 | 3 | 2 |
| 2 | Environmental Pollution & Management | 30 | 2 | 40 IA | 60 IA | 100 | 3 | 2 |
| 3 | Environmental Economics – II | 30 | 2 | 40 IA | 60 IA | 100 | 3 | 2 |
| 4 | Customer Relationship Management | 30 | 2 | 40 IA | 60 IA | 100 | 3 | 2 |
| 5 | Occupational Health & Safety | 30 | 2 | 40 IA | 60 IA | 100 | 3 | 2 |
| 6 | Management Information Systems | 30 | 2 | 40 IA | 60 IA | 100 | 3 | 2 |
| 7 | Project Submission – I | 100 Marks | | | | | | 4 |
| | | | Total No of Credits | | | | | 16 |

Semester V – B.Com/B.M.S Environmental Management & Economics

| Sr. No. | Subject | Teaching Hours | | Assessment Pattern | | | | |
|---------|---------------------------------|-------------------------------|--|-----------------------|--------------------------|-------------|--------------------------|---------------|
| | | No. of Sessions of 90 minutes | No. of Sessions of 90 minutes per week | Continuous Assessment | Semester End Examination | Total Marks | Duration of Theory Paper | No of Credits |
| 1 | Environmental Impact Assessment | 30 | 2 | 40 IA | 60 IA | 100 | 3 | 2 |
| 2 | Strategic Management | 30 | 2 | 40 IA | 60 IA | 100 | 3 | 2 |
| 3 | Entrepreneurship Management | 30 | 2 | 40 IA | 60 IA | 100 | 3 | 2 |
| 4 | Environmental Legislation | 30 | 2 | 40 IA | 60 IA | 100 | 3 | 2 |
| 5 | Project Management | 30 | 2 | 40 IA | 60 IA | 100 | 3 | 2 |
| 6 | Business Ethics | 30 | 2 | 40 IA | 60 IA | 100 | 3 | 2 |
| | | | Total No of Credits | | | | | 12 |

Semester VI – B.Com/B.M.S Environmental Management & Economics

| Sr. No. | Subject | Teaching Hours | | Assessment Pattern | | | | |
|---------|--|-------------------------------|--|-----------------------|--------------------------|-------------|--------------------------|---------------|
| | | No. of Sessions of 90 minutes | No. of Sessions of 90 minutes per week | Continuous Assessment | Semester End Examination | Total Marks | Duration of Theory Paper | No of Credits |
| 1 | Corporate Social Responsibility | 30 | 2 | 40 IA | 60 IA | 100 | 3 | 2 |
| 2 | Solid & Hazardous Waste Management | 30 | 2 | 40 IA | 60 IA | 100 | 3 | 2 |
| 3 | Environment & Eco – Tourism | 30 | 2 | 40 IA | 60 IA | 100 | 3 | 2 |
| 4 | Corporate Governance | 30 | 2 | 40 IA | 60 IA | 100 | 3 | 2 |
| 5 | Environmental Problems, Hazards & Mitigation | 30 | 2 | 40 IA | 60 IA | 100 | 3 | 2 |
| 6 | Corporate Governance | 30 | 2 | 40 IA | 60 IA | 100 | 3 | 2 |
| 7 | Project Submission – II | 100 Marks | | | | | | 4 |
| | | | Total No of Credits | | | | | 16 |

| Semester | Total No of Credits |
|--------------|---------------------|
| | |
| Semester I | 12 |
| Semester II | 12 |
| Semester III | 12 |
| Semester IV | 16 |
| Semester V | 12 |
| Semester VI | 16 |
| Total | 80 |

SEMESTER I

Introduction to Environmental Management Sem I

Unit No. I

Resources and Wealth :

Meaning, Types of Resources, Exploitation of Resources. Use of Technology and its impact on Natural Environment : Wealth meaning, Distinction between wealth and resources. Optimum Conversion of Resources into wealth : Anthropogenic Waste its effects, Man made industrial waste.

Unit No. II

Environmental Degradation :

Meaning, causes : Degradation of urban land, Forest and Agricultural land due to natural causes and human interference : Global Warming : Problems of non-degradable Waste.

Electronic Devices, Plastic and Man-made fibres: Environmental Assessment

Environmental Impact Assessment (EIA). Environmental Auditing, Environmental Legislation in India, Carbon Bank.

