

# (1) MANUFACTURING & MATERIALS MANAGEMENT

(Effective from 15<sup>th</sup> June 2009)

## SECTION-1

### MANUFACTURING MANAGEMENT

Production Management

Meaning , Scope, Importance, Areas as a function of Industrial Organisation

#### 2 Manufacturing Processes

Types, Basic functions & applications

#### 3 Production Systems

Continuous ,Batch Type, Job Order, Characteristics &

Applications

Plant Location

Concept, Factors Governing Plant Location , City, Suburban & Rural Areas

as a Plant Site. Industrial Estates, Selection of exact site

#### 4 Plant Layout

Meaning, Need for layout, Types of layout with merits & demerits

Material Handling

Need ,Objectives, Principles of Material Handling, Classification & uses of MH equipments.

Work Study, Work Measurement & Value Analysis

#### Work Study

Meaning, Purpose, Procedure, Scope, Concept of Productivity, Techniques of WS.

Method Study

Meaning, Procedure, Objectives, Charts & Flow Diagrams,

Principles of Motion Economy, Therbligs Analysis.

Work Measurement

Meaning, Objectives, Procedure techniques, time study, elemental break down,

performance rating , standard time and its uses , allowances.

Value analysis

Concepts, need and procedure- input output analysis

PRODUCTION PLANNING & CONTROL

Meaning, Objectives & benefits of PPC, Functions, Gantt Charts

## SECTION – II

### 1. Project Planning

Network techniques, CPM & PERT, Critical Path, Floats and Slack.

### 2. Material Management

Introduction, Scope, Importance, Objectives of MM ; Integrated Material Management

### 3. Industrial Purchasing

Importance, Functions, Objectives, Duties, Methods of Purchasing, Centralized & Decentralized purchasing, Purchasing procedures, Purchasing through DGS and D, Vendor selection and rating.

### 4. Store Keeping

Importance, centralized and decentralized store keeping, organization and functions of store, location of materials, stores

layout, accounts of store. Valuation of material issued from stores.

**5. Inventory Control:**

Inventory need, importance and types, inventory control- importance, objectives, steps and advantages, inventory costs, EOQ simple deterministic models, selective control techniques- ABC analysis, codification of materials.

## **(2) Business Environment ( B.E. )**

(Effective from 15<sup>th</sup> June 2009)

### SECTION – I

#### **[1.]. Elements of Business Environment.**

- Basic concepts of Business Environment
- Need of B.E. in Strategic Management and policy making
- Factors influencing Environment of Business
- Economic and Non-Economic Environment of Business

#### **2. Social Environment**

- Business and Society, Changing Concepts and objectives of Business
- Professionalization
- Business ethics and culture
- Cultural lag and its impact on B.E.
- Impact analysis of technological changes of Business
- Social responsibility of Business
- Social Audit
- Consumerism
- The essential commodities act the public distribution system

#### **[3.] Macro Environment**

[Environment policies and current business trends]

- Monetary policy
  - Role in B.E.
  - Objectives
- Fiscal policy  
Instruments, Financial and tax reforms, recent changes and its impact on B.E.
- Role of Finance Commission : Budget; its importance and impact on B.E,  
The union budget and state budget
- Money and Capital Market :  
Meaning, Importance, Constituents, Instruments and functions,  
policies for capital Market, Capital Market in India and reforms; its  
impact on BE ( with reference to India; Stock exchange and its  
regulations; Introduction to SENSEX,NSE,OTCEL,SEBI and its  
functions
- Risk Management in financial institutions

### SECTION – II

#### **[4.] Industrial Environment:**

- Industrial policy of India [ Recent 1991 ] , its appraisal and current Industrial scenario
- Role of Industrial Finance  
Importance and Sources
- Industrial Sickness – causes and remedies
- Issues of privatisation : Need, benefits and ways of privatisation,  
Obstacles in privatisation ; Privatisation in India
- Issues in Public Sector Enterprises reforms ; Need, expansion,  
performance, problems, limitations of PE and Criticisms of PE reforms.
- Role of the Government :
  - Regulatory
  - Entrepreneurial

- Planning
- Promotional
- Constitutional
- Price and Distribution Controls  
Objectives of price policy in India, Subsidization

**[5.] International Environment:**

- Regulation and promotion of foreign trade ; Exim policy of India [ Recent ]
- Concepts of EOUs and EPZS
- International Environment Problems
- WTO and its impact in Indian Business Environment
- Protection of patents and trade marks
- MNCs : Role and critical appraisal policy towards MNCs
- Globalization and its impact on Indian business. Why go for International? Is it desirable
- Foreign Direct Investment (FDI) flows and its impact on Indian economy. constraints against its flows and needs.

