

RAVENSHAW UNIVERSITY

DEPARTMENT OF ENTREPRENEURSHIP

**MASTER OF COMMERCE IN
ENTREPRENEURSHIP**

**RULES, REGULATIONS AND COURSE SYLLABUS
W.E.F ACADEMIC SESSION 2021-22**



**DEPARTMENT OF COMMERCE
RAVENSHAW UNIVERSITY, CUTTACK, ODISHA
753003**

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1. Preamble

Ravenshaw University came into existence on the 15th day of November, 2006. It was an upgradation of Ravenshaw College established in 1868, one of the oldest and largest colleges in India which subsequently became an autonomous college with CPE status by UGC and 'A' grade by NAAC. The College with all its glorious academic achievement and ceaseless scholastic pursuits had already created a distinct niche for itself in India and beyond.

The world is witnessing a high-tech revolution with changes in science, technology, commerce and industry. The world now believes that knowledge is everything. With opening up of world economy by way of globalisation, liberalisation and privatisation processes, all the business sectors are witnessing a tremendous growth. The whole economy is undergoing a tremendous transformation with many new sunrise sectors like financial services, consultancies etc coming up. The service sector is outstripping the manufacturing sector in growth. A career in these sectors involves challenging work, high growth opportunities, lucrative pay packets and a professionally challenging work environment. The job market is undergoing a metamorphosis. This is creating a huge demand for careers in Commerce and Business. This has led to huge change in the way we teach and deliver business studies courses.

Commensurate with the times and taking into account the challenges the age of globalization and knowledge-societies pose, RU is aware of the urgent need to move towards semester-wise Choice-Based Credit System (CBCS) and Continuous Assessment and Grading Pattern (CAGP). Agencies like UGC and NAAC have been advocating CBCS and CAGP. A number of universities and institutes of higher learning in the country have already adopted CBCS and CAGP. Under the banner of School of Commerce two year (four semesters) full-time self financing M.Com in Entrepreneurship is continuing.

The corporate world is dynamic and the changes are so severe that a series of new concepts and techniques are fast coming into being and the earlier and traditional ones are becoming obsolete. This situation has given rise to the need for restructuring the curricula of Commerce education at all levels so as to make it meaningful and compatible with the changing business scenario and introduce the concepts and techniques among the commerce teachers to further channelize and streamline their contribution. By introducing more and more professional skills, we need output of graduates and researchers to be of the best quality in the world.

2. Departmental Profiles

Higher education in Commerce was first introduced in Orissa at G.M. College, Sambalpur and Rajendra College, Balangir in 1994. It was introduced in Khallikote College in 1955. There was a public demand for opening of Commerce Stream in Ravenshaw College, Cuttack, and the Govt. of Orissa introduced I.Com classes in Ravenshaw College in 1957. Sri P.C. Ray and Sri R.K. Jena joined as lecturers and classes in Commerce started in the Arts Block. As Cuttack was the centre of all business activities, Commerce education gained

popularity and the govt. backed by strong public demand opened B.Com. classes in Ravenshaw College in 1959. More teachers were posed in Ravenshaw College and the course continued successfully till 1969, when Honours courses were introduced with 16 seats.

In 1969 the commerce classes were shifted to a new three storied building now know as the Commerce Block whose construction was completed in 1970. The idea of a separate Commerce Block originated in the mind of a renowned businessman of Cuttack, Sri Ranglal Modi, who donated a sum of Rs. 1 lakh to the Govt. of Orissa for the purpose in 1959. As the Govt. took up the construction work at a later date the total cost came to Rs. 7 lakh for which the govt. decided to allot the building to three departments. So English and economics departments were allotted one floor each in the said block as sister department of Commerce but the name of the block remained as Commerce Block.

Due to the popularity of Commerce education increase of seats in I.Com and B.Com classes were felt and Post Graduate class in Commerce was opened in 1977-78. Now the department is having 452 seats in B.Com (all Hons seats) and 64 seats in M.Com. Both B.Com Hons and M.Com are having two specialization branches. Business Management and Accounting special groups in Hons stage and Accounting, Finance and Marketing specialization in M.Com stage is available to the students. In 1991 M. Phil classes has been added to the department with 8 seats and subsequently it increase to 16 seats. In 2006 research degree in commerce and management started with Ph. D. and D. Litt. Highly meritorious students from all over India and neighboring states like Bihar, Chhattisgarh, Jharkhand and West Bengal also consider this department as their first choice for admission. The department for its high standard of teaching and academic excellence was ranked sixth among the top ten institutions imparting Commerce education in the country by a survey conducted by India Today in 1997. During its long journey of the department has been served by some of the eminent teachers of the state who have glorified the department by their contributions.

3. Objective of the Programme

The Master of Commerce in Entrepreneurship Programme has a distinct objective to equip the students with knowledge, skills and attitude to become more suitable for the present and emerging job market. The courses are intended to impart intensive knowledge and training in the subject and help the students to acquire wider perspectives both for research and for professional application. The syllabus has been designed student-centred where there is flexibility for the students to have a greater choice of courses appropriate to their interests, needs, sustainability and long term goals. The courses are offered with Choice Based Credit System (CBCS) thus facilitating the students to have 24 papers of fifty mark each (96 Credits) spread over 4 semesters for mastering the subject for the award of Master degree in Commerce by acquiring the required depth and at the same time to select

elective courses of his/her choice and based on his/her aptitude from four elective group of courses. The syllabus also includes one open courses (fifty mark) of inter disciplinary nature which shall be offered in 3rd semester in order to suit the needs and interest of the students. To be precise, the objectives of Master of Commerce in Entrepreneurship Programme are as under:-

- Develop skills in successfully initiating, expanding and diversifying a business enterprise in new, up-coming areas.
- Create entrepreneurial managers for corporate.
- Develop family business successors as enterprising and knowledgeable owners of the business of their predecessors.
- To provide foundation for further advanced studies and research in the area of Commerce such as M.phil and Ph.D programmes.
- To enable Master of Commerce graduates for a wide range of career dealing with the flow of money, from accountant to investment banker, money manager to personal finance consultant.
- To enable master graduates in Commerce to qualify UGC-NET/SLET and JRF examinations so that they can take up the work of teaching or research of high quality.
- To impart entrepreneurial skills for starting new business ventures.

4. Strength

Total Number of Seats-32 (Thirty Two)

5. Duration

The study programme leading to Master of Commerce in Entrepreneurship degree of the Ravenshaw University, Cuttack, Odisha shall be conducted by the Department of Commerce, for the duration of two years (4 semesters).

6. Eligibility

B.Com. (Hons) under 10+2+3 pattern securing a minimum of first class(for reserved category 45%) or as notified by the admission committee from time to time for the purpose of admission in to M.Com in Entrepreneurship programme.

7. Selection Procedure

The Students will be selected from the merit list of the Common Entrance Examination for the admission of M.Com(ENT) conducted by SAMS.

8. Course Fee

The Course fee will be charged Rs.40, 000/-(Rupees Forty Thousand Only) per annum.

M.COM IN ENTREPRENEURSHIP
(Examination Scheme)

1. A candidate seeking admission to M. Com. Course must have Passed B.Com. (Hons.) Degree from Ravenshaw University or any other University Recognized equivalent there to, with at least 45% marks, subject to rules provided in admission brochure of the university

2 Subject to the control and general supervision of the Academic Council, the instruction and routine in the M.Com. Course shall be under the direction of the Dean, Faculty of Commerce and Business and the Head, Department of Commerce.

The schedule of papers prescribed for various semesters shall be as follows.