Unit No. III

Environmental Management

Meaning, development and environmental linkages. Environmental concerns in India. The need for sustainable development. Actions for environmental protection : National and international initiatives, emerging environment management strategies, Indian initiatives Environmental Protection Movements and NGOs in India.

Disaster Management meaning need and planning with reference to Flood, Storms, Tsunami, Cyclones and Earthquakes in India.

Reference Books :

| No. | Title | Author | Publisher |
|------------|--|---------------|-------------------------------------|
| 1. | Centre for Science and Environment. The State of India's Environment Society 1984–85 Reprint | — | C.S.E., New Delhi |
| 2. | Environmental Priorities in India | Khoshoo | Environmental Society, New Delhi |
| 3. | Environment Management | N.K. Uberoi | Excel Books, Delhi |
| 4. | Environmental Management | H.V. Jadhav | Vipul Prakashan, Mumbai |
| 5. | The Hindu Survey of Environment | The Hindu | Chennai |
| 6. | Environmental Economics | Karpagam M | Sterling, New Delhi |

Principles of Management Sem I

Unit No. I

Management

Concept, nature, process and Significance. An overview of functional areas of management, managerial roles (Mintzberg)

Evolution of Management Theory Work of Fredrik, W. Taylor, Fayol's contribution
Behavioural Science approach, Contingency approach.

Unit No. II

Management Functions Planning, Organising, Staffing, Directing and controlling.

Planning : meaning importance elements processes limitations

Decision Making concept, importance and steps in decision making Preparation of
Business Plan

Unit No. III

Organising Concept, nature and significance; Authority and responsibility relationships,
centralization and decentralization, departementation, organization structure forms.

Staffing importance, sources of recruitment, selection process.

Unit No. IV

Directing meaning and steps I direction : motivation concept ; theories Maslow,
Herzberg, McGregor.

Leadership concept, styles and traits

Control : concept, process: Effective control system; control techniques.

Coordination concept, Definition and importance.

Reference Books

| No. | Title | Author | Publisher |
|------------|--|-------------------------------------|---------------------------------|
| 1 | Essentials of Management | Koontz H & W | McGraw Hill, New York |
| 2 | Principles of Management | Ramaswamy | Himayala, Mubai |
| 3 | Management Concept and Practice | Hannagain T. | McMillan, Delhi |
| 4 | Basic Managerial Skills for All | McGrath, E.H. | Prentice Hall of India |
| 5 | Management – Text & Cases | VSP Rao | Excel Books, Delhi |
| 6 | Essentials of Management | Massie Joseph | Prentice Hall of India |
| 7 | Management : Principles & Guidelines | Thomas N. Duening & John Ivancevich | Biztantra |
| 8 | Management Concepts and OB | P.S. Rao & N.V. Shah | Ajab Pustakalaya |
| 9 | Management Concepts and Strategies | J S Chandran | Vikas Publishing House |
| 10 | Principles of Management | Tripathi P.C. | Tata McGraw Hill |
| 11 | Principles of Management : Theory and Practice | Sarangi S K | V M P Publishers & Distributors |
| 12 | Principles of Management | Terry G R | AITBS |

Organisational Behaviour Sem I

Chapter – 1

- Fundamentals of Organizational Behavior
- Individual differences in people
- Role of Hereditary in Environment
- Pre-natal & Post-natal Environment

Chapter – 2

- Learning – Theories & Mechanism
- Intelligence
 - Types
 - Individual verses Group Test of Intelligence, Sixth thinking hats
 - Normal distribution curve of Intelligence
 - Theories & models of Motivation
 - Motivation Cycles
 - Leadership Styles
 - Theories of Leadership
- Performance Appraisal
- Empowerment

Chapter – 3

- Dimensions & Interaction in Society
- Different types of Groups
- Team Building
- Conflict resolution strategies
- Group decision making verses Individual decision making

Chapter – 4

- Organizational Culture
- Characteristics & Techniques of Organizational Development
 - Resistance to Change
 - Overcoming resistance
 - Stress & Counseling
 - Time Management

Managerial Economics Sem I

Unit No. I

Introduction

Meaning and Scope of managerial economics relationship to economic theory
relationship with decision theory role of managerial economics objectives and constraints
of the firm introduction to risk, asymmetric information and game theory.

