

Course Code:	M	G	T	D	5	1	2	Course Title :	MANAGEMENT PRACTICES & ORGANIZATION BEHAVIOR
--------------	----------	----------	----------	----------	----------	----------	----------	----------------	---

WEIGHTAGE	
CA	ETE (Th.)
20	80

COURSE CONTENTS:

Sr. No.	Topics
1.	Management: Nature, purpose and scope of management, Skills and roles of a Manager, Functions, Henry Fayol's 14 principles
2.	Planning: Types of plans, planning process, Management by objectives, Strategic Management, premising and forecasting; Decision-Making
3.	Organizing – Organizational design and structure, Coordination, differentiation and integration, centralization and de-centralization, Delegation, Authority & power – concept & distinction, Line and staff organizations.
4.	Controlling: Concept, planning-control relationship, process of control, Types of Control, Control Techniques, Staffing: Human Resource Management and Selection
5.	Foundations of Organisational Behaviour: - The nature and determinants of organisational behaviour, need for knowledge of OB, contributing disciplines to the field, OB Model
6.	Individual Behaviour: Biographical characteristics, Ability, Learning, Values, attitudes & Job satisfaction, Personality , Myers Briggs Type Indicator, Emotions, Affective events theory, Emotional Intelligence, Perception, Attribution theory
7.	Work Motivation : Early Theories (Mc. Gregory's Theory X & Y , Abraham Maslow's Need Hierarchy Theory Herzberg's Two Factor Theory) & Contemporary Theories (Mc. Clelland's 3 Needs Theory , Alderfer's ERG Theory , Adam's Equity Theory & Vroom's Expectancy Theory, Goal Setting Theory) & Application of Motivation Theories.
8.	Group Behaviour : Types of Groups, Stages of Group Development, Group Decision Making, Understanding Teamwork : Types of Teams, Creating Effective teams, Current issues in organizational communication
9.	Leadership : Basic Approaches (Trait Theories, Behavioural Theories & Contingency Theories) & Contemporary Issues in Leadership. Transactional Analysis, conflict, power and politics.
10.	Organisation culture, Organisational Change & Stress Management.

TEXT BOOKS:

1. Robbins,S.P.and Mary Coulter, Management, Prentice Hall India
2. Robbins S P, Timothy A. Judge & Sanghi Seema, *Organizational Behaviour*, Pearson Education, New Delhi, 2009.

ADDITIONAL READINGS:

1. Koontz, Harold and Weihrich,Heinz, Essentials of Management, Tata McGraw Hill.
2. Luthans F, Organization Behavior, McGraw Hill

Course Code:	M	G	T	D	5	1	5	Course Title:	ACCOUNTING FOR MANAGERS
--------------	----------	----------	----------	----------	----------	----------	----------	---------------	--------------------------------

WEIGHTAGE	
CA	ETE (Th.)
20	80

COURSE CONTENTS:

Sr. No.	Topics
1.	Basic Accounting Review: Accounting terms, concepts, and conventions and accounting equation.
2.	Managerial Accounting; Basic Cost terms and concepts. Use of cost data in managerial decision-making.
3.	Understanding Corporate Financial statements-types, nature, attributes, uses and limitations, Capital and Revenue expenditures and receipts.
4.	Financial Statement Analysis - Concepts and objectives, Tools for analysis and interpretation of financial statement analysis. Common-size financial statements, Comparative statements, Trend analysis.
5.	Ratio analysis
6.	Fund Flow Statement, Cash Flow statement.
7.	Cost Control Techniques- Preparation of budgets and their control, zero base budgeting
8.	Standard costing and variance analysis. Responsibility Accounting
9.	Management Applications: Marginal costing and CVP Analysis, Decision involving alternative choices, pricing decisions.
10.	Activity based and Target Costing, Contemporary issues in Management Accounting: life cycle costing, Quality costing, Kaizen costing, Throughput costing, Blackflush Costing

TEXT BOOK:

Shah Paresh, Management Accounting, Oxford University Press, 2009.

ADDITIONAL READINGS:

1. Horngren, Sundem & Stratton, Introduction to Management Accounting, Prentice Hall India, 2007.
2. Drury Colin, Management and Cost Accounting, Thomson Learning, Noida, 2007.
3. Tulsian PC, Financial Accounting, Pearsons Publication, New Delhi, 2008.