**[6.] Managerial Environment and agriculture**

- Workers participation in Management : Problems and provisions
- Exit policy and VRS
- Recent technological changes in Agriculture and its impact on productivity
- Agricultural Marketing as a Business and its implications to prices for farmers

Dharmsinh Desai University, Nadiad  
Department of Business Administration  
**(3) ORGANISATIONAL BEHAVIOUR**  
(Effective from 15<sup>th</sup> June 2009)  
**SECTION-I**

1. FUNDAMENTAL OF ORGANIZATIONAL  
BEHAVIOUR

- a) **Working with people**
- b) **Models of O.B**
- c) **Social systems and organizational culture**
- d) **Managing communication**

2. BEHAVIOUR IN THE ORGANISATION

- a) **Interpersonal behaviour**
- b) **Group dynamics**

3. MOTIVATION AND REWARD SYSTEM

- a) **Motivation basics**
- b) **Motivation application**
- c) **Appraising and rewarding employee**
- d) **Employee attitudes**

**SECTION -II**

4. LEADERSHIP AND CHANGE

- a) **Leadership**
- b) **Empowerment And Participating**
- c) **Managing Change**
- d) **Organizational Development**

5. ORGANIZATIONS AND THEIR EFFORTS

- a) **Structure, Technology & People**
- b) **Quality Of Work Life & Socio-technical Systems**
- c) **Issues Between Organizations & Individuals**
- d) **Informal Organizations**

6. STRESS & COUNSELLING

- a) **Issues Of Stress & Counselling**
- b) **Organizational Behaviour In Perspective**

## (4) INDUSTRIAL AND COMMERCIAL LAW

(Effective from 15<sup>th</sup> June 2009)

|                |     |
|----------------|-----|
| Commercial Law | 50% |
| Industrial Law | 50% |

### SECTION-I

Commercial Law

- 1. Indian Contract Act – 1872  
(Sections 1 to 75)**
- 2. Sale of Goods Act – 1930**
- 3. Negotiable Instruments Act – 1882**

### SECTION-II

Industrial Law

- 1. The Industrial Disputes Act, 1947**
- 2. The Factories Act – 1948**
- 3. The workmen's Compensations Act – 1923**
- 4. The payment of wages Act – 1948**
- 5. The Trade union Act – 1926**

### SECTION- I

**Commercial Act**

**50%**

**Indian Contract Act – 1872**

**(Sec. 1 to 75)**

1. Introduction of Contract.

**Contract – Essential elements of Contract – Types  
Of Contract.**

2. Offer and Acceptance.

**Offer – legal rules as to offer.**

**Acceptance – legal rules relating to acceptance**

**Communication of offer and acceptance – when  
It complete. Revocation of offer and acceptance.**

3. Consideration

**Consideration – Legal requirements regarding**

**Consideration – suit by third party on an agreement –  
Validity of an agreement without consideration.**

4. Capacity to Contract

**Minors – persons of unsound mind – persons  
Disqualified by law**

5. Free Consent

**Free Consent – Coercion – undue influence –  
Misrepresentation – Fraud – mistake**

6. Legality of Object

**Unlawful agreement-effect of illegal agreement**

**Void agreement**

**Contingent contract**

**Performance of contract**

**By whom contract must be performed- time and place**

**For joint performance-Promise and reciprocal Promise and**

**Performance of it- Contracts which need not be performed**

**-Appropriation of payment**

**Discharge of a contract – modes of discharge of contract**

10 Breach of contract

**Breach of contract**

**Anticipatory breach-Actual breach-Remedial available**

**For breach of contract (Rules relating to damages)**

11 Quasi contract

2 Sale of goods Act 1930

- **Definitions ,Conditions and warranties, Transfer of property,  
Performance of contract, Rights of a seller**

**3 Negotiable Instruments Act-1882**

**SECTION-II**

**Industrial Law**

**50%**

**1 Industrial Dispute Act-1947**

**15%**

- ◆ **Object of the act**
- ◆ **Definition(sec-2)**
- ◆ **Authorities under the act (appointment – duty- power procedure)**
- ◆ **Reference of disputes (sec-10)**
- ◆ **Awards and settlement (sec15-17)**
  - **Enforcement of the award**
  - **Operation period of Award and settlement**
  - **Person to whom settlement, award binding**
- ◆ **Prohibition of strike lock-out (sec22-23)**
- ◆ **Lay off retrenchment compensation**

