



PONDICHERY UNIVERSITY
PUDUCHERRY

M.Com
DEGREE PROGRAMME
(Affiliated Colleges)

Course Structure
(Revised)
With effect from
Academic Year 2011-2012

M.COM(DEGREE PROGRAMME

REGULATIONS

EFFECTIVE FROM THE ACADEMIC YEAR (2011-12 BATCH ONWARDS

AIM OF THE COURSE:

Aims at imparting in depth of knowledge and professional skills required for handling the general Functions' of business entities and corporate enterprises.

ELIGIBILITY OF ADMISSION

B.Com / B.com (ForeignTrade) / B.com (Corporate Secretaryship) / BBA / BBM / B.Com (Co.op) / B.Com (Edn) / B.com (Vocational) or any other B.Com Streams having other specialization with a minimum of 50% marks (theminimummarks for some specified categories of students are applicable as notified by the Government of Puducherry from time to time.

DURATION OF THE COURSE:

The Course shall be of two years duration spread over four semesters. The maximum duration to complete the course shall be 5 years under the new regulation which will come into effect from July 2011.

ATTENDANCE

The student is required 75% of attendance compulsorily to write the University examinations.

MEDIUM:

The Medium of instruction shall be English

EXAMINATION PATTERN:

Examinations are held on Semester pattern comprising of internal and end semester examination. The end semester examination would be conducted by the University. Internal and End Semester are in ration of 25: 75. Internal Assessment comprises of 2 tests carrying 10 marks each and 5 marks for assignment/seminar.

PASSING MINIMUM:

The student should secure a minimum of 50% marks in both in end semester examination conducted by the Pondicherry University and the internal marks put together. The minimum pass marks for End Semester is 35 and for internal the minimum mark is 15.

QUESTION PAPER PATTERN:

Time: 3 Hours

Maximum Marks: 75

Section A - 10 x 2 = 20 marks (Answer All questions)

Section B - 5 x 5 = 25 marks (Answer five questions out of 8)

Section C - 3 x 10 = 30 marks (Answer three questions out of 5)

PONDICHERY UNIVERSITY

**M.COM DEGREE COURSE
(Affiliated Colleges)
COURSE STRUCTURE**

COURSE CODE	TITLE OF THE PAPER	Semester	Lecture/ Practical Hrs/week	Maximum marks
	I SEMESTER			
MAJOR I	MANAGEMENT CONCEPTS AND ORGANISATION BEHAVIOUR	I	6	100
MAJOR II	BUSINESS ENVIRONMENT	I	6	100
MAJOR III	ADVANCED FINANCIAL ACCOUNTING	I	6	100
MAJOR IV	STATISTICAL METHODS	I	6	100
MAJOR V	HUMAN RESOURCE MANAGEMENT	I	6	100
	II SEMESTER			
MAJOR VI	MANAGERIAL ECONOMICS	II	6	100
MAJOR VII	ACCOUNTING FOR MANAGERIAL DECISIONS	II	6	100
MAJOR VIII	MARKETING MANAGEMENT	II	6	100
MAJOR IX	FINANCIAL MANAGEMENT	II	6	100
MAJOR X	ENTREPRENEURIAL DEVELOPMENT AND SMALL BUSINESS MANAGEMENT	II	6	100
	III SEMESTER			
MAJOR XI	FINANCIAL MARKETS AND SERVICES	III	6	100
MAJOR XII	ECONOMIC LEGISLATION	III	6	100
MAJOR XIII	CORPORATE TAX PLANNING	III	6	100
OPTION PAPER I	OPTIONAL PAPER – I	III	6	100
OPTION PAPER II	OPTIONAL PAPER – II	III	6	100
	IV SEMESTER			
MAJOR XIV	STRATEGIC MANAGEMENT	IV	6	100
MAJOR XV	E-COMMERCE	IV	6	100
MAJOR XVI	CORPORATE REPORTING PRACTICES	IV	6	100
OPTION PAPER III	OPTIONAL PAPER – III	IV	6	100
OPTION PAPER IV	OPTIONAL PAPER –IV	IV	6	100

MANAGEMENT CONCEPTS AND ORGANISATIONAL BEHAVIOUR

Objectives: To provide conceptual understanding of Management concepts, principles and functions and to facilitate the students how human behavior in the organization could be managed successfully

UNIT I : Management: Definition – Nature – Scope and Functions – Evolution of different Schools of Management Thought- Functions of a manager- Recent trends & new perspectives in Management: strategic alliances – Core Competence – Business process reengineering – Total quality management.

UNIT II : Managerial Functions: Planning – Concept, nature, significance, types and Process of Planning; Organizing; Directing; Coordinating; Controlling. Types of organisations, authority, responsibility, power, delegation, decentralization, Span of Control.

UNIT III: Motivation: Process of motivation; Theories of motivation. Leadership: Concept; Leadership styles; Theories Managerial grid; Likert's four systems of leadership. Organisational Communication: Communication process; Barriers to effective communication; Improving communication.

UNIT IV: Organisational Behaviour: Organisational behaviour – concept and significance; Individual Behaviour: Attitudes – Perception – Learning – Personality. Group Behaviour: Group Norms- Group formation - Group cohesiveness –Group Dynamics – Interpersonal relationships – Transactional analysis.

UNIT V: Organisational Dynamics: Organisational Design - Organisational climate - Organisational Change: Meaning, Nature, causes of change, Resistance to change, Management of change – Organisational culture - Organisational Conflict: sources, patterns, levels, and types of conflict;- Resolution of conflict –Organisational Development – Organisational Effectiveness.

Text Books

1. Keith Davis, Human Behaviour at work, Mc Graw Hill Book Co., 1995.
2. Koontz, Harold, Cyril O'Donnell, and Heinz Woihrich; Essentials of Management, Tata McGraw – Hill, New Delhi.1984
3. Vsp Rao & V. Hari Krishna, "Management' Excel Book, New Delhi – 2002
4. Harold Kontz, Hein Wehrich, "Essentials of Management" Tata McGraw Hill, 1999

Reference Books

1. Kumkum Macharjee, ,'Principles of Management and Organisational Behaviour' TataMcGraw Hill 2009
2. Stephen P. Robbins, Marg Coulter Neharisa Vohra,"Management" Prentice Hall of Pearson Edn 2010, New Delhi.
3. L.M Prasad; Organizational Behaviour, Prentice Hall, New Delhi.
4. Sukla, Madhukar: Understanding Organisations: Organisation Theory and Practice in India, Prentice Hall, New Delhi.
5. John W Newstrom, Keeth Devis, Organisational Behaviour, McGraw Hill, Newyork 2004
6. Stephen P. Robbins, Organisational Behaviour, Prentice Hall, NewDelhi 2010.

BUSINESS ENVIRONMENT

Objective: As the environment in which an executive in taking business decisions are keep changing from time to time the Managers are expected to know about that he/she guess the situation and takes the wise Managerial decisions.

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

UNIT II: Economic Environment of Business: Significance and elements of economic environment; Economic systems and business environment; Economic planning in India; Government policies – industrial policy, fiscal policy, monetary policy, EXIM policy; Public Sector and economic development; Development banks and their relevance to Indian business; Economic reforms, liberalisation and structural adjustment programmes.

UNIT III: Political and Legal Environment of Business: Critical elements of political environment; Government and business; Changing dimensions of legal environment in India, Competition Act, FEMA and licensing policy;

UNIT IV Socio-Cultural Environment: Critical elements of socio-cultural environment; social institutions and systems; Social values and attitudes; Social groups; Middle class; Dualism in Indian society and problems of uneven income distribution; Emerging rural sector in India; Indian business system; Social responsibility of business; consumerism in India, Consumer Protection Act..

UNITV International and Technological Environment: Multinational corporations; Foreign collaborations and Indian business; Non – resident Indians and corporate sector; International economic institutions – WTO, World Bank; IMF and their importance to India; Foreign trade policies; Impact of Rupee devaluation; Technological environment in India; Policy on research and development; Patent laws; Technology transfer.

Text Books

1. Francis Cherunila: Business Environment Himalaa Publishing House, Bombay..
2. Raj Agrawal and Parag Diwan, Business Environment: Excel Books, New Delhi

Reference Books:

1. Adhikary , M: Economic Environment of Business, Sultan Chand & Sons, New Delhi.
2. Ahluwalia. I.J: Industrial Growth in India, Oxford University Press, Delhi.
3. Alagh, Yoginder K: Indian Development Planning and Policy, Vikas Publication, New Delhi
4. Aswathappa,K.Legal Environment of Business, Himalaya Publication, New Delhi.
5. Chakravarty, S: Development Planning, Oxford University Press, Delhi.
6. Ghosh, Biswanath: Economic Environment of Business, Vikas Publication New Delhi Govt of India : Survey, Various issues.
7. Ramaswamy, V.S. and Nama Kumari: Strategic Planning for Corporate Success, Macmillian, New Delhi.
8. Sengupta, N.K: Government and Business in India, Vikas Publication, New Delhi.

ADVANCED FINANCIAL ACCOUNTING

Objective: The Objective of this course is to enable the students to understand and apply financial accounting tools and techniques for managerial decision making

UNIT I : Valuation of Goodwill – Factors affecting value of Goodwill – Methods of Valuing Goodwill – Valuation of Shares – Methods of Valuation of Equity Shares.

UNIT II : Amalgamation, Absorption and External Reconstruction of Companies – Purchase consideration – Accounting treatment – Books of Purchasing Company – Books of Vendor Company – Alteration of Share Capital and Internal Reconstruction –Scheme of Capital Reduction

UNIT III: Holding Companies – Consolidated Financial Statements – Minority Interest – Cost of Control – Elimination of common transactions – Treatment of contingent liabilities – Treatment of unrealized Profits – Revaluation of assets and liabilities – Bonus shares – Treatment of Dividend

UNIT IV: Double Account System – Main Features – Final Accounts – Revenue Account – Net Revenue Account – Capital Account – General Balance Sheet – Investment Accounts.

