

SHIVAJI UNIVERSITY, KOLHAPUR.

Faculty of Commerce



Syllabus of Course Work for

Master of Philosophy [M. Phil] and

Doctor of Philosophy [Ph. D.]

(Syllabus to be implemented from

Academic Year 2011-12 Onwards)

[Department of Commerce & Management,

Shivaji University, Kolhapur]

A] Ordinance and Regulations: As applicable to Ph. D. in Commerce Degree)

B]

**Shivaji University, Kolhapur
Syllabus for Course Work of
Master of Philosophy/ Doctor of Philosophy [Ph. D.] in Commerce**

1. TITLE: COMMERCE & MANAGEMENT (Under the Faculty of Commerce).

2. YEAR OF IMPLEMENTATION:

The revised Syllabus will be implemented from **Academic Year 2011-12** onwards.

3. PREAMBLE:

The present new Syllabus of Course Work for Ph. D. in Commerce has been prepared keeping in view of the continuous developments in all subjects in the field of Commerce & Management; in its growing knowledge resources and improvements in pedagogic methodologies and the UGC guidelines.

The present exercise of preparation of Course Work syllabus for Ph. D. in Commerce is guided by three broad *teaching orientations*: (i) job orientation (to prepare students to make use of employment opportunities), (ii) knowledge orientation (development of personality and sharpening of intellectual skills among the students), and (iii) social orientation (inculcation of social commitment among the students and making them responsible citizens).

Keeping these teaching orientations in mind, syllabus preparation has been done with the following objectives of Commerce & Management education:

- (i) to acquaint the students with recent trends in commerce & management and the content of courses in commerce & management
- (ii) to equip the students to critically understand and interpret business realities,
- (iii) to develop among the students a distinctly commerce & management perspective,
- (iv) to enhance the social sensitivity and sensibility of the students, and
- (v) to help students acquire skills that will be useful to them in their personal, social and professional life.

The general objectives of the course work are:

1. To equip the students with latest knowledge in the Commerce & Management pertaining to theory and research.
2. To orient the students for comprehending, analyzing and critically assessing the business realities and commerce & management perspective.
3. To inculcate the analytical ability, research aptitude and relevant skills in the students useful for their social and professional life.
4. To prepare the students for undertaking research, jobs in Colleges/ Universities/Research Institutions, various Government Departments and Companies in public sector as well as private sector.

While preparing the Ph. D. Course Work syllabus, we have kept in mind the paradigm shifts in business pedagogies and management theory and its modern practices at national and international level, updating the reading lists and introduction of practical/fieldwork component and innovations in the instructional methodologies [supplementing the lecture method with group discussions and seminar presentations, use of audio-visual aids, use of computers /internet in research].

The M. Phil. / Ph.D. course work shall involve three Papers Viz.

The Ph. D. Coursework structure consists of three papers viz.-

1. Research Methodology, Quantitative Methods and Computer Applications'
2. Recent Trends in Commerce & Management, or Recent Trends in Information Technology.
3. Optional Paper (Based on Specialisation).

4. DURATION:

The M.Phil. Programme shall be a full Time regular course.

The duration of M. Phil. Programme shall be of One year.

5. PATTERN:

Pattern of examination will be Annual in respect of M.Phil/ Semester in respect of Ph.D.

6. FEE STRUCTURE:

(As per university rules)

- i. Entrance Examination Fee (If applicable)—Rs----(Non-refundable)
- ii. Course Fee.

PARTICULARS	RUPPEES
Tuition Fee	Rs.
Laboratory Fee	Rs.
Internet Fee	Rs.
Library Fee	Rs.
Annual / Semester Fee-Per Student	Rs.

(In case of revision of fee structure, this revision will be implemented in phase wise manner as per the decision to be taken by university authorities, in this regard.)

6. ELIGIBILITY FOR ADMISSION:-

As per eligibility criteria prescribed for each course and the merit list in the qualifying examination.

7. MEDIUM OF INSTRUCTION:

The medium of instruction shall be in English only.
(as applicable to the Course/programme concerned.)

**8. STRUCTURE OF THE COURSE WORK FOR M.PHIL/PH.D
(NO.OF PAPERS THREE)**

Sr.No.	Subjects / Papers	Marks
1.	Research Methodology, Quantitative Techniques and Computer Application	100
2.	Recent Trends in Commerce & Management OR Recent Trends in Information Technology.	100
3	Optional Paper (based on Specialization)	100
	Total	300

9. SCHEME OF TEACHING AND EXAMINATION:-
Teaching Scheme for M. Phil. / Ph. D. Course Work in Commerce

Sr. No.	Paper Title	Teaching Scheme			
		Lectures	Seminars	Library Work	Total
1.	Research Methodology, Quantitative Techniques and Computer Application	40 Hours	10 Hours	10 Hours	60 Hours
2.	Recent Trends in Commerce & Management OR Recent Trends in Information Technology	40 Hours	10 Hours	10 Hours	60 Hours
3.	Optional Paper (based on Specialization)	40 Hours	10 Hours	10 Hours	60 Hours

Examination Scheme for M. Phil./ Ph. D. Course Work in Commerce

Sr. No.	Paper Title	Examination Scheme			
		Theory	Seminars	Review of Papers	Total
1.	Research Methodology, Quantitative Techniques and Computer Application	100 marks	-	-	100 marks
2.	Recent Trends in Commerce & Management OR Recent Trends in Information Technology	100 marks	-	-	100 marks
3.	Optional Paper (Ph. D.) (based on Specialization)	80 marks	-	20 marks	100 marks
3.	Optional Paper (M. Phil.) (based on Specialization)	80 marks	10 marks	10 marks	100 marks

10. SCHEME OF EXAMINATION:-

- The examination shall be conducted at the end of each academic year.
- The Theory paper shall carry 100 Marks.
- The evaluation of the performance of the students in theory papers shall be on the basis of Annual Examination of 100 Marks.
- Question Paper will be set in the view of the / in accordance with the entire syllabus and preferably covering each unit of syllabi.

11. STANDARD OF PASSING:

(As prescribed under rules & Regulation for each degree/ programme.)

The student has to secure minimum 40% marks to complete the course work in individual head 1, 2, 3 stated in 9 above.

12. NATURE OF QUESTION PAPER AND SCHEME OF MARKING:-**(Unit wise weightage of marks should also be mentioned)**

The nature of question paper for the subject/paper shall be as indicated below:

- a) Short answered questions
- b) Long answered questions
- c) Short notes
- d) Solutions / exercise oriented questions/ Problems

Note: There shall be equal justice of numerical marks given to the pattern above.