Factories Act-1948

**10%**

- ◆ **Definition**
- ◆ **Duties of occupier**
- ◆ **Manufacture**
- ◆ **Provisions relating to health, safety, welfare etc**
- ◆ **Provision relating to hazardous process**
- ◆ **Working hours of an adult child**
- ◆ **Annual leave with wages**

**3 The Workmen’s Compensation Act**

**5%**

- ◆ **Employers liability for compensation**
- ◆ **Defenses available to employer**
- ◆ **Commissioners (authority under Act)**

**4 The Payment Of Wages Act 1948**

**10%**

- ◆ **Rules for payment of wages**
- ◆ **Reduction from wages**

**5 The Trade Union Act-1926**

**10%**

- ◆ **Registration of trade union**
- ◆ **Rights and privileges of trade union.**

## **(5) TAXATION**

(Effective from 15<sup>th</sup> June 2009)

### **SECTION 1**

#### **1 (A) Concepts of direct and indirect taxes**

Definitions of—Assessee, Person, Assessment Year, Previous Year, Gross Total Income, Agricultural income Casual income, Company, Indian Company, Dividend,

- (B) Residential status and incidence of taxation
- (C) Income exempt from tax

#### **2 Specific heads of income (Individual as an Assessee)**

- (A) Salary-Meaning, Basis of charge, Income included under this head, Allowances, Valuation of perquisites, Deductions, Retirement benefits.
- (B) Income from house property
- (C) Profits and gains from business and profession

Income covered under this head, Allowable deductions, Calculations of depreciation. Disallowable expenses.

- (D) Capital Gains --- Meaning of Long term and short term capital assets, Computation of Long term and short term capital gains, Exemptions available under section 54, 54B, 54EC, 54ED, 54F

Special cases-1 Conversion of capital assets into stock:

2 Transfer of firm's assets to partners and vice-versa:

3 Compulsory acquisition of assets:

4 Self generated assets like- Goodwill-Tenancy rights-right to manufacture or produce- trademark etc

5 Acquisition of bonus shares

6 Transfer of right shares

7 Conversion of debenture in shares

### **SECTION – II**

#### **1. Income from other sources**

#### **2. a) Clubbing of Income Carry forward and setoff of losses**

- b). Deduction from Gross Total Income under section 80 C, 80 CCC, 80 CCD, 80D, 80DD, 80DDB, 80E, 80G, 80U.

#### **3. a) Filing of tax return under prescribed parameters and time schedule**

- b) Advance payment of tax-date- percentage- limit
- c) TDS-meaning-liability- time limit of payment of TDS

#### **4. Indirect Taxes**

a). Gujarat Valued Added Tax Act

Introduction : Definitions : 1). Business 2). Dealer 3). Goods 4).

Manufacture 5). Person 6). Place of Business 7). Purchase Price 8). Raw Materials 9). Sale 10). Re-sale 11). Sale Price 12). Taxable Turnover 13). Value of Goods

Incidence of Tax : ( Brief Idea )

Registration

Liability to pay tax

- b) Central Excise Act –Definition Of –Factory- Manufacture-Deemed manufacturing – types of duties - Manufacturers Liability For Payment



Of Duty- Exemption From Duty- Registration Of Certain Persons,  
Concept Of CENVAT, Captive Consumption.

- c) Introduction To Service Tax, Registration and payment Procedure.
- d) Basics of Custom Duty: Introduction, Definition of Goods, territorial waters of India, Indian custom water, custom station, person in charge, procedure of import and export in brief, exemption from custom duty, Types of Duty.

## **(6) ADVANCED MARKETING MANAGEMENT**

(Effective from 15<sup>th</sup> June 2009)

Section: - I

### **1 PRODUCT MANAGEMENT**

- Basic concepts of product
  - Environmental factors affecting product and management
  - Product planning
  - Product market strategies
  - Branding Decisions
  - Brand Image
  - Brand Personality
  - Brand Equity
- References: S.A. Chunawala & R. Majumdar

### **2 SERVICE MARKETING**

1. Introduction
  2. Concept of service
  3. Reasons for growth
  4. Characteristics of services
  5. Classification of services
  6. Marketing mix
  7. Capacity planning
  8. Internal marketing
  9. Service quality
  10. TQM in service Marketing
  11. Designing a service strategy
- Ref. : IGNOU MATERIAL*