COURSE STRUCTURE

SEMESTER-I

Six compulsory papers of 50 marks each (10 internal + 40 end term) Total 300 marks

- MCO-E 1.1.1 Accounting for Managerial Decision
- MCO-E 1.1.2 Advanced Marketing Management
- MCO-E 1.1.3 Advanced Management Accounting
- MCO-E 1.1.4 Economics for Managers
- MCO-E 1.1.5 Emerging Business Laws
- MCO-E 1.1.6 Organizational Structure and Management

SEMESTER-II

Six compulsory papers of 50 marks each (10 internal + 40 end term) Total 300 marks

- MCO-E 1.2.7 Advanced Business Statistics
- MCO-E 1.2.8 International Business Environment
- MCO-E 1.2.9 Quantitative Techniques for Business Decisions
- MCO-E 1.2.10 Business Ethics and Corporate Governance
- MCO-E 1.2.11 Financial Management
- MCO-E 1.2.12 Research Methodology

SEMESTER-III

Six compulsory papers of 50 marks each (10 internal + 40 end term) Total 300 marks

- MCO-E 2.3.13 Organizational Behaviour
- MCO-E 2.3.14 Entrepreneurship and MSME management
- MCO-E 2.3.15 Entrepreneur and Fundamentals of Entrepreneurship
- MCO-E 2.3.16 Creativity, Innovation and Entrepreneurship

MCO-E 2.3.17 Dissertation

MCO-E 2.3.18 Project Preparation for Establishing a New Enterprise

SEMESTER-IV

Six compulsory papers of 50 marks each (10 internal + 40 end term) Total 300 marks

MCO-E 2.4.19 Strategic Management

MCO-E 2.4.20 Managing Human Resources

MCO-E 2.4.21 Project Appraisal and Management

MCO-E 2.4.22 Family Business Management

MCO-E 2.4.23 Exploring Business Opportunities in the Context of Odisha

MCO-E 2.4.24 Industrial Visit and Report Writing

Value Added Course

- 1) GST and Computerized Accounting
- 2) Co-operatives for Social change

Add-on Course

1. Entrepreneurship
2. Management Principles and behavioral dynamics

MCO –E 1.1.1 ACCOUNTING FOR MANAGERIAL DECISION

FM 10+40

Time 3 hours

Course Objectives: The purpose of designing this course is to equip the students with a clear idea about how accounting can be effectively used in taking accurate managerial decisions through use of budgeting, standard costing, MIS, Inflation Accounting, etc

Unit-I Budgeting and Responsibility Accounting:
Budgeting- Definition, essentials of budgeting, types of budgets- functional, fixed and flexible, cash, master, performance budget, etc. Budgetary Control, Zero Based Budgeting, and Responsibility Accounting: Cost center, Revenue center, profit center, investment center and measuring divisional performance.

Unit-II Cost Management and Standard Costing:
Cost Management: cost control drivers, total cost management, business process reengineering, TCM vs. TQM. Standard Costing and variance analysis, setting of standards and their revision, variance analysis-meaning and importance, kinds of variance and their uses- material, labour and overhead variances, sales variances, disposition variances, relevance of variances and investigation of variances.

Unit-III MIS, HRA and Accounting for Price level changes
Management information system: Definition, concept, requirements, steps. Management reporting system, management control system, transfer pricing

and multinational consideration, Human Resources Accounting: Nature, Objective, Advantages, Measurement and Models of HRA, Accounting for price level changes: Introduction, objectives and methods.

Learning Outcomes: After successful completion of this course, students will be able to :

- (1) Develop a better understanding about relevance of accounting in taking managerial decisions.
- (2) Understand about essentials of budgeting and types of budgets.
- (3) Develop a clear idea about cost management.
- (4) Understand standard costing and MIS.
- (5) Understand about inflation accounting

References:

1. Prof. Jawaharlal, Accounting for Management, Himalaya
2. T.P. Ghose, Accounting and Finance for Managers, Taxman
3. I.M. Pandey, Management Accounting, Vikas Publishing
4. Gupta, Financial Accounting for Management, Pearson Education
5. Jelsy Joshph Kuppapally, Accounting for managers, Prentice Hall of India
6. Sharma, Vital, Financial Accounting for Management- Macmillan
7. Horngren, Dater & Foster: Cost Accounting- A Managerial Emphasis, PHI

MCO-E 1.1.2 ADVANCED MARKETING MANAGEMENT

FM-10+40

Time- 3 hour

Course objectives: This course is designed to introduce the students to the advanced concepts, strategies and contemporary issues involved in the marketing of products and services, to understand various facets of marketing management and to develop the ability to take decision and plan, to execute and control marketing strategies towards attainment of organizational goals.

UNIT-I Marketing Framework:

Concept, Scope and Importance of Marketing, Different Marketing Concepts, Marketing Mix, Marketing Environment- Macro and Micro Components and their Impact on Marketing Decisions, Marketing Segmentation- Concept, types and importance, Buyer Behavior- Concept, Types , Motives and Decision Making Process.

UNIT-II Product and Pricing decisions Distribution Promotion Decisions:

Concept and classification of Products: product Line and Product Mix, Branding, Packaging and Labeling, Product Life Cycle; New product Planning and Development; Factors Affecting Price Determination; Pricing Policies and Strategies. Concept and Functions of channel members, Channel Design decisions, Channel Management, Retailing and Wholesaling; Logistics Management

UNIT-III Marketing Research and Services Marketing:

Communication Process; Promotion Mix-Advertising, Personal Selling, Sales Promotion, Publicity, Public Relations; Concept and Scope of Marketing Research; Marketing Research Process; Services Marketing; International Marketing; Industrial Marketing; Ethical and Legal Aspects of Marketing

Learning outcomes: on successful completion of this course students will be able to

1. Understand the nature and scope of marketing
2. Develop an understanding of various marketing philosophies
3. Understand the marketing mix and marketing environment
4. Understand segmentation, targeting and positioning
5. Understand the consumer behaviour and its application in marketing
6. Develop an understanding of decisions concerning 4 P's – product, price, place and promotion
7. Understand the contemporary issues in marketing

References:

1. Kotler, Philip and Gary Armstrong: Principles of Marketing, Prentice Hall, New Delhi.
2. Sherlekr, Pany – Marketing Principles and Management-Himalaya.
3. Stanton, William J., and Charles Futrell : Fundamentals of Marketing : McGraw Hill
4. Majumdar, Ramanuj : Product Management in India, Prentice Hall, New Delhi.
5. Ramaswamy, V.S. and Namakumari, S: Marketing Management, Macmillan India
6. Srinivasan, R: Case Studies in Marketing: The Indian Context, PHI

MCO –E 1.1.3 ADVANCED MANAGEMENT ACCOUNTING

FM-10+40

Time- 3 hour

Course Objectives: The objective of this paper is to equip the students with the knowledge of concepts, methods and techniques of advanced management accounting and enable them to use various techniques of cost ascertainment, budget preparation and variance analysis, while focusing on its need for managerial decision making.

UNIT-I Advanced Marginal Costing and Alternative Choices

Marginal costing, break even analysis and cost volume profit analysis: concepts, assumptions, practical applications, advantages and limitations. Alternative choice decisions: types of choice decisions, make or buy, add or drop products, sell or process further, operate or shut down, special orders, replace or retain, product mix, fixation of selling price, discontinuation of product line, etc. Differential cost analysis: concepts, practical applications, advantages and limitations.

UNIT- II Pricing Decisions and Transfer Pricing

Pricing Decisions: Factors affecting pricing decisions, methods of pricing, short run vs. long-run pricing decisions, target pricing, life cycle product costing and pricing, economic approach of pricing, price indifference point. Transfer pricing: Concept, objectives in sound transfer pricing system, requisites of sound transfer pricing system and methods of transfer pricing, limitations, guidelines and transfer pricing in multinational companies.

UNIT-III Strategic Management Accounting

Meaning, techniques: Balanced Score Card: Concepts, Meaning, Perspective and characteristics of good Balance Score Card. Target Costing: Concepts and Meaning. Kaizen costing: Concepts and Meaning, kaizen vs. target Costing.

Learning outcomes:- After successful completion of this paper the student should be able to

1. Identify differences and superiority of Activity Base Costing system over Traditional costing system.
2. Compare the income statements using variable costing and absorption costing and interpretation of the statements for managerial decision making process.
3. Evaluate different business situations by using marginal costing, differential analysis for different types of managerial decisions.
4. Prepare various types of budgets at organizational and departmental level for cost control, cost reduction, performance measurement and fixing responsibility on the division concerned.

References:

1. Horn green, Dater & Foster: Cost Accounting – A managerial Emphasis, PHI
2. J. Madegowda, Advanced Management Accounting - Himalaya
3. T.P Ghosh, Accounting and Finance for Managers, Taxman Publications;
4. I.M. Pandey, Management Accounting, Vikas Publication
5. Gupta , Financial Accounting for Management, Pearson Education,
6. Jelsy Joseph Kuppapally, Accounting for managers, Prentice Hall of India.
7. Subash Sharma, M. Panduranga Vithal, Financial Accounting for Management, Macmillan Publishers India, Ltd.
8. Dr. Jawaharlal, Advance Management Accounting, S. Chand
9. R. M. Kishore-Advance Management Accounting, taxman, New Delhi.

MCO- E 1.1.4 ECONOMICS FOR MANAGERS

FM-10+40

Time- 3 hours

Course Objectives: The objectives of the course are to equip the manager with the methodology of decision making using the concept of Microeconomics.

UNIT-I Nature and Scope of Managerial Economics:

Objective of a firm; Economics theory and managerial theory; Managerial economist's role and responsibilities; the nature and objectives of the firm, maximizing verses satisfying constrained decision making. The concept of economic profit. Measurement and policies on profit maximization. Managerial Economics and decision making. Use of stochastic models in decision making.

