North Maharashtra University, Jalgaon

Faculty of
Commerce and Management

Syllabus of
Pre Ph.D. Course Work – Commerce
w.e.f. 2011-12
ORGANISATION AND MANAGEMENT

**Nature of Management**
- Concept of Management, Management and Administration: A Terminological Conflict
- Importance of Management, Nature of Management, Management: Science or Art
- Management as Profession, Professionalisation of Management in India, Universality of Management
- Applying Management Theory in Practice, Role of Management Principles
- Effective Management

**Management Functions and Skills**
- Management Functions, Nature of Management Functions
- Management Role, Functions at Various Levels of Management
- Top Management, Functions of Board of Directors
- Functions of Chief Executive, Middle Management
- Supervisory Management, Functional Areas of Management
- Management Skills, Top Management Skills

**Planning**
- Concept of Planning, Nature of Planning
- Importance of Planning, Steps in Planning, Types of Planning
- Corporate and Functional Planning, Strategic and Operational Planning
- Long-term and Short-term Planning, Proactive and Reactive Planning
- Formal and Informal Planning, Planning, Types of Plans
- Barriers to Effective Planning, Making Planning Effective

**Decision Making**
- Concept of Decision and Decision Making, Types of Decisions
- Decision-making Process Effective Decisions, Guidelines for Making Effective Decision
- Individual vs. Group Decision Making, Rationality in Decision Making
- Creativity and Decision Making Role of Creativity in Decision Making, Decision-making Conditions

**Organising**
- Concept of Organisation and Organising, Organisation Theory
- Classical Organisation Theory, Neoclassical Organisation Theory
- Factors Affecting Organisation Structure, Size of Organisation

**Controlling**
- Concept of Controlling, Controlling and Other Functions, Steps in Controlling
- Types of Controlling, Control Areas, Controlling and Management by Exception
- Benefits of Management by Exception, Design of Effective Control System
- Essentials of Effective Control System, Behavioural Implications of Control
- Causes of Resistance to Control

**Human Resource Management**
- Meaning, Objectives, and Human Resource Planning

**Human Resource Development**
- Concept and HRD tools, Training objectives and Methods.
ACCOUNTANCY

Advanced Accounting
Elementary study of Accounting standards -
a. Introduction, Objectives, Advantages, and Applicability of Accounting Standards
b. Elementary Study of
   i. AS-1 - Disclosure of Accounting Policies
   ii. AS-2 – Valuation of Inventories
   iii. AS-6 - Depreciation Accounting
   iv. AS-10 – Accounting for Fixed Assets
   v. A.S.4 Contingencies & events occurring after the Balance Sheet dates

Accounting for Amalgamation -
Amalgamation of companies - Concepts of Amalgamation – Types of Amalgamation - Amalgamation in the nature of Merger and Amalgamation in the nature of Purchase - Purchase consideration - AS 14 on ACCOUNTING FOR AMALGAMATION.

Developments in Accounting
Elementary study of - Human Resources Accounting, Inflation Accounting, Value Added Statement, Corporate social reporting, Interim reporting

Cost and Management Accounting
Cost Accounting
Costing, Cost Accounting, Cost Accountancy- Objectives, Scope, Advantages and Limitations of Cost Accounting. Qualities of a good cost accounting system, Essential factors for installing a cost accounting system. Relationship between Cost Accounting, Financial Accounting, and Management Accounting

Marginal Costing & Break-Even-Analysis
Marginal Costing – Concepts of Marginal Cost and Marginal Costing, Advantages and Limitations of Marginal Costing, Classification of costs, Fixed, Variable, Semi-variable-Break-up of Semi-Variable Expenses, Role of Contribution, Basic Equation of Marginal Costing, Marginal Costing Vs Absorption costing, Break–Even Analysis- Meaning of Break-even point, Break-even Chart, Profit-Volume Ratio, Margin of Safety, Key-Factor, Cost-Volume Profit analysis, Point of Indifference, Computation and application of Break-Even Analysis. Major areas of application [Theory only]