UNIT V: International Financial Reporting Standards – Indian Accounting Standards – Human Resource Accounting – Inflation Accounting - Social Responsibility Accounting – Environmental Accounting

Text Books

1. R.L. Gupta and Others : Advanced Accountancy, Sultan Chand Sons, New Delhi 2008.
2. S.P. Jain and K.L. Narang: Advanced Accounting, Kalyani Publishers, New Delhi 2009.
3. RSW Pillai, Bagavathi S. Uma: Advanced Accounting, S. Chand & Co., New Delhi. 2008

Reference Books-

1. M.C. Shukla: Advanced Accounts S. Chand and Co., New Delhi 2009.
2. Anitong Hawkins and Merchant : Accounting – Text and cases, Tata McGrawHill, New Delhi 2009
3. A. Mukherjee and M. Hanif: Modern Accountancy, Tata McGraw Hill, New Delhi 2008
4. B.K. Banerjee: Financial Accounting, PMI Learning (P) Ltd., New Delhi 2010.

Theory and Problem: - 20:80

STATISTICAL METHODS

Objective: To educate the students on quantitative analysis and to use statistical techniques for analysis of business data

UNIT I: Probability Theory: Probability – Classical, relative, and subjective probability: Addition and multiplication probability models; Conditional probability and Baye’s theorem Probability Distributions: Binomial, Poisson, and normal distributions their characteristics and applications.

UNITII: Statistical Decision Theory: Decision environment; Expected profit under uncertainty and assigning probabilities; Utility theory.

UNIT III: Sampling and Data Collection: Sampling and sampling (probability and non-probability) methods; Sampling and non-sampling errors; Law of Large Number and Central Limit Theorem; Sampling distributions and their characteristics.

UNIT IV: Statistical Estimation and Testing: Point and interval estimation of population mean,proportion and variance; Statistical testing – hypotheses and errors; Sample size; Large and small sampling tests – Zt ests, T tests, and F tests.

UNIT V : Non Parametric Tests: Chi-square tests; Sign tests Wilcoxon Signed – Rank tests; Wald – Wolfowitz tests; Kruskal – Wallis tests.

Text Books

1. Levin, Richard I. and David S Rubin: Statistics for Management, Prentice Hall, Delhi 2009
2. Gupta S.P. Statistical Methods, Sultan Chand, New Delhi 2009
3. BS Kenblock –Fundamentals of Statistics, 3rd edition, Michael Sullivan Sollution manual 201

Reference Books

1. Hooda, R.P: Statistics for Business and Economics, Macmilla 3rd edition, New Delhi.(2004)
2. Heinz, Kohleer: Statistics for Business & Economics, Harper Collins, New York.(2002)
3. Hein, L.W: Quantitative Approach to Managerial Decisions, Prentice Hall, New Jesery 3rd edition 1978.
4. Arora & Arora, Statistics for Management, Sultan Chand, New Delhi.(2009)
5. ,J. Medhi – Statistical Methods, an Introductory text, John Wiley & sons 1993
6. Statistics, Mumay & Spiepel, J. Stephen, TataMcGraw Hill Publishing Company, Fourth edition, 2010 Special Indianedition
7. David Freedman, Robert Pisani, roger Purves”Statistics’ viva books, Special Indian edition, fourth edition 2010
8. Qaziahmed, Zubuirkhan, Shadabahmedkhan,”Numerical and Statistical Techniques Ane books Pvt. Ltd., 2010
9. Sonia Taylor,”Business Statistics” PalgraveMacmillan, second edition 2009.

HUMAN RESOURCE MANAGEMENT

OBJECTIVE : To provide the students to understand the functions, process and task of human resource management

UNIT I: Human Resource Management-Nature and Scope-Objectives-nature of people and Organisations-Personel Policies and Principles-Environment of Human Resource Management-Social Systems-Human Resource Accounting and Audit-Human Resource Management in Future-History of Personnel Functions-Present Status-Trends in Human Resource management in India personnel in future-New Challenges of Human Resource management-Research in HRM

UNIT II: Human Resource Planning-Human Resource Manpowe Planning-Meaning-Process of HR Planning-job Analysis-Recruitment and Selection-Orientatona and Placement-Orientation programmes

UNIT III: Employee and Reward Systems-Training Personnel-Job Evaluation-Job Satisfaction-Appraising and Rewarding Performance-Money as a Means of Rewarding-Economic Incentive Systems-Wage Incentives-Wage Administration-Benefits and Services-Profit and Production Sharing.

UNIT IV: Motivation-Human Needs-Theories of motivation-Maslow's Hierarchy Needs-Heizberg's Two Factor Model-Other Theories- Behavioral Modification-Motivational Patterns-Expectancy Model-application of Motivation Concepts.

UNIT V: Leadership, Communication and Counselling-nature of leadership Behaviiour-leadership Style-Employee participation-nature, Scope, Programs and Benefits of participation-Employee communication – Communication Process-Communication systems-Employee Counseling and Types.

Text Book

1. Michael V.P.: Human Resource Management and Human Relations – Himalalya Publishing House – New Delhi, 1998.

Reference Books

1. M.N. Rudrabasavaraj: Cases in Human Resource Management – Himalaya Publishing House – New Delhi, 1998
2. H. John Bernardin and Richard W. Beatty: Performance Appraisal: Human Behavior at work – Boston: Kent, 1984
3. George T. Milkovich and John W. Boudream: Personnel / Human Resources Management: A Diagnostic Approach, 5th Edn. Plano, TX: Business Publications, 1998.

MANAGERIAL ECONOMICS

Objective: This subject aims at enabling the managers in different spheres to take wise managerial decisions in the areas like production, pricing, distribution and Marketing to benefit all the stake holders

UNIT I: Nature and Scope of Managerial Economics: Objective of a firm; Economic theory and managerial theory; Managerial economist's role and responsibilities; Fundamental economic concepts – incremental principle, opportunity cost principle, discounting principle equi- marginal principle.

UNIT II: Demand Analysis: Individual and market demand functions; Law of demand, determinants of demand; Elasticity of demand- its meaning and importance; Price elasticit; income elasticity and cross elasticity; Using elasticity in managerial decisions.

UNIT III: Theory of Consumer Choice: Cardinal utility approach, indifference approach, revealed preference and theory of consumer choice under risk; Demand estimation for major consumer durable and non durable products; Demand forecasting techniques.

UNIT IV: Production Theory: Production function – production with one and two variable inputs; Stages of production; Economies of scale; Estimation of production function; Cost theory and estimation; Economic value analysis; Short and long run Cost functions – their nature, shape and inter – relationship; Law of variable proportions; Law of returns to scale - Pricing Practices: Methods of price determination in practice: Pricing of multiple products; Price discrimination; International price discrimination and dumping; Transfer pricing.

UNIT V: Price Determination under Different Market Conditions: Characteristics of different market structures; Price determination and firm's equilibrium in short-run and long-run under perfect competition, monopolistic competition, oligopoly and monopoly.

Text Books

1. Dean, Joel : Managerial Economics, Prentice Hall, Delhi.3rd edition 2008
2. Varsheny RL and Maheshwari KL: Managerial Economics; Sultan Chand and Sons, New Delhi 19th edition 2005
3. G.S. Gupta, Managerial Economics-TataMcGraw Hill Publishing Company, New Delhi 3rd edition 2008

Reference Books

1. Baumol, William J: Economic theory and Operations Analysis, Prentice Hall, London.
2. Baya, Michael R: Managerial Economics and Business Strategy, McGraw Hill Inc. New York.
3. Chopra, O.P: Managerial Economics, Tata McGraw Hill, Delhi.
4. Dholakia, R.H. and A.L.Oza: Micro Economics for Management Students, Oxford University Press, New Delhi.
5. Eaton, B.Curtis and Diane Faton; Micro Economics, Prentice Hall, New Jersey.
6. Gough, J. and S. Hill: Fundamentals of Managerial Economics, MacMillan London.
7. Haynes, W.W. V.L. Mote and S.Paul: Managerial Economics, Analysis and Cases, Prentice Hall, Delhi.
8. Petersen, H.Carig and W. Cris Lewis: Managerial Economics, Prentice Hall, Delhi.
9. Salvatore, Dominick: Managerial Economics in a Global Economy, McGraw Hill, New York.
10. Varian, H.R. International Microeconomics; A Modern Approach, East West Press, New Delhi.
11. Varsheny RL and Maheshwari KL: Managerial Economics; Sultan Chand and Sons, New Delhi,
12. Adhikary M. Business Economics, Excel Books, New Delhi.
13. G.S. Gupta Managerial Economics – Tata McGraw Hill Publishing Company, New Delhi

ACCOUNTING FOR MANAGERIAL DECISIONS

Objectives:

1. To understand concepts of Managerial Accounting
2. To enhance the practical application for managerial decision making
3. To develop the students skill to analyse the Financial statements

UNIT I: Introduction to accounting: Management accounting as an area of accounting; objective, nature, and scope of financial accounting, cost accounting and management accounting; Management accounting and managerial decisions; Management accounts position role and responsibilities.

UNIT II: Accounting Plan and Responsibility: meaning and significance of Responsibility accounting; Responsibility centre, cost centre, profit centre and investment Centre; Problem in transfer pricing; objective and determinants of responsibility centre. Budgeting: definition of budget; Essentials of budgeting, types of budgets- functional masters etc., Fixed and flexible budgetary control; Zero base budgeting performance budgeting.

UNIT III: Standard costing and variance Analysis: standard costing as a control technique; setting of standards and their revision; Variance analysis - meaning and importance kinds of variance and their uses -material Labour and overhead variance; Disposal of variances; Relevance of variance budgeting to budgeting and standard costing.

UNIT IV: Marginal costing and Breaking-even Analysis: Concept of marginal cost; Marginal costing and absorption costing; Marginal costing versus direct costing; cost-volume-profit analysis; Break-even analysis; Assumptions and practical applications of break-even analysis; decisions regarding sales-mix make or buy decision and discontinuation of a product line etc.

UNIT V: Analysis financial statements: Horizontal; vertical and ratio analysis; Cash flow analysis. Funds flow analysis

Text Books

1. Sn. Maheswari, Management Accounts 1987
2. Hansen, Don R, and Maryanne M. Moreen; Management Accounting, south-Western College Publishing Cincinnati Ohio. 2008

Reference Books

1. Anthony, Robert; Management accounting, Tarapore-warla, Cost Accounting Mumbai, 1981
2. Barfield, Jessie, celly A. raiborn and Michael R. Kenney: traditions and Innovations south Western College Publishing, Cincinnati, Ohio. 2002
3. Decoster, Don T, and Elden L. Schafer: Management Accounting: A Decision Emphasis, John Wiley and Sons Inc, New York. 1982
4. Garrison, Ray, H. and Eric W. Noreen: Managerial Accounting, for Managers Richard D, Irwin Chicago. 2010
5. Horngran, C.T. Gary L.Sudern and William O. Stralten: Introduction to management Accounting, Prentice Hall Delhi. 1998

MARKETING MANAGEMENT

Objective: To make students understand the role of marketing managers to plan implement and control marketing activities and managing the marketing mix

UNIT I: Introduction: Concept, nature, scope and importance of marketing; Marketing concept and its evolution; Marketing mix; Strategic marketing planning – an overview. Issue and Developments in marketing: Social, ethical and legal aspects of marketing; Marketing of Services; International marketing; Green marketing; Cyber marketing; Relationship marketing and other developments in marketing.