13. EQUIVALENCE IN ACCORDANCE WITH TITLES AND**CONTENTS OF PAPERS- (FOR REVISED SYLLABUS)**

Sr. No	Title of Old Papers	Titles of New Papers
1.	Research and Teaching Methodology	Research Methodology, Quantitative Techniques and Computer Application
2.	Recent Trends in Commerce & Management & Commerce & Management Education	Recent Trends in Commerce & Management
	OR	OR
	Recent Trends in Information Technology	Recent Trends in Information Technology
3.	Marketing Management	Marketing Management
4.	Financial Management	Financial Management
5.	Personnel Management and Industrial Relations	Human Resource Management
6.	Management of Cooperative Undertakings	Cooperative Management
7.	Industrial Structure of India	Industrial Structure of India
8.	Indian Economic Environment	Indian Economic Environment
9.	Applied Statistics & Quantitative Techniques	Applied Statistics & Quantitative Techniques
10.	Taxation in India	Taxation in India
11.	Management Accountancy	Management Accounting
12.	Advanced Cost Accountancy	Advanced Cost Accountancy
13.	Business Administration	Business Administration
14.	Organisation of Trade and Transport	Organisation of Trade and Logistic Management
15.	Computer Application / Computer Management	System Management
16.		International Business
17.		Strategic Management

* Applicable as per the case may be (See M. Phil./Ph. D. rules for details)

14. SPECIAL INSTRUCTIONS, IF ANY.**1. INTAKE CAPACITY / NUMBER OF STUDENTS:**

Every year, the intake of students for Ph.D. will depend on the number of vacant seats with the research guides recognised by the university.

2. TEACHERS' QUALIFICATIONS:-

- (a) Teachers' qualification as prescribed by norms.
 - (b) Workload of teachers in the department as per the norms prescribed by Apex bodies like UGC/State Govt./University.
 - (c) Teaching Aids like TV, VCR, LCD, Computers, Internet facilities etc. are available in the Department.
- (A) LIBRARY: The Text Books, Reference Books, Journals and Periodicals, required for the revised course will be made available in the Central University library.
- (B) SPECIFIC EQUIPMENTS: Necessary to run the Course: The faculty teaching various courses will make use of L.C.D., and Computers/Internet wherever necessary. The equipments are available in the Department.

NEW / REVISED SYLLABUS FOR

M. Phil. / Ph. D. Course Work

(Introduced from June 2011 Onwards)

(i) Paper-I

(ii) Title of Paper:

Research Methodology, Quantitative Techniques, and Computer Application

**[COMMON SYLLABUS FOR COMMERCE AND MANAGEMENT,
SOCIAL SCIENCES (ECONOMICS, SOCIOLOGY, POLITICAL SCIENCE, HISTORY,
JOURNALISM, MASS COMMUNICATION),
EDUCATION, LAW, AND WOMEN STUDIES]**

Preamble:

Research at M.Phil. / Ph.D course is essential for the subjects (i.e. History, Economics Commerce, Women studies and Journalism etc.). It finds selection to the problems in the field as well as equip the students with research theory and skills for conduct of research at doctoral, post doctoral levels and undertake need based research projects and for the development of the society as a whole. The transaction tools like; discussion, group work, seminar, use of web resources, library resources can be used for teaching the paper.

The course work of this paper will be taught in total 60 contact hours/days. Each unit will be taught in 15 contact hours/days. The contact hours allotted to each unit are adjustable to the total contact hours.

The course work for M.Phil./Ph.D is categorized into four components;

- (a) Research Methodology with 30 marks' weightage
- (b) Quantitative Techniques with 30 marks' weightage and
- (c) Computer Application with 20 marks' weightage
- (d) Practical on QTs and Software application with 20 marks' weightage.

(Important Note: Teaching can be shared by couple of Departments; means the Department, which is unable to teach this paper, can send their students to other Departments with request to a particular Department and a copy sent to the University office. While doing so the number of students in the combine class should not go more than 50.)

Unit- 1: Fundamentals of research:

- (a) Basic principles of research
- (b) Theory building, facts, concepts, constructs and definitions
- (c) Valuable and its attributes
- (d) Ethics in research
- (e) Preparation of proposal
- (f) Review of literature, formation and types of hypothesis and testing of the hypothesis
- (g) Research designs, sampling designs, methods, techniques and tools of research
- (h) Creativity, innovation, originality and advancement of knowledge and application to the society

Unit- 2 Communication and evaluation of research:

- (a) Report writing and the writing of research papers
- (b) Presentation of research proposals
- (c) Evaluation of research report
- (d) Presentation of research : Oral and Written (abstracts/synopsis)

Unit- 3 Quantitative Method:

- (a) Use of quantitative method in research
- (b) Types and sources of data
- (c) Data analysis for specific type of data
- (d) Tabulation and graphical representation
- (e) Central tendency
- (f) Dispersion
- (g) Correlation
- (h) Regression
- (i) Use of chi square
- (j) Steps involved in applying chi—square test
- (k) Non parametric or free distribution tests
- (l) Testing of hypothesis for non parametric data

Unit- 4 Computer application for research:

- (a) Word processing
- (b) Data processing
- (c) Graphical processing
- (d) Use of web-2 tools for research
- (e) Use of excel
- (f) Use of SPSS
- (g) Use of graphical software
- (h) Use of multimedia tools

References:

Gupta S.C, Fundamentals of Statistics, Himalaya Publication House, Bombay

Rajaram V. (1996), Fundamentals of computers, Prentice Hall of India, New Delhi

Sanders D.H. (1981), Computer Today, McGraw Hill, New York.

Sinha P.K. (1992), Computer Fundamentals, BPB Publications, New Delhi.

Engelhart Max D. (1972), Methods of educational Research, Rand McNally and Company, Chicago

Coburn Peter and others (1982), Practical guide to Computers in Education, Addison Wesley Publication Company, California

Entistle, N.J. (1974), The Nature of Educational Research, Educational studies, A third level course, Methods of Educational enquiry, Block 1, The Open University Press, Walton Hall, Milton Kenya.

Galtung Johan, (1974), Theory and Methods of Social Research, George Allan and Unwin Ltd., New Delhi

Kothari C.R.,(2008), Research Methodology- Methods and Techniques, Wiley and Eastern Ltd., New Delhi,

Mason Emanuel J. and William J. Bramble (1978), Understanding and Conducting Research, Applications in education and the Behavioural Sciences, McGraw Hill Book Company, New York

Mouly George J. (1964), The Science of Education Research, Eurasia Publishing House, New Delhi

William Philip at. Al (1973), Evaluation and Assessment of educational Studies: A third level course methods of educational enquiry, The Open University Press, Walton Hall Blethaley Buckinghamshire

Mariampolski H.(2001) Qualitative Market Research – A Comprehensive Guide Sage Publication, India Ltd, New Delhi

Black Thomas (2001), Understanding Social Science Research, Sage Publication, India Ltd, New Delhi

Fern Edward F.(2001) Advanced focus Group Research, Sage Publication, India Ltd, New Delhi

NEW / REVISED SYLLABUS FOR

M. Phil. / Ph. D. Course Work

(Introduced from June 2011 Onwards)

(i) Paper-II

(ii) Title of Paper: RECENT TRENDS IN COMMERCE & MANAGEMENT

(iii) Specific Objectives:

1] To learn some of the recent theoretical perspectives in commerce & management.

2] To acquire analytical and interpretative skills so as to pursue career in research.

Unit - I: Recent Trends in Business Environment:

a) Liberalization, Privatization and Globalization [LPG]: Environmental changes in business- SWOT analysis, Role & performance of WTO in changing economic environment, Management change, Adaptability for success,

b) Liberalization: structural reforms de-regulation.

c) Privatization: change in the top management of public sector, disinvestment of public enterprises and entry into MOUs & Navaratnas,

d) Globalization: integrating the Indian economy into the global economy, Free Trade Areas (FTAs)

Unit – II: Recent Trends in Management.