Course Code:	M	G	T	D	6	1	1	Course Title:	ENTREPRENEURSHIP & BUSINESS PLAN
--------------	----------	----------	----------	----------	----------	----------	----------	---------------	---

WEIGHTAGE	
CA	ETE (Th.)
20	80

COURSE CONTENTS:

Sr. No.	Topics
1.	Concept of Entrepreneurship: Nature & development of entrepreneurship, The Entrepreneurial decision process, Role of entrepreneurship in economic development, Entrepreneurial careers, Ethics & social responsibility of entrepreneurs.
2.	Entrepreneur vs intrapreneur: The entrepreneurial process, Managerial vs entrepreneurial decision making, Intrapreneurship, Corporate vs Intrapreneurial culture, Interpreneurial leadership characteristics, Establishing Intrapreneurship in the organisation.
3.	The individual entrepreneur: Entrepreneurial feelings, entrepreneur background and characteristics, Role models and support systems, Male vs Female entrepreneurs, Minority entrepreneurship, Entrepreneurs vs Inventors.
4.	International entrepreneurship opportunities: Nature of international entrepreneurship, Importance, International vs domestic entrepreneurship, entrepreneurial entry into international business, Barriers to international trade.
5.	Legal issues for Entrepreneur: Intellectual property, Legal issues in setting up an organization.
6.	Business Plan: Concept, scope and value, evaluation of the plan, causes of the failure of some business plans.
7.	Marketing Considerations: Industry analysis, Marketing research for a new venture, The marketing mix, Marketing plan, Contingency planning, Causes of failure of some marketing plans
8.	Organizational considerations: Legal forms of business, Tax attributes of forms of business, The limited liability company vs. the S Corporation.
9.	Financial considerations: Operating and capital budgets, Proforma income statements, proforma cash flow, proforma balance sheet, Break even analysis, Proforma sources and application of funds, Sources of capital, Role of SBA in small business financing, Venture capital, Use of Ratio analysis in valuation of a company.
10.	Strategic considerations: New entry, Risk reduction strategies, Growth strategies, Economic implications of growth. Ending the venture: Bankruptcy, Reorganisation, Extending time payment plans, Liquidation, Exit strategy, Succession of business, Harvesting strategies

TEXT BOOK:

Hisrich D Robert, Peters P Michael & Shepherd A Dean, "*Entrepreneurship*", 6th edition, Tata McGraw-Hill, New Delhi, 2008

ADDITIONAL READINGS:

1. Zimmerer W. Thomas, Scarborough, "Essentials of entrepreneurship and small business management", 4th edition, Prentice Hall of India Pvt Ltd, New Delhi
2. Roy Rajeev, "Entrepreneurship", Oxford University Press, 2008.

Course Code:	M	G	T	D	5	1	7	Course Title:	FINANCIAL MANAGEMENT
--------------	----------	----------	----------	----------	----------	----------	----------	---------------	-----------------------------

WEIGHTAGE	
CA	ETE (Th.)
20	80

COURSE CONTENTS:

Sr. No.	Topics
1.	Financial Management: <ul style="list-style-type: none"> • Meaning • Objective and scope • Finance functions – Investment, financing and dividend decisions
2.	Source of Finance <ul style="list-style-type: none"> • Short term and long term Source of Finance • Leasing as a Source of Finance
3.	Concept of time value of money
4.	Risk and return analysis: Overview of Risk & Return of a single asset & a portfolio
5.	Cost of Capital <ul style="list-style-type: none"> • Concept and its significance • Measurement of cost of capital of various source of funds • Weighted average cost of capital
6.	Capital structure decision <ul style="list-style-type: none"> • Understanding debt and equity • theories of Capital Structure • Optimum Capital Structure
7.	Leverage <ul style="list-style-type: none"> • Operating and Financial Leverage
8.	Capital budgeting <ul style="list-style-type: none"> • Meaning and Process • Capital budgeting methods – Discounted & Non Discounted Techniques • Capital rationing • Capital decision under risk and uncertainty – Sensitivity Analysis, Simulation, Certainty Equivalent, Probability Distribution, Decision Tree Approach
9.	Working Capital <ul style="list-style-type: none"> • Concept and significance • Determining working capital requirements • Management of Inventory, debtors and cash • Financing of working capital needs
10.	Management of surplus <ul style="list-style-type: none"> • Retained earnings and dividend policy • Theories of dividend • Forms of dividend and Bonus Shares & Stock Splits

TEXT BOOK:

I M Pandey, Financial Management, Vikas Publishing House

ADDITIONAL READINGS:

1. Khan, M Y and P K Jain, Financial Management, Tata McGraw Hill.
2. Chundra Prasanna, Financial Management: Theories and Practice, Tata McGraw Hill
3. James C. Van Horne & John M. Wachowicz, Jr, Fundamentals of Financial Management, Prentice Hall of India Pvt. Ltd. New Delhi

Course Code:	M	G	T	D	5	2	3	Course Title:	FINANCIAL INSTITUTIONS & SERVICES
--------------	----------	----------	----------	----------	----------	----------	----------	---------------	--

WEIGHTAGE	
CA	ETE (Th.)
20	80

COURSE CONTENTS:

Sr. No.	Topics
1.	Financial system: introduction, functions of financial system and its components
2.	Financial markets: Introduction, Types- Capital market: Primary and secondary (introduction), money market: introduction, types of money market instruments- money at call, treasury bill, certificates of deposits, commercial papers.
3.	Financial institution: definition, types, role in economic development, Commercial banks: emergence of private sector bank after liberalization, financial innovation in commercial banks, Assets and liabilities management by commercial banks
4.	Reserve bank of India: role and functions, SEBI-introductions and guidelines, Types of exchanges – National, Regional & Local
5.	NABARD: role and functions, NBFCs: concept, guidelines, progress and prospects, IFCI, SFCs, IRBI, SIDC, SIDBI– Introduction and operational policies
6.	Basic operation of Private and public sector insurance (life and general), Mutual Funds: introduction of UTI, types of mutual funds, significance, performance evaluation
7.	Financial services- concept, role, emerging trends, nature and types of services
8.	Leasing: meaning, types, financial, legal and tax aspects, Hire purchasing: Concept, legal framework and taxation, Factoring and forfeiting- meaning and mechanics, Discounting and rediscounting of bills
9.	Merchant banking: Role and Functions, SEBI guidelines regarding merchant banking, underwriting services in India, Venture Capital: Meaning, Features, Techniques, Indian Venture capital Scenario, Study of Venture Capital Funds of IDBI & SIDBI, Credit rating- Introduction, Regulatory framework, credit rating process, credit rating agencies.

TEXT BOOK:

Varshney and Mittal, Indian financial System, Sultan Chand and Sons, New Delhi, 2007

ADDITIONAL READINGS:

1. Srivastava, R.M., *Management of Indian Financial Institutions*.
2. Pathak Bharti V, *Indian Financial System*, Pearson Education, 2006
3. Bhalla, VK, *Management of Financial Services*, Anmol Publication, New Delhi, 2007
4. Bhole, L M, *Financial Institution and Markets*, Tata Mc-Graw Hill, New Delhi, 2007

Course Code:	M	G	T	D	5	9	1	Course Title:	CORPORATE GOVERNANCE & ETHICS
--------------	----------	----------	----------	----------	----------	----------	----------	---------------	--

WEIGHTAGE	
CA	ETE (Th.)
20	80

COURSE CONTENTS:

Sr. No.	Topics
1.	Understanding corporate governance: Corporate governance – an introduction, History of corporate governance
2.	Concepts of corporate governance, corporate governance mechanism and overview, principle
3.	Stakeholders: Rights and privileges; problems and protection, Mechanism and control: internal and external corporate governance, bankruptcy system in India
4.	Decision system and corporate governance; corporate governance for corporate capital and its property rights, systemic problem
5.	Development of codes and guidelines and summary of codes of best conduct, Theory & practice of corporate governance
6.	Corporate social responsibility, Ethics and business: multinational business, Ethical Principles in business
7.	Ethics in market place, Ethics of Advertising, and sponsorship, acquisition and mergers
8.	Ethics of consumer production and marketing
9.	The ethics of job discrimination, ethics and future perspective
10.	Corporate governance: Indian scenario, corporate governance Asia – pacific, corporate governance in South Africa, Brazil

TEXT BOOKS:

1. Corporate governance: Principles, mechanism, and practices, Parthasarthy, Biztantra
2. Business ethics: Concepts & cases, velasquez, Manuel G., Pearson

ADDITIONAL READINGS:

1. Corporate governance: Principles, policies and Practices, Fernando, A.C., Pearson
2. Mallin, A. Christine, Corporate governance, Oxford University press.
3. Bajaj and Aggarwal, Business ethics, Biztantra
4. Crane & Matten, Business ethics, oxford
5. Prasad, corporate governance, PHI learning Pvt Ltd.