UNIT-II Demand Analysis:

Indifference Curve Analysis: Approach, MRS, Properties, Managerial Applications and its superiority. Demand Analysis: Law of demand, determinants of demand, Elasticity of demand- its meaning and importance, price elasticity, Income elasticity and cross elasticity. Using elasticity in managerial decision. Demand Functions Demand estimation for major consumer and durable goods, Demand forecasting technique. Production Theory: Production function- production function with one and two variable inputs, Cobb- Douglas production function, Estimation of production function, Cost theory and estimation; Economic value analysis, Short and long run cost functions- their nature, shape and inter-relationship; Estimation of a short-run cost function.

UNIT-III Price Determination under different market conditions:

Characteristics of different market structures, Price and output decisions under perfect competition, monopolistic competition, oligopoly and monopoly. Pricing practices: Methods of price determination in practice, Pricing of multiple products, Price discrimination, International price discrimination and dumping, Transfer pricing.

Learning Outcomes: After successful completion of this course, students will be able to:

- (1) Understand the objectives of business firm
- (2) Explain the mechanics of supply and demand in allocating goods, services and resources
- (3) Understand the choices made by a rational consumer
- (4) Identify relationships between production and costs
- (5) Understand pricing strategies of business firms under various market structures

References:

1. A. Mas Colell, M.D. Whinsgton, J.R. Green, Micro-Economic Theory, Oxford
2. Mithani DM-Managerial Economics-Himalaya, 2011.
3. H.R. Varian, Microeconomic Analysis, W.W. Norton, 1984, 2nd ed.
4. A. Koutsoyiannias, Modern Microeconomics, ELBS 1975.
5. Chopra, O.P : Managerial Economics, Tata McGraw Hill, Delhi
6. Dean Joel: Managerial Economics, Prentice Hall, Delhi
7. Dholakia R.H., and A.L. Oza: Micro Economics for Management students, Oxford University Press
8. Eaton, B. Curtis and Diane Faton: Micro Economics, PH Delhi

MCO-E 1.1.5 EMERGING BUSINESS LAWS

FM 10+40

Time 3 hours

Course Objectives: The course aims to acquaint the students with knowledge and understanding of major business laws.

Unit-I SEBI Act, 1992
Consumer Protection Act 1986
Competition Act 2002

Unit-II Environmental Protection Act 1986
FEMA Act 1999
Prevention of Money Laundering Act 2002

Unit-III Information Technology Act 2000
Right to Information Act 2005
Women and Human Rights at work place

Learning Outcomes: After successful completion of this course. Students will be able to:

- (1) To understand the legal aspects which are affecting the corporate scenario.
- (2) To gain new insights in to the field of legislation which are more contemporary and have a tremendous impact on corporate world.
- (3) As PG students they will have a complete picture about the various areas like Consumer movement, IT world, Competitive Environment, Women Empowerment to name few areas.
- (4) They also will have knowledge about their rights as consumers, Responsibility towards environment, Ethical corporate practices in relation to competition.

Gain knowledge about Role, Responsibility and Power of SEBI

References:

1. Bulchandani K. R – Buisness Laws – Himalaya Publishing House
2. N. D. Kapoor- Mercantile Law- Sultan Chand & Sons.
3. Maheswari, Maheswari – A Manual of Business Law - Himalaya
4. Corporate Laws, Dr. S..K.Kapoor, Taxman Publication
5. SEBI Act- 1992
6. FEMA ACT 1999
7. MRTP ACT 1669
8. Consumer Protection Act – 1986

MCO-E -1.1.6 ORGANISATIONAL STRUCTURE & MANAGEMENT

FM-10+40

Time- 3 hours

Course objectives: This course designed to facilitate a better understanding of the theoretical concepts of organizations, the processes of management, major components of the organization's internal and external environments and their effect, significance, and impact on an organization, management policies, practices, and procedures that influence group and individual dynamics in organizations.

UNIT-I Definition of organization, Importance of organizations, Types of organizations, Internal & External environment, Open system approach, Mintzberg's five basic parts of an organization, Scientific Management, Fayol's 14 principles, dimensions of organizational design- structural and contextual dimensions, Organizational structure, Simple structure, Functional structure, Divisional structure, geographical structure, Matrix Structure, Virtual network structure, Hybrid structure.

UNIT-II The environmental domain, Task environment, Environmental uncertainty, Adapting to organizational uncertainty, Controlling environmental resources- Ownership, Strategic alliances, Cooptation, Interlocking directorate, Change of domain, Regulation, Trade association, Interorganizational relationship framework- Resource dependence, Population ecology, Collaborative network, Institutionalism , Institutional similarity- mimetic, coercive and normative forces.

UNIT-III Role of strategic direction in organizational design, Framework for selecting strategy and design- Porter's competitive strategies, Miles and Snow's strategy typology, Contingency factors affecting organizational design, Organization size, Organizational life cycle, Organizational decline and downsizing, Global expansion, Motivations of global expansion, Stages of international development. Organizational culture, Organization design and culture- Adaptability, Mission, Clan, and bureaucratic culture, Definition of change, Types of change, Lewin's change model, Force field theory.

Learning outcomes: On successful completion of this course students will be able to

1. aware of the global context for taking managerial actions
2. learn about planning, organizing and controlling activities and its application in organization
3. Able to integrate management principles into management practices and determine the most effective action to take in specific situations.

Suggested Texts:

- Organisation Structure and Design, Bhattacharya, Himalaya Publishing
- Organizational Theory, Change & Design, Richard Daft, Cengage Learning.
- Management Text & Cases, VSP Rao, Excel Books, New Delhi.
- Management, Ricky W. Griffin, Biztantra, New Delhi.

MCO-E 1.2.7 ADVANCE BUSINESS STATISTICS

FM-10+40

Time- 3 hours

Course Objectives: Statistical tools are widely accepted in the present ultra modern age throughout the globe for gaining the spirit of innovation in research platform and to generate certainty continuity and strength for practical problem solving decisions.

Unit-I Probability Theory:

Probability- classical, relative, subjective and axiomatic approach to probability, addition and multiplication probability models, conditional probability, Bay's theorem and mathematical expectation. Theoretical Distribution: Binomial, Poisson and Normal distributions, their characteristics, constants and fitting of Binomial, Poisson distribution a normal curve and their applications.

Unit-II Statistical Decision Theory:

Introduction, Types of Decision Problems, Decision Making under uncertainty,

solving the decision using the expected payoff criterion, Non-Probabilistic decision – making criteria. Sampling- Population and Sample, Methods of Sampling, Sampling errors, Law of Large Number and central Limit Theorem, Difference between large and small samples, standard error of a statistic utility of standard error of a statistic.

Unit-III Statistical Estimation and Testing:

Point and Interval estimation of population mean, proportion and variance; statistical testing; hypotheses and errors, sampling size, large and small sampling tests-z tests, T tests, F test & ANOVA. **Non-Parametric Test:** Chi-square tests, Statistical Quality Control: Causes of variations in quality characteristics, quality control charts, purpose and logic, constructing control charts, determination of control limits (X and R charts). Control charts for attributes, fraction, defectives and number of defect, Acceptance Sampling Plans.

Learning Outcomes: On successful completion of this course, students will be able to learn about the following:

- 1) Decision analysis is substantially helpful to take suitable decisions under risk and uncertainty, so that organisational result will come out with flying colours.
- (2) Descriptive statistical measures are appropriate, appreciable and appealing in changing business environment for accelerating the growing prospective of our nation.
- (3) Probability distributions are rampantly used to take reasonable, justified, genuine and bonafide decisions under real life practical situations for sustaining peace, tranquility and harmony.
- (4) Statistical estimation and hypothesis testing can be better utilized under leading research institutes for ensuring innovative orientation through productive destination.

References:

1. Fundamentals of Statistics- S.C.Gupta- Himalaya Publishing House. Ltd. Mumbai
2. Statistical Methods: S.P. Gupta- Sultan Chand
3. Fundamental of Statistics: D.N. Elhance- Kitab Mahal
4. Business Statistics: J.K. Thukral- Taxman Publishers
5. Comprehensive Statistical Methods: P.N. Arra- S.
6. R.P. Hooda, advanced Business Statistics, Macmillan Publishing India Ltd.

MCO-E 1.2.8 INTERNATIONAL BUSINESS ENVIRONMENT

FM-10+40

Time- 3 hours

Course objectives: The purpose of this course is to enable the students to learn nature, scope and structure of International Business, and understand the influence of various environmental factors on International Business operations. The course will help them to understand the role of MNC's and global organizations in world business. Students will acquire fair amount of knowledge on contemporary business environment and the role of WTO in creating a balanced environment.

