

**RANI CHANNAMMA UNIVERSITY, BELAGAVI.**  
**Department of Post Graduate Studies and Research in Commerce**



**Syllabus of Master of Commerce**  
**(With effect from Academic Year 2016-17)**

**I & II Semester**

**M.Com**  
**Course Structure**

<b>SEMESTER</b>	<b>PAPER CODE</b>	<b>COURSE</b>	<b>IA MARKS</b>	<b>SEM END MARKS</b>	<b>TOTAL</b>	<b>HRS/WEEK</b>	<b>CREDITS</b>
<b>I</b>	1.1	Strategic Management	20	80	100	04	04
	1.2	Marketing Management	20	80	100	04	04
	1.3	Financial Management	20	80	100	04	04
	1.4	Economics for Managerial Decisions	20	80	100	04	04
	1.5	Organisational Behaviour	20	80	100	04	04
	1.6	Quantitative Techniques	20	80	100	04	04
				<b>120</b>	<b>480</b>	<b>600</b>	<b>24</b>
<b>II</b>	2.1	Corporate Restructuring	20	80	100	04	04
	2.2	Business Ethics & Corporate Governance	20	80	100	04	04
	2.3	Human Resource Development	20	80	100	04	04
	2.4	Managerial Accounting	20	80	100	04	04
	2.5	Business Environment	20	80	100	04	04
	2.6	OEC-Personality Development	20	80	100	04	04
				<b>120</b>	<b>480</b>	<b>600</b>	<b>24</b>

## I SEMESTER

### Course 1.1: Strategic Management

**Objective:** To help the students to develop an understanding of the basic inputs in making and implementing corporate strategic decisions and also to familiarize them with the issues and practices involved.

**Unit I: Introduction:** Concept of strategy, Levels at which strategy operates, Approaches to strategic decision making; Strategic intent, Concept of strategic fit, Leverage and stretch; Vision, mission and purpose, Objectives and goals, Strategic Business Unit (SBU); Functional level strategies; Corporate governance and principles of ethics in strategic management.

**Unit II: Environmental Analysis and Diagnosis:** Concept of environment and its components; Environment scanning and appraisal; Organizational appraisal; Strategic advantage analysis and diagnosis; Analysis of Michael Porter's five force model, SWOT analysis, ETOP analysis, Value chain analysis, Core and distinctive competencies, Resources and capabilities.

**Unit III: Strategy Formulation and Choice:** Modernization, diversification & integration strategies, Merger, takeover, joint venture and strategy alliance; Growth, stability, turnaround, divestment, liquidation and reengineering strategies; Generic competitive strategies, Cost leadership, differentiation, bench marking, service blue printing, Process of strategic choice; Factors affecting strategic choice.

**Unit IV: Functional Strategies:** Marketing, personnel, financial, production/operations and R&D plans and policies, Strategy Implementation: Relationship between formulation and implementation, Issues in strategy implementation; Strategy activation; Organizational structure, commitment and corporate culture, Strategic management process of Indian companies.

**Unit V: Strategic Evaluation and Control:** Overview of strategic evaluation; Strategic control; Techniques of strategic evaluation and control. Evaluation of Strategic Alternatives - Product portfolio models, BCG matrix, GE Matrix, Gap analysis; Strategic control system.

#### Suggested Readings:

01. Bartlett, C.A., Ghoshal, S. and P. Beamish, Transnational Management: Text, Cases, and Readings in Cross-Border Management, McGraw Hill.
02. Bhattachary, S.K. and N.Venkataramin: Managing Business Enterprise: Strategies, Structures and Systems, Vikas Publishing House, New Delhi. 1st edition 1983
03. Hill and Jones, Strategic Management, All India, Publishers, Chennai.
04. Porter, Michael E., The Competitive Advantage of Nations, Macmillan, London, 1990.
05. Sharma, R.A Strategic Management in Indian Companies, Deep and Publications, New Delhi.
06. Srivastava, R.M. Management Policy and Strategic Management, Himalaya Publishing.
07. Subba Rao, V., Strategic Management, Himalaya Publishing.

## **Course 1.2: Marketing Management**

**Objectives:** To Understand the Changing Dimensions of Marketing Management and Equipping Students to the Needs of Consumer Society.