Unit No. II

Demand Analysis

Meaning of demandMarket demand function Demand curve, factors affecting demand
Variation and increase/decrease in demand Elasticity of demandGraphical representation
of price elasticity of demand Price income and cross elasticity of demand.
Estimation of demandNumerical problems for measurement of elasticity.

Unit No. III

Production and Costs

Meaning of production Types of production functionImportance of production function in
managerial decisionmaking Application of production function in productive sectors
(service and manufacturing) Economics of scale and scope.
Importance of cost in managerial decisionmaking Economic concepts of cost Functional
form of short run and long run cost Estimation and alternative methods of estimation of cost
LAC as a decision making tool Impact of learning curve.

Unit No. IV

Market Structures

Meaning of market structure, need for analyzing market structure, types of market

A. Perfect competition and Monopoly

Features Representative firm, and industry Equilibrium in short and long run Price and output determination using diagrams Normal profits, losses and supernormal profits in short run Long run and normal profit Merits and limitations of perfect markets.

B. Oligopoly and Monopolistic Competition

Oligopoly definition and characteristics Collusion and cartel Nonprice competition Price stickiness and kinked demand

Monopolistic competition definition and characteristics Equilibrium Price & determination.

Reference Books

| No. | Title | Author | Publisher |
|-----|---|---|--------------------------------|
| 1. | Managerial Economics | Dean Joel | Eastern Edition |
| 2. | Managerial Economics | Almanand | Excel Books, New Delhi |
| 3. | Managerial Economics | Hague, D. | Longman, London |
| 4. | A study of Managerial Economics | Gopalakrishna | Himalaya Mumbai |
| 5. | Managerial Economics | Cauvery, R. et al; | S.Chand, New Delhi |
| 6. | Managerial Economics | Paul G Keat, K.Y. Young | Prentice Hall Publications |
| 7. | Managerial Economics: Analysis, Problems Cases | Lila J. Truett and Dale B Truett | John Wiley and Sons |
| 8. | The Economy Today | Bradley R Schiller | McGraw–Hill |
| 9. | Principles of Economics | Robert H Frank and Ben Bernanke (2007) | Tata McGraw–Hill, New Delhi |
| 10. | Managerial Economics | Ahuja HL (2007) | S.Chand & Co.Delhi |
| 11. | The New Managerial Economics | William Boyce | Biztantra |

Financial Accounting Sem I

Unit No. I

A. Meaning and Scope of Accounting : Need, development and definition; Book keeping and accounting; Persons interested in accounting; Disclosures; Branches of accounting; Objectives of accounting.

B. Accounting Transactions : Accounting cycle, journal, journal proper, Opening and closing entries, Relationship between journal & ledger; Rules regarding posting; Trial balance; Subsidiary books; Bank reconciliation statement.

C. Accounting Standards

AS 1 : Disclosures of accounting policies : Meaning of accounting policies ▪ Purpose ▪ Different policies ▪ Areas of policies ▪ Disclosure of policies ▪ Disclosure of change in policies ▪ Simple illustrations.

AS 6 : Depreciation accounting : Meaning ▪ Definitions ▪ Importance ▪ Factors ▪ Useful life of a depreciable asset ▪ Estimating useful life ▪ Additions ▪ Residual value ▪ Methods ▪ Disclosure of surplus ▪ change in method ▪ Simple illustrations.

AS 9 : Revenue recognition : Meaning and scope ▪ Transactions excluded ▪ Sale of goods ▪ Rendering of services ▪ Effect of uncertainties ▪ Disclosure ▪ Simple illustrations.

AS10: Accounting for fixed assets : Meaning ▪ Definitions ▪ Importance ▪ Cost of fixed assets ▪ Self constructed fixed assets ▪ Non-monetary consideration ▪ Improvements, repairs, additions and extensions ▪ Revaluation ▪ Sale or retirement ▪ Valuation of fixed assets in special cases ▪ Special types of fixed assets ▪ Disclosure.

Unit No. II

A.

- 1) Expenditure : Classification of Expenditure Capital, Revenue and Deferred Revenue
Expenditure : Distinction between capital expenditure and revenue expenses : Unusual expenses : Effect of error; Critical tests
- 2) Receipts : Capital receipt, Revenue receipt, Distinction between capital receipts and revenue receipts.
- 3) Profit or Loss : Revenue profit or loss, Capital profit or loss

B. Depreciation Accounting :

Practical problem based on accounting treatment by provision for depreciation using SLM and RBM methods.