Unit-I Introduction & Theories of International Business:

Introduction, evolution and Nature of International Business, International vs. Domestic Business, Advantages & Problems of International Business, stages of

International Business, Theories of International Business.

Unit-II International Business Environment & Entering International Business:

Introduction, Social and cultural environment, technological environment, economic environment, political environment, legal environment, natural environment. Modes of entering in to international Business: Entry and Expanding international business, Modes of entry: Exporting, licensing, franchising and contract & manufacturing management, Turnkey Projects, F.D.I, Mergers & acquisitions.

Unit-III Globalization, WTO and MNC:

Globalisation- stages and methods, advantages and disadvantages of globalization, essential conditions for globalization, WTO: Evolution and development, organization structure. MNC: Growth for MNC, advantages and disadvantages of MNC, design and structure of MNC, MNCs in India.

Learning outcomes: On successful completion of this course students will be able to:

1. understand business operations and business vocabulary in International Business
2. explores the techniques for entering the international marketplace
3. understand the impact and dynamics of socio-cultural, demographic, economic, technological, and political-legal factors in the foreign trade environment
4. know about internationalization of the firm, and operating procedures of the multinational enterprise.

References:

1. P. subha Rao, 'International Business: Text & Cases,' Himalaya Publishing House, Mumbai
2. Cherunilam Francis, 'International Business Environment,' Himalayan Publishing House, Mumbai
3. Adhikary. M, 'Economic Environment of Business,' Sultan Chand & Sons, New Delhi
4. Ahluwalia, J.J., ' Industrial growth in India,' Oxford University press New Delhi
5. Alagh, Yoginder K., ' Indian development Planning and Policy,' Vikash Publishing House, new Delhi
6. Ghosh, Biswanath, ' Economic Environment of Business,' Vikash Publishing House, New Delhi
7. Government of India: Economic Survey, various Issues
8. Raj Agarwal and Parag Diwan, ' Business Environment,' Excel Books, New Delhi
9. Sengupta, N.K., 'Government and Business in India,' Vikash publishing House, New Delhi

MCO-E 1.2.9 QUANTITATIVE TECHNIQUES FOR BUSINESS DECISIONS

FM-10+40

Time- 3 hours

Course Objectives:-The objective of this paper is to acquaint the students with quantitative techniques that play an important role in managerial decision-making.

The emphasis will be on their application to business and economic situations.

1. To develop an understanding of the theory of probability, rules of probability and probability distributions.
2. To impart knowledge to the students about statistical tools and its applications to build skills for statistical inference of business data.
3. Be able to apply statistical tools in order to make scientific decisions even in uncertain business environment.
4. To become aware of the concepts in sampling, sampling distributions and estimation.
5. To be able to interpret the meaning of the calculated statistical indicators.

This paper aims at discussing with the students' quantitative tools and techniques, which are frequently applied to business decision-making; to analyze and interpret the outcome of the results of problem solving and develop an intuition about situations where such an approach is appropriate.

UNIT-I Quantitative Techniques:

An introduction, Meaning and characteristics of Quantitative Techniques; Classification of Quantitative Techniques; Statistical Techniques; Programming or Operations Research Techniques; role of quantitative Techniques in Business and Industry; Quantitative Techniques and Business Management; Benefits and Limitations of Quantitative Techniques. Operation Research for Decision Making: Historical background and development, Operation Research Approach, Models in Operation research, Stages of Operation Research Projects, Classification of decision Models, and scope of Operation research in Management.

UNIT-II Linear Programming:

Meaning of Linear Programming, Fields where linear programming can be used; Basic concepts and notations; General Form of the Linear programming model; solution to a Linear programming model; graphical solution; simplex solution ; Rules for Ties; interpretation of the simplex solution; Graphical solution; Simplex solution; degeneracy; Sensitive Analysis and Limitations of Linear programming.

UNIT-III Decision Analysis and decision Tree:

Introduction, Decision making process, environment and concepts; Decision Tree Analysis, posterior probabilities and Analysis; decision making with utilities. Inventory Planning Control: Introduction, types, Inventory management and inventory models, the techniques of inventory control, order point system; the protective stock and the establishment of reorder points, significance of Data Processing in Inventory Control; Limitations of Inventory Control.

Learning Outcomes:-

1. Students will be able to describe and discuss the basic probability concepts and probability distributions as an aid to business decision making.
2. Students will learn to conduct basic statistical analysis of data
3. Students will learn to solve a range of problems using the techniques covered

4. Students will be able to apply discrete and continuous probability distributions to various business problems
5. Students will be able to discuss critically the uses and limitations of statistical analysis
6. Identify and express a decision problem in mathematical form (linear programming form) and solve it graphically and by Simplex method;
7. Understand and formulate transportation, assignment problems and drive their optimal solution;
8. Analyzing operational research models from the verbal description of the real system by understanding the mathematical tools that are needed to solve optimisation problems;
9. Develop a report that describes the model and the solving technique, analyse the results and propose recommendations in language understandable to the decision makers.

References:

1. Sharma Anand, Quantitative Techniques for Decision Making HPH, Mumbai
2. Koyhari, C.R. Quantitative Techniques, Vikas Publishing House Pvt. Ltd.
3. Bazaraa M.S., J.J. Jarvis, Linear Programming and Net work flows, John Wiley & sons
4. Hamdy, A Taha, "Operations Research- An Introduction
5. Kanti swarup, P.K. Gupta, Man Mohan, Operations Research, Sultan Chand & Sons
6. Fredrick S, Hiller, gerld J. Liberman, Operations Research , CBS Publication
7. Martin K. Starr, David W. Millar, Inventory Control; Theory and Practice PHI
8. B.R.K Kashyap, M.L. Chaudhury, An Introduction to Queuing Theory, Arkay Publishing

MCO-E 1.2.10 BUSINESS ETHICS & CORPORATE GOVERNANCE

FM-10+40

Time- 3 hours

Course Objectives: The purpose of designing this course is to facilitate a better understanding about the concepts of business ethics and corporate governance and to make them understand the relevance of CSR in the current scenario.

Unit-I Corporate Governance and its practices in India:

Meaning and origin of corporate governance; Theories of corporate governance- agency theory sources and costs of agency conflict; stakeholders theory; Corporate governance mechanisms internal and external; corporate governance models US-UK model, European model and Japanese Model; linkage between corporate governance and economic development; Governance models in India- Managing agency model, business house model and Anglo American model; progress of governance in India.

Unit-II Corporate Boards and Governance Committees:

Corporate Boards- Powers, role and types of corporate boards, determinants of board effectiveness size, composition, information, compensation, meetings and evaluation of board performance, Board Committees, Need, Objectives, types, number and functions of board committees audit compensation, nomination, environment, risk, strategic committees, etc. linkage between board committees and governance standards, role of SEBI in governance code in India; governance rating in India.

Unit-III Business Ethics and Corporate Social Responsibility:

Business Ethics- Meaning, need, values, Nature and goals of business ethics, Business ethics and the law; Ethics and ethos- morality, virtue and social ethics; ethical perspective of managers, Ethical theory –Ethical relativism and reasoning in ethics-Psychological egoism-modern ethical theory; utilitarian ethics- Deontological ethics- virtue ethics, corporate social responsibility- The classical model of corporate social responsibility; critical assessment of the classical model.

Learning Outcomes: After successful completion of this course, students will be able to :

- (1) Develop conceptual clarity about the theories of corporate governance
- (2) To understand about the linkage between corporate governance and economic development.
- (3) To understand about the crucial role of business ethics in the present scenario

References:

1. Thomas Clarke: Theories of Corporate Governance(ed), Rutledge Publishers, London.
2. Christine A. Mallin: Corporate Governance. Oxford University Press, New Delhi
3. A.C. Fermamdo: Corporate-Governance, Principles, Policies and Practices, Pearson Education. New Delhi.
4. Kesho prasad: Corporate Governance , PHI, New Delhi
5. Vasudha Joshi: Corporate Governance- The Indian Scenario Foundation Books, New Delhi,
6. Richard M. Steinberg & Caatherine. L. Bronilow: Corporate Governance and the Board, Institute Internal Auditors Research Foundation.
7. Yadong Luo: Global Dimensions of Corporate Governance, Blackwell publishing, Singapore.
8. Joseph R. Desjardins: An introduction to business ethics, TMH, New Delhi.
9. David J. Fritzsche, Business Ethics: A global and Managerial Perspective, TMH, New Delhi.
10. R. C. Shekhar; Ethical Choices in business, response Book, New Delhi.
11. Rituparana Raj; A study in business ethics, Himalaya, Bombay.
12. Chakaraborty S, K Ethics in management, Oxford University press, New Delhi.