Budget and Budgetary Control :
Concept of Budget, Budgeting & Budgetary Control, Budget Manual, Objectives, Advantages, Limitations of Budgetary Control.
Classification of Budgets - Long term, Short term budget, Flexible budget, Fixed budget, Master Budget, Functional Budgets: Sales Budget, Production Budget, Purchase Budget, Capital Expenditure Budget, Cash Budget, Zero-Base Budgeting (ZBB), Nature, procedure, Advantages and limitations of ZBB

Financial Management
Financial statements

Analysis and Interpretation of Financial Statements
Analysis and Interpretation - Meaning – Types of Analysis and Interpretations- Internal Analysis – External Analysis- Horizontal Analysis – Vertical analysis

Calculations of Ratios

Liquidity Ratios - Current ratio- Quick ratio- Absolute Liquid Ratio

Profitability Ratios - Gross Profit Ratio- Net Profit Ratio- Operating ratio- Operating Profit ratio- Return on Investment- Return on capital Employed Ratio- Earning per share Ratio- Dividend Yield Ratio- Price earnings Ratio- Net profit to Net Worth ratio

Efficiency /Turnover Ratios - Stock turnover ratio – Debtors turnover ratio- Debt collection period ratio- Creditor turnover ratio- Average payment period- Working capital turnover ratio-Fixed assets turnover ratio- Capital turnover ratio

AUDITING

Auditing Concepts - Nature and limitations of Auditing, Basic Principles governing an audit, Objectives & scope of the audit of financial statements, Difference between Auditing and Investigation

Types of Audit - Features, principles, advantages & limitations of - Internal audit, Statutory audit, Continuous audit, Annual audit, Interim audit, Balance sheet audit, Tax audit, Cost audit, Efficiency audit.


MARKETING


Marketing Mix – P 5


Service Marketing –

Reasons for growth in Service Sectors – Role of Services in an economy – Services in Indian Scenario – Types of Services – Characteristic of Services – Difference between goods services – Needs for services marketing – Obstacles in service marketing.

International Marketing Practices and Problems –

Definition and Meaning – Domestic market and international market – special consideration in in international marketing – difficulties in international marketing – Tariff and Non Tariff – Barriers to international marketing – Developing a marketing strategy – selecting a market – Taking entry into market – Direct and indirect exporting – Licensing.

BUSINESS ECONOMICS AND BANKING

Business Economics:

i) Introduction

ii) Demand Analysis and Elasticity of Demand

iii) Utility Analysis.

Market Structure & Price Determination:

i) Cost, Revenue and Price Determination in different Market situation.

ii) Production Function –Law of variable proportion and law of returns to scale.

Macro Economics:
i) Classical and Keynesian Approach in Determination of output & employment


iii) Monetary and Fiscal Policy.

Banking:


ii) Accounts of Customers.

iii) Negotiable Instruments.

iv) Reserve Bank of India.

REFERENCE BOOKS

Organisation and Management
1. Principles and Practice of Management - L.M Prasad
2. An Introduction to Business Organisation and Management - Singh and Chhabra
4. Management Concepts and Strategies - J.S Chandan
5. Principles and Practice of Managements- A New Horizon - Jaya Bhattacharya
6. Taxmann's Principles of Management - Dr. Neeru Vasisth
7. Vyavasaay Vyavasthapan - Dr. Prabhaker deshmukh

Accountancy
3. Advanced Accounts - Jain and Narang - Kalyani Publishers, Ludhiana
4. Accounting Theory, R. K. Lele and Jawaharlal, Himalaya Publishers
6. Corporate Accounting, Dr. S. N. Maheshwari, Viakas Publishing House Pvt. Ltd. New Delhi
7. Advanced Accounting, Dr. Ashok Sehgal & Dr. Deepak Sehgal: Taxmann, New Delhi.
10. Advanced Cost and Management Accounting - V. K. Saxena and C. D. Vashist - Sultan Chand & Sons, New Delhi
11. Cost & Management Accounting - Ravi M Kishore - Taxmann Allied Services Pvt Ltd
15. B. N. Todon – Practical Auditing.
Marketing
5. Service Marketing – Vasanti Venugopal, Raghu V. N.