- a) Recent trends in management practices: Total quality management (TQM), six-sigma, Basic concept of ISO, Bench marking, corporate social responsibility.
- b) Recent Trends in legal environment: Legal environment relating to business, Features of Consumer Protection Act, Restrictive Trade Practices, MTP, Unfair trade Practices (UTP), IPR, TRIMS, GATS, FEMA.
- c) Recent trends in Marketing: Concept of services marketing, 7 P's (Product , Price, Place, Promotion, People, Physical evidence & procedure), Customer relationship management (CRM), supply chain management, logistics management, concept of mega marketing.
- d) Recent trends in Human Resource Management:

HRM in perspective, Human resource requirement, Developing effectiveness, compensation and security, employee relations, strategic Human Resource Management and performance appraisal.

Unit – III: Recent Trends in Accounting & Finance:

- a) Recent Trends in Accounting: IFRS including International Accounting standards (Broad understanding of concepts is expected), Accounting for intangibles, Environmental Accounting and auditing, Forensic Accounting, Balanced scorecard.
- b) Recent trends in Finance- Portfolio management, security analysis, changes in capital market, Role of national level stock exchanges, Derivatives- Concept, New financial instruments, securitization of loans and risk management, Role of credit rating agencies including CRISIL & CRIEDA, Commodity markets.
- c) Recent trends in Banking and Financial Institutions: E- Banking, Core Banking, ATM, RTGS, Private Banking, Global Banking, IFC, SFCs, IDBI, SIDBI, EXIM Bank and regulatory agencies like SEBI, IRDA and recent trends in Central Banking.

Unit – IV: Recent Trends in Information Technology and E- Commerce:

Concept of IT & E-commerce, scope of IT & E-commerce, Types of E-commerce Practices, Concept of Business process outsourcing, knowledge process outsourcing.

Recommended Readings:

1. Dutt and Sundaram(2010), Indian Economy, Sultan chand & Co.
2. Peter F. Drucker, Principles and Practice of Management Practice Hall Ltd., New Delhi.
3. L. M. Prasad(2008), Management Principles and Practice, Himalayas Publishing House, New Delhi.

4. Christorphor Lovelock, Services Marketing, Pearson Education, Delhi.
5. Jawahar Lal, Accounting Theory and profile, Taxmenn Publication, New Delhi.
6. Jawahar Lal, Corporate Financial reporting, Taxmenn, New Delhi.
7. Philip Kotler, Principles of Marketing, Practice Hall, New Delhi.
8. I. M. Pandey, Financial Management, Vikas Publishing House, New Delhi.
9. Babtosh Banerji, Financial Management.
10. George Bohlander, Scott Snell, Arthur Sherman, Managing Human Resources Thomson, South western Latest edition.
11. Indian institute of Banking and Finance, Principles and Practices of Banking, 2007
12. S. Sundalaimuthu, S. Anthony Raj, Computer Application in Business, Himalaya Publishing House, edition 2008.
13. James, P. S.; Roji George and Roshna Vargese (2010), Rediscovering Finance & Banking, Excel India Publishers Ltd., New Delhi.

HIVAJI UNIVERSITY, KOLHAPUR

Syllabus for

Sub - Recent Trends in Information Technology

Unit- I

Introduction to DBMS and RDBMS, Data Warehousing : Introduction to Data warehousing, Architecture, Dimensional data modeling - star, snowflake schemes, fact constellation, OLAP and data cubes, Operations on cubes, Data preprocessing - need for preprocessing, data cleaning, data integration and transformation, data reduction Data Mining, Outlier analysis, Clustering - , - k means algorithm, Classification - decision tree, association, rules, Web Mining (15)

Unit- II

Web Technology: Web services- Architecture-Key Technologies-UDDI-WSDL-ebXML-SOAP And Web Services In E-Com-Overview Of. NET And Role Of XML-XML and The Web-XML Language Basics-SOAP-Web Services-Revolutions Of XML -Service Oriented Architecture (SOA). XML SECURITY - Security Overview - Canonicalization - XML Security Framework - XML Encryption - XML Digital Signature - XKMS Structure - Guidelines For Signing XML Documents - XML In Practice (15)

Unit- III

Networking : Protocol layering, point-to-point data communications, Error detection and correction, Multiple access schemes, Internetworking, Congesting control and Quality-of-Service, OOP concepts, object oriented software Engineering, Computer Organization and Architecture, Comparative study of OS-Linux, Unix and windows, process Management, file management, system call and internal file representation, Distributed Operating System (15)

Unit- IV

Recent Practice used in Software Project Management, AI Applications, Knowledge based systems, Business Intelligence, Image Processing, Pattern Recognition, Mobile Computing, Green IT, Cloud Computing, IS Audit, Human Computer Interface (15)

*** Reference Books :-**

- 1. Database System concepts' *, 5 th Edition - By Abraham Silberschatz, Henry Korth, S, Sudarshan, (McGraw Hill International)**
- 2. Data Mining : Concepts and Systems'*, By Jiawei nan, Micheline Kamber, (Morgan Kaufmann Publishers)**
- 3. Database Systems : "Design implementation and management", by Rob Coronel, 4th Edition, (Thomson Learning Press)**
- 4. Database Management System by Alexis Leao, Mathews Leon, (leon press)**
- 5. Sandeep Chatterjee, James Webber, "Developing Enterprise Web Services", Pearson Education, 2004**
- 6. Software Engineering : Pressmen : McGraw Hill**
- 7. The design of the UNIX Operating Systems - Maurice J. Bach, 1986, PHI**
- 8. Distributed Operating System - Andrew . S. Tanenbaum, 1994, PHI**
- 9. The Complete reference LINUX - Richard Peterson, 4th ed., McGraw - Hi**
- 10. Stuart Russell & Peter. Nerving, Artificial Intelligence : A Modern Approach, Prentice Hall, 1995**
- 11. EDP Auditing By Ron Weber**
- 12. William K. Pratt, Digital Image Processing John Willey (2001)**
- 13. Image Processing Analysis and Machine Vision - Millman Sonka, Vaclav hlave, Roger Boyle, Books/colic, Thompson Learniy**

Paper- III

The Syllabus for Paper III is classified into Fifteen areas as shown below (a to l).
The candidate will select ANY ONE of the followings:

a)	Marketing Management
b)	Financial Management
c)	Human Resource Management
d)	Cooperative Management
e)	Industrial Structure of India
f)	Indian Economic Environment
g)	Applied Statistics & Quantitative Techniques
h)	Taxation in India
i)	Management Accounting
j)	Advanced Cost Accountancy
k)	Business Administration
l)	Organisation of Trade and Logistic Management
m)	System Management
n)	International Business
o)	Strategic Management

NEW / REVISED SYLLABUS FOR

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(Introduced from June 2011 Onwards)

(i) Paper-III

(ii) Title of Paper: Marketing Management

Unit-1 Basics of Marketing: Definition of Marketing, and Marketing Management; Nature and scope of marketing; Marketing Environment: Macro and Micro Marketing Environment, Scanning the environment; Marketing organization; Marketing planning: marketing planning process; Sales planning and control, sales forecasting and policy making.