Unit No. III

Trial Balance and Final Accounts of a Sole Proprietor

Introduction to trial balance and final accounts of a sole proprietor.

Rectification of errors.

Preparation and Presentation of Final Accounts in Horizontal Form :

Manufacturing Account : Trading Account : Profit and Loss Account :

Balance Sheet

Unit No. IV

Accounting in Computerised Environment

An overview of computerised environment.

Features of computerised accounting system.

Concept of grouping of accounts

Codification of accounts.

Maintaining the hierarchy and ledgers.

Accounting packages and consideration of them in selection

Reference Books

| No. | Title | Author | Publisher |
|------------|---|----------------------------|--|
| 1 | An Introduction to financial Accounting | Andrew Thomas | McGraw Hill |
| 2 | Financial Accounting – A Managerial emphasis | Ashok Banerjee | Excel Books |
| 3 | Financial Accounting | Weugamt. | Keiso, Kimmel |
| 4 | Accounting Theory – an Introduction | L.S.S. Porwal | Tata McGraw Hill |
| 5 | Elements of Accounts | T.S. Grewal | S.Chand & Co. |
| 6 | Business Accounting | Frank Woods | Pitman Publication |
| 7 | Advanced Accountancy | R.L. Gupta & M. Radhaswamy | S. Chand & Co. (P) Ltd., New Delhi |
| 8 | Accounting Standards | — — — | Institute of Chartered Accountants of India, New Delhi |
| 9 | Financial Accounting for Managerial Texts & Cases | Dr. Dinesh D. Harsollikar | Multi-Tech. Publishing Co. Ltd., New Delhi |
| 10 | Indian Accounting Standards and US Gaap | Ashish Bhattacharya | Tata McGraw Hill & Co. Ltd., New Delhi |
| 11 | Financial Accounting | Warren | Thomson Learning |
| 12 | Company Accounting Standards | Shrinivasan Anand | Taxman |
| 13 | Financial Accounting | J. R. Monga, Girish Ahuja | Mayur Paper Back |

Business Communication Sem I

Unit No. I

Fundamentals of Communication

Definition, Meaning Types, process and importance

Unit No. II

Effective Communication

Concept and Practice of Effective Communication

Barriers to Effective Communication

Methods to Improve Communication Skills

Unit No. III

Written Communication Skills

Report Writing

Letter Writing

Preparation of Promotional Material

with special reference to banks, Insurance companies and Joint stock companies

Unit No. IV (No. of Lectures 15)

Oral Communication Skills

Understanding Audience

Use of Language

Use of Tone

Understanding Body Language

Reference Books

| No. | Title | Author | Publisher |
|------------|--|-------------------------|-------------------------|
| 1 | Effective Communication | Rai Urmila | Himalaya, Mumbai |
| 2 | Business Communication | Kaul | Prentice Hall India |
| 3 | Basic Business Communication | Lesikar | TMH |
| 4 | Business Communication & Personality Development | Das | Excel Books, Delhi |
| 5 | How to Listen Better? | Pramila Ahuja & G Ahuja | Sterling Publication |
| 6 | Contemporary Business Communication | Scot | Biztantra |
| 7 | Business Communication for Managers : An Advanced Approach | Penrose | Thomson learning |
| 8 | Business Correspondence | Whitehead G & H | A.H. Wheeler, Allahabad |

SEMESTER II

Ecology and Environment Sem – II

MODULE – I

Ecology – Meaning - Environmental Science – History of Ecology – Ecology Today – Scope of Ecology – The Subdivisions of Ecology – Models in Ecology – Fundamental Concepts – Environmentalism – Conservation Ethics – Air pollution- Water pollution -Noise pollution , Radioactive pollution - Solid waste pollution - Land pollution

MODULE – II

Origin of Atmosphere – Vertical Structure of the Atmosphere – Ecological Significance of Air – Horizontal Motion of Atmosphere – vertical Movements – Upper Air Circulation (Jet Streams) – Air Masses – Important Properties of the Atmosphere – Acid Rain

MODULE – III

Zonal Structure of the Earth – The Geologic Cycle – Minerals and Rocks – Soil – Pedogenesis – Soil Types – Soil Classification – Types of Rocks and Minerals – Soil profile – Soil Erosion in India – Soil Conservation – Biota of the Soil – Soil Adaptations in Animals