UNIT II: Product Decisions: Concept of a product; Classification of products; major product decisions; product line and product mix; Branding; Packaging and labelling; Product life – cycle – strategic implications; New product development and consumer adoption process.

UNIT III: Pricing Decisions: Factors affecting price determination; Pricing policies and strategies; Discounts and rebates.

UNIT IV: Distribution Channels and Physical Distribution Decisions; Nature, functions, and types of distribution channels; Distribution channel intermediaries; Channel management decisions; Retailing and wholesaling.

UNIT V: Promotion Decisions: communication process; Promotion mix – advertising, personal selling, sales promotion publicity and public relations; Determining advertising budget; Copy designing and its testing; Media selection; Advertising effectiveness; Sales Promotion – tools and techniques.

Text Books

1. Kotler, Philip: Marketing Management – Analysis, planning, implementation and control, Prentice Hall New Delhi. (latest edition)
2. Marketing: A Managerial Introduction: J.C. Gandhi, McGraw Hill Publications, latest edition

Reference Books:

1. Kotler, Philip and Gary Armstrong: Principles of Marketing, Prentice Hall, New Delhi. 12th edition
2. Majumdar, Rananj; Product Management in India, Prentice hall, New Delhi. 2nd edition 2006
3. MC Carthym E. Jenone and William D perreault Jr; Basic MARKETING; MANAGERIAL approach, Richard D. Irwin, Homewood, Illinois. Reprint 2009
4. Ramaswamy, V.S and namakumari, S; Marketing management, Macmillan India, New Delhi. 2009
5. Srinivasan, R; case studies in marketing; the Indian context, Prentice Hall, New Delhi 2010.
6. Stanton, William J. and Charles Futrell; fundamentals of marketing; McGraw hill publishing co., New York. 1987
7. Still, Richard R, Edward W. Cundiff and Norman A.P Govoni Sales Management: Decisions, Strategies and cases, Prentice Hall, New Delhi. 5th edition 2007
8. Modern Marketing – Principles & Practice, Chandra Bose, Prentice Hall, New Delhi.

FINANCIAL MANAGEMENT

Objective: The objective of this course is to enable the students to understand the conceptual framework of financial management and its applications under appropriate decision making situations

UNIT I: Financial Management: Meaning, nature and scope of finance; financial goal profit Vs. Wealth maximisation; Finance functions – investment, financing and dividend decisions. Capital Budgeting: Nature of investment decisions; Investment evaluation criteria – net present value. Internal rate of return, Profitability index, payback period, accounting rate of return; NPV and IRR comparison; Capital; rationing; Risk analysis in capital budgeting.

UNIT II: Cost of Capital: Meaning and significance of cost of capital: Calculation of cost of debt, preference capital, equity capital and retained earnings; Combined cost of capital (weighted); Cost of equity and CAPM. Operating and Financial Leverage: Measurement of Leverages; Effects of operating and financial leverage on profit; Analysing alternate financial plans; Combined financial and operating leverage.

UNIT III: Capital Structure Theories: Traditional and M.M. hypotheses – without taxes and with taxes; Determining capital structure in practice.

UNIT IV: Dividend Policies: Issues in dividend decisions, Walter's model, Gordon's model, M Hypothesis, dividend and uncertainty, relevance of dividend; Dividend policy in practice; Forms of dividends; Stability in dividend policy; Corporate dividend behaviour.

UNIT V: Management of Working Capital: Meaning, significance and types of working capital; Calculating operating cycle period and estimation of working capital requirements; Financing of working capital and norms of bank finance; Sources of working capital; Factoring services; various committee reports on bank finance; Dimensions of working capital management. Management of cash, receivables and inventory.

Text Books

1. Pandey, I.M: Financial Management, Vikas Publishing House, Delhi
2. Khan MY, Jain PK: Financial Management; Tata McGraw Hill, New Delhi

Reference Books:

1. Chandra, Prasanna: Financial Management, Tata Mc Graw Hill, Delhi 2010
2. Hampton , John: Financial Management, Vikas Publishing House, Delhi. 2006
3. Van Horne, J.C. and J.M Wachowicz Jr.: Fundamentals of Financial Management, Prentice – Hall, Delhi 2008
4. Briham & Ehrhardt: Financial Management- Text & Cases, CENGAGE Learning India (P) Ltd., New Delhi 2009

Theory and Problem: - 40:60

**ENTREPRENEURSHIP & SMALL BUSINESS
MANAGEMENT**

OBJECTIVE : To realize the importance of entrepreneurship qualities required for small business management

UNIT I : Small Business- Small Business – Introductory frame work – Concept and Definition – Nature and Characteristics – Relationship between small and large business – Scope and types of small business – Rationale and objectives – Small business as seed bed of Entrepreneurship.

UNIT II : Entrepreneurship Concept- Entrepreneur and Entrepreneurship concept – Distinction between entrepreneur and Manager – Entrepreneurial competency – Functions and Types.(Including women and rural)

UNIT III: Establishing a small enterprise- Steps – Project identification and selecting the product – Generation and screening the project ideas – Market analysis and Technical analysis (upto cost of production) Project formulation – Assessment of project feasibility – Preparation of project report- Dealing with basic and initial problems of setting up of Enterprises..

UNIT IV: Growth Strategy- Growth Strategy for small business – Need for growth – Types of growth strategy – Expansion and Diversification and Sub contracting.

UNIT V: Incentives and subsidies- Incentives and subsidies – Central and State Government Schemes

Text book

Dr. C.B. Gupta & S.S Kanka, (2008) Entrepreneurship and small business management,Sultan Chand Publications

Reference Books

1. M.B. Shukla, Entrepreneurship and Small Business Management, Kitab Mahal, Allahabad,1st Edition, 2003.
2. Prasanna Chandre, Project planning analysis selection implementation and review, Tata MacGraw Hill.
- 3.Dr. C.B. Gupta & Dr. M.P.Srinivasan, Entrepreneurial development, Sultan Chand

FINANCIAL MARKETS AND SERVICES

OBJECTIVE : To impart knowledge on various financial markets and their services

UNIT – I: Indian Financial System - Constituents, Functions of the Financial System, Financial Development Ratios. Inter-relationship between Financial System and Industrial Development. Efficiency Indicators of Financial System- RBI and Financial System.- Financial Sector Reform in India.- Globalisation of Indian Financial System.

UNIT – II: Financial Markets - Major Segments of Financial Markets: Money Market, Capital Market, Foreign Exchange market and Govt Security Market- Money Market: Call Money Market, Bill Market, Repo Market, T Bill, Commercial Paper, Certificate of Deposits
Capital Market: Primary and Secondary Market, Cash/Spot Market and Derivative Market, and Equity and Debt Market.

UNIT – III: Securities Market - Securities trading and Settlement, and Listing of securities. Functions of Stock Exchanges: Operations of OTCEI, and NSE Role of SEBI: Fair market practice and Investor Protection Recent Trends in Security market.

UNIT – IV: Financial Instruments- Fixed Income Securities: Understanding of Bonds, General and Specific Characteristics, Innovations in Bond features. Warrants, Ex- interest debentures, Deep discount bonds, and Secured premium notes. Common Stocks: Understanding of common stocks, General and Specific characteristics. Bonus shares, Right shares, ADRs and GDRs. Hybrid Securities: Convertible Debentures, ECBs and FCCBs Methods of Issue of securities

UNIT – V: Financial Services - Nature of financial services. Types: Fee Based and Fund based services. Credit rating, Factoring, Venture financing, Angel financing, Securitisation, Merchant Banking, and mergers and acquisitions.

Text book

Khan, M. Y.: (2009) Indian Financial System (Tata McGraw, N.Delhi,)

Reference Books

1. Bhole, L.M.:(2009) Indian Financial System (Tata Mc-Graw Hill, N. Delhi,)
2. Avadhani, V. A.(2006) Investment and Securities Markets in India (Himalay Publishing, House, N.Delhi,)
3. Desai, V: (2008) Indian Financial System and Development. (Himalaya Publishing House, N.Delhi,)
4. Khan, M. Y(2009) Financial Services (Tata McGraw, N.Delhi,)

ECONOMIC LEGISLATION

OBJECTIVES : To provide students knowledge on various economic legislations required for running a business organization

UNIT – I : Trade, Competition and Consumer Protection - Concept of competition, development of competition law - Competition Act, 2002 – anti competitive agreements, abuse of dominant position, combination, regulation of combinations, Competition- Commission of India ; Appearance before Commission, compliance of Competition Law- Consumer Protection Act, 1986- genesis of the law ; objects ; rights of consumers ; nature and scope of remedies ; appearance before Consumer Dispute Redressal Forums.

UNIT – II : Essential Commodities and Standards of Weights and Measures- Objects ; powers of Central Government, seizure and confiscation of essential commodities summary trial ; Standards of Weights and Measures Act, 1976.

UNIT – III : Management of Foreign Exchange Transactions - Objectives and definitions under FEMA ; current account transactions, capital account transactions, foreign direct investment in India and abroad, acquisition and transfer of immovable property ; Establishment in India of branch, office etc ; Export of goods and services ; Realisation and repatriation of foreign exchange, authorised person, penalties and enforcement. Foreign contributions and hospitality ; exemptions, powers of Central Government, adjudication and appeal ; offences and penalties.