Business Economics and Banking
4. Economics Environment of Business (Microeconomics Analysis), by H.L.Ahuja.
North Maharashtra University, Jalgaon

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Syllabus of

Pre Ph.D. Course Work – Management

w.e.f. 2011-12
GENERAL MANAGEMENT
Nature & Development of Management

Management: Concept, Nature, Importance, Art and Science & as a Profession, Management Vs Administration, Decision Theory Approach, Contingency Approach, Human behavior Approach, Challenges of management due to globalization, The organizational Chart., Levels of Management & their respective Functions, Job design, Managerial Functions in MNC’s Departmentalization, Methods of Vertical Co-ordination, Need and Significance of Management, Management V/S Administration, levels of Management

Process of Management

Planning: Nature, Scope, Objective and Significances of Planning, Key factors to planning, Types of Plans, Process of Planning, Effective planning-Principles, Barriers & How to overcome barriers.


Staffing: fundamentals of staffing Concept, Manpower Planning. system approach to staffing

Directing: Concept, Direction and Supervision, Importance of Directing, Principles of Directing.

Coordination – Need & Importance, Coordination & Cooperation, Techniques of Effective coordination.

Controlling : Concept, Types of control, Method : Pre-control - Concurrent control - Post control, an Integrated Control System, Concept of Quality, Factors affecting Quality, Developing a Quality, Control system - Pre-control of inputs.

Decision Making

Meaning Importance and types of decision, Decision making process, Effective decisions, creativity and decision making, Quality and quantitative techniques used for decision making, Planning Premises and Forecasting, Total quality management, Kaizen concept, Just in time inventory

Quantitative Techniques in Operations Management

Introduction to operations Research- Decision Making, Role of Technology In OR-Transportation Model- Assignment Model-CPM&PERT, Inventory Management, Inventory Models(EQO)

Corporate Social Responsibility and Business Ethics

Concept & Definition of Corporate Social Responsibility, Scope of Corporate Social Responsibility, Corporate Social Responsibility and the Law, Corporate Social Responsiveness, Definition of Ethics, Nature & objective Ethics, Ethics &Related Terms: Ethics & Morality, Ethics & Religion, Ethics & Law, Distinction Between Values & Ethics, Meaning & Scope of Business Ethics

Management Information Systems:


**MARKETING MANAGEMENT**

**Marketing Management**

Introduction to Marketing, Marketing Management-Definition, nature and scope Marketing, Process Forms of Marketing, Organisation Market Segmentation and Target Marketing, Consumerism

**Marketing Mix**

7 P’s of Marketing mix, Product Life Cycle, Sales Management, Brand and Brand Management.

**Marketing Research and Consumer Behaviour**

Marketing Research- Meaning, Types and Process, Marketing Information System.

a. Consumer behaviour: Determinants of consumer behaviour
b. Consumer decision making process/ Buying Process:
   ii) For New products: Awareness, Interest, Evaluation, and Trial & Adoption

c) Organizational buyer decision process: Problem recognition, Product specification, Product & Vendor search, Product & Vendor evaluation, Product & Vendor selection & performance evaluation

**New Trends in Marketing**

International Marketing, E-Marketing, Green Marketing, Social Marketing, Holistic Marketing, Emotional Marketing, Customer Relationship Management

**FINANCIAL MANAGEMENT**

**Introduction to Financial Management**

Approaches to Financial Management: Traditional View - Modern View, Different Financial Decision

Financial Management’s Importance in Business: Significance of Financial Controller-Finance Manager as a Facilitator- Organization Chart of Finance Function-Reason for Centralizing Finance Function


Components of Financial system: Function of Financial system, financial system design, Nature and role of financial Institution {Intermediaries} and financial market

**Raising Finance**

a) **Short term Financing**
   i) Introduction & Characteristics
   ii) Sources of Short term Finance

b) **Long Term Financing**
   i) Need for long term financing
   ii) Sources of Long Term Finance
   iii) Risk analysis in Capital Budgeting & Sensitivity analysis