MODULE – IV

Hydrologic – Water Budget – Fresh Water Environment – Lakes – Eutrophication of Lakes – Reservoirs – Running Water – The Open Ocean – Physico-chemical Aspects of Marine Environment – Wetlands and Coastal Environment – Antarctic Research Programme – Coral Reef – Exclusive Economic Zone (EEZ) – Estuaries – Biosphere -Introduction – concept of Biome – Evolution and Diversity in Biomes – Major Biomes of Earth – Landforms

MODULE – V

Ecosystem Biodiversity – Species Diversity – Genetic Diversity – Global Diversity – The Value of Biodiversity – Biodiversity and Ecosystem function – Biodiversity – Hot Spots – Bio-wealth – Biotic Impoverishment – Biodiversity conservation – Biotechnology and Biodiversity – Milestones of Convention of Biodiversity (CBD) – Main Players in CBD.

MODULE – VI

Resource Cycle – Mineral Resources – Marine Resources – Mineral Resources of Antarctica – Energy Resources – Renewable Sources of Energy – Energy from Biomass – Nonrenewable Sources of Energy – Nuclear Energy – Geothermal Energy – Ocean Thermal Energy – Energy for the Future – Forest Resources – Deforestation – Water A Vital Resources – India's Water Budget

TEXT BOOK: S.V.S.Rana – Essentials of Ecology and Environmental Science – Prentice – Hall of India – Third Edition – 2007.

Human Resource Management Sem II

Introduction to HRM

Definition, Features, Scope/Functions of HRM, Definition of Personnel Management.

Evolution of HRM/ Trends in HRM,

Difference between HRM and PM ,

Challenges before the HR manager,

Role of HR Manager,

Traits/Characteristics of the workforce,

Personnel Philosophy,

Personnel Manual.

Human Resource Planning

Definition of HRP

Process of HRP along with brief coverage of personnel demand and supply forecasting techniques

Factors affecting HRP

Human Resource Information System (HRIS),

VRS, Outsourcing, Pink slip/ termination/ retrenchment/ downsizing/ separation

Contracting and Sub- contracting

Promotions and Transfers

Job Analysis, Job Design and Job Evaluation

Job Analysis – Definition, methods of collecting job data, merits and demerits/limitations

Job Design – Definition, Factors affecting Job Design, Approaches to Job Design

Job Evaluation – Definition, methods of job evaluation, process of Job Evaluation.

Recruitment, Selection and Induction

Recruitment – Definition, sources of recruitment , merits and demerits

Selection – Definition, process of selection, types of selection tests, types of interviews

Induction/Orientation – definition, methods, process

Placement

Training and Development

Definition of Training and Development,
Methods of training managers,
Process/ procedure of conducting training programme,
How to evaluate effectiveness of training programmes,
Advantages of T&D

Performance Appraisal

Definition of Performance Appraisal,
Methods of Appraisal for managers – traditional and modern
Process / procedure of conducting performance appraisal
Advantages of performance appraisal
Limitations of Appraisal

Compensation Management

Definition of compensation,
Components of Salary / Salary slip,
Fringe Benefits – definition and types,
Performance linked incentives/ incentives- definition, advantages and disadvantages.

Career Planning And Development

Definition of Career Planning and Career Development,
Process/ Procedure of Career Planning,
Career Stages/ Career Life Cycle and how to handle personnel at each stage,
Essentials to make career planning successful,
Career Counselling,
Employee Retention techniques,
Succession planning

Participative Management

Definition of Participative Management,

Levels of participation

Trends in Participative Management

Factors essential for successful participative management

Forms of participation

Participation through Quality Circles

Empowered Teams

Industrial Relations

Definition of Industrial Relations,

Features of Industrial Relations,

Importance of Industrial Relations,

Approaches to Industrial Relations,

Parties to Industrial Relations

Trade Unions

Definition of Trade Union,

Features of Trade unions,

Trade union movement in India/ Trends in the Trade Union

Recommended Books:

- 1) **K. Aswathappa**, "Human Resources & Personnel Management- Text And Cases – Fourth Edition", Tata Mc Graw Hill
- 2) **Jayashree Sadri, Sorabh Sadri** "A Strategic Approach to Human Resources Management". Jaico Publishing House, Mumbai
- 3) **Mamoria**, "Personnel Management", Himalaya Publication
- 4) **Edwin B Flippo**, "Principles of Personnel Management", Mc Graw – hill International
- 5) **M. Nair And T.V. Rao**, "Excellence Through HRD", Tata McGraw Hill publications
- 6) **Micheal Armstrong**, "Handbook Of Human Resource Management Practice", Kogan Page
- 7) **Gary Dessler**, "Human Resource Management", Pearson Education.
- 8) **Saiyadain**, "Human Resource Management", Fourth Edition, Tata McGraw Hill publications
- 9) **William J Rothwell and H.C. Kazanas** – Planning & Managing Human Resources – Jaico Publishing House, Mumabai, 2nd Edition, 2008.