Unit-2 Buying behaviour: Need for studying consumer behaviour, consumer modelling: the economic model, learning model, psychoanalytic model, the sociological model, the Howard Sheth model of buying behaviour, the Nicosia model, the Engel - Kollat – Blackwell model; Consumer behaviour and perception, learning, personality, attitude, motivation; Social influence on consumer buying behaviour – groups, types of groups relevant to consumer behaviour; Industrial buying behaviour.

Unit-3 Marketing Segmentation and Marketing Strategies– segmentation basis, selection of segments, segmentation strategies, targeting and positioning; Marketing mix for product and services; 5 M's of Advertising, 6 C's of Distribution Channel; Marketing information system; Marketing strategy: product life cycle strategies, new product development and strategies.

Unit-4 Marketing research: application of marketing research, research process, research design, research tools, research analysis – factor analysis, cluster analysis, conjoint analysis, product research, packaging research, pricing research, promotion research, customer satisfaction research, sales and distribution research, brand research, advertising research.

(Every unit should be covered in minimum 15 lectures, thus this paper requires 60 lectures).

Recommended Reference Books:

1. Philip Kotler,' Marketing Management (Analysis, Planning, Implementation and Control)', Prentice-hall of India Pvt. Ltd., New Delhi.
2. William J. Stanton, 'Fundamental of Marketing' McGraw-Hil Inc., Delhi.
3. Philip Kotler, 'Principles and Practice of Marketing', Prentice – Hall of India New Delhi.
4. Still, Cundiff and Govoni, 'Sales Management', Prentice-Hall of India, Delhi.
5. V.S. Ramaswamy & S Namakumari, 'Marketing Management – Planning, Implementation & Control – The Indian', MacMillan India Ltd., New Delhi.
6. Philip Kotler, Gary Armstrong, 'Principles of Marketing', Prentice-Hall of India.
7. Pati Debashis, 'Marketing Research' Universities Press (India) Pvt. Ltd., Hyderabad, 2002.
8. Beri, G.C, 'Marketing Research: Tata McGraw Hill Publishing Company, Ltd., 2000.
9. Cooper Schindler, 'Marketing Research, Concept & Cases', Tata MaGraw-Hill Publication.
10. Paul Green, Donald Tull, Gerald Albaurn, 'Research for Marketing Decisions', Prentice-Hall of India, New Delhi.
11. Donald S.Tull, Del I.Hawkins, 'Marketing Research – Measurement & Methods', Prentice-Hall of India, Delhi.
12. Aakar, Kumar, Day, 'Marketing Research', Wiley India (P) Ltd., New Delhi.
13. Aaker, D. A, 'Marketing Research: A Wiley / Hamilton Publications, New York. 1978.
14. Leon Schiffman, Leslie Lazar Kanuk, 'Consumer Behavior', Prentice-hall of India, New Delhi.
15. Louden, 'Consumer Behaviour', Tata McGraw-Hill Publishing Company Ltd., New Delhi.

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(Introduced from June 2011 Onwards)

(i) Paper-III

(ii) Title of Paper: Financial Management

Unit-1: Introduction to Financial Management: Meaning, Scope, Objectives of Financial Management, Profit Maximization V/S Wealth Maximization, Role of Chief Financial officer

Unit-2: Financing Decisions: Different Sources of Finance, Cost of Capital, Capital Structure Decisions with various Theories, Leverages – Operating and Financial leverages

Unit-3: Investment Decisions: Time Value of Money, Various Methods of Capital Expenditure Decisions

Unit-4: Dividend Decisions: Issues in Dividend Decision, Walter's Model, Gardens Model, Modigliani and Miller Hypothesis, Forms of Dividend, Stability in Dividend Policy.

(Every unit may be covered in minimum 15 lectures, thus this paper requires 60 lectures).

Recommended Reference Books:

1. I. M. Pandey(2010), Financial Management, Himalaya Publishing House, New Delhi.
2. Khan, M. Y. and Jain, P. K. (2005), Financial Management, Tata McGraw-Hill Publishing Company Limited, New Delhi.
3. Chandra Prasanna (2003), Financial Management, Tata McGraw-Hill Publishing Company Limited, New Delhi.
4. Vij, Madhu (2006), International Financial Management, Excel Books, New Delhi.
5. Maheshwari, S. N. (2006), Fundamentals of Financial Management, Sultan Chand & Sons, New Delhi.
6. Srivastav, R. M., Financial Management and Policy, Himalaya Publishing House, Mumbai.
7. Bhat, Sudhindra (2008), Financial Management Principles and Practice, Excel Books, New Delhi.
8. Reddy, G. Sudarsana (2008), Financial Management Principles and Practice, Himalaya Publishing House, Mumbai.

NEW / REVISED SYLLABUS FOR

M. Phil. / Ph. D. Course Work

(Introduced from June 2011 Onwards)

(i) Paper-III

(ii) Title of Paper: Human Resource Management

Unit-1: Introduction: Concept, Objectives, Scope, Functions ; Human Resource Planning – Importance and Process ; Recruitment and Selection – Different method of Recruitment ; Process of Selection ; Training and Development – Different methods Industrial Relations– Different Approaches; Three Actors of IR

(No. of Lectures---10)

Unit-2: International Human Resource Management: Concept Difference between International Human Resource Management and Domestic HRM ; Different approaches of International HRM ; Industrial Relations in MNCS ; Virtual Organisations – Concept ; Difference between Virtual Organisation and Traditional Organisation ; Types, Merits and Demerits of Virtual Organisation. International Resruitment and selection Criteria ; International Compensation

Unit-3: Strategic Human Resource Management: Concept, Difference between Strategic HRM and Traditional HRM S-p Model of Strategic HRM ; Factors Influencing HR Strategies ; Changing environment of HRM- Globalisation, Technological development, nature of Work, Exporting jobs, work force demographics ; Strategic Management Process Role of HR, Translating Strategy into HR Policy and Practice.

Unit-4: Research in HRM: Methodology to be adopted; Analysis of data; Report writing (Every unit may be covered in 15 lectures, thus this paper requires 60 lectures).

Recommended Reference Books:

1. Indranail Mutsuddi – Essentials of Human Resource Management
2. V. S. P. Rao - Human Resource Management
3. R. Wayne Mondy - Human Resource Management and Robert M.Noel
4. Dale Yoder - Personnel Management
5. Gary Dessler - Human Resource Management
6. Sadri, S.; Jayashree, S and Ajgaonkar – Geometry of HR
7. Bohlandar, George; Snell Scott and Sherman, Arthur- Managing Human Resources

NEW / REVISED SYLLABUS FOR

M. Phil. / Ph.D. Course Work

(Introduced from June 2011 onwards)

(i) Paper-III

(ii) Title of Paper- Cooperative Management

Preamble:

In the modern Competitive world; it is essential for the weaker sections of the society to unite and fulfil their economic needs on their own strength. The cooperative forms of organisation are the sets suited to uplift the economic condition of weaker sections. If the Co-Operative organisations are run exactly with the values and on the principles of cooperation, the rural economy will change. For this; Responsible, Honest and Professional leadership and management should be trained. The new forms to reassert the reparation is the need of the day. The purpose of this syllabus is to make aware the students and the researcher to look in to the emerging problems of cooperative movement.