**Unit I: Introduction:** Nature and Scope of Modern Marketing Management; Marketing Management Process- a Strategic Perspective; Marketing and Economic Development; Marketing Environment- Analysing Macro and Micro Environment, Impact of Macro and Micro Environment on Marketing Decision.

**Unit II: Product and Pricing Decisions:** Major Product Decisions; Packaging and Labelling; Product Support Services; Branding Decisions; Product life cycle – Concept and Appropriate Strategies Adopted at Different Stages. Pricing- Objectives, Pricing Decisions, Pricing Policies and Strategies. Ethical Issues in Product and Pricing Decisions.

**Unit III-Distribution and Promotion Decisions:** Distribution Logistics – Concept, Importance and Major Logistics Decisions; Channel Integration and Systems. Role of Promotion in Marketing, Integrated Marketing Communication, Promotion Mix; Ethical issues in Distribution and Promotions Decisions.

**Unit-IV: Marketing Information System and Marketing Research:** Concept of MKIS, Components of a Marketing Information System, Internal Records System, Marketing Intelligence System, Marketing Research System, Marketing Decision Support System, Marketing Research Process, Marketing Research Vs MKIS, Marketing Research in India.

**Unit-V: Trends in Marketing:** Online Marketing- Objectives, Online Marketing Channels, Merits and Demerits; Social Media Marketing; Green Marketing; Relationship Marketing; Rural Marketing; and Multi Brand Retailing.

### **Suggested Readings:**

1. Kotler Philip and Kevin Keller Marketing Management, 13th ed., Pearson Prentice Hall 2008.
2. Kotler, Philip, and Gary Armstrong, Principles of Marketing, 12th ed., Pearson Prentice-Hall 2008.
3. Etzel , Michael J., Bruce Walker and William J. Stanton, Fundamentals of Marketing, 11th ed., McGraw Hill, 2008.
4. McCarthy, E. Jerome, Joseph P. Cannon and William D. Perrault, Jr., BasicMarketing: A Managerial Approach, 9th ed., McGraw Hills, 2008.
5. William J. Stanton, Charles Futrell, Fundamentals of Marketing, Prentice Hall.
6. Mamoria and Joshi, Principles and Practice of Marketing in India, Himalaya Publications.
7. Ralph Westfall, Stanley .F. Starch, Marketing Research (Text and Cases), Tata McGraw Hill.

### **Course 1.3: Financial Management**

**Objectives:** The objective of the course is to acquaint the students with the basic analytical techniques and methods of financial management of business firms.

**Unit – I: Financial Management-** An overview-Nature, Significance and scope of corporate financial management, Objectives and agency theory, Financial Management and its relationship with other disciplines, Business policies and their impact on financial management, Recent trends and contemporary issues.

**Unit – II: Capital structure-** Concept of financial and capital structures; Classification, Theories of capital structure- NI, NOI, MM and traditional approaches, MM approach and corporate and personal income taxes, Influence of leverages on capital structure and cost of capital-concept, importance, types and measurement.

**Unit – III: Capital Budgeting -** Concept, Significance, Nature and classification of capital budgeting decisions, cash flow computation- Incremental approach; Evaluation criteria- Pay Back Period, ARR, NPV, IRR and PI methods; capital rationing, Capital budgeting under risk and uncertainty.

**Unit – IV: Dividend Decisions-** Concepts and classification, legal provisions relating to dividend in India; Dividend and market valuation, Walter's Model, Gordon's Model and MM approach, Factors affecting dividend decision; Dividend policies in practice.

**Unit – V: Working Capital Management-** Concepts, importance, classification and factors determining working capital, Computation through operating cycle approach; Walker's Four Part Theory of Working capital management; Investment and financial policies.

#### **Suggested Readings**

01. James C. Van Horne, Financial Management and Policy, PHI, New Delhi.
02. Babhtosh Banerjee, Financial Policy & Management Accounting, World Press Pvt. Ltd., Calcutta.
03. I.M.Pandey, Financial Management, Vikas , New Delhi.
04. Khan and Jain, Financial Management, TMH, New Delhi.
05. Prasanna Chandra, Financial Management, TM, New Delhi.
06. Solomon E. Theory of Financial Management, Columbia University Press, New York.
07. Rao R.K.S. Financial Management Macmillan, New York.