Introduction to Cost Accounting Sem II

Unit No. I

Introduction & Importance of Cost Accounting :

Cost, costing, cost accounting; Cost ascertainment : Cost control; Cost classification; Reporting : Distinction between cost and financial accountancy; Advantages of cost accounting; Objectives of cost accounting.

Unit No. II

A. Elements of cost :

Material-labour; overheads.

B. Bases of cost classification :

On the basis of :

Behavior / Variability

Element of cost including direct and indirect concept.

Functions.

C. Determination of Total cost :

Cost structure

Cost sheets

Composition of selling price

Unit No. III

Reconciliation between cost and financial records :

Meaning and definition Need for reconciliation Causes of disagreement Procedure and preparation of statement of reconciliation.

Unit No. IV

Elementary Principles and Techniques of Marginal costing (Excluding Problems on Managerial Decisions)

A. Elementary principles of marginal costing :

Meaning features of marginal costing Advantages of marginal costing

Limitations of marginal costing concept of profit.

B. Techniques of Marginal Costing :

Contribution Profit / volume ratio Break even point Margin of safety Cost volume profit analysis.

Reference Books :

| No. | Title | Author | Publisher |
|------------|--|-------------------------------------|--------------------------------------|
| 1. | Management Accounting | I.M. Pandey | Vikas Publishing |
| 2. | Cost Accounting | C.S. Rayudu | Tata McGraw Hill and Co. Ltd, Mumbai |
| 3. | Cost Accounting Theory and Practice | M.N. Aurora | S. Chand & Co. (P) Ltd., New Delhi |
| 4. | Cost Accounting – A Managerial Emphasis | Horngren, Charles, Foster and Datar | Prentice Hall of India |
| 5. | Advanced Problems and Solutions in Cost Accounting | Moheshwari S.N. | S. Chand and Co. (P) Ltd. New Delhi |
| 6. | Cost Accounting | Jain S.P., Narange K.L. | Kalyani, New Delhi |
| 7. | Cost Accounting and Financial Management | Ravi M. Kishore | Taxman's |
| 8. | Principles of Cost Accounting | Vanderbeck | Thomson learning |

Economic Environment of Business Sem II

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)

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

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.

Globalization

Globalization – meaning and effects (gains and problems), role of IMF and World Bank, concept of global recession with contagion effects.

World Trade Organization – agreements 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.

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)

Production Management & Materials Management Sem II

UNIT – I

- Introduction to the concept of operations and Operation Management
- Development of Production Function. Relation of Production with other Functions like design function, purchase function, plant layout, maintenance etc.
- Production classification, product selection (steps in identifying the product for manufacturing), Product development (market pull, technology push, inter functional approach).
- Brief description/importance of research development and design of a product

UNIT – II

- 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: difference 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 and control

UNIT – III

- Importance of materials management (corporate policy, organisation, 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 inventory Management

UNIT – IV

- Warehousing and stored 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 vs. Pull concept, MRP
- Explanation of EOQ – its advantages and disadvantages. Types of inventory systems (P- Systems and – Systems). Need for safety stock/reserve stock. Simple problems on these topics.
- SQC – techniques, Control Charts, X- Bar chart, R- chart, P- chart, C- chart. Graphical representation. Direct problems on these topics