UNIT – IV : Intellectual property ; Kinds, meaning of intellectual property; concept of pattern; Trade Mark; right, design, patent law & Enforcement Trade Mark Law & Enforcement ; copy right law & enforcement

UNIT – V : Securities and Exchange Board of India Act,1992- powers and functions-disclosure by companies-power to issue directions- collective investment scheme- penalties- adjudication-procedure for appeal to the tribunal- power of the central government-offences and punishment – power to make rules and regulations- SEBI annual report – adjudication- Securities Appellant Tribunal (Procedures) Rule, 2000

TEXT

- 1, Aswathapa,K (2009) Legal environment of Business, Himalya, Delhi

REFERENCE BOOKS

1. The Competition Act, 2002 (along with Statement of Objects & Reasons) and the notifications issued by the Central Govt
2. Bhandari,M.L (2007) Guide to company Law Procedures, Jan Book agency, New Delhi
3. SEBI Act, 1992- Nabbi Pablication, New DELHI
4. Bare Act of SEBI, IDRA,ECA, Intellectual Property Law

CORPORATE TAX PLANNING AND MANAGEMENT

Objective: To understand the innovative ideas in corporate tax in India and to give expert advices to whom is required regarding various tax issues for decision making

UNIT I: Tax Planning and Tax Management - Introduction -Tax planning Vs Tax Management, - Tax avoidance Vs Tax evasions:

UNIT II: Corporate taxation: - Computation income from business – Depreciations -MAT, Dividend Distribution Tax- Tax on Income distributed to Unit holders – Tax incentives to the exporters

UNIT III: Tax Planning and Corporate Decisions:- Tax Planning for new business - Capital Structure Decision-Dividend Distribution Decision, Own or Lease, Make or Buy Decision, Shutdown or Continue Decisions, Repair or Replace, Sale of Assets used for Scientific Research

UNIT IV: Tax Issues Relating to Business Restructuring:-amalgamation& Demerger.- various provisions

UNIT V: Tax payments - TDS – TCS – Advance payment of Tax

Text Books:

1. V.K. Singhania and Monica Singhania Corporate Tax Planning and Business Tax Procedure Taxmann Publication Ltd., 14th edition 2010
2. Sally Jones and Shelley Rhodes Principal of Taxation for business and Investment Planning Tata McGraw Hill 4th edition 2010.

Reference Books

1. V.K. Singhania and Kapil Singhania “Direct Tax Laws and Practice Taxmann Publication 43rd edition 2010
2. H.C. Mehrotra and S.P. Goyal Income Tax Law and Accounts Sahitya Bhawan Publications 51st edition 2010
3. Gaur and Narang Income Tax Law and practice Kalyani Publication 38th edition 2010
4. R.K. Agarwal Tax Planning for Companies, Hindu Law Publisher 14th edition 2008
5. V.K. Singhania and Kapil Singhania Corporate Tax Planning and Management Taxmann Publication 12th edition 2008
6. Kaushal Kumar Agrawal Direct Tax Planning and Management Atlantic Publication 5th edition 2006..

STRATEGIC MANAGEMENT

Objective: As the executives have take strategic decision depending upon the changing political, economic and social conditions prevalent in the country and elsewhere, this subject aims at familiarizing than with different aspects of strategy and evaluating the decisions based upon the basic/strategic situation.

UNIT I: Concepts of Strategy: Defining strategy, levels at which strategy operates; Approaches to strategic decision making; Mission and purpose, objectives and goals; Strategic business unit (SBU); Functional level strategies. Outsourcing Strategy

UNIT II: Environmental Analysis and Diagnosis: Concept of environment and its components; Environment scanning and appraisal; Organizational appraisal; Strategic advantage analysis and diagnosis; SWOT analysis.

UNIT III: Strategy Formulation and Choice of alternatives: Strategies – modernization, diversification integration; Merger, take-over and joint strategies; Turnaround, divestment and liquidation strategies; Process of strategic choice – industry, competitor and SWOT analysis; factors affecting strategic choice; Generic competitive strategies – cost leadership, differentiation, focus, value chain analysis, bench marking, service blue printing.

UNIT IV: Functional Strategies: Marketing, production/operations and R&D plans and polices. Functional strategies: Personnel and financial plans and policies - Strategy Implementation: Inter – relationship between formulation and implementation- Issues in strategy implementation; Resource allocation.

UNIT V: Strategy and Structure: structural considerations, structures for strategies; Organizational design and change. Strategy Evaluation: Overview of strategic evaluation; strategic control; Techniques of strategic evaluation and control.

Text Books:

1. Bhattachary, S.K. and N.Venkataramin: Managing Business Enterprise: Strategies, Structures and Systems, Vikas Publishing House, New Delhi. 1st edition 1983
2. Sharma, R.A Strategic Management in Indian Companies, Deep and Publications, New Delhi.
3. Glueck, William F. and Lawrence R. Jauch: Business Policy and Strategic Management, McGraw – Hill international Edition 4th edition 1984

Reference Books:

1. Budhiraja, S.B. and M.B Athreya: Cases in Strategic Management, Tata McGraw Hill, New Delhi.
2. Christensen, C. Roland, Kenneth R. Andrews, Joseph L. Bower, Rochard G. Hameresh, Michael E. Porter Business Policy Text and Cases, Richard D. Irwin, Inc., Homewood, Illinois.
3. Coulter, Mary K: Strategic Management in Action, Prentice Hall, New Jersey.
4. David, Fred R: Strategic Management, Prentice Hall, New Jersey.
5. Glueck, William F. and Lawrence R. Jauch: Business Policy and Strategic Management, McGraw – Hill international Edition.
6. H.Igor, Ansoff: Implanting Strategic Management, Prentice Hall, New Jersey.

E – COMMERCE**Objectives:**

- 1. To understand basics concept of E-commerce**
- 2. To understand E-Commerce model**
- 3. To emphasise Electronic payment system**
- 4. To understand E-Commerce Security and Legal issue**

UNIT I: Introduction to e-commerce: Meaning and concept: electronic commerce versus traditional commerce; Media convergence; E-commerce and e-business; Channels of e-commerce; Business application of e-commerce; need for e-commerce; E-Commerce Consumer applications, E-Commerce Organisation applicationse-commerce as an electronic trading system special features.Internet Concept and technologies: concept and evolution of Internet; web technologies – global publishing concept, universal reader concept and client server concept; Hypertext publishing and hypertext information network; benefits of hypertext, URLS, HTTP , HTTPD servers, HTML, HTML forms and CGI gateway service.

UNIT II: Business models of e-commerce and Infrastructure: E-commerce models; supply chain management, product and service digitations remote servicing, procurement; on line marketing and advertising e-commerce resources and infrastructure resources and planning for infrastructure. E -Business: Workflow management, mass customization and product differentiation; Organization restructuring; Integrated logistics and distribution; Knowledge management issues and role of e-commerce infrastructure.

UNIT III: Electronic Payment System: Special features required in payment systems for e- commerce, Types of e-payment systems; E-cash and currency servers, e-cheques Digital token based credit cards, smart cards, electronic purses and debit cards; Business issues and economic implications; Operational, credit and legal risk of e-payment System; Risk management options in e-payment system; Components of an effective electronic payment system.

UNIT IV: Business to Business E-commerce: Needs and alternative models of B2B e-commerce; Technologies, EDI and paperless trading; EDI architecture, EDI standards, VANs, Costs of EDI infrastructure, features of EDI service arrangement, Internet-based EDI and FTP-based messaging.

UNIT V: Security Issues in E-Commerce: Security risks of e-commerce, exposure of resources, types of threats, source of threats, security tools and risk-management approach e-commerce security and a rational Security policy for e-commerce: Corporate Digital Library; I.T. Act 2000.

Text Books:

1. Kalakafa Whinston Pearson - Frontiers of electronic Commerce 1996
2. P.T. Joseph S.J., E-Commerce, second edition PHI 2007., PHI Pvt. Ltd., New Delhi (third)

Reference Books:

1. Agarwal, K.N and Deeksha Ararwalar; Business on the Net; What's and How's of E-Commerce; Macmillan, New Delhi. 2006
2. Agarwal, K.N and Deeksha Ararwala: Business on the Net; Bridge to the Online Storefront; Macmillan, New Delhi. 200
3. Cady, Glcc Harrab and McGregor Pat: mastering the Internet, BPB Publication, and New Delhi. 1996
4. Diwan, Prag and Sunil Sharma: Electronic Commerce – A Manager's Guide to E – Business , Vanity Books International, Delhi. (out of published) 2002
5. Minoli and Minol; Web Commerce Technology Hand Book, Tata McGraw Hill, New Delhi. 2007
6. O'Brien J: Management Information Systems, Tata McGraw Hill, New Delhi. 2008

CORPORATE REPORTING PRACTICES

OBJECTIVES : To provide students knowledge on various accounting standards applicable in Corporate business

UNIT-I: Conceptual Framework of Accounting and Reporting- Deductive and Inductive Approach in Theory Formulation- Critical Theory of Accounting, Normative and Positive Theory of accounting- Income and Balance Sheet concepts for financial reporting- Limitations of Accounting Reports

UNIT-II: GAAP and IFRS- Accounting standards in India-Procedure for Issue, Compliance, and status- Ethical Consideration facing the accountants- Harmonization of Accounting standards

UNIT-III: Developments in Accounting Policies - Valuation of Inventories (AS-2) - Depreciation Policy (AS-6) - Measurement and Reporting of revenues, expenses (AS-9)- Accounting for Investments (AS-13) - Valuation and Revaluation of asset and liabilities [(AS-10, AS-26, AS-29)]

UNIT-IV Corporate Reporting- Corporate Reporting: Objectives, Role of Reporting in economic development Statutory and Non Statutory Reporting Financial Reporting of Interest in Joint Ventures (AS-27) Reporting of Financial Performances- Cash Flow Statements (AS-3), Segment reporting (AS-17), Accounting for Earning per Share (AS-20), Periodic and Interim Financial Reporting (AS-25) Recent developments in financial reporting: e-financial reporting, Sustainability Reporting- International Dimensions of Reporting- Factors and Status

UNIT-V: Corporate Disclosure - Corporate Disclosure: Purpose, Type of Disclosure, Fair Disclosure and its objectives- Determinants of the extent of Disclosure- Disclosure of Accounting Policies (AS-1) - Related Party Disclosure (AS-18) - Voluntary Disclosure Theory - Environmental and Social Disclosure

TEXT BOOKS

1. Das Gupta, N.:(2009) Accounting Standard: Indian & International (Sultan Chand, N. Delhi)

REFERENCE BOOKS

- 1 ICAI.: Compendium of Statements & Standard Accounting (ICAI, Delhi)
2. ICAI'S Relevant Publication.: www.icai.org
3. Ghosh, Goyale & Maheshwari.(2008): Accounting Theory (Wiley Eastern ,)
4. Heinemann, A.: (2006)Accounting Theory (Prentice Hall,)
5. Lal Jawahar. (2007) Corporate Financial Reporting Theory and Practice (Taxman, New Delhi,)

OPTIONALS:

OPTIONAL I - FINANCE

- Paper - I - Financial statement Analysis
- Paper-II - Project Management
- Paper-III - Security Analysis & Port folio Management
- Paper-IV - Personal Finance

OPTIONAL – II – MARKETING

- Paper- I - Advertising & Sales Management
- Paper-II - Marketing Research
- Paper-III - Brand Management
- Paper-IV - Services Marketing

OPTIONAL-III - INTERNATIONAL BUSINESS

- Paper-I - International Business Environment
- Paper-II - International Marketing
- Paper-III - Foreign Trade Policy, Procedures & Documentation
- Paper-IV - International Finance

OPTIONAL-IV – HUMAN RESOURCE MANAGEMENT

- Paper-I - Human Resource Development
- Paper-II - Human Resource Accounting
- Paper-III - Labour Legislation
- Paper-IV - Organizational Development

OPTIONAL-V - BANKING & INSURANCE

- Paper-I - Fund Management in Commercial Banks
- Paper-II - Insurance and Risk Management
- Paper-III - Bank Management
- Paper-IV - Law and Practice of Banking

Optional : Finance – Paper I

FINANCIAL STATEMENT ANALYSIS

Objective of the Course: To demonstrate the role of accounting as an information system that supports economic decision making by using financial statements. The course also seeks to develop your ability of working with real annual reports to understand a company's business activities and accounting choices, and how these activities and choices affect financial statements and the decision of users.