Unit-1: Introduction to Cooperation: Meaning, Origin and Values of cooperation: Rochadle Principles of cooperation, ICA [1995], Principles of cooperation, Benefits of Cooperative organisation in economy – Role of International Cooperative alliance in the development of cooperative Movement; Origin and History of cooperative Movement in India; Role of NCDC and NABARD in the development of cooperative marketing fisheries processing , and agricultural credit.
(No. of Lectures---15)

Unit-2: Cooperative Governance: Nature of Governance of cooperatives, Duties and obligations of Board of Directors, Manager / Secretary / C.E.O. In Cooperative Organisation, Qualities of good leadership, Professionalization of Cooperative Management, Advantages of Caderisation of Cooperative Management – Structure of Cooperative Training to office bearers and employee.
(No. of Lectures---15)

Unit-3: Cooperative Act: Provisions of Maharashtra Cooperative Societies Act of 1960 in Respect of registration, Membership, Merger and liquidation; Need for new forms to reassert the cooperation; Role of Cooperatives in social sector services and SEZ for Farmers; Advantages of cooperative and private partnership.
(No. of Lectures---15)

Unit-4: Types of Cooperatives: Organisation, Functions and Problems of following Cooperatives: (a) Rural and Urban Credit Cooperatives, (b) Marketing of Agricultural Produce, (c) Marketing of fruits and vegetables, (d) Dairy Cooperatives, (e) Consumers Cooperatives, (f) Sugar Cooperatives.
(No. of Lectures---15)

(Every unit may be covered in minimum 15 lectures, thus this paper requires 60 lectures).

Recommended Books, Reports, etc.:

1. Kamat G.S., New Dimensions of cooperative Management, Himalaya Publication House, Mumbai.
2. Taimni K.K., Cooperative Organisation and Management, Farmers Welfare Trust, New Delhi.
3. Internalponal Cooperative- Cooperative Leadership Alliance: South – East Asia.
4. Krishanaswami O.R., Cooperative Democracy in Action, Somaiya Publications Pvt. Mumbai.
5. Dashashi P.R., Princeiples and Philosophy of Cooperation, V.M.N.I. Cooperative Management, Pune
6. Selvaraju R., Cooperatives in the New Millennium, Vikas Publishing House, New Delhi
7. Goel B. B., Re – Inverating Coopratives A 21st Century Vision, Deep and Deep Publications, New –Delhi.
8. Koli P. A. – Conecting Dairy Cooperatives in India, Serials Publications, New Delhi.

9. Jugale U.B - Reasserting the Cooperative Movement, Serials Publications, New Delhi.
10. Koli P.A. – Dairy Development in India Challenges Before Cooperative, Shurti Publications, Jaipur.
11. Kamat G.S. – Management of Cooperative Sugar Factories in Maharashtra State. MRSS, Pune.
12. Ramkisheny – Management of Cooperatives History, Theory, Sectors and Case Studies, Jaico Publications, Mumbai.
13. Kamat M. V. – Management Kurien Style; The Story of AMUL, Konark Publications, New Delhi.

Journals and Reports:

1. Indian Cooperative Review. Journal of National Cooperative union of India, New Delhi (Quarterly)
2. The Cooperator- Journal of National Cooperative Union of India, New Delhi
3. (Monthly)
4. NCDC Bulletin, National Cooperative Development Cooperation, New Delhi
5. (Monthly)
6. Urban Credit, National Federation of Urban Cooperative Banks, New Delhi. (Monthly)
7. The Maharashtra Cooperative Quarterly the Maharashtra Raj Sahakari Sangh, Pune.
8. NCUI – Indian Cooperative Movement A Profile, Annual Report, New Delhi.
9. NCUI – Multi State Cooperative Societies Act and Rules NCUI, New Delhi.
10. Annual Report of NABARD and NCUI.

NEW / REVISED SYLLABUS FOR

M. Phil. / Ph.D. Course Work

(Introduced from June 2011 onwards)

(i) Paper-III

(ii) Title of Paper- Industrial Structure of India

Preamble:

Industrial sector is an important productive sector, which can speed up the process of economic development and enable the country to achieve the rapid and all round Economic development. This is the fact, and it is experienced by the number of the developed Countries in the world. Hence industrial development has a special importance in the economic development of any country. In this backdrop, the Present paper endeavors to industrial development, its issues and aspects in theoretical Perspective along with reference to India. This paper will equip the students with the Theoretical as well as empirical knowledge of the industrial development.

Unit-1: Theory of Industrial Growth and Industrialization: New Industries and their Dynamics, Process of Industrialization in developed Countries: Meaning, Rationale, Problems, Pre-requisites; Problems of Capital Formation
(No. of Lectures---15)

Unit-2: Growth of Modern Industry in India: Evolution, Inhibiting Factors; Industrial Development under Plans; Concentration of Economic Power : Characteristics, Forms, Causes, Measurement, Consequences; Industrial Policy 1948, 1956, 1991, and thereafter
(No. of Lectures---15)

Unit-3: Scientific Management and Rationalization: Necessity, Objectives, Phases, Attitudes; Role of Entrepreneurs in changing Industrial Scene; Industrial Productivity : Measurement, Scope, Significance, Tools, Factors; Productivity Movement in India
(No. of Lectures---15)

Unit-4 State Enterprises: Objectives, Forms of Organization; Growth, Accountability, Control and Movement; Financial Structure and Administration; Resource Development for Industrial Growth (No. of Lectures---15)

(Every unit may be covered in minimum 15 lectures, thus this paper requires 60 lectures).

Recommended Reference Books:

- 1) Adler, J.H., The Underdeveloped Areas and their Industrialization
- 2) Alan, B., Mount Joy, Industrialization in Undeveloped Countries
- 3) Becham, A., Economics of Industrial Organization
- 4) Datt, B., The Economics of Industrialization
- 5) Ganguli, H.C. Industrial Productivity and Motivation
- 6) Meier & Baldwin, Economic Development
- 7) Jain, R.K., Management of State Enterprises in India
- 8) Myrdal, Gunnar, Asian Drama
- 9) Das, Nalgopal, Industrial Enterprise in India
- 10) Mamoria, C.B., Organization and Financing of Industries in India
- 11) Kuchal, S.C., Industrial Economy of India,
- 12) Government of India, Five Year Plans.

NEW / REVISED SYLLABUS FOR

M. Phil. / Ph. D. Course Work

(Introduced from June 2011 Onwards)

(i) Paper-III

(ii) Title of Paper: Indian Economic Environment

Unit-1: Basic Characteristics of Indian Economy: Indian Economic Environment – Concept Components and It's importance; Basic Characteristics of Indian Economy – Causes of Development Gap between the developed and under developed countries Obstacles to Economic development in Indian Economy.

(No. of Lectures---15)

Unit-2: Structural Growth of Indian Economy: (a) Agricultural Growth in Indian, Since 1951- Growth in Productivity and total food grain production – Green revolution; (b) Profile of Industrial growth in Globalization era – Growth of Public Sector and Private Sector. Industrial Policy of 1948, 1956 and 1991; (c) Role of Agro based industries in economic development of India.

(No. of Lectures---15)

Unit-3: International Trade and Indian Economy: (a) Free Trade Policy- Features advantages and disadvantages, Protection trade Policy- Features advantages and disadvantages, Indian foreign trade policy 1991, Export Import Policy (2002-07), Foreign Trade Policy (2004-09); (b) Absolute growth of Indian foreign Indian trade since 1991, Composition and direction of Indian foreign trade.