Reference Books:

| Sr. no. | Title | Author | Publisher |
|---------|--|---|--------------------------------|
| 1. | Principles of Operation Management | Jay Heizer | Prentice Hall |
| 2. | The Lean Manufacturing Pocket handbook | Kenneth W. Dailey | D W Publishing |
| 3. | The Toyota Product Development System: Integrating people, process and technology | James M. Morgan and Jeffrey K. Liker | Productivity Press |
| 4. | The Toyota Production System: Beyond large scale production | Taiiehi Ohno and Norman Bodek | Productivity Press |
| 5. | Operations management: Processes and Value Chains | Lee J. Krajewski, Larry P. Ritzmann and Manoj K. Malhotra | Prentice Hall |
| 6. | Productivity and Inventory Management | Donald Fogarty, John H Blackstone, Thomas R Hoffman | Douth – Western College |
| 7. | Production and inventory Control : Principles and Techniques | George W Plossl | Prentice Hall |
| 8. | Production Planning and Control | W Bolton | Addison Wesley Longman Limited |
| 9. | Journal on Material and Supply chain, materials management Review (MMR), Indian Institute of Materials Management, Bangalore | | |
| 10. | Material Management: An Integrated approach | P Gopalakrishnan and M Sunderesan | Prentice Hall – international |

Business Statistics Sem II

Unit No. I

Descriptive Statistics for Univariate Data :

Introduction to Statistics : Types of data. Data collection methods Census and Sample Survey :

Presentation of data : Tabular (Frequency distribution) and Graphical (Frequency Curve Ogives. Histogram).

Measures of Central Tendency : Arithmetic mean, median, mode, geometric mean – their properties and applications.

Measures of Dispersion : Absolute measures Range, Quartile deviation, Standard deviation, Variance and Relative measures coefficient of quartile range, coefficient of deviation, coefficient of variation.

Unit No. II

Forecasting Techniques

Correlation and Regression : Karl Pearson's coefficient of correlation (Properties and calculation); Spearman's Rank Correlation coefficient, Regression equation Statement and use.

Time Series : Components. Additive and multiplicative models, Estimation of linear trend by (i) least squares method (ii) moving average method Determination of seasonal trend using simple average method.

Index Numbers : Meaning and uses, Simple and composite index number.

Aggregative and average of price relatives simple and weighted index number.

Construction of index number fixed and chain base.

Laspayre's Paasche's Kelly's and Fisher's index numbers.

Construction of (i) consumer price index

(ii) Cost of living index numbers

Deflating, Splicing, Shifting of Base Year, Conversion from fixed base to chain base index numbers and vice-a-versa.

Unit No. III

Probability and Probability Distribution :

Probability : Sample space as a concept, different types of events.

Definition of probability.

Addition and Multiplication Laws of probability (Statements and use only) conditional probability, Bayes' Theorem (concept only).

Random Variable, Expectation and Variance. Probability distributions – Binomial and Normal.

Unit No. IV

Testing of Hypotheses

Sampling distribution : Sample mean and sample proportion.

Determination of sample size. Central Limit Theorem (Statement only).

Hypothesis : Simple and composite, null and alternative. Two types of errors, level of significance (concepts only) Large sample test. Tests based on Normal distribution (Tests for mean and difference in two means, proportion and difference in two proportions). Internal estimation, t-test (concept only).

Reference Books :

| No. | Title | Author | Publisher |
|-----|--|-----------------------------------|---|
| 1. | Statistics for Management | Richard Levin and David S. Rubin | Prentice Hall of India, New Delhi |
| 2. | Statistics for Business & Economic | David R Anderson, Dennis J Sweney | Thompson Publication (Scuta Eastern) |
| 3. | Fundamentals of Statistics | S.C. Gupta | Himalaya Publishing House |
| 4. | Business Statistics | Bhardwaj | Excel Books, Delhi |
| 5. | Introduction to Probability theory and its application | Feller W. | Wiley |
| 6. | Data Analysis for Managers | Roberts H. | Scientific Press |
| 7. | Statistics for Management | Sharma | Himalaya Publishing House |
| 8. | Theory and Problems of Statistics | M.R. Spiegel | McGraw Hill Publishing Company |
| 9. | Elementary Statistics | S.P. Gupta and Archana Gupta | Sultan Chand and Sons, New Delhi |
| 10. | Business Statistics | J.S. Chandan | Vikas Publishing House |
| 11. | Mathematics for Business and Social Sciences | Mizrahi and Sullivan | John Wiley and sons |
| 12. | Mathematics for Business Studies | J.K. Thukral | Mayur Publications |
| 13. | Business Mathematics | S.K. Singh & J.K. Singh | Brijwasi Book distributors and publishers |
| 14. | Theory and problems of Business statistics | Schaum's Outline Series | McGraw Hill Book Company |