MCO-E 1.2.11 FINANCIAL MANAGEMENT

FM-10+40

Time- 3 hours

Course Objectives: The purpose of designing this course is to familiarise the students with the relevance of financial management, its objectives, and different techniques to be used for taking correct investment decisions and how to effectively manage the working capital

- Unit-I** Financial Management: Introduction, Objectives, Profit Maximization vrs Wealth maximization. Functions of a Financial Manager: Acquisition of Funds and Allocation of Income, Time value of money, compounding and discounting financial and operating leverage.
- Unit-II** Investment Decision: Capital budgeting, Estimation of cash flows for new projects, Investment evaluation techniques: payback period, Accounting Rate of Return, Net Present Value, Internal Rate of Return and Profitability Index, Conflicts between NPV and IRR. Cost of Capital: Assumptions Cost of individual sources of capital weighted average cost of capital. Factors affecting dividend policy and forms of dividend.
- Unit-III** Management of working capital: meaning concept, types and importance, calculation of operating cycle, estimation of working capital requirements, Approaches to financing current assets.

Learning Outcomes: On successful completion of this course, students will be able to:

- (1) Develop conceptual clarity about the objectives, functions and scope of financial management.
- (2) Develop a better understanding about how to make investment decisions
- (3) Understand about how to manage working capital

References:

1. Pandey I.M- Financial Management, Vikas Publishing House
2. Reddy G. Sudarsana: Financial Management Principle and practice HPH, Mumbai.
3. Chandra, Prasanna: Financial Management, Tata McGraw Hill, Delhi.
4. Pandey, I.M: Financial Management, Vikas Publishing House, Delhi
5. Brealey, Richard A and Steward C. Myers: Corporate Finance, McGraw Hill, Int. New York.
6. Hampton, John: Financial Decision Making, Prentice Hall, Delhi.
7. Van Horne, J.C. and J.M. Wachowicz Jr.: Fundamentals of Financial Management, Prentice-Hall, Delhi.
8. Van Horne, James C: Financial Management and Policy, Prentice Hall, Delhi.
9. Pinches, George E: Essentials of Financial Management; Harper and Row, New York.

MCO-E 1.2.12 RESEARCH METHODOLOGY

FM-10+40

Time- 3 hours

Course Objectives: Research is the basis of the nation and has got international flavour. It is the soul of the society as it passes from one generation to another. It inculcates scientific investigation.

- Unit-I** **Research methodology:** Research: Meaning and Objective, Types of Research, Research methods and methodology, Role of Research in business

and industry, Limitation of Research, Process of Research; Problems encountered by researchers in India. Research Problems: meaning, Selection of problem, techniques in defining problem; setting objectives.

Unit-II Planning a research; Research Design: meaning, types & principles, Sample Design: meaning, steps & methods, Determination of Sample Size, Scaling Technique, Methods of data Collection, Questionnaire- meaning, designing , preparation and administering questionnaires, problems in questionnaires, features of good questionnaire, Data processing: Editing, coding, classification, tabulation & presentation, analysis and interpretation of data.

Unit-III Testing of Hypothesis & Report writing: Meaning & formulation of hypothesis , Parametric test (Z test, T Test), Non-parametric Test (Chi-square test, ANOVA, Correlation); Reporting: Meaning, types of reports, research report format; characteristics of report, Steps in report writing, Guidelines for effective reporting writing, footnotes and bibliography/ references- rules and styles.

Learning Outcomes: On successful completion of this course, students will be able to understand about the following:

- (1) Researcher can be transformed into active dispenser, rather than passive umpire by correctional approach, critical appraisal and creative orientation and sustaining moral courage, intelligence integrity and burning commitment.
- (2) Dogged determination, rugged common sense and razor sharp intelligence, which century demands to face stormy challenges under floody feelings with bloody revolutionary vibrations of explosive problems in order to balance cyclonic acid criticism and avoiding hollow concept, teacup debate and impotent ideas.
- (3) The innate qualities inherent in the sentient human soul can emerge with creative potential in the highest form.
- (4) Phenomenal success springs from the mind of the researcher by the spirit of dedication with absolute honesty and unquestionable integrity which is reflected into reliable memory, cheerfulness and self confidence.
- (5) Research methodologies have bright, beautiful and brilliant impact on industrial sectors to intensity production, productivity and profitability.

References:

1. Krishnaswami O.R. : “Methodology of Research in Social Science ‘Himalaya Publishing, Mumbai
2. Gupta Suresh: Research Methodology , Deep and Deep Publications, New Delhi
3. Kumar Ranjith: Research Methodology: A step by step Guide for Beginners, Sage Publishers, New Delhi
4. Tripadhi P.C :A Text Book of Research Methodology in Social Sciences, Sultan Chand, New Delhi
5. Kothari, C.R, Research methodology, New Age International Publishers, New Delhi

6. Chawla & Sondhi, Research Methodology, Vikas Publishing House Pvt. Ltd, New Delhi.
7. Majhi & Khatua, Reseach Methodology, Himalaya Publishing, Mumbai.
8. Dey, S.K Research Methodology in social science research, VSRD Academic Publishing, Nagpur.

MCO-E 2.3.13 ORGANIZATIONAL BEHAVIOUR

FM-10+40

Time- 3 hours

Course Objectives: The Objective of this course is to enable students to develop a theoretical understanding about organisations behaviour over time. The course will also make them capable of realising the competitiveness of firms.

Unit- I: Introduction: Meaning, Definition, concept and significance of organisational behaviour(OB), Relationship with managers and management, Foundation of Individual Behaviour, Personality- concept and theories of personality- Type, Trait, Psycho analytic, Social learning and humanities theories, Shaping of personality – Freudian stages, Eriksons’s stages, Chris Argyris immaturity-maturity continuum, determinants of personality, personality structure The Big five personality traits, MBTI- Myers- Briggs Type indicator, other personality traits, Perception- concept, Perceptual process, Perceptual errors, perceptions and OB, Perceptual organisation, Perceptual selectivity, Learning- concept, Theories of learning- Classical Conditioning, Operant Conditioning, social learning, Cognitive Learning, Principles of learning- Motivation, Reinforcement, Punishments and extinction , learning curves learning styles Attitude- components of Attitudes. Formation of Attitudes, Functions of Attitudes, Changing Attitudes, Measurement of Attitudes.

Unit-II Motivation: Concept, significance of motivation in OB, Theories of motivation. Need Hierarchy Theory, Two Factors Theory, Theory X and Theory Y, ERG Theory McClelland theory, Transactional analysis. Leadership: - concept, Leadership and management, Leadership styles by Renis likert, Theories of Leadership- Trait Approach, Behaviour Theories- Ohio, Michigern, LMX theory. The Managerial Grid, Contingency theories of leadership – Fiedler , Path-Goal theory, the Situational Leadership theory- vroom- yetton model, contemporary theories of leadership- transformational leadership.

Unit-III Group Dynamics, Types of Groups, Group formatives process, Pitfalls of Group, Determinants of group behaviour, Group structuring- Leadership, Role Group size, Group norms, Group tasks, Status congruence, Group cohesiveness, Team building, Stress response, Sources of stress, Stress coping strategies , Organisational Change, Change process, Organisational culture, Organisational Development (OD), pre requisites for OD, OD interventions.

Learning Outcomes: After completion of this paper, the students will be able to:

- (1) Acquainted with the concept of the Individual and his behaviour in organizational set up.
- (2) They will have more knowledge about themselves as individuals
- (3) They will have hands on experience about various dimensions of human behaviour i.e. Personality, Perception, Emotions, Attitudes, Communication
- (4) It will be an eye opener for the students to judge themselves and others also through the various instruments of measuring personality and leadership

References:

1. Organisation Behaviour- K. Aswathappa, Himalaya Publisher
2. Organisation Behaviour J.S. “Chandan, Vikas Publishing House.
3. Essential of Organisation Behaviour- Robins , PHP
4. Organisation theory and Behaviour- S.K. Gupta & R. Joshi, Kalyani Publisher
5. Organizational Behavior and Human Relation- R.S. Dwivedy, Macmillan Publishers India Ltd.
6. Management of organizational behavior-Hersey & Blanchard, PHI

**ENTREPRENEURSHIP AND MSME MANAGEMENT
MCO-E -2.3.14**

FM-10+40

Time- 3 hours

Course Objectives: The purpose of the paper is to orient the students towards EMSME and entrepreneurship as a career option. This paper would enhance the skill and knowledge of students to get into new business ventures.