## Course 1.4: Economics for Managerial Decisions

**Objective:** The objective of the course is to acquaint students with the concepts of micro -economic theory and their use in business decision making.

**Unit-I : Introduction:** Nature and Scope of Managerial Economics, Managerial Economist's Role and Responsibilities, Fundamental Economic Concepts-Incremental Principle, Opportunity Cost Principles, Discounting and Equip-Marginal Principle, Profit Maximization Theory (only Theory)

**Unit-II : Demand Analysis and Forecasting :** Elasticity of Demand - Determinants and Distinctions, Degrees and Measurements of Price, Income, Cross Advertising and Expectation Elasticities and Applications in Business Decisions, Demand Estimation- Functional Forms, Demand Forecasting, Need and Steps in Demand Forecasting and Demand Forecasting Techniques for Established as well as New Products (Including Problems).

**Unit-III : Production Theory :** Production Function; Laws of Variable Proportions; Producer's Equilibrium - Traditional Analysis, Isoquant, Isocost and Ridge Lines and Modern Analysis of Producer's Equilibrium-Expansion Path and Returns to Scale as per Isoquants; Economies and Diseconomies of Scale – Internal and External (Including Problems).

**Unit-IV : Cost Theory :** Implications of Costs – Real, Alternative and Money Costs; Cost Distinctions and Functions; Cost Behaviour in Short-Run and Economic Capacity; Derivation of Long Run Costs; Modern Analysis of Costs - Average Fixed and Average Variable Costs and Reserve Capacity; Real and Pecuniary Economies; Relevance of Costs in Business Decisions (Including Problems).

**Unit-V: Market Structure and Business Cycle:** Perfect Competition, Monopolistic Competition, Oligopoly And Monopoly. Importance of Pricing, Cost plus Pricing, Cyclical Pricing, Transfer Pricing, Rebates and Coupons, Price Discrimination. Business Cycle– Concept, Definition, Features, Types, Phases & Theories of Business Cycle (Theory only).

### Reference Books

01. Baumol, William J: Economic theory and Operations Analysis, Prentice Hall, London.
02. Baya, Michael R: Managerial Economics and Business Strategy, McGraw Hill Inc. New York.
03. Chopra, O.P: Managerial Economics, Tata McGraw Hill, Delhi.
04. Eaton, B.Curtis and Diane Faton; Micro Economics, Prentice Hall, New Jersey.
05. Petersen, H.Carig and W. Cris Lewis: Managerial Economics, Prentice Hall, Delhi.
06. Salvatore, Dominick: Managerial Economics in a Global Economy, McGraw Hill, New York.
07. Varian, H.R. International Microeconomics; A Modern Approach, East West Press, New Delhi.
08. Varsheny RL and Maheshwari KL: Managerial Economics; Sultan Chand and Sons, New Delhi,
09. Adhikary M. Business Economics, Excel Books, New Delhi.
10. G.S. Gupta Managerial Economics – Tata McGraw Hill Publishing Company, New Delhi.

## **Course 1.5: Organizational Behaviour**

**Objective:** The objective of the course is to enable students to understand predict and develop the behavior of employees in business organizations.

**Unit I- Conceptual Foundations of Organizational Behaviour:** Meaning and Definition, Nature, Fundamental concepts and Scope of Organisational Behaviour, Challenges and Opportunities of Organizational Behaviour; Disciplines contributing to the field of OB, Organisational Behaviour models.

**Unit II - Foundations of Individual Behaviour** – Causes of Human Behaviour, Personality, Perception, Learning, Attitude, Emotions.

**Unit IV- Motivation-** Meaning and Definition, Need for Motivation, Motivational Process, Motivational tools, Motivational selectivity, Theories of motivation.

**Unit IV- Foundations of Group Behaviour:** Group - Determinants, Process, Task, Types, Cohesiveness and Group Dynamics. Team Building, Organisational conflict and negotiations, Stress management, Decision making, Effective communication, Leadership.

**Unit V – Organisational Change and Development:** – Organisational structure, Organisational culture, Organizational change and development, Organisational effectiveness, Work life management.