UNIT I

Framework for Financial Statement Analysis- International reporting standards-Principal financial statements-Other sources of financial information-Role of auditor-Accrual concept of income-Revenue and expense recognition-Recognition methods-Nonrecurring Items-Quality of Earnings-Statement of Shareholders equity

UNIT II

Cash flow statement an international perspective-Analysis of cash flow information-Ratios an integrated analysis-Economic characteristics and strategies-Earnings per share and other ratios used in valuation-Patterns of ratio disclosure-Market based research-Modern portfolio theory-Efficient market hypothesis-Implications for empirical research for Financial statement analysis

UNIT III

Analysis of inventory-comparison of information provided by alternative methods-Financial ratios LIFO versus FIFO-Analysis of long-lived assets-Capitalization versus expensing-Analytical adjustments for capitalization versus expensing-Analysis of fixed asset disclosure-Analysis of income tax-Deferred tax analytical issues

UNIT IV

Analysis of Financing Liabilities-Bond covenants-Leases and off-balance sheet debt-Pension and other employee benefits-Analysis of pension plan disclosure-Analysis of intercorporate investments-Analysis of marketable securities

UNIT V

Derivatives and hedging activities-hedging techniques-Analysis of hedging disclosures-Financial statement analysis a synthesis-Adjustments to reported income-Accounting and financed based measures of risk-Credit risk-Equity risk

TextBooks

- 1.White I Gerald, Sondhi C Ashwinpaul,Fried Dov. *“The analysis and use of financial Statements”* Wiley India 2007
2. Wild J John, K.R Subramanyam, Halsey F. Robert *“Financial Statement Analysis”* Tata McGraw-Hill 2007.

Reference Books

- 3.Stice K Earl , Stice D James *“ Financial Accounting Reporting and Analysis”* South-Western 2006

Optional : Finance – Paper II

PROJECT MANAGEMENT

Objectives: To facilitate the students in enriching knowledge on the Nature, scope and process of Project Management

Unit- 1: Concepts of Project Management: Project – Meaning – Nature- Types of project; project life cycle; Project management – nature and scope of project management ; Project management as a profession; Role of project manager.

Unit– II: Project identification and formula: Project environment – identification of investment opportunities – project screening – prefeasibility study – project selection; project formulation – stages in project formulation – stages in project formulation; project report preparation; planning Commission’s guidelines for project formulation.

Unit – III: Project Appraisal: Objectives, essential of a project methodology – Market appraisal – Technical appraisal – Financial appraisal –Commercial appraisal- Managerial appraisal-Social Cost Benefit Analysis (SCBA) – L&M approach & UNIDO approach – SCBA in India

Unit – IV: Project planning and Scheduling: objectives – process of planning - components of good planning – project designing and project scheduling and time estimate – Estimation of cost of project and means of financing.

Unit –V: Project Execution and Administration: Project contracting: Contract pricing, Types – Project organisation: Forms of organisation; Project direction; Project communication; Project coordination; Factors influencing effective project management – project over runs: Causes, Types and effects of over runs - Project Control: Control techniques – PERT, CPM: – Project review – Project audit.

Text Books

1. Prasanna Chandra, : Project Preparation, Appraisal and Implementation’ Tata McGraw Hill Delhi. 1987
2. Chaudhary, S: Project Management, Tata McGraw Hill, New Delhi.
3. N.P. Agarwal, B.K. Mishra Project Management, Ramesh Book Depot, Jaipur 2006

References Books

1. Pitale, R.L: Project Appraisal Techniques, Oxford and IBH. Publishing Pvt. Ltd., New Delhi 1982.
2. Timothy, D.R. and W.R. Sewell: Project Appraisal and Review, Macmillan, India.
3. Little I.M.D. and Mirrless JA: Project Appraisal and Planning for Developing Countries, London Heinemann Education Books. 1974
4. Dennis Lock, Project Management Wildwood House Ltd., 1986
Handbook of P.M. jaico Publishing House, Mumbai 1997
5. P.K. Joy, “Total Project Management, Macmillan India Ltd., New Delhi 1996
6. David I Cleoyd, ”Project Management” McGraw Hill, New Delhi 1999

Optional : Finance – Paper III

SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

OBJECTIVES : To impart knowledge to students on security market, security analysis and portfolio analysis

UNIT I: Investments: Nature and scope of Investment analysis; elements of investment; avenues of investment, approaches to investment analysis; Concept of return and risk Security return and risk analysis, measurement of return and risk.

UNIT II: Security Markets: Primary and Secondary market; Primary market -role, functions and methods of selling; securities in primary market; Allotment procedure; New financial instruments Secondary Market: Role, importance, type of brokers, trading mechanism, listing of securities in stock exchanges, screen based trading; Depository; role and need; Depositories Act 1996. -Valuation of securities; bonds; debentures, preference shares, equity shares.

UNIT III: Fundamental Analysis: Economic analysis, Industry analysis and Company analysis. Technical Analysis: Trends, indicators, indices and moving averages applied in technical analysis.

UNIT IV: Efficient Market hypothesis: Weak, semi-strong and strong market and its testing techniques. Capital market Theory: Capital market line, security market line, risk free lending and borrowings; Factor models: Arbitrage pricing theory, two factor and multi factor models; Principles of arbitrage, arbitrage portfolios

UNIT V: Portfolio Analysis: Estimating rate of return and standard deviation of portfolio; Effect of combining the securities; Markowitz Risk-return optimization; Single Index Model or Market Model, Portfolio total risk, portfolio total risk, portfolio market risk and unique risk, Simple Sharpe's optimization solution. Portfolio Performance Evaluation: Measure of return, risk adjusted measures of return, market lining, evaluation criteria and procedures.

Text Book

1. Bhalla (2009) Investment Analysis, S. Chand & Co. Delhi.

Reference Books:

1. Amling: (2008) Fundamentals of Investment Analysis; Prentice Hall, International Edition.
2. Machi Raja: H.R. (2007) Merchant Banking, Wiley Eastern Ltd., New Delhi.
3. Sharpe William F: Gordon J. Alexander and J.V. Baily, (2004) Investment, Prentice Hall of India, New Delhi.
4. Gupta, L.C. Stock Exchange, Trading in India: Security for Capital Market Research and Development, Delhi.

Optional : Finance – Paper IV

PERSONAL FINANCE

OBJECTIVES : To orient the students the methods of planning and taking decisions in savings and investment of personal finance

UNIT I: Personal Finance – meaning and objectives - Personal Financial planning – process – advantages - - players in personal financial Environment - personal financial goals – achieving financial Goals – opportunity cost and time value of Money – measuring the financial progress – budgeting for skilled Money Management - Managing personal finance – saving plans – Evaluating Saving plans – payment methods – Consumer Credit – types – measuring credit capacity – availing credit – credit mistake management – sources of consumer credit – cost of credit – managing debt – consumer credit counseling.

UNIT II: Housing decisions – opportunity costs of Housing Decisions – renting Vs buying – finances of home buying – selling your home- Insuring the property – property and liability insurance – cost factors- advising on Housing decisions.

UNIT III Life Insurance planning – the concept of risk in life insurance – needs of Life insurance – purpose and principle of life insurance – types of life insurance - determining life insurance needs - provisions in life insurance Contract – Financial Planning with annuities. Health care insurance – types – providers of health care insurance – types of expense coverage – policy provisions – disability insurance – choosing health care plan.

UNIT IV: Advising on investing financial assets – identifying the investment goals – financial check up- safety and risk bearing capacity analysis – components of risk factors – alternative financial investment vehicles - sources of investment information – investment diversification advises.

UNIT V Advising on Real investments – direct and indirect real estate investments – advantages and disadvantages – investing in precious metals; planning for the future – basics of retirement planning – reviewing the assets level - estimating retirement living expenses – planning for retirement income – pension plans – annuities – investing for retirement .

Text Books

1. Jack R Kapoor, Les R Dlabay and Robert J Hughes : Personal Finance (2009), Tata Mcgraw Hill, New Delhi.
2. Lawrence J Gitman and Michael D. Joehnk (2007)Personal Financial Planning, The Dryden press, Harcourt Brace College Publishers.

Reference Books

1. Robert S . Rosefsky , Personal Finance, Wiley, 2001
2. E . Thomas Garman an Raymond Forgue, Personal Finance , 2008
3. Jeff Madura, Personal Finance, Prentice Hall., 2006
4. Arthur J Keown, Personal Finance, Prentice Hall, 2009.

Optional : Marketing – Paper I

ADVERTISEMENT AND SALES PROMOTION

OBJECTIVE : To enable the students to learn the fundamentals of advertisements and steps involved in selling process

UNIT I: INTRODUCTION TO ADVERTISEMENT

Concept and definition of advertisement – Social, Economic and Legal Implications of Advertisements – setting advertisement objectives – Ad. Agencies – selection and remuneration – advertisement campaign.

UNIT II: ADVERTISEMENT MEDIA

Media plan – type and choice criteria – reach and frequency of advertisements – cost of advertisements related to sales – media strategy and scheduling.