Unit – I: Introduction:

Meaning, definition and characteristics of entrepreneurship, phases of entrepreneurship development, environment for entrepreneurship, factors influencing entrepreneurship, theories of entrepreneurship, barriers to entrepreneurship, entrepreneurship and economic development. Meaning, definition and characteristics of entrepreneur, types of entrepreneurs, functions of entrepreneurs, qualities of a successful entrepreneur, entrepreneur vs. entrepreneurship, entrepreneur vs. Intrapreneur , entrepreneur vs. professional manager.

Unit –II: Entrepreneurship Development:

Meaning and concept of entrepreneurial competency, developing entrepreneurial competencies, Meaning and concept of entrepreneurial motivation, theories of entrepreneurial motivation, factors motivating people to become entrepreneurs, need of entrepreneurship development, meaning and objectives of entrepreneurship development programmes , course contents and curriculum of entrepreneurship development programmes,

phases of entrepreneurship development programmes , institutions for entrepreneurship development, problems of entrepreneurship development programmes in India.

Unit – III: Support system to entrepreneurs:

Meaning and definition of Micro, Small and Medium enterprises (MSMEs), contribution of MSMEs in the economic development of a country. Institutional support to entrepreneurs, role of National Small Industries Corporation (NSIC), Small Industries Development Organisation (SIDO), Small Industries Service Institute (SISI), Technical Consultancy Organisations (TCOs), District Industries centre (DIC), etc. in promoting entrepreneurship. Institutional Finance to entrepreneurs, Sources of Finance, Long term and short term financial support, role of State Finance Corporations (SFCs), Small Industries Development Bank of India (SIDBI), Industrial Development Bank of India (IDBI), Industrial Finance Corporation of India(IFCI),etc. in promoting entrepreneurship. Marketing support to entrepreneurs, role of government in developing entrepreneurship.

Learning Outcomes: After completion of this paper, the students will be able to :

- (1) Grasp good knowledge of the concept of MSMEs and entrepreneurship
- (2) Generate new ideas and start new enterprises
- (3) Develop new strategies for the growth and survival of business organisations in the modern era.

References:

1. Hisrich, R.D & Peter, M.P.: Entrepreneurship, Tata Mc Graw Hill.
2. Khanka S.S, “Entrepreneurial Development”, S. Chand, New Delhi
3. Holt Entrepreneurship: New Venture Creation, Prentice Hall of India, N. Delhi.
3. Desai Vasant, “The Dynamics of Entrepreneurial Development and Management”, Himalaya Publishing House, Mumbai.
4. Gordon E. and Natarajan K. “ Entrepreneurship Development” , Himalaya Publishing House., Mumbai
5. Gupta C.B and Khanka S.S, “Entrepreneurship Development” Sultan Chand and Sons, New Delhi.

ENTREPRENEUR AND FUNDAMENTALS OF ENTREPRENEURSHIP **MCO-E 2.3.15**

FM-10+40

Time- 3 hours

Course Objectives: The purpose of this course is to familiarize the students with basic concept of enterprise, entrepreneurship and growth of entrepreneurship in India

Unit-I Introduction:

Meaning, definition and concept of enterprise, Evolution of the concept of entrepreneurship, growth of entrepreneurship in India, difference between enterprise and entrepreneurship,

need and importance of entrepreneurship, entrepreneurship in developing countries, Schumpeter's views on entrepreneurship, theories of entrepreneurial supply, charms of becoming an entrepreneur, need for entrepreneurs, problems of entrepreneurs.

Unit-II Women Entrepreneurship:

Meaning, concept of women entrepreneurship, reasons for the slow growth of women entrepreneurship in India. Problems of women entrepreneurs, remedies to solve the problems of women entrepreneurs, measures taken by the government for the development of women entrepreneurship in India.

Unit-III Rural and Social Entrepreneurship

Meaning of rural entrepreneurship, need for rural entrepreneurship, problems of rural entrepreneurship, development of rural entrepreneurship, Meaning of social entrepreneurship, need for social entrepreneurship, problems of social entrepreneurs, development of social entrepreneurship.

Learning Outcomes: After successful completion of this course, students will be able to :

- (1) Understand the need and importance of entrepreneurship
- (2) Explore the condition of women entrepreneurship in India
- (3) Understand the prevailing situation of rural and social entrepreneurship in India

References:

1. Gupta C.B and Khanka S.S, "Entrepreneurship Development" Sultan Chand and Sons, New Delhi.
2. Khanka S.S, "Entrepreneurial Development", S. Chand, New Delhi
3. Desai Vasant, "The Dynamics of Entrepreneurial Development and Management ", Himalaya Publishing House, Mumbai.
4. Sharma Sangeeta, "Entrepreneurship Development" , PHI Learning Private Limited., New Delhi.
5. Gordon E. And Natarajan K. " Entrepreneurship Development" , Himalaya Publishing House., Mumbai

CREATIVITY, INNOVATION AND ENTREPRENEURSHIP MCO-E 2.3.16

FM-10+40

Time- 3 hours

Course Objectives: The purpose of this course is to familiarize the students with the art of creativity, innovation and the combination of the two for the success of entrepreneurship

Unit – I: Creativity:

Creativity; creativity Tools and techniques; Lateral thinking, Enablers and barriers to creativity; Creative Personality; Brainstorming, Entrepreneurial creativity.

Unit –II: Innovation:

Innovation; Innovation process, Commercialization of innovation, Imperatives to Innovation, Enterprise Innovation, Types of innovations, Innovative organizations, barriers and enablers to enterprise innovation.

Unit – III: Diffusion of innovation:

Diffusion of innovation, Trends in technical innovation, Technopreneurs, Exercises in brainstorming, creative problem solving and business innovation.

Learning Outcomes: After successful completion of this course, students will be able to:

- (1) Develop new ideas and think new things
- (2) Understand the tools and techniques of creativity
- (3) Apply new things for the growth of enterprises

References:

1. Rastogi P.N. - 'Managing Creativity for corporate Excellence', Macmillan India 14 Readings Ltd. Timple,
2. A. Dale- 'Creativity', Jaico Publishing House.
3. Martal, Shlomo & Seshadri, Dve - 'Innovation Management:-Strategies, Concepts & Tools for Growth & Profit', Response Books, Sage Publication. Prahalad,
4. C.K., Krishnan M.S., 'The New age of Innovation', Tata McGraw Hill.

**DISSERTATION
MCO-E 2.3.17
FM-30+20**

-
- I. SIXTY PERCENT WEIGHTAGE FOR DISSERTATION PAPERS AND FORTY PERCENT WEITAGE FOR PRESENTATION.
 - II. DISSERTATION IS TO BE PREPARED UNDER THE GUIDANCE OF A FACULTY OF THE DEPARTMENT DURING THE SEMESTER PERIOD COVERING THE AREAS OF COMMERCE & MANAGEMENT.
 - III. TO COMPLETE THIS PAPER FIFTY PERCENT MARK IS REQUIRED.

GUIDELINES FOR DISSERTATION

The objective of the project course is to help the student develop ability to apply multi-disciplinary concepts, tools and techniques to solve organisational problems. The project may be from any one of your areas preferably of specialisation area: Comprehensive case study (covering single organisation/multifunctional area, problem formulation, analysis and recommendations). Inter-organisational study aimed at inter-organisational comparison/validation of theory/survey of management practices, field study (empirical study).

SYNOPSIS

The Proposal of the proposed Project should essentially have the following:

- I. Introduction, brief background and relevance of the topic chosen for the project.
- II. Statement of the problem.
- III. Objectives (clearly stated in behavioural terms).
- IV. Research Methodology:
 - Research Design
 - Nature and source of data/information to be collected.
 - Sample and sampling technique.
 - Rationale of chosen organisation and the sample.
 - Tools and Techniques to be used for data collection - details of the tools/questionnaire to be used and its relevance with the objectives of the project.
 - Method/s to be used for data collection.
- V. Data handling and analysis- organisation and analysis of data. Statistical tools to be used for analysis. Relevance of statistical tools with the objectives of the project.
- VI. Findings and conclusions.
- VII. Limitation of the proposed project, if any.
- VIII. Scope for further research (optional).
- IX. Any other relevant detail which will help better appreciation and understanding of the project proposal.

PROJECT REPORT

The Project Report must have the following:

- Cover Page – must have the name and roll no. of the student and the name & designation of the guide along with the title of the Project.
Acknowledgement, declaration, Certificate of originality signed by the guide with date.
- Detailed tables & figures of contents with page nos. Index of Chapters
- All pages of the Project Report must be numbered as reflected in Index of Chapters
Chapter-I: Introduction & Review of literatures, Chapter-II: Research Methodology, Chapter-III: Conceptual & Theoretical Descriptions, Chapter-IV: Analysis & Interpretations, Chapter-V: Testing of Hypotheses, Chapter-VI: Conclusion, suggestions & Scope for further research. References,

Annexure,etc.