(No. of Lectures---15)

Unit-4: International Environment and Indian Economy: Foreign Capital-Importance, Kinds and its growth in India Since 1991; Multinational Corporation – Importance, Growth, merits and demerits; IMF – Role, Functions merits & Demerits.

(No. of Lectures---15)

(Every unit may be covered in minimum 15 lectures, thus this paper requires 60 lectures).

Recommended References Books:

1. R.Datt & KPM Sundaram Indian Economy, Himalaya Publication, House – Delhi
2. A. N. Agrawal, Indian Economy, Wishkha Prakashan Delhi
3. Misra & Puri, Indian Economy, Himalaya Publishing, House – Delhi.
4. M.L.Seth - Money, Banking, International Trade and Public Finance, Lakshmi Narain Agrawal, Agra.
5. Wadhava Charan D. (Editor), Some Problem of Indian Economic Policy : Tata MCGrow-Hill Publishing Co. Ltd. New Delhi.
6. Uppal J.S, India's Economic Problem : Tata MCGrow-Hill Publishing Co-Ltd., New Delhi.
7. Lokanathan V., India's Economic Development : S-Chand & Co-Ltd, New Delhi.

8. Myint H., The economics of developing Countries, Hutchinson, London (1964)
9. Lewi's W.Arthur, The theory of Economic growth ; Geprge Allen and Unwin Ltd., London (1977)

NEW / REVISED SYLLABUS FOR

M. Phil. / Ph.D. Course Work

(Introduced from June 2011 onwards)

(i) **Paper-III**

(ii) **Title of Paper-** Applied Statistics and Quantitative Techniques

Unit 1: Sampling and its uses: Statistics and parameters, Concept of sampling distribution and standard error; Sampling methods, random, systematic, stratified and multistage sampling of numerical record. Simple tests of significance and percentage points: Tests for: (a) The Specified value of one Mean, (b) The Difference between two means, (c) The Specified Value of a Variance, (d) Equality of Two Variances, (e) A specified value of one Proportion and (f) Equality of Two Proportions.

Unit 2: Analysis of Data-I: (a) Bivariate Data, Correlation coefficient, Definition, Calculation and use. Concept of linear regression, Regression lines by the method of least Squares; (b) Associations, Contingencies, Chi-Square Testing, Goodness of fit and testing the independence in a contingency table, Application of chi-square and F Distributions; and (c) Analysis of Variance.

Unit 3: Analysis of Data-II: Time series Analysis and Index Numbers: Definition, Problem involved in the construction of index numbers, Various Methods, Tests for Index Numbers: (a) Time Reversal Test, (b) Factor Reversal Test and (c) Commodity Reversal Test.

Unit 4: Operations Research: (a) The potential role of operations Research in managerial Decisions, Linear Optimization, Formulation of L.P.P., simplex Method of solution, Post optimality analysis, Transportation and Assignment problems; (b) Network analysis – PERT and CPM Techniques – Time-cost Trade off Analysis – Concepts of Crashing; (c) Inventory Models – Simulations and their applications, cost benefit analysis; and (d) Game Theory.

(Every unit may be covered in minimum 15 lectures, thus this paper requires 60 lectures).

Recommended Reference Books:

1. Hamburg Morris (1970), Statistical Analysis for Decision Making, Hair Court, Brall & World International Edition.
2. Levin Richard, Statistics for Management, Prentice Hall of India Ltd., New Delhi.
3. Wagner, Harvey M., Principles of Operations Research with applications to Managerial Decisions, Prentice Hall of India Ltd., New Delhi.
4. Chakravarty, Pulak (2009), Quantitative Methods for Management and Economics, Himalaya Publishing House, Mumbai.
5. Sharma, Anand (2006), Quantitative Techniques for Decision Making, Himalaya Publishing House, Mumbai.
6. Bhat, K. Shridhara (2008), Quantitative Methods And Operations Research, Himalaya Publishing House, Mumbai.
7. Elhance, D. N; Elhance, Veena and Aggrawal, B. M. (2010), Fundamentals of Statistics, Kitab Mahal, (56th Edition).
8. Levine, David M.; Krehbiel, Timothy C. and Berenson, Mark L. (2001), Pearson Education Asia, Delhi, (2nd Edition).

NEW / REVISED SYLLABUS FOR

M. Phil. / Ph. D. Course Work

(Introduced from June 2011 Onwards)

(i) Paper-III

(ii) Title of Paper: Taxation of India

Unit-1: (a) Income Tax: Basic Concepts– Assessee, Assessment year, Previous Year, Income, Person, Residential Status, Revenue and Capital, Merger, Basic of Charge, important exemption u/s.10; (b) Wealth Tax– Meaning, “Assets’, ‘Deemed Assets’, ‘Valuation Date’

(No. of Lectures---15)

Unit-2: Heads Of Income: Salary, House Property, Capital Gain, Business Profession, Other sources (brief Overview only) Computation of total Income. Deductions (important Provisions only)

(No. of Lectures---15)

Unit-3: Central Sales Tax Laws and VAT: Levy of CST, Interstate Trade, Basic Principles, registration of dealers and Determination of Taxable Turnover. Provision of M'VAT in brief. Introduction to GST **(No. of Lectures---15)**

Unit-4: Central Excise and Customs Laws: Legislative background of excise and Customs. Basic Concepts: Manufacture, Excisable goods, factory, Clearance of goods, Ports. Basis and Scope of excise and customs. Restriction on imports and exports and duty drawback. **(No. of Lectures---15)**

(Every unit may be covered in minimum 15 lectures, thus this paper requires 60 lectures).

Recommended Reading :-

References Books:

1. Student's Guide to Income Tax – V.K. Singhania (Taxmann Publications)
2. Direct Taxes - V.K. Singhania (Taxmann Publications)
3. Indirect Taxes - V.S. Datey (Taxmann Publications) (Law & Practice)
4. Direct Taxes – T.N. Manoharan.
5. Direct Tax Laws – Dinkar Pagare.
6. Income Tax Laws and Account – H.C. Mehrotra
7. Income Tax Ready Reckoner – V.G. Mehta.

Bare Acts – Income Tax Act, Central Sales Tax Act, Maharashtra Value Added Tax, Central Excise Act, Customs Act.

NEW / REVISED SYLLABUS FOR

M. Phil. / Ph. D. Course Work

(Introduced from June 2011 Onwards)

(i) Paper-III

(ii) Title of Paper: Management Accounting

Unit-1: Introduction to Management Accounting: Meaning, Objectives, Scope, Role of Management Accountant, Financial Statement- Concepts, uses and limitations, Tools and Techniques of Financial Statements, Comparative Statement, Common Size Statement, Trend Analysis. **(No. of Lectures---15)**

Unit-2: Tools and Techniques of Management Accounting-I: Ratio Analysis, Funds Flow Analysis, Cash Flow Analysis **(No. of Lectures---15)**

Unit-3: Tools and Techniques of Management Accounting-II: (a) Budget and Budgetary Control- Meaning and Concept, Budget Manual, Key Factors, Type of Budget – Master, Production, Sales, Cash, Flexible, Capital; (b) Standard Costing- Meaning of Standard cost and Standard Costing, Setting of Standard Costs, Variance Analysis – Material, Labour, Overheads Variances; Responsibility Accounting.