### **Suggested Readings:**

01. Robbins, Stephen P. and Timothy A. Judge, Organizational Behaviour, Prentice -Hall, New Delhi.
02. Luthans, Fred, Organizational Behaviour, McGraw-Hill, New York.
03. Sekaran, Uma, Organisational Behaviour: Text and Cases, Tata McGraw-Hill Publishing Co. Ltd.
04. Aswathappa, K., Organisation Behaviour, Himalaya Publishing House, New Delhi.
05. Singh, K., Organizational Behaviour: Text and Cases, Pearson Publications.

## Course 1.6: Quantitative Techniques

**Objective:** The objective of the course is to acquaint the students with the use of quantitative models in decision making.

**Unit-1 : Introduction :** An introduction to quantitative techniques, Classification of quantitative techniques, Role and uses of quantitative techniques in business and industry, Their functions, Their scope and limitations of quantitative techniques.

**Unit-2: Linear Programming:** Basic Concepts, Mathematical formulation and applications, Solution of linear programming using graphical method: Use of artificial variables: Duality in linear programming- Formulation and solution: Integer linear programming – Solution.

**Unit-3: Transportation and Assignment:** Solving the problem, Testing optimality MODI method. Cases of unbalanced problems, Degeneracy, Maximization objective, Multiple solutions and Prohibited routes. **Assignment:** Solving the problem. Cases of unbalanced problems, Multiple optimum solutions, Maximisation objective and travelling salesmen problem.

**Unit-4: Project Scheduling:** Concepts of PERT & CPM techniques and their applications, Network analysis – Scheduling activities, Determining critical path, Calculation of floats: time-cost trade-off: Resource allocation and resource levelling.

**Unit-5: Decision Theory:** Introduction, Decision making under uncertainty, Decision making under risk, Marginal analysis method and decision tree technique.

### Suggested Readings:

- 1 Levin, R.I., D.S. Rubin and J.P. Stinson, “Quantitative Approaches to Management ”, 1986, McGraw - Hill.
- 2 Vohra N.D., “Quantitative Techniques in Management”, 3<sup>rd</sup> Edition, The McGraw Hill companies, 2006.
- 3 Bierman H. Jr, C.P. Bonini and W.H. Hausman, “Quantitative Analysis for Business Decisions”, 7<sup>th</sup> Edition, Homewood, Ill., Irwin 1983
- 4 Sharma J.K.: Operations Research – Theory and Applications, Macmillan India Ltd., New Delhi.
- 5 Aggarwal, J.D. and Sagarika Ghosh: Quantitative Techniques for Financial Analysis, Indian Institute of Finance, New Delhi.
- 6 Anand Sharma: Quantative Techniques, Himalaya Publications.
- 7 S. Kalavathy: Operations Research, Vikas Publication House.
- 8 Dr. S. K. Khandelwal- Quantative Techniques; International Book House Pvt. Ltd.
- 9 N. D. Vohra Quantative Techniques in Management, Mc Graw Hill Education Publications.
- 10 P. C. Tulsian & Vishal Pandey, Quantative Techniques; Theory and Problems, Pearsons Publications.



## II SEMESTER

### Course 2.1: Corporate Restructuring

**Objective:** The objective of the course is to teach the basic issues and techniques of corporate restructure.

**Unit – I: Introduction :** Meaning Reasons and significance of corporate restructuring Forms of restructuring & expansion, sell-off of corporate and changes in ownership structure, Sources of value creation in corporate restructuring, Corporate restructuring in India-private and public sector enterprises, Effects of restructuring.

**Unit – II: Mergers and Acquisitions :** Meaning, types and motives for corporate Mergers, mergers and strategic perspective, Building competitive advantages – BCG and Porter approaches, sources of value creation in mergers, Synergy and types. Theories of corporate mergers, Efficiency theories, Information and signaling, Agency problems and managerialism, Free cash flow, Market power, Taxes and redistribution, Cost and benefits of mergers, Methods of financing of mergers

**Unit – III: Valuation, Exchange rate and merger failures -** Methods of valuation of target firms, share exchange rate-minimum and maximum, EPS V/s MPS methods, Discounted cash flow analysis, Merger gains and distribution, Reasons for merger failures, Implementation and management guides for mergers and acquisitions, Methods of analysis of post-merger performance, Legal procedure for mergers in India, Merger trends in India.