UNIT III: DESIGN AND EXECUTION OF ADVERTISEMENTS

Message development – different types of advertisements – layout – design appeal – copy structure – advertisement production – print – Radio, T.V. and web advertisements – Media Research – testing validity and reliability of ads – measuring impact of advertisements.

UNIT IV: INTRODUCTION TO SALES PROMOTION

Scope and role of sale promotion – definition – objective sales promotion sales promotion techniques – trade oriented and consumer oriented.

UNIT V: SALES PROMOTION CAMPAIGN

Sales promotion – Requirement identification – designing of sales promotion campaign – involvement of salesmen and dealers – out sourcing sales promotion national and international promotion strategies – Integrated promotion – Coordination within the various promotion techniques – online sales promotions.

Text Books

Kenneth Clow, Donald Baack,(2009) "Integrated Advertisements, Promotion and Marketing communication", Prentice Hall of India, New Delhi

Reference Books:

1. S.H.H.Kazmi, Satish K Batra, (2003)"Advertising & Sales Promotion", Excel Books, New Delhi,
2. George E Belch, Michel A Belch, (2008)"Advertising & Promotion", McGraw Hill, Singapore,.
3. Julian Cummings, (2000)"Sales Promotion", Kogan Page, London
4. E.Betch and Michael,(2005) Advertising and Promotion, MC. Graw Hill.

Optional : Marketing – Paper II

MARKETING RESEARCH

OBJECTIVES : To give exposure to students the techniques of market research

UNIT - I : Introduction - Importance, Nature and Scope of Marketing Research.- Marketing Research Process and Organization -. Marketing Information System. - Marketing Research Management.

UNIT – II: Research Designing - Problem Identification and Definition.- Developing a Research Proposal.- Types and Criteria of Research Design.- Case Studies.

UNIT – III : Data Collection and Sampling - Data sources- Primary and Secondary, Methods of collection.- Aptitude Measurement and Scoring Technique. Sampling Design.

UNIT – IV: Data Analysis and Reporting - Uni-variate, Bi-variate and Multivariate data analysis.- Chi- Square, Correlations and Regression and ANOVA. - Report Preparation and Presentation.

UNIT – V: Market Research Applications- Product Research - Advertising Research - Sales and Market Research - International Marketing Research - Marketing Research in India.

Text Books

1. Beri, G.C (2008) Marketing Research, Tata McGraw Hill, New Delhi,
2. Chisnall, Peter M (2008) The Essence of Marketing Research, Prentice Hall, New Delhi,

Reference Books

1. Hooda, R.P (2006) Statistics for Business and Economics, Macmillan India, New Delhi.
2. . Luck, D.J (2001)Marketing Research,, Prentice Hall, New Delhi,
3. . Tull, Donald and Hawkin, Marketing Research: Measurement and Method,, Prentice Hall, New Delhi, 2002

Optional : Marketing – Paper III

BRAND MANAGEMENT

OBJECTIVES : To enable the students to learn the fundamentals of brand management and strategies

UNIT I: INTRODUCTION : Basic understanding of brands – concepts and process – significance of a brand – brand mark and trade mark – different types of brands – family brand, individual brand, private brand – selecting a brand name – functions of a brand – branding decisions – influencing factors.

UNIT II: BRAND ASSOCIATIONS : Brand vision – brand ambassadors – brand as a personality, as trading asset, Brand extension – brand positioning – brand image building.

UNIT III: BRAND IMPACT : Branding impact on buyers – competitors, Brand loyalty – loyalty programmes – brand equity – role of brand manager – Relationship with manufacturing - marketing- finance - purchase and R & D – brand audit.

UNIT IV: BRAND REJUVENATION : Brand rejuvenation and re-launch, brand development through acquisition takes over and merger – Monitoring brand performance over the product life cycle. Co-branding.

UNIT V: BRAND STRATEGIES : Designing and implementing branding strategies – Case studies

Text Books

1. Kevin Lane Keller,(2002) "Strategic brand Management", Person Education, New Delhi,

ReferenceBooks:

1. Lan Batey Asian Branding – "A great way to fly", Prentice Hall of India, Singapore
2. S.Ramesh Kumar, "Managing Indian Brands", Vikas publishing House (P) Ltd., New Delhi,.
- 3 Jagdeep Kapoor, Brandex, Biztantra, New Delhi,

Optional : Marketing – Paper IV

SERVICES MARKETING

OBJECTIVE : This course aims at to acquaint the students with the basics of service sector marketing and its strategies for different services

UNIT I: INTRODUCTION TO SERVICES MARKETING : Services economy – evolution and growth of service sector – nature and scope of services – characteristics – classification – service market potential – expanded marketing mix for services – service quality – introduction to gaps model and SERVQUAL dimensions.

UNIT II: FOCUS ON CUSTOMERS : Assessing service marketing opportunities – customer expectations and perceptions of services – customer behaviour specific to usage of services – service markets segmentation – market targeting and selection.

UNIT III: SERVICE DESIGN : Levels of service product – Service life cycle – new service development – service blueprinting – physical evidence and service scape – competitive differentiation of services – service positioning strategies – developing positioning maps – pricing of services – methods and specific issues.

UNIT IV: SERVICE DELIVERY : People in services – service process – distributing service direct distribution, channel functions, channels selection, impact of information technology – designing communications mix for promoting services – building service customer relationships and service recovery – role of internal marketing in service delivery.

UNIT V: MARKETING STRATEGIES FOR DIFFERENT SERVICES : Formulating service marketing strategies for health, hospitality, tourism, logistics, financial, information technology, educational, entertainment and public utility services.

Text Book

1. Chiristopher H.Lovelock, Jochen Wirtz, (2002)"Services Marketing", Pearson Education, New Delhi,

Reference Books:

1. Kenneth E Clow, (2006) "Services Marketing Operation Management and Strategy" Biztantra, New Delhi,
2. Halen Woodroffe,(2009) "Services Marketing", McMillan Publishing Co, New Delhi
3. Nimit Chowdhary and Monika Choudhary,(2008) "Text book of Marketing of Services", the Indian experience, MacMillan Publishing Co, New Delhi,
5. Bhattacharjee, (2007)"Services Management, An Indian Respective" Jaico Publishing House, Chennai,.

Optional : International Business – Paper I

INTERNATIONAL BUSINESS ENVIRONMENT

OBJECTIVES : To realize the importance of international business environment for the economy growth

UNIT I: International Business: nature, importance and scope: Framework for analyzing international business environment –geographical, economic, socio-cultural, political and legal environment. Recent Developments in International Business: Ecological Issues; Social aspects; IT and international business.

UNIT II: International Economic Environment: World economic and trading situation; international - Economic Institutions and agreements – WTO and its functions.

UNIT III: Regional Economic Co-operation: Types and rationale of regional economic groups; Theory of customs union; EU, NAFTA, ASEAN, SAFTA and other groupings.

UNIT IV: Multinational Corporations: Conceptual framework of MNCs; MNCs and host and home country relations; Technology transfers – importance and types.

UNIT V: Foreign Investment: Capital flows – types and theories of foreign investment; Foreign investment flows

Text Books

1. Adhikary Mannab (2003) Global Business Management, Macmillan, New Delhi

Reference Books:

1. Adhikary Mannab (2000) Global Business Management, Macmillan, New Delhi.
2. Tayoto Monis II (2001) The Global Business Environment: An Introduction, Sage Publication< New Delhi.
3. Ghosh Biswanath, (2005) Economic Development of Business, South Asia Book, New Delhi.

Optional : International Business – Paper II

INTERNAL MARKETING

OBJECTIVE : To give exposure to students to the conceptual framework of international marketing management

UNIT I: International Marketing: Nature, definition and scope of International marketing; Domestic marketing vs.international marketing; International marketing environment-external and internal-Identifying and Selecting Foreign Market Foreign market entry mode decisions.

UNIT II: Product Planning for International Market:Product designing; Standardization vs adaptation; Branding; and packaging; Labelling and quality issues: After sales service.

UNIT III: International Pricing: Factors influencing international price; Pricing process-process and methods; International price quotation and payment terms.

UNIT IV: Promotion of Product/Services Abroad: Methods of international promotion; Direct mail and sales literature; Advertising; Personal selling; Trade fairs and exhibitions.

UNIT V: International Distribution: Distribution channels and logistics decisions; Selection and appointment of foreign sales agents.

Text Book

1. Bhattacharya R.L. and Varshney B.(2009), International Marketing Management, Sultan Chand, New Delhi.

Reference Books:

1. Keegan W.J. (2006) Multinational Marketing Management Prentice Hall, New Delhi.
2. Kriplani V (2003) International Marketing, Prentice Hall, New Delhi.
3. Kotler Philip (2005) Principles of Marketing, Prentice Hall, New Delhi
4. Paliwala Stanley J.,(2002) The Essence of International Marketing, Prentice Hall, New Delhi.

Optional : International Business – Paper III

FOREIGN TRADE POLICY, PROCEDURES AND DOCUMENTATION

OBJECTIVES : To enable the students to learn the fundamentals of the procedures and documentation in foreign trade and also its policies

UNIT I: International Trade: Theories of International trade –absolute and comparative advantage theories:Modern theory of trade-Heckscher Ohlin theory: Terms of trade: Theory of international trade in services; Balance of payments and adjustment mechanism.

UNIT II: Commercial Policy Instruments: Tariffs,quotas, non-dumping/countervailing, duties;Technical standards; Exchange controls and other non-tariff measuresIndia’s Foreign Trade And Policy: Composition and direction of foreign trade: India’s foreign trade policy: Export promotion infrastructure and the institutional set up; Deemed exports and rupee convertibility; Policy on foreign collaborations and counter trade arrangements; Indian joint ventures abroad; Project and consultancy exports.

UNIT III: Documentation Framework: Types and characteristics of documents: Export contract and inco terms; Processing of an export order - Export Financing Methods and Terms of Payment: Methods of payment, Negotiations of export bills; Documentary credit and collection; Pre and post shipment export credit; Bank guarantees; Foreign exchange regulations.

UNIT IV: Cargo Credit and exchange risks: Marine insurance-procedures and documentation for cargo loss claims, ECGC schemes for risk coverage and procedure for filling claims;institutions for credit-pre and post shipment

UNIT V: Quality Control and Pre-shipment inspection: Process and Procedures: Excise and customs clearance regulations, procedures and documentation.