(No. of Lectures---15)

Unit-4: Decision Making: (a) Cost-Volume-Profit (CVP) Analysis, (b) Various Managerial Decisions- Break Even Analysis, Profit Volume Ratio, Margin of Safety, Make or Buy Decisions, Shut Down Decisions, Product mix Decisions, Acceptance of export order and key factor Decisions, Divisional Performance and Transfer Pricing

(No. of Lectures---15)

(Every unit may be covered in minimum 15 lectures, thus this paper requires 60 lectures).

Recommended Reference Books:

1. Thukaram Rao, M. E., Accounting for Managers, New Age International Publishers, New Delhi.
2. Kishore, Ravi M., Cost Accounting and Financial Management, Taxmann Allied Services (p), New Delhi.
3. Arora, M. N., Cost and Management Accounting, Himalaya Publishing House, Mumbai.
4. Hongren, Charles T. and Gray L. Sundem, Introduction to Management Accounting, Prentice-Hill of India Private Ltd., New Delhi.
5. Robert Anthony, Management Accounting
6. Jawahar Lal, Accounting for Managers,
7. Khan, M. Y. and Jain, P. K. (2005), Management Accounting, Tata McGraw-Hill Publishing Company Limited, New Delhi.

NEW / REVISED SYLLABUS FOR

M. Phil. / Ph. D. Course Work

(Introduced from June 2011 Onwards)

(i) Paper-III

(ii) Title of Paper: Advanced Cost Accountancy

Unit-1: Introduction to Cost Accounting: Meaning, Concept of Cost, Costing, Cost Accounting; Scope and Principles of Cost Accounting; Cost-Unit and Cost Centre, Elements of Cost, Advantages and limitations of Cost Accounting, Cost Audit under Companies act – 1956. **(No. of Lectures---15)**

Unit-2: Activity Based Costing and Marginal Costing: (a) Activity Based Costing- Meaning and Concept, Types of Activity Cost tools, ABC approach to design a Costing System, Advantages of ABC, Activity Based Costing and Departmental Costing; Marginal Costing- Cost Volume Profit analysis, Essentials of CVP, CVP analysis for decision Making **(No. of Lectures---15)**

Unit-3: Standard Costing and Uniform Costing: (a) Standard Costing- Meaning and Concept, Variance analysis- Material, labour and overheads; (b) Uniform Costing and inter-firm comparison **(No. of Lectures---15)**

Unit-4: Pricing decision and cost Management: cost estimating, estimated cost, standard cost; cost estimating for pricing; Major influences on pricing decisions, Costing and pricing for short run and long run, Profit Planning Profit maximization through pricing, Transfer Pricing **(No. of Lectures---15)**

(Every unit may be covered in minimum 15 lectures, thus this paper requires 60 lectures).

Recommended References Books:

1. Prasad, N. K., Principles and Practice of Advanced Costing, Book Syndicate Private Ltd., Calcutta.
2. Cost Accounting – Methods and Practice – B. K. Bhar
3. Cost Accounting – Jain and Narang
4. Cost Accounting – Jawahar Lal
5. Cost Accounting – Maheshwari

NEW / REVISED SYLLABUS FOR

M. Phil. / Ph.D. Course Work

(Introduced from June 2011 onwards)

(i) Paper-III

(ii) Title of Paper- Business Administration

Unit-1: Business: Meaning and scope, factors to be considered in establishment of business Enterprise, Comparison of different forms of business organization, factors determining the choice of the form of business Organization; business environment; Business ethics; E-Business and global Business.

(No. of Lectures---15)

Unit-2: Administration and Management: Concept of Management and Administration, Levels of Management, Functions of Management, Principles of Management, Development of Schools of Management Thought; International Management, Comparative Management, Family Management And Professional Management.

(No. of Lectures---15)

Unit-3: Functional Areas of Management: (a) Marketing Management: Concept of market, Marketing and Marketing Management, Nature and scope of marketing, Marketing mix for product and service, Marketing in 21st century; (b) Financial Management: Concept and scope of financial management, Role of finance manager, Finance Decisions, Investment Decisions and dividend decisions; (c) Human Resource Management: Concept and objectives of Human Resource Management, HR planning, Recruitment And Selection, Training and Development, Compensation Management, Industrial Relations, Trade unions, Collective bargaining and Workers Participation in Management; (d) Operations Management: Concept of operations Management, Nature and function of operations Management, Production planning and control, Material Management, Maintenance Management

(No. of Lectures---15)

Unit-4: Strategic Management: Concept of strategy, Levels of strategy, Functional Strategies, Definition of strategic Management, Strategic management process, Strategic intent, strategy formulation, Strategy implementation, strategic evolution and control. **(No. of Lectures---15)**

(Every unit may be covered in minimum 15 lectures, thus this paper requires 60 lectures).

Recommended References Books:

1. Francis Cheruniln, Business Administration.
2. Koontz and Wehrich, Essentials of Management.
3. George R. Terry, Principles of Management.
4. Kotler Philip, Marketing Management.
5. Pandey I. M., Financial Management.
6. Prasanna Chandra, Financial Management.
7. Khan and Jain, Financial Management.
8. Robbins Stephen p and Deccnzo David A., Fundamentals of Management.
9. Broom, H. N., Production Management.
10. S. N. Charry, Production and Operation Manangement.
11. Kazami Azhar, Strategic Management and Business Policy.
12. Thomas E Morton, Production and Operation Management.
13. Wendell French, Human Resource Management.
14. Dale S. Beach, Dynamics of Personnel Administration.
15. Aswathappa, Human Resource Management.
16. Pitts Roberts A & David Lee, Strategic Management.

NEW / REVISED SYLLABUS FOR

M. Phil. / Ph.D. Course Work

(Introduced from June 2011 onwards)

(i) Paper-III

(ii) Title of Paper: Organisation of Trade and Logistic Management

Unit-1: Industrial Policy of India: Review of Industrial policy and its role in Industrial development; Micro Small and Medium Enterprise Act-2006; Service sector policy; New Economic policy (1991) and its effect; Competition Act; Public Business Vs. Private Business.

Unit-2: International Trade: Modes of International Trade, Significance, Export Import (EXIM) Policy and Procedure – Documentation of International Trade; Balance of Trade and Balance of Payment; Changing Direction of International Trade; FEMA; Regional Co-Operation with emphasis on SAARC, NEFTA and EEC – Export Promotion Council – WTO and its Role.

Unit-3: Transport: Concept, Significance, Means of Transport, Pricing issue In Transport, Transport Competition and Co-ordination, Recent Development in Transport Sector in India.

Unit-4: Supply chain and logistics Management: concept, Role in Distribution Management Functions of players in logistics Management, Vendor Development – Present Position.

(Every unit may be covered in minimum 15 lectures, thus this paper requires 60 lectures).

Recommended Reference Books:

1. Exim Policy – Govt. of India
2. International Business – Francis Cherunilam – Himalaya Publication, Mumbai.
3. Economics of Transport – Srivastava S.K.
4. Marketing Management – Philip Kotler
5. Indian Yearly Hand – Book
6. Indian Economy – 2011, K.P.M. Sundaram and Rudradatta.
7. Report on 4th Census on Small Enterprises in India – Ministry of MSE Govt. of India
8. RBI Reports.