**Unit – IV: Corporate Control -** Meaning, Objectives and types of takeovers, Open offer V/s tender offer, SEBI'S takeover code, Takeover defenses - Need, Types and effect of takeover defenses, Takeovers in India and defenses employed, Financing of takeovers.

**Unit – V: Industrial Sickness-** Meaning, causes, symptoms of industrial sickness, magnitude of sickness, Univariate and multivariate methods of sickness prediction. Magnitude and reasons for industrial sickness among SSI and non-SSI units in India, Tiwari Committee recommendations, BIFR establishment, Objectives, Procedure and working measures for control of industrial sickness.

#### Suggested Readings

01. J.F.Weston, K.S.Chung & S.E.Hoag, Mergers Restructuring and corporate control, Prentice Hall of India, New Delhi, 2006.
02. Patrick Gangan Mergers, Acquisitions and corporate restructuring John Wiley, 2006
03. Sudarshan, Creating value through mergers and acquisition, PHI, New Delhi 2006
04. Pandey, I.M. Financial Management, Vikas Publications, New Delhi, 2005
05. Khan and Jain Financial Management TMH, New Delhi, 2006
06. Prasanna Chandra Financial Management TMH, New Delhi, 2006
07. Stephen Ross, Wsterfield Jaffee Corporate Finance, 7th Edition TMH, New Delhi, 2006

## Course 2.2: Business Ethics and Corporate Governance

**Objective:** To teach and familiarize the students with the knowledge of ethics, emerging trends in good governance practices and corporate social responsibilities in the Indian context.

**Unit- I: Business Ethics:** The concept of ethics; Nature and goal of business Ethics; Managerial values and attitudes; Culture and ethics; Ethics v/s law; Ethical congruence; Managerial philosophy; Types of ethics; Code of ethics; Ethical performance in business.

**Unit- II: Ethical theories and CSR:** Theory of teleological, Deontological, System development; Universalism versus ethical relativism, Kantianism versus Utilitarianism; Virtue ethics; Socialism and individual ethics. Definition, need and objectives of CSR; CSR through triple bottom line; CSR and business ethics; CSR and corporate governance; Environmental aspect of CSR; CSR models; drivers of CSR; Global reporting initiatives; CSR and Company's Act-2013

**Unit- III: Introduction to Corporate Governance:** Evolution of corporate governance, Need, Theories of corporate governance, Mechanisms of corporate governance; Models of CG; Issues of governance, Regulatory frame work of CG in India; Corporate failure and scams, The concept of whistle blowing; Corporate governance initiatives in India; Ethical standards in CG practices; e-governance; CG in PSU's and banks.

**Unit- IV: Managing ethical dilemmas in Business:** Meaning, Nature and Significance of ethical dilemmas; Ethical dilemmas v/s ethical issues; Ethics in Marketing; Ethics in Finance and accounting practices; HRM practices and ethical implications; Ethical issues relating to information technology; Ethics in the global business.

**Unit- V: Corporate Board and Committees:** Definition, need, objectives, types and functions of board; Determinants of board effectiveness, Role and responsibilities of board chairman and CEOs. Board committees: Need, Objectives and types of Board committees; Committees- Cadbury, OECD principle of governance, Governance committees in India- Birla, Naresh Chandra, Narayana Murthy, Irani committees recommendations; Cluase-49; Role of SEBI in governance; Governance rating in India.

### Suggested Readings:

01. A.C. Fernando Corporate Governance: Principles, Policies and Practices, Pearson.
02. A.C. Fernando, Business Ethics: An Indian Perspective. Pearson Education
03. A.G. Robert, Monks and Neil Minow, Corporate Governance, Wiley.
04. Blowfield, Michael, and Alan Murray, Corporate Responsibility, Oxford University Press.
05. Chakraborty S.K. Ethics in management, Oxford University Press, New Delhi
06. P. Chottopadhyay, Corporate Mis-governance, IAA Research Foundation
07. R.C.Shekhar Ethical Choices in business, response Book, New Delhi
08. R.V.Badi & N.V.Badi Business ethics, Vrinda Publications, New Delhi
09. Rituparana Raj A study in business ethics, Himalaya, Bombay
10. Sharma, J.P., Corporate Governance, Business Ethics & CSR, Ane Books Pvt Ltd, New Delhi.
11. William H. Shaw Business ethics, Thomson, Bangalore.