Research Methodology:

- Research Design
- Nature and Source of data/information
- Sample and Sampling method with rationale
- Details of the tools:
- The Questionnaire and other methods used and their purpose
- Reliability and Validity of the tools used
- Administration of tools and techniques
- Data collection
- Data Handling, Statistical tools used for Data Analysis
- Data Interpretation and Findings
- Recommendations
- Summary and Conclusion
- Limitations of the Project
- Direction for further research
- Reference/Bibliography
- Annexure/Appendices (Questionnaire used etc.)

PROJECT PREPARATION FOR ESTABLISHING A NEW ENTREPRISE

MCO-E 2.3.18

FM-40+10

The student will undergo a part-time on-the job training under the close supervision of an entrepreneur/ in an organization for minimum 30 working days. This training should help him develop a perspective of wholesome management of business activities. This would enable him/ her to appreciate the importance of different business activities and see how different business activities are interrelated. He/she will have to submit a report on the organisation he/she has under gone training and make a presentation before a panel of experts, which includes one external and an internal. Project study would be based on work undertaken by the candidate under the supervision of a guide allotted to him/ her. Students may discuss their projects with experts and after such mutual consultation and agreement a project proposal may be finalised. Based on academic inputs and training, the candidate would finally develop a business plan that can be submitted for funding. The candidate will undertake the necessary research, survey and field work to develop a viable business plan in a format acceptable to financial institutions. There are 40 marks for report and 10 marks for its presentation.

MCO-E 2.4.19 STRATEGIC MANAGEMENT

FM-10+40

Time- 3 hours

Course Objectives:

To help students understand strategy making process that is informed integrative and responsive to rapid changes in an organization's globally oriented environment and also to help them understand tasks of implementing strategy in a global market. Strategic Management examines performance strategy formulation and implementation issues from a general management perspective providing an integrative framework for managing the organizational entity and its functional components.

Unit- I Meaning and Attributes of Sound strategy, Basic features of strategic management, Fundamentals of strategic decision, Approaches to strategic decision making , Role and limitations of strategic management. Bench Marking, Sequence of strategic management process and their implications, Strategists involved for strategic management; Board of Directors, Chief Executive Officer, Corporate Planning staff, Managers, Consultants, Limitations of strategic management process.

Unit-II Basic of Strategy, Variants of stability strategy, Features of expansion strategy, variants of growth strategy, Diversification strategy, Retrenchment strategy, Turnaround strategy, Divestment strategy. Liquidation Strategy, Mergers and Acquisition, Meaning of Strategic Choice, Factors influencing strategic choice, Approaches to strategy formulation.

Unit-III Need for strategy evaluation and control, Barriers, Strategic control, Operational control, Process of Control & Evaluation, Strategic Control and Evaluation Techniques. Operational Control, Role of Organizational system in Evaluation.

Learning Outcomes:

The successful completion of this paper shall enable the student:

- a. To describe the role of Strategic Management and the concepts of Strategy and identify approaches to Strategic Decision Making
- b. To understand various levels at which Strategy exist namely Corporate, Business and Functional level
- c. To help students learn strategic management models
- d. To analyze how organizations make decisions in response to rapid changes that occur due to environmental changes.
- e. To analyze how firms make entry into global markets and implement and evaluate strategy at an International level.
- f. Demonstrate the importance of analyzing External and Internal environment

2. They will realize the ever increasing relevance of HR in contemporary corporate world.
3. Students can differentiate between changing role of HR manager in different time periods.
4. Approaches to HRM will give insights to the role of HR in various policy matters of Govt.
5. Finally students will realize the reality that people are real resources of the organization.

References:

1. Subbarao P. 'Essentials of HRM & IR', Himalaya Publishing House, Mumbai
2. Sharma A.M., ' Human Resource Management', HPH, Mumbai
3. Gomez Mejia, 'Managing Human Resource', PHI
4. Reddy Dr. B. Rathan , 'Effective HR Training and Development Strategy', HPH

**PROJECT APPRAISAL AND MANAGEMENT
MCO-E 2.4.21**

FM-10+40

Time- 3 hours

Course Objectives: To help the students to understand the various aspects of projects; project Identification, project Appraisal, project planning and scheduling, project implementation, project evaluation of the projects. It touches the practical aspects of project analysis and implementation which will be of great use of entrepreneurs.

- Unit- I** Concept, Characteristics and types of Project, Project Management: Concept, Meaning, Objectives, Participants in Project Management, Project Life Cycle.
- Unit-II** Project Planning, Project Organisation, Project Report, Project Design and Network Analysis: PERT, CPM, crashing, levelling and smoothing.
- Unit-III** Cost benefit Analysis, Project Financing, Incentives and Subsidies, Project Monitoring and Control.

Learning Outcomes: The successful completion of this paper shall enable the student:

1. To able to know the concept of project and project management and types of projects
2. To know all the stages in the project life cycle from concept to completion
3. To know the whole concepts of projects that can be fit into the gamut of finding a gap in terms of customers needs for goods and filling the gap
4. To know the various aspects of project appraisal like economic, commercial, financial, management appraisal
5. To understand the various sources of finance available for meeting the project cost

6. To know the project scheduling techniques in detail

References:

1. Chandra Prasanna, Project Management, Tata McGraw Hill, New Delhi Maylor, Harvey (2004)
2. Project Management, 3/e, Pearson Education, New Delhi.

**FAMILY BUSINESS MANAGEMENT
MCO-E 2.4.22**

FM-10+40

Time- 3 hours

Course Objectives: The purpose of this course is to familiarize the students with the concept of family business and the role of family business in the modern business world.

Unit-I FAMILY BUSINESS: AN OVERVIEW

Defining family business; Why family businesses are special, Family business dynamics: people, systems & growing complexity, The family's relationship with the business: developing a strategic vision & building teamwork. Defining small business; forms of organisation for small business, Role and importance of small business.

Unit-II THE NEXT GENERATION:

Human resource management and leadership perspective, Getting help: making the most of outside resources Professionalizing the boardroom: the role of balanced board of directors Cousin companies: family governance in multigenerational family firms. Challenges of marketing for small businesses; sources of funds for small businesses; Human resource management issues in small businesses; managing small business operations.

Unit-III SUCCESSION PLANNING:

Succession Planning: Managing succession: the leadership challenge, Building financial security and relinquishing control, Wealth management: family offices and philanthropy. Setting up a SSI; formalities of launching a new venture; product selection; problems of SSI.

Learning Outcomes: After successful completion of this course, students will be able to:

- (1) Understand the need and importance of family business
- (2) Understand the human resource and leadership issues in family business
- (3) Understand the succession planning in family business

References:

1. Peter Leach, Family Business Jain, Rajesh, Chains that Liberate: Governance of Family Firms, Macmillan India Ltd.
2. Arora, R. and Sood, S.K., “|Fundamentals of Entrepreneurship and Small Business Management”, Kalyani Publishers, Ludhiana.
3. Desai, Vasant, “Small-Scale Industries and Entrepreneurship”, Himalaya Publishing House, Mumbai.
4. Ramachandaran, K., “Managing a New Business Successfully”, Global Business Press, New Delhi. Ministry of small, micro and Medium Enterprise – www.msme.gov.in

EXPLORING BUSINESS OPPERTUNITIES IN THE CONTEXT OF ODISHA

MCO-E 2.4.23

FM-10+40

Time- 3 hours

Course Objectives: The purpose of this course is to familiarize the students with the business opportunities in Odisha and the available resources for the growth and development of MSMEs.

Unit-I BUSINESS OPPERTUNITIES IN ODISHA:AN OVERVIEW

Business opportunities in Odisha, industrial and commercial policy of Odisha, measures to speed up industrial growth.

Unit-II INDUSTRIAL ACTIVITIES IN ODISHA:

State level public enterprises, micro, small and medium enterprises in Odisha,cluster development programme, industrial promotion activities of government of Odisha.

Unit-III ENTREPRENEURSHIP DEVELOPMENT:

Entrepreneurship development club, functions of the clubs, implementing agency, financial assistance, skill development for entrepreneurs, benefits provided by business incubators, classification of business incubator, services provided by business incubators.

Learning Outcomes: After successful completion of this course, students will be able to:

- (1) Explore the business opportunities in Odisha
- (2) Know about different types of industries and industrial promotion activities in Odisha
- (3) Learn about the functions of entrepreneurship development club

References:

1. Peter Leach, Family Business Jain, Rajesh, Chains that Liberate: Governance of Family Firms, Macmillan India Ltd.
2. Arora, R. and Sood, S.K., "Fundamentals of Entrepreneurship and Small Business Management", Kalyani Publishers, Ludhiana.
3. Desai, Vasant, "Small-Scale Industries and Entrepreneurship", Himalaya Publishing House, Mumbai.
4. Ramachandaran, K., "Managing a New Business Successfully", Global Business Press, New Delhi. Ministry of small, micro and Medium Enterprise – www.msme.gov.in

INDUSTRIAL VISIT AND REPORT WRITING MCO-E 2.4.24

FM-40+10

Course Objectives: The purpose of this course is to familiarize the students with various industries. It will improve their writing skill and industrial knowledge.