c) **Primary & Secondary Markets**
   i) Meaning, Importance & Role
   ii) Market intermediaries: brokers, dealers, investment bankers
   iii) Bid, Ask or Offer, bid- ask spread, Bull and bear, blue chips, day trading, stop loss
   iv) BSE/ NSE Indices
Investment Decisions
   a) Short term Investment Decisions
   b) Long term Investment Decisions
      1) Time value of Money
         (i) An overview & Study of Time lines
         (ii) Theory of interest or computation of Interest
         (iii) Amortization of a loan
      2) Capital Expenditure Planning & control
         (i) Definition, Importance
   c) Venture Capital Finance
      i) Introduction, Meaning Features & Types
      ii) Stages of Venture Capital Investment
   d) Mutual Funds: Concept & Types
   e) Decision making techniques
      i) Lease or Buy
      ii) Make or Buy
      iii) Manufacture or Vendor Development
      iv) Do or Outsource
   f) Owners Self Outlet or Franchisee appointment
Emerging trends Finance
   Concepts of
   a) Corporate Combinations
   b) Corporate Financial Distress
   c) Derivatives & Options
   d) Hybrid Financing: preferred stock, leasing, warrants & convertibles
   e) Reverse Mortgage
   f) Credit rating
   g) Portfolio Management
   h) International Financial Management

HUMAN RESOURCE MANAGEMENT
Introduction to Human Resource Management
   a) Concept, Characteristic & Significance of Human Resource
   b) Definitions, Nature, Scope & Objectives of HRM
   c) Functions of HRM.
   d) HRM Vs. Personnel Management
   e) HRM Vs. HRD
   f) Challenges before HRM
   g) Employer-Employee Relationship: concepts, Objectives, Parties, Measures for Improvement

Human Resource Management Process
   a) Human Resource Planning
      i) Concept & Need of HRP
      ii) Process of Human Resource Planning
      iii) Methods of Demand Forecasting
      iv) Prerequisites of HRP
   b) Process of Procurement
      i) Recruitment
         (1) Concept, Purpose & Factors Affecting Recruitment
         (2) Sources of Recruitment
         (3) Process of Recruitment
      ii) Selection
         (1) Concept Selection process
         (2) Barriers of selection
      iii) Placement: Concept & Problems
iv) Induction:
   (1) Concept, Objective & Steps in Induction
   (2) Topics of Induction Programme
   (3) Problems in Induction

**Human Resource Development and Industrial Relations**

a) Performance appraisal
   i) Definitions, Objective & Process of Performance Appraisal
   ii) Methods of Performance Appraisal
      (1) Traditional Methods: Ranking, Paired Comparison, Grading, Critical Incident, Force Choice, Checklist, Graphic Rating, Essay Evaluation, Confidential Reports
      (2) Modern Methods: MBO, BARS, Assessment Centres, 360 Degree Appraisal System
   iii) Problems with Performance Appraisal

b) Employee Training
   i) Meaning, Need and Objective of Training
      (1) Methods of Training: On the Job & Off the Job
   ii) Sensitivity Training
   iii) Evaluation of Training

c) Executive Development
   i) Meaning & Methods of Executive Development

d) Industrial Relations:
   i) Labour welfare & Social Security
   ii) Workers Participation in Management
   iii) Empowerment
   iv) Industrial hygiene

**Recent Trends in HRM**

Concepts of -

a) Human Resource Audit
b) Human Resource Information System
c) Human Resource Accounting
d) Employer branding
e) Moonlighting by employees
f) Dual career group
g) Competency Mapping
h) Downsizing & Rightsizing
i) HR Matrix
j) HR score card
k) Talent Management
l) Flexi-time & Flexi-work
m) e-HRM : e-recruitment, e-training & e-learning.

**Reference Books**

**GENERAL MANAGEMENT**

1. Principles of management By L.M.Prasad
2. Principles of management by sherlekar and sherlekar
3. Management process and perspective by T.N. Chhabra and R.K.Suri
4. Ethical Management – Satish Modh - Macmillan
5. Business Ethics - Agagalgatti – Nirali Prakashan
6. Business Ethics – A.C.Fernando - Pearso
8. Organization & Management – By C. B. Gupta, Sultan Chand & Sons, Delhi
10. Corporate Governance: Principal Policies & Practices by Fernando, Pearson Education

MARKETING MANAGEMENT
8. Marketing Management (Text & Cases in Indian Context) by Karunakaran – Himalaya Publishing House

FINANCIAL MANAGEMENT
1. Financial Management by Ravi M. Kishore – Taxman Publication
2. Financial Management tools & Techniques by Dr Pradip Kumar Sinha – Excel books

HUMAN RESOURCE MANAGEMENT
13. Personnel Management: C. B. Mamoria., Himalaya Publishing