### **3 ADVERTISING**

#### **Introduction: - 5Ms of Advertising**

- Ad. Objectives: awareness, persuasion, reminder
  - Ad. Budget
  - Message : copy, format and appeals
  - Media specification :Types of media, advantages and disadvantages of each media
  - Ad. Evaluation : Using DAGMAR approach
- Ref.: Marketing Management by Philip Kotler, Mahendra Mohan*

Section: - 2

### **4 MARKETING RESEARCH**

- Nature and scope of Marketing Research
- Uses of Marketing Research
- Marketing research process
- Sources of data

Secondary: - Types of Secondary data, advantages and disadvantages.

Primary: - Objectives ,types, sources methods of data collection media of communication.

Merits and demerits of personal ,mail, and telephone interviews

- Data collection instruments: -
- Questionnaire: - Definition, importance steps for preparing questionnaire ,types of questions
- Sampling: - advantages and disadvantages
- Sampling methods: - probability and non probability (as advantages and disadvantages in brief, statistical understanding not required)
- Sample size: - meaning, determining sample size for estimating means for proportions

- Data processing: - preparing raw data , editing, coding, tabulation and summary of data
- Data analysis: - understanding univariate and multivariate analysis, factors for deciding appropriate technique of analysis
- Preparation of research report: - presentation, ,contents, principles of report

**Presentation      Ref.: M.N.MISHRA**

## **5 SALESFORCE & DISTRIBUTION MANAGEMENT**

- Role of Personal Selling
- Managing the sales force
- Prin. personal selling
- Channel Design Decisions
- Channel management decisions
- Physical distribution and logistics management

*Ref.; Principles of Marketing by Kotler and Armstrong.*

## **6 International Marketing: -**

- Meaning
- Difference between domestic & global marketing
- The driving forces of global marketing
- The global marketing environment
- Global segmentation & trading
- Global positioning & branding
- Global advertising
- Global pricing \* Entry strategies for global companies



## **(7) ADVANCED FINANCIAL MANAGEMENT**

(Effective from 15<sup>th</sup> June 2009)

### **SECTION I**

#### **1 VALUATION OF SECURITIES:**

Meaning of securities – Need for valuation- Concept of value- Time value of money- technique compounding. Future value of a series of payment – compound sum of an annuity present value or discounting technique (using mathematical formula)- present value Table- series of cash flow- risk and return- Risk and return of portfolio- Concept of Effective v/s Nominal rate (calculating duration, rate of return, payment of interest- problem of rate etc)

#### **2 CAPITAL BUDGETING: -**

Importance-difficulties- capital rationing( theory only )- kinds- requirements- relevant cash flows- incremental cash flows- conventional or non conventional cash flows estimates- replacement situations- Risk and Return analysis (theory only)- tools and techniques such as IRR, NPV.

#### **3 COST OF CAPITAL:**

Meaning-definition importance-assumption-concepts- explicit and implicit-computation of specific cost- cost of debts- perpetual debt-redeemable debt- cost of preference debt- perpetual redeemable- cost of equity- dividend approach- growth at uniform rate- supernormal growth- zero growth- relationship of P/E and cost of equity- CAPM or SML- (theory) – CAPM V/S dividend growth model- cost of capital in practice- cost of retained earnings- overall cost of capital (WACC)-B.V & M.V. weights- concepts of marginal cost of capital- difference between Marginal cost and marginal capital.

### **SECTION II**

#### **4 CAPITAL STRUCTURE:**

Meaning- significance- factors- assumption-theory- N.I, NOIM M&M (with and without tax)- Limitation of MM- operating and financial leverage –analysis- concept of financial break even point- optimum capital structure- indifference point- with respect to EPS.

#### **5 LONG TERM FUND RAISING THROUGH SECURITY ISSUE AND OTHER MODES:**

Marketable corporate securities (Bonds, public deposits etc) -right issue provisions-private placement- public issue- foreign collaboration- underwriting arrangements- listing of securities-basic formalities of listing Venture capital-development of V.C.-international experiences- development of V.C. in India- Future of Venture Capital. - Commercial banks, Development Banking institution, Lease financing- meaning- classification- international lease financing-Indian Lease financing scenario utility.

#### **6 MANAGEMENT OF WORKING CAPITAL:**

Working capital planning-Financing of working capital- Sources of finance- Forms of credit- role of commercial banks- estimation of working capital requirements