Text Books

1. Verma M.L. (2009) Foreign Trade Management in India, Vikas Publishing House, New Delhi

Reference Books:

1. Mahajan V.S. (2002)India’s Foreign Trade and Balance of Payments Deep & Deep Publications, New Delhi.
2. Varshney R.L.(2001) India’s Foreign Tradem Kitab Mahal, Allahabad
3. Export-Import Policy, Ministry of Commerce,Government of India, New Delhi.
4. Handbook of Import-Export Procedures, Ministry of Commerce, Government of India, New Delhi.

Optional : International Business – Paper IV

INTERNATIONAL FINANCE

Objective: To equip students with tools and methods of analyzing aspects related to international financial systems, Balance of Payments and International financial markets, besides making them aware of mitigating forex risk.

UNIT I: International Monetary and Financial System: Importance of international finance; Bretton Woods conference and afterwards, IMF and the World Bank; European monetary system – meaning and scope - Multilateral Financial Institutions: Role of IMF, IBRD and other development banks, International investors and foreign investment institutions

UNIT II: Balance of Payment and International Linkages: Balance of payments and its components; International flow of goods, services and capital; Coping with current account deficit. Current Developments: International indebtedness; Capital account convertibility – pros and cons; Innovations in international finance instruments

Unit III: International Financial Markets and Instruments: International capital and money markets; Money and capital market instruments; Salient features of different international markets; Arbitrage opportunities; Integration of markets; Role of financial intermediaries. International Capital and Money Market Instruments: GDRs, ADRs, IDRs, Euro bonds, Euro loans, Repos, CPs, floating rate instruments, loan syndication and Euro deposits.

UNIT IV: Foreign Exchange markets: determining exchange rates; fixed and flexible exchange rate system; exchange rate theories; participants in the foreign exchange markets; foreign exchange markets cash and spot markets; Exchange rate quotes; LERMS; Factors affecting exchange rates – spot rates, forward exchange rates, forward exchange contracts; Foreign exchange and currency futures; Exchange rate arrangement in India; Exchange dealings and currency possession; Information and communication; Foreign exchange trades.

UNIT V: Foreign Exchange Risk: Transaction exposure, translation exposure and economic exposure; Management of exposures – internal techniques, netting, marketing, leading and lagging, pricing policy, assets and liability management and techniques. Management of Risk in Foreign Exchange Markets: Forex derivatives – swaps, future and option and forward contracts.

Text Books:

1. Apte, P.G: International Financial Management, Tata McGraw Hill, New Delhi 2009, 5th edition
2. International Financial management: V.K. bhalla, Anmol Publications Isbn 81-261-2641-8 (5th revised edition)
3. Shapiro, Alan. C: Multinational Financial Management, Prentice Hall, New Delhi. 2006, 8th edition

Reference Books:

1. Buckley, Adrian: Multinational Finance, Prentice Hall, New Delhi. 2004
2. Eitman, D.K. and A.I Stenehill: Multinational Business Cash Finance, Addison Wesley, New York. 2007
3. Henning, C.N., W Piggot and W.H Scott: International Financial Management, McGraw Hill, International Edition.
4. Levi, Maurice D: International Finance, McGraw – Hill, International Edition. 2005 & Reprint 2009
5. Rodriquefe, R.M. and E.E. Carter: International Financial Management, Prentice Hall, International Edition.
6. Yadav, Surendra S, P.K Jain and Max Peyrard: Foreign Exchange Markets, Macmillan, New Delhi.
7. Zeneff, D. and J Zwick: International Financial Management, Prentice Hall, International Edition.
8. O'Connor DJ, Bueso AT: International Dimensions of Financial Management; Macmillan, New Delhi.

Theory and Problem: - 20:80

Optional : Human Resource Management – Paper I

HUMAN RESOURCE DEVELOPMENT

OBJECTIVES : This course is to provide knowledge to the students to understand various parameters of human resource developments

UNIT I: Human Resource Development Recent Trends and Challenges: Introduction – Human Resource Development at Micro and Macro levels – the Concepts of Human Resource Development – Sub-systems-Human Resources Development – the New Role – The New Concern – The New Professionalism-Challenges Ahead-Tomorrow’s Manager and management

UNIT II: Career Planning and Development Introduction- Steps in Career Planning-Career Development – Internal mobility vbs Esxtternal Mobility – Key Issues to Career Development – Benefits of Career Planning and Development – Career Problems – Solutions to Career Problems.

UNIT III: Management Development Techniques Development – analysis of Development of Self – Assessment – management Development – Definition-Nee-The Systems Concept-Essential Ingredients of the Management Development Programmes-Techniques of management Development-Selection of Techniques - Self-Development Process and Managerial Skills Self-Development-Phases of Development-Change-Transience-Modular Man-Managerial Skills-Introduction-Types of Skills-Manager-Personality Trail Analysis.

UNIT IV: Rationalisation and Automation in Industry concepts of Rationalization-Aims of Rationalization-Stages in Rationalization – Rationalization in India-automation Meaning-AutomationVs Mechanization-Imput of Automation on Employment-Government Policy on automation.

UNIT V: Quality of work Life and quality Circles Introduction-Contemporaryproblems of Managerial Personnel-Interdiction-Contermporary Problems of Managerial Personnel –Qualityof work life Productivity – Quality of Work Life-Barriers to Quality of Work Life- Strategies for improvement in QwI- Quality Circle-participation –Essential Process –Definition Structure and Goals of Quality Circle-Suggestions to make Quality Circle Process Effective.

Text Book

P. Subbha Rao & VSP Rao, (2008) Personnel/Human Resource Management Text, Cases and Games, Tata McGraw Hill

Reference Books:

1. M.G. Rao, B.S.Minity & R.K. Rao, (2000)Personnel Management Text & Cases
2. B.P. singh & T/.N. Chhabara, (2003)Personnel Management & Industrial Relations
3. M.N. Rudhrabasavaraj,(2007) DynamicPersonnel Administration

Optional : Human Resource Management – Paper II

HUMAN RESOURCE ACCOUNTING

OBJECTIVE : This course provides exposure to students to understand the basic concept for organizational effectiveness through the technique of applying human resource accounting methods

UNIT I: Human Resource Planning-Meaning and Definition-Importance-Natural Resources and Human Resources – Investment in Human Resources –How Investments in Personnel are made-Quality of Wrok Force Vs.Performance. - Efficient use of Human Resource-Efficient Use of Resources and Growth-Modern Market Investment Theory-Market Portfolio-Enumerating the Assets-Calculating the Market Value of Assets Liquid and Non-Marketable Assets-Human Capital.

UNIT II: Human Capital-Human Capital Investment-ExpenditureVsProductivity-Education and Training-HumanCapital Discrimination.

UNIT III: Human Resource Accounting-Converting Human Data into Money value-Objectives of Human Resource Accounting-Limitations of Human Resource Accounting-approaches to Human Resource Accounting.

UNIT IV: Investment Approach-Investment in Human Resources-Recruiting and Training Costs-Depreciation-Rates of Return-Organizational Behaviour Vs.Turnover-Waste of Human Resources Prevention.

UNIT V: Personnel Costs-Auditing and Accounting-Personnel Costs-Fringe Benefits-audit Relationships-Audit Techniques-Accounting and Financial Statements.

Text Book

1. Human Resource Accounting: M. Saeed, DK Kulshrestha, Anmol Publications, 2000.

Reference Books

1. Accounting for Human Resources: Rakesh Chandra Katiyar, UK Publishing House.. 2003
2. Human Resource Accounting: D Prabakara Rao, Intern India Publications.. 2006
3. K. Aswathappa, (2008) Human Resource Management Tata McGrawHill

Optional : Human Resource Management – Paper III

LABOUR LEGISLATION

OBJECTIVE : This course is to provide knowledge to the students to understand various legislations providing labour welfares and controlling industrial relations

UNIT I : Law relating to the working conditions - The Factories Act, 1948: Definitions-Health, Safety andWelfare- Working hours of adult- Holidays-Employment of women and young persons- Annual leave with wages.

UNIT II : Law relating to Social Security - The workmen’s Compensation Act, 1923: Definitions-Rules regarding workmen’s compensation- Employer’s liability for compensation – Occupational diseases.

UNIT III : Law relating to Monetary Benefits- The Payment of Wages Act, 1936: Definitions- Rules for payment of wages- Deductions from wages- Maintenance of registers & records- Inspectors-Appeal- Penalties

UNIT IV : Laws relating to Labour relations - Industrial Disputes Act, 1947: Defintions –Rules for payment of wages- deductions from authorities under the Act- Strikes and lock outs – Lay off and retrenchment.

UNIT V Standing Orders- Industrial Employment (Standing Orders) Act, 1946: definitions- Schedule –Matters to be provided in the StandingOrders- Procedure for submission of the standing orders- certification of the standing orders- Appeal – Payment of subsistence allowance – Penalites.

TEXT BOOK

1. N.D. Kapoor (2009),Handbook of Industrial Law. Sultan Chand& Sons. New Delhi.2004

REFERENCE BOOKS

1. Malhotra, ()2007) The Law of Industrial Disputes, Vikhas Publications New Delhi.2004
2. Srivastava , The Industrial Employment Standing Orders Act
3. J.R. Carby Hall,(2003) Principles of Industrial Law, Pearson Publication

Optional : Human Resource Management – Paper IV

ORGANIZATIONAL DEVELOPMENT

OBJECTIVE : To make the students to understand the techniques and methods used for organizational developments

UNIT- I : Introduction to OD: Definitions of Organizational Development (OD) Growth and Relevance of OD- Assumptions about people as individuals- Assumptions about people in groups and about leadership Assumptions about people in organizational systems- Assumptions that relate to values in the client organization – Values and belief system of behavioral scientist change agents.