The students will visit at least 10 Micro/small/medium enterprises and prepare reports on the functioning of these enterprises. They need to prepare a compendium on the same and give class room presentation after submission of the reports. The reports must contain the followings.

1. Organization profile
2. Functioning of Business
3. Finance/HR/Production/Marketing Activities
4. Problems/Obstacles
5. SWOT Analysis
6. Future Challenges and growth
7. Suggestions
8. Conclusion

The students are advised to visit different types of organization like SHG, NGO, travel agent, tour operator, private firms, individual household entrepreneurs, etc. There are 20 marks for industrial visit and 20 marks for report writing and 10 marks for its presentation.

Learning Outcomes: After successful completion of this course, students will be able to:

- (1) Collect information about industries
- (2) Prepare a good business plan

Value Added Course-I

GST AND COMPUTERISED ACCOUNTING

Paper Code: MCO- E- VA 1

F.M-50

Time- 2 hours

Objectives: This course is designed to give the participants a thorough exposure on GST and new age Computerized Accounting. This course will cover recent amendments in GST and knowledge of latest software used in Computerised Accounting i.e. Tally Prime

Unit 1: Indian Taxation System

Introduction to GST, Procedure Relating to Levy collection and Exemption from tax, Scope Of Supply, Mixed And Composite Supply, Regular And Composition Levy, Time Of Supply, Place of Supply, Value of Supply, ITC Mechanism, ITC Settlement.

Unit 2: Registration, payment, return and Administration under GST.

Registration under GST, Tax Invoice and other such Instruments in GST, Payment of Tax, Accounts and Records, Return and Audit, Refund, Offences and Penalties, Assessment, Tax Administration

Unit 3: Computerised Accounting

Fundamentals of Tally Prime, Company Creation, Alteration, Shut And Deletion Of Company, Use of F11, F12 Configuration and Password in Company Data Tally Vault Password, Types of Predefined Groups, Creation, Alteration of New Groups, Ledgers and Inventory Master, F12 Configuration In Master Creation, Standard Rate and Price Level, Types of Voucher, Voucher Alteration, Voucher Type Creation, Recording of Sample Transactions Through Different Types of Accounting Vouchers, Use of F12 Key In Vouchers And Invoice Creation And Display of Record Voucher And Trial Balance, Inter Godown Transfer, Godown Wise Stock Report, F12 Print Configuration, Cash Discounts and Trade Discounts, Sale and Purchase Register, GST Payment, Configuring the Bill-wise Details, Bank Reconciliation Statement, Display and Print of Financial Reports, GST Returns, Online Filling of Returns

Learning Outcomes: After successful completion of this course, students will learn-

1. The principles and provisions of Goods and Services Tax (GST), which is, implemented from 2017 under the notion of One Nation, One Tax and One Market.
2. Basic provisions of GST Law and basic working knowledge.
3. The implementation of software application in accounting and will develop a practical approach towards filing of income tax return online.

References:

1. Dey Sanjeeb Kumar & Panda Arabinda, Computerized Accounting & E-Filing of Tax Returns, Kalyani Publications
2. Swain AK & Agrawal – GST: Concepts and Applications, Himalayan Publishing House.
3. Bansal KM – GST, Taxmann Publications
4. Singhanian, V.K., Student's Guide to Income Tax including GST

Value Added course-II
Co-operatives for Social Change
Paper Code- MCO- E- VA 2 (2 Credit Course)

Duration- 30 Hrs**Full Mark- 50**

Objectives: The prime objectives of this course is to make the student aware about cooperative organisations, Cooperative movement in India, formation of cooperative organisations, Cooperative governance and different type of cooperatives which exist and play vital role in socio-economic development of the nation.

UNIT-1

Concept of co-operation - Meaning and definition - Why cooperatives- feature and structure of cooperatives, Principles of cooperative (ICA- 1995), historical evolution and pioneers of co-operative movement. Evolution, growth and current status: Genesis of co-operative movement in India.

UNIT-2

Organisation and registration of cooperative societies – need and importance – procedure to be followed – assessing the viability norms – requirement – conditions to be fulfilled. Bye-laws – nature and scope of bye-laws – preparation of bye-laws – assessing the bye-laws, amendment of bye-laws – requirement – conditions to be fulfilled and procedure to be followed. Membership – eligibility for membership: qualifications and disqualifications of a member, procedure to be followed for becoming a member of a cooperative society. Rights of members to services, removable and expulsion. **Cooperative Governance-** Management, Constitution of Management Committee, Cooperative elections

UNIT-3

Credit Cooperatives Agricultural Credit Cooperatives and Non-Agricultural Credit Cooperatives. Agricultural Credit Coops - PACS, FSS, LAMPS, DCC Banks and State Cooperative Banks.

Consumer Cooperatives - Primary – District - State and National Federations. **Dairy Cooperatives-** Primary Milk Producers Cooperatives, District Milk Unions, State and

National Dairy Cooperative Federation. Role of National Dairy Development Board in Dairy Cooperatives. **Fishery Cooperatives, Housing Cooperatives, Fertilizer Cooperatives-IFFCO & KRIBHCO, Service Cooperatives.**

***Field Visit to five apex Cooperative Organization of Odisha.**

Learning Outcomes

After studying this course the students will learn the followings:

- How to form a cooperative organisation
- Will know about the principles and governance of cooperatives
- Types of credit and non-credit cooperatives
- Role of various cooperatives which play important role in socio-economic development of the nation

Books

- Cooperative Manuals
- HDCM study materials (NCCT)

Add-on Course—I M.Com (ENT)

MANAGEMENT PRINCIPLES & BEHAVIOURAL DYNAMICS

Paper Code: MCO –E- AO 1

F.M-50

Time- 2 hours

Objectives: The objective of this course is to provide the young minds about the nuances of management principles and behavioural responses expected of them as young management professionals by covering different principles of management, various aspects of organizational behavior and corporate governance.

UNIT-I: PRINCIPLES OF MANAGEMENT (10hrs.)

Management: Meaning, Definition, Importance, functions, Management as a Profession, Universality of Management, and Management is Science as well as Art.

Management Thought: Classical, Neo-Classical and Modern (Contribution of Taylor, Fayol, Weber, Mayo, Drucker, Herzberg, Maslow, Bernard)

Planning- Meaning, Objectives, Types, Planning Premises, Essentials of effective planning.

Organising- Concept, importance, Different Models of Organisation- Line, Line & Staff, Functional, Matrix, Project, Committee.

UNIT-II: MANAGEMENT OF PEOPLE AND THEIR BEHAVIOUR (10hrs.)

HRM- Meaning, Definition, Importance, Objectives, Functions. **HRP-** Concept, Need, features, HRP Process, Recruitment, Selection, Training..

Leadership-Concept, Styles of Leadership, Theories of Leadership,.

Motivation- Concept, Theories of motivation.

UNIT-III: BUSINESS ETHICS, CORPORATE GOVERNANCE & CSR (10hrs.)

Business Ethics- Nature, Characteristics and needs, Ethical Practices in Management, Ethical Value System- Universalism, Utilitarianism, Distributive Justice.

Corporate Governance- Need, Issues, Corporate Governance Codes, Transparency and Disclosure. Role of Auditors, Board of Directors and Shareholders.

CSR-Social Responsibilities of Business, Fair trade practices, Fulfilling National obligations under various laws, safeguarding health and wellbeing of customers.

Learning Outcomes:

1. The Course structure of this paper would make the students to get acquainted with management as a subject and profession.
2. Students will realize that managing human resource in an organization is the most challenging and satisfying job one can have.
3. Students will learn how to be an effective leader in organisational context.
4. Students will learn, realize and appreciate the importance of values and ethics in corporate world as well as in their personal and professional life.
5. The course is designed in a manner to give students impetus for their overall behavioural modification to ensure success in their professional life.

References:

1. Pany Tushar K, Management Principles and Application, Kalyani-2.
2. Prasad L.M., Principles and Practices of Management, Sultan Chand.
3. Rao V.S.P- Human Resource Management, Vikash Publication.
4. Organisation Behaviour-K. Aswathappa, Himalaya Publisher.
5. Chakraborty S.K.-Values and Ethics in Organisation, OUP