## **Course 2.3: Human Resource Development**

**Objective:** The objective of the course is to make student aware of the concepts, techniques and practices of human resource development. This course intends to make students understand the applicability of these principles and techniques in an organization.

**Unit I-Introduction to Human Resource Development:** Concept and Evolution; Relationship between Human Resource Management and Human Resource Development; HRD Mechanisms, Processes and Outcomes; HRD Matrix; HRD Interventions; Roles and Competencies of HRD Professionals.

**Unit II-HRD Process:** Assessing HRD needs; Designing and Developing Effective HRD Programs; Implementing HRD Programs; Evaluating HRD Programs.

**Unit III-Learning and HRD:** Maximizing Learning; Individual Differences in Learning Process; Learning Strategies and Styles; Principles of Learning; Learning and Motivation; HRD Culture and Climate.

**Unit IV-HRD Activities and Applications:** HRD for Workers; HRD Mechanisms for Workers; Role of Trade Unions; Employee Training and Development- Process, Methods, and Types; Coaching, Counselling and Performance Management; Career Management and Development; Organization Development.

**Unit V-HRD in Organisations, Trends and Practices:** Select cases for HRD Practices in Government Organisations, Defence, Police, Private Sectors and Public Sectors units; HRD Audit; Balanced Scorecard; People Capability Maturity Model; Integrating HRD with Technology; Employer Branding and Other Recent Trends; Future of HRD.

### **Suggested Readings:**

1. Werner J. M., DeSimone, R.L., Human resource development, South Western.
2. Nadler, L., Corporate human resources development, Van Nostrand Reinhold.
3. Blanchard, P.N., Thacker, J.W., Anand Ram, V., Effective training, systems, strategies, and practices, Pearson Education.
4. Raymond, N. and Kodwani, A.D., Employee training and development, McGrawHill Education India.
5. Mankin, D., Human resource development, Oxford University Press India.
6. Halder, U. K., Human resource development, Oxford University Press India.
7. Rao, T.V., Future of HRD, Macmillan Publishers India.
8. Rao, T.V., HRD score card 2500: Based on HRD audit, Response Books, SAGE Publications.
9. Rao, T.V., Hurconomics for talent management: Making the HRD missionary business-driven, Pearson Education.
10. Kaplan, R.S., and Norton, D.P. 1992, The Balanced Scorecard: Measures that drive performance, Harvard Business Review.

## Course 2.4: Managerial Accounting

**Objective:** To familiarize and acquaint the students with application of advanced managerial accounting techniques.

**Unit –1: Introduction** – Concept, nature, scope and evolution of management accounting, Financial accounting v/s Managerial accounting, Utility and limitations; Tools and techniques of managerial accounting.

**Unit-II: Marginal Costing and Break Even Analysis** : Concept, nature and scope of marginal costing, Marginal costing v/s Absorption costing; Marginal costing equation, contribution margin ratio and application of marginal costing in decision making. Cost volume profit relationship, break even analysis, preparation of break even charts and profit graphs.

**Unit –III : Analysis and Interpretation of Financial Statements** : Nature, objectives, latest trends in presenting financial data, types and tools of financial analysis; Accounting ratios – classification, advantages and limitations.

**Unit – IV: Funds Flow and Cash Flow Statements:** Concepts of funds and objectives of preparing statement of changes in financial position; Funds flow v/s income statement; Procedure involved in funds flow statement, advantages and limitations of funds flow statement; Cash flow statement – classification of cash flow, preparation and usefulness, accounting standard and cash flow preparation in India.

**Unit –V: Uniform and Inter-Firm Costing Methods** : Meaning, features, significance, steps involved and techniques of uniform costing and inter-firm comparison.