NEW / REVISED SYLLABUS FOR

M. Phil. / Ph.D. Course Work

(Introduced from June 2011 onwards)

(i) Paper-III

(ii) Title of Paper: International Business

Objectives-1 To explain the concept of International Business and its functional

areas

2 To develop the understanding of difference between domestic and international business

3 To bring the awareness of International Business

Environment and Business strategies.

Unit- 1 - **International Business-**

Meaning- Evolution-Nature-Need-stages of
Internationalization- International Trade Theories-

competitive Advantages of International Business-Problems of International Business.

Unit- 2 - International Business Environment-

Introduction-Social and cultural Environment- Technological Environment-Economic-Environment-Political Environment.

Unit- 3 - Strategies and structures of International Business:

Introduction-Peculiarities of International Strategic Management-International Strategic Management Process Analysis of Mission and Goals, organizational Analysis, Analysis of International Environment, International SWOT Analysis, Alternative corporate Level strategies, Business Level Strategies, Selection of Best Strategy, Strategy implementation, Evaluation and Control.

Unit- 4 - International Business Functions:

- a) International Human Resources Management (HRM)- Nature- Comparison of Domestic and International HRM
- b) International Financial Management -Nature- Comparison of Domestic and International Financial Management.
- c) International Marketing Management:- Nature – Comparison of Domestic and International Marketing Management- Benefits of International Marketing.
- d) International operations Management- Nature-comparison of Domestic & International Operations management.

References-

- 1) " International Business" Text and Cases" By Dr. P.Subba Rao, Himalaya Publishing House, Delhi.
- 2) " International Business " by K. Aswathappa, Tata McGraw Hill Education Private Limited, New Delhi
- 3) " Kings International Business " by Devendra Thakur, Kings Books, Delhi.
- 4) " International Business " by Rakesh Mohan Joshi, Oxford Publication.
- 5) " International Marketing" by sak Onkvisit and John J.Shaw Prentice Hall, New Delhi.

SHIVAJI UNIVERSITY, KOLHAPUR

Syllabus for

Sub - System Management

Unit I

Organization of IT Department - set up, roles & responsibilities, Interfacing with other functional departments, Functions of IT Management Department. IT Assets & its Management. IT Resource Management - Budgeting, Monitoring, Outsourcing administration Critical issues in IT asset management.

IT Professionals - Recruitment, Background checking, Segregation of duties, compulsory vacation.

Unit II

Hardware - Acquisition, deployment, maintenance, security, upgradation - Inventory of IT Assets, Software - Acquisition of system & Application Software, Development of application software, Change Management, Version control, maintenance of application software, System Software Licensing issues - Licensing options.

Unit III

IT Strategy for protecting IT investment, Changeover Strategy implementation, Strategy tools and techniques, resource based view of strategy,

Approaches to information strategy development, problems, barriers. The challenges of planning strategically for IS/IT today, Establishing an IS/IT Strategy, process, scope objectives and expectations, Deliverables from the IS/IT strategy process.

Unit IV

IT Governance, Definition and Purpose of IT Governance, IT Governance Assessment Maturity Model, Integrated IT Governance Framework - COBIT, Key governance Roles, Responsibilities and Accountability, IT Governance Decision Rights, Key IT Resources and Functions to be managed, Results of Ineffective IT Governance, Steps in making IT

Governance Real Introduction to IT service strategies, Types of IS and IT Services, Strategies for managing IT Infrastructure, Technology strategies in multi business unit organization, outsourcing strategies, guideline for outsourcing decisions, application service providers.

*** Reference Books :-**

- 1) **IT Governance, Peter weill and Jeanne W Ross, Harward Business School Press**
- 2) **Strategies for Information Technology Governance, Wim Van Grembrgen, Idea Group Publishing**
- 3) **IT Governance, Martin Frohlich and Kart Glasher, Gabler Publication**
- 4) **IT Governance, A Practical Guide by Christopher B Gillies**
- 5) **IT Governance : How Top managers manages IT decisions right for superior results By Peter Weill Hardward Business School Press**
- 6) **Corporate Information Strategy and Management By L. M. Applegate**
- 7) **Information Technology for Management : hency C. Lucas Jr. Tata McHill**
- 8) **Information Technology Planning - Lori A. Goetsch - Jaiko Books**
- 9) **Planning & Financial Management of IT - Frank Bakhister - British Library Catalogue in Publish of Data**
- 10) **Information Technology for Management - John Wiley & SMS (ASIA) PAC Lts., Singapore**
- 11) **Management of Technology - Zafar Husain Sushil , RD Patnaik, ANMOL Publication Pvt. Ltd. , New Delhi - 110 002**

**New Revised Syllabus For
M.Phil./Ph.D. Course Work
Strategic Management
Paper III**

(Introduced from June 2011 onwards)

Objectives :-

- 1) To familiarize students with strategic management process
- 2) To familiarize students with MNC, functional strategies

- Unit I :- Introduction to Strategic Management** - Meaning, Characteristics, Benefits of strategic management, Strategic Management Process - Exploring the external environment, competition and opportunities. Examining the Internal Organization, Activities, Resources and capabilities
- Unit II :- Strategy Formulation** - Strategies at Business-Level, Strategies at Corporate - Level, Strategies at International Level, Strategy Analysis, Tools and Techniques of Strategy Analysis
- Unit III :- Strategy Implementation** - Corporate Governance, Organisational Structures and Control, Strategic - Entrepreneurship, Strategic Leadership, Successive Planning
- Unit IV :- Strategies Evaluation and Control** - Process of Evaluating strategy, Strategic Control, Techniques of Strategic Evaluation and Control, Role of Organisational systems in Evaluation

(Every Unit may be covered in minimum 15 Lecture, thus this paper requires 60 lectures)

*** Recommended Reference Books :-**

1. R. Duane Ireland - Strategic Management
Robert E. Hoskisson - Cengage Learning India Pvt. Ltd. - New Delhi
Michael A. Hitt
2. John A. Pearce - Strategic Management, Strategy Formulation And Implementation
Richard B. Robinson, Jr. - A.I.T.B.S. Publishers & Distributors, New Delhi
3. Robert A. Pitts - Strategic Management Competitive Advantage
David Lei Thomson (India Edition) Pointed in India By Krisna offset, New Delhi
4. Garth Saloner - Strategic Management Andrea Shepard Joel
Podolny, Student Edition Wiley, By John Wiley Ksons
5. Thomas L. Wheelen - Concepts in Strategic Management and Business Policy
J. David Hanger Krish Rangrajan - Pearson Education
6. Managing Business Enterprise :
Strategies, Structures and Systems - S. K. Bhattacharya and N. Venkatraman -
VHP
7. Business Policy and Strategic Management - Azar Kazmi, Tata Mcgraw - Hill
Publishing, Co.Ltd. ,New Delhi

8. Implementing Strategic Management - H. Igor Ansoff - PHI
9. R. Srinivasan - "Strategic Management - The Indian Context" Pearson Education
10. V. S. Ramaswamy, S. Namakumari - " Formulation of Corporate Strategy "

MaCmillian Business