UNIT- II : The Process of OD: Entering and Contracting- Diagnosing the system and its processes, organizational, group and individual level diagnosis - Collecting and Analyzing Diagnostic information – Feeding back diagnostic information - Designing Interventions- Leading and Managing Change- Evaluating and Institutionalizing OD Interventions

UNIT- III : OD Interventions An Overview: A definition of OD interventions - A brief word about the nature of OD interventions - The Role and Style of the OD Practitioner: External and Internal Practitioner Competencies of an OD Practitioner OD Practitioner Styles - The OD Practitioner and his role in Intervention Process - Forming the practitioner client relationship – The role of power and politics in the practice of OD- Issues and problems pertaining to OD- Emerging Issues and Values of OD - : Personal and Interpersonal Interventions : Employee Empowerment – Sensitivity Training Laboratories –The Johari Window Model – Transactional Analysis – Behavior Modeling – Life and Career Planning Interventions – Stress Management Interventions

UNIT- IV : Team and Intergroup Interventions: Teams and Work Groups: Strategic Units of Organizations- Team Building Interventions - The Family Group Diagnostic Meeting The Family Group Team Building Meeting- Role Analysis Technique Intervention - A Role Negotiation Technique Responsibility Charting - The Force Field Analysis Technique- A Gestalt Orientation to Team Building - Intergroup Team Building- Interventions - Third Party Peacemaking Interventions - Organization Mirror Interventions – Partnering

UNIT- V: Comprehensive and Structural Interventions: The Confrontation Meeting – Strategic Management Activities- Survey Feedback Rensis Likert's System & Management- Grid Organization Development- The Contingency Theory of Lawrence and Lorsch - Suggested Criteria for Congruency - In congruency with OD –Job Design - Quality Circles- MBO and Appraisal – Socio technical Systems and Work Restructuring- Quality of Work Life Projects - The Collateral Organization: A Task Force with a Difference- Physical Settings and OD - Similarities and Differences between OD and selected structural interventions.

Text Books

1. French, W., Cecil, H. Bell & Jr. (2004). Organizational Development. Prentice Hall of India Pvt. Ltd.

Reference Books:

- 1 Jones, G. R. (2nd edition, 2004). Organizational Theory. Addison-Wesley Publishing Company.
- 2 Burnes B. (1996). Managing Change: A Strategic Approach to Organizational Dynamics.
- 3 Cummings, T. G. & Warley, C. G. (7th edition, 2001). Organizational Development & Change
Cincinnati, Ohio: South-western.

Optional : Banking and Insurance – Paper I

FUND MANAGEMENT IN COMMERCIAL BANKS

Objectives: To give insights to the students about the concept of fund and its management Practice with respect to Banking Organisation

UNIT I: Nature and Scope of Fund Management – Allocation of funds – III of Misallocation of funds Based Committee Norms – Management of capital Funds in Commercial Banks; Meaning and function of capital funds; Necessity of adequate capital funds; Standard to measure capital adequacy; Present position in India with respect to capital adequacy

UNIT II: Liquidity Management in Commercial Funds and Asset Liability Management Theories of liquidity Management; Priorities in the employment of bank funds; Problems in resource allocation in India. Management of capital Funds in Commercial Banks; Meaning and function of capital funds; Necessity of adequate capital funds; Standard to measure capital adequacy; Present position in India with respect to capital adequacy.

UNIT III: Management of Reserves: Nature and purpose of primary reserves; Legal reserves-nature and function; Working reserve-nature and function; cash management in commercial banks. secondary Reserves: Nature and function of secondary reserves; factors influencing secondary reserves; Estimation and management of secondary reserves.

UNIT IV: Management of Bank Deposits: Relevance of marketing approach to deposit mobilization In banks; Concept of bank marketing; Formulating marketing strategies for commercial banks-opportunity analysis, target market, competitive positioning; Implementing marketing strategy.

UNIT V: Management of Bank Loans: Characteristics of commercial loans: Loan policy in a commercial bank, evaluating loan application - credit information, credit analysis, credit decision; Priority sector lending policies of commercial banks in India. Management of Bank Investments: Nature and principles of security investment of commercial banks; formulating investment policy; Volume and pattern of investment of commercial banks in India.- Structure and pattern of income and expenditure in commercial banks in India

Text Books:

1. Cates David, "Liquidity Lessons for the '90s" Bank Management April 1990
2. Matten Chris, Managing Bank Capital, New York, John Wiley & Sons 1996
3. Neelam C. Gulati "Principle of Banking Management" Excel Books, New Delhi 2010
4. P. Subba Rao, "Principles of Practices of Bank Management, Himalaya Publishing House, Bombay 1988.

Reference Books:

1. Jadhav, Narendra: Challenges to Indian Banking ed. Macmillan, New Delhi
2. Joel, Bessis; Risk Management in Banking John Wiley.
3. Sinkey, Joseph F, Jr: Commercial Banks Financial Management, Prentices Hall Delhi.
4. Smith, T.R Fire Insurance Theory & Practice, Stone & Cox
5. Turner, H.S. Principles of Marine Insurance, Store and Cox
6. S. Singh Yogesh Singh, Risk Management in Banks, Excel Books, 2008
7. Bharati V. Rathok, Indian Financial System, Pearson Edn, 2006

Optional : Banking and Insurance – Paper II

INSURANCE AND RISK MANAGEMENT

OBJECTIVE : To provide the students to acquaint the students with the basics of financial planning in the area of insurance

UNIT –I :Risk Management : Introduction to concept of risk, hazard and peril, Concept of tolerable limits and downside -Concept of risk, Process of Risk Management- Risk Perception, various tools used to perceive a Risk, Organisation Charts, Flow Charts, Accounting Methods- Exposure Analysis, Check Lists, DOW index, Fault Tree, Event Tree- HAZOP studies, safety audit- Introduction to the process of Risk evaluation and concept of Probability, what is PML, (just the concept)- Decision Making Criteria

UNIT- II: Importance of valuation of a risk, concept of Sum Insured and how to fix the Sum Insured- Introduction to the process of Risk Control, Loss Prevention, various methods- Techniques of Risk Retention, captives and methods of Self Retention- Risk Transfer Mechanisms

UNIT – III : Concept of Insurance, Need for Insurance, Insurance Industry in India, Globalization of Insurance Sector, Role of IRDA, Regulation of Risk Reduction by IRDA. Reinsurance, Co- insurance, Assignment

UNIT- IV : Nature of Insurance Contract, Utmost Good Faith, Insurable Interest, Types of Insurance, Fire and Motor Insurance, Health Insurance, Distinction between Life Insurance and Marine Insurance. Control of Malpractices, Negligence, Loss Assessment and Loss Control, Exclusion of Perils, Actuaries, Automobile Insurance, Computation of Insurance Premium.

UNIT – V :Life Insurance Underwriting : Significance of pricing fundamentals- Underwriting Basic- Organization of Underwriting- Underwriting Philosophy & Guidelines- Sources of Underwriting information- Making an Underwriting decision- Physiological systems, diseases and extra risk calculation, extra premiums etc.- Group Life Insurance Underwriting.- Technology in Underwriting-. Genetics and Life Insurance Underwriting.

Text Books:

1. Gupta P.K (2004). Insurance and Risk Management. Himalya Publishing House.
2. Mishra, M.N. (2004). Principles and Practices of Insurance. S. Chand and Co.
3. Panda, G.S. (2004). Principles and Practices of Insurance. Kalyani Publications.

Reference Books:

1. Risk Management and Insurance By Scott Harrington and Gregory Niehaus. Tata McGraw Hill, (2nd ed., 2004).
2. Jeevanandam, C. (2005). Risk Management. Sultan Chand and Sons.
3. Principles of Insurance. Insurance Institute of India (2003).

Optional : Banking and Insurance – Paper III

BANK MANAGEMENT

OBJECTIVE : This course aims at to acquaint the students with the basics of commercial bank management

UNIT I: Principles of Banking Definition of bank; Creation of money; Present structure of commercial banking system in India; Brief history; functions; Working during 1947-1990.

UNIT II: Management Principles in Banks; Managerial functions in banks; Hierarchy; individual and group behavior; Management of personnel-Functions of manager; inspector; local advisory committee; Recruitment; Selection; Training; Promotion; Control of staff

UNIT III: Management of Deposits and Advances; Deposit mobilization; Classification and nature of deposit accounts; Advances; Lending practice; Types of advances; Principles of sound bank lending; Preparation of reports; Credits plans; Planning customers; Limits of credit; Security.

UNIT IV: Investment Management; Nature of bank investment; Liquidity and profitability; Preparation of cheques; Bills; Endorsement; Government Securities; Documents of title to goods railway receipt; Bill of lading; Book debts; Securities-Government and commercial.

UNIT V: Management of Finance Bank accounts; Records; Reports; Statement of advances; Evaluation of loan applications; Profit and loss account; Balance sheet and statutory reports regarding cash revenue.

Text Books

1. Tannan M.L.(2009) Banking –Law and Practice in India, Indian Law House, New Delhi.

Reference Books:

1. Radhaswami M and Basudevan, A. (2008) Text Book of Banking S. Chand & Co. New Delhi
2. Panikar K.K., (2007) Banking-Theory & System, S. Chand & Co. New Delhi
3. Khubchandani, B.S. (2005) Practice and Law of Banking, MacMillan, New Delhi.

Optional : Banking and Insurance – Paper IV

LAW & PRACTICE OF BANKING

OBJECTIVE : This course is to provide knowledge to the students to understand various legal and practical aspects of banking functions

UNIT- I: Banker and Customer: General and special relationship. Contract between banker & customer- Banks duty to customers

UNIT- II Paying Banker and Collecting-Banker: Nature of banking business, negotiable instruments and their characteristics, payment of cheques and protection to the paying banker dishonors of cheques - grounds – payment of cheque and other instruments - mandatory function of the banker. Collecting-Banker: Collection of cheques and other instruments-protection to the collecting banks under the negotiable instruments Act - endorsements on cheques. Bills of exchange - different types of endorsements - forged endorsements. Holder of value - holder/payment in due course.

UNIT III Types of Customers and Account holders: Procedure and practice is opening and conducting the accounts of customers particularly individuals including minors - joint account holders. Partnership firms - joint stock companies with limited liability-executors and trustees-clubs and associations Joint Hindu family etc.. Step to be taken on death, lunacy, bankruptcy, winding up or in cases of garnishee orders-non-resident accounts - accounts of Govt. Departments, payment of pension certificate of deposit

UNIT IV: Principles of Bank Lending: Different kinds of borrowing facilities granted by banks such as Loans, cash credit, overdraft, bills purchased, bills discounted, letters of credit, Types of securities,

UNIT V: Services to Customers: Remittance of funds by demand drafts, mail transfers, telegraph/telex transfers - safe,y lockers safe custody of articles – standing instructions - credit cards. Automatic Teller Machine and Internet Banking, Smart Cards,

Text Books

1. Tannan M.L.(2009) Banking –Law and Practice in India, Indian Law House,New Delhi.

Reference Books:

1. Radhaswami M and Basudevan, A. (2008)Text Book of Banking S. Chand & Co. New Delhi
2. Panikar K.K.,(2007) Banking-Theory & System, S. Chand & Co. New Delhi
3. Khubchandani, B.S. (2005)Practice and Law of Banking, MacMillan,New Delhi