### Suggested Readings :

1. Charler Brandon, Managerial Accounting, TMH, New Delhi.
2. Ray H.Garrison, Managerial Accounting, TMH, New Delhi.
3. Sharma and Gupta, Management Accounting, Kalyani, New Delhi.
4. Jawaharlal, Managerial Accounting, Himalaya, Bombay.
5. Ravi M.Kishore, Advanced Management Accounting, Taxman, Publications, New Delhi.
6. Robert N.Anthony and James Reece, Accounting Principles, AITBS, New Delhi.
7. Horngren, et al., Introduction to Management Accounting, PHI, New Delhi.
8. Maheswari S.N., Management Accounting and Financial Control, Sultan Chand and Sons, New Delhi.
9. Babhatosh Banerjee, Financial Policy and Management Accounting, World Press, Calcutta.
10. Manmohan and Goyal, Management Accounting, Sahitya Bhavan, Agra.

## Course 2.5: Business Environment

### Objective:

The objective of the course is to acquaint the students with the concepts of environment in which a business organisation operates.

**Unit I: Theoretical Framework of Business Environment:** Concept, significance and nature of business environment; Elements of environment- internal and external; Changing dimensions of business environment. Techniques of environmental scanning and monitoring.

**Unit II: Economic environment:** nature, structure of the economy, economic policies, economic conditions, political and government environment -economic roles of government, government and legal environment, economic roles of government in India, the constitutional environment.

**Unit III : Natural and Technological environment:** Innovation, technological leadership and followership, technology and competitive advantage, sources of technological dynamics, technology adaptation, impact of technology, impact of technology on globalization, transfer of technology : Demographic environment: population size, falling birth rate and changing age structure, migration and ethnic aspects.

**Unit IV: Societal Environment:** Business and society: objectives and importance of business: professionalization: business and culture, religion: language. Consumer right; Consumerism and consumer protection act.

**Unit V: International Business Environment ;** Latest EXIM Policy (Latest): An overview of International Economic Institutions and their working – WTO, IMF, World Bank.

### Suggested Readings:

1. Adhikary, M: Economic environment of Business, Sultan Chand & sons, New Delhi.
2. Ahluwalia. I.J. Industrial Growth in India, Oxford University Press, Delhi.
3. Alagh, Yoginder K: Indian Development Planning and Policy, Vikas Pub, New Delhi.
4. Chakravarty, S: Development Planning, Oxford University Press, Delhi.
5. Ghosh, Biswanath: Economic environment of Business, Vikas Pub, New Delhi.
6. Govt. of India: economic survey.
7. Raj Agrawal and Parag Diwan, Business environment; Excel Books, New Delhi
8. Sengupta, N.K. Government and Business in India, Vikas Publication New Delhi
9. Francis Cherunilam, Business Environment Text & Cases Himalaya Publications.
10. Ashwatappa K, Essentials of Business Environment, Himalaya Publishing House.

## **Course 2.6: OEC-Personality Development**

**Objective:** To give inputs regarding personality development.

**Unit –I: Self Analysis:** SWOT Analysis, who am I Attitudes, Importance of Self Confidence, Self Esteem: Creativity.

**Unit- II: Attitude:** Factors Influencing Attitude, Challenges and Lessons from Attitude, Etiquettes.

**Unit- III: Time Management:** Value of Time, Priority Work, Time Wasters, Techniques of Time Management.

**Unit- IV: Stress Management:** Causes of Stress and its Impact, Techniques of Stress Management, Circle of Control, Stress Busters.

**Unit –V: Conflict Resolution and Decision Making:** Importance and Necessity of Decision Making, Process and Practical Way of Decision Making, Weighing Positives and Negatives, Conflicts in Human Relations, Approaches to Conflict Resolution.

### **Suggested readings:**

1. Blake, Robert & Mouton, Jane S: Executive Achievement: Make it at the Top, McGraw Hill, New York.
2. Stephen Robins: Organisations behaviour, PHI Publications, New Delhi.
3. L.A.Pervin (Ed): Handbook of Personality Theory and Research Guilford Press, New York.
4. Swami Chinmayanand: The Art of Man making, Chinmaya Publications, Trust Madars.
5. Fred Luthans : Organizational Behaviour, Mc Graw, Hill, New Delhi.
6. Stephen Covey : Seven Habits of Effective Managers
7. Dandapuri S: General Psychology, Neelkamal Publications Pvt. Ltd. New Delhi.