

REGULATIONS PERTAINING TO MASTER OF COMMERCE (M.Com) COURSE

1. OBJECTIVE:

The broad objective of the Master of Commerce course is to impart to the Students, professional education and training in various aspects of business and its environment and provide them with opportunities to develop managerial and analytical skills in order to meet the challenges of business at the national and global level.

2. Eligibility for Admission:

A candidate who has passed the B.Com or B.B.M Degree examination of this University or of any other University recognized as equivalent thereto and has secured not less than 50% of the marks in the aggregate in all the Commerce subjects of Business Education in all the years (Examinations of the B.Com/BBM course) shall be eligible for admission to the course. In the case of SC/ST students and blind students the minimum percentage of marks required shall be less by 5%

3. Duration of the Course:

The course of study for M.Com, degree shall extend over a period of two years divided into 4 (four) semesters.

4. Scheme of Instruction:

1. In each semester there will be five papers (including practicals)
2. There will be 25-30 contact hours per week. This includes practicals.
3. Candidates are required to maintain record for computer practicals, which will have to be certified by the Chairman / Co-ordinator of the course, failing which students will not be permitted to take the end semester examination in that subject.

5. Attendance:

Each semester of M.Com course shall be taken as a unit for purpose of calculating attendance and a student shall be considered to have put in the required attendance for the Semester, if he/she has attended not less than 75% of the number of working periods (lectures, seminars and practicals taken together) during each semester in each paper.

6. Medium of Instruction:

The medium of instruction shall be English. However a candidate will be permitted to write the examination either in English or in Kannada.

7. Appearance for the Examination:

A candidate shall apply for all the papers of a semester when he appears for the examination of that semester for the first time.

8. Scheme of Examination:

8.1 There shall be a University examination at the end of each semester.

8.2 The details of the scheme of examination are as given below:

Sl.No.	Course	Duration	No.of papers per semester	Maximum Marks of	
				Per Semester	All Semesters
1	M.Com	4 Sem/2yrs	5	500	2000

8.3 Each semester will normally have five papers and each shall be for 100 marks.

8.4(i) The composition of theory and internal assessment marks for each paper will be 80 and 20 respectively. However, in Computer related papers it will be 80+20 (theory + practical).

ii. Duration of examination per theory paper of 80 marks shall be for 3 hours, for practicals it will be 1 1/2 (one and half) hours.

iii. Practical records will be evaluated as part of the practical examination.

iv. In case of practical examinations, students will be assessed on the basis of knowledge of processes, skills operations involved, results/calculations and reporting.

v. Practical examination will be conducted with both internal and external examiners. If the external examiner absents, then the examination will be conducted by two internal examiners.

8.5 Every theory paper shall ordinarily consist of two/three sections, developed to testing of conceptual skills, understanding skills, comprehension - skills, articulation and application skills.

8.6(i) In case of theory papers the internal assessment will cover Tests, Seminar and assignments.

- (ii) The Departmental Council / College / Centre shall notify in the first week of each semester, scheme of internal assessment, containing the details of tests, assignments, and seminars.
- (iii) At least one week prior to the last working day, I.A. marks secured by the candidates shall be displayed on the notice board.
- (iv) The Departmental Council / College / Centre may decide to give test/seminar to candidates who absent themselves for the above, only if the Council is convinced that the absence of the candidate is on valid grounds. However, the Council will allow the candidate to avail of this provision within the duration of that semester.
- (v) The statement of internal assessment shall be sent to the Registrar (Evaluation) at least one week prior to the commencement of that particular semester examination.

Dissertation:

8.7 Each student will choose business research project/live business problem in a business organisation or industry, and prepare a dissertation report. He/she will formulate it as a research/consultancy problem, work under the guidance of a faculty member on it during the III & IV semesters, prepare a report based on his/her work under the guidance of a faculty member and submit in the fourth semester. This will be evaluated for 150 marks. Project Dissertation guidance for a faculty member will involve a work load of 5 hours per week in a term. Dissertation guidance of 8 students by a faculty member will be equivalent to the teaching of one paper per semester. Viva voce examination will be conducted for 50 marks.

9. Board of Examiners, Valuation:

- 9.1 There shall be a Board of Examiners for scrutinizing and approving the question papers and scheme of valuation.
- 9.2 About 50% of the examiners appointed for setting of question papers and valuation work in each semester shall be external.
- 9.3 There shall be double valuation for all theory and Dissertation/Field work papers. The average of the marks awarded by the internal and external examiners shall be taken as the final award, (subject to 8.4) for that particular paper.
- 9.4 In cases of 20% or more difference in the marks awarded by the internal and the external valuer, the script shall be referred to the third valuer (who shall be an external) and the average of the nearest two shall be considered for the award of marks.

9.5 Challenge Valuation:

A student who desires to challenge the marks awarded to him/her may do so by submitting an application along with the prescribed fee to the Registrar (Evaluation) within 15 days after the announcement of the results. Such candidates shall be provided with a Xerox copy of the answer book after concealing the name of the valuers.

The answer scripts for which challenge valuation is sought for shall be sent to another external examiner. The average of the marks awarded in the challenge valuation and the marks of the earlier valuation which is closer to the challenge valuation shall be the final award.

10 Classification of Successful candidates:

10.1 Minimum for a pass in each paper shall be 40% (exam. Proper and internal assessment put together) and 50% in aggregate of all the semesters put together. There shall be no separate minima either for exam proper or for internal assessment.

10.2 (a) Successful candidates in each semester shall be classified as follows:

- i. First Class : Those who obtain 60% and above of the aggregate marks
- i. Second Class : Rest of the successful candidates who obtain 50% and above the aggregate marks.
- iii. However, only the candidates who have passed the examination at the first appearance shall be eligible for the declaration of ranks. The first five ranks shall be notified.

(b) Announcement of results, classes and ranks for the course as a whole:

Ranks and Classes shall be declared for the successful candidates taking their total performance in all the semester put together.

- i. First Class : All the successful candidates who secure 60% and above in their total performance shall be declared to have passed the Master degree examination in First Class.
- ii. Second Class : All the successful candidates who secure 50% and above but less than 60% in their total performance shall be declared to have passed the Master degree examination in Second Class.

- iii. However, only candidates who have passed each of the University examination at the first appearance shall be eligible for the declaration of ranks. The first five ranks shall be notified.

11 Provisions for Repeaters:

- 11.1 A candidate is allowed to carry all the previous uncleared papers to the subsequent semester/semesters.
- 11.2 Such of those Candidates who have failed/remained absent/opt to improve in any one or more papers (theory/practical/dissertation/project work/Field work) henceforth called as repeaters, shall appear for exam in such paper/s during the two immediate successive examinations.
- 11.3 Examination for odd/even semester shall be conducted respectively at the end of odd/even semester (odd with odd, even with even).
- 11.4 The candidate shall take the examination as per the syllabus and the scheme of examination in force during the subsequent appearances.
- 11.5 A candidate who seeks improvement has to surrender the marks already secured in the particular Paper/Papers and Marks Cards of that semester.
- 11.6 Improvement is allowed only in theory papers. There is no provision for improvement of internal assessment marks.
- 11.7 A candidate is permitted to apply for improvement in any paper of the particular semester within 60 days from the date of announcement of results of the semester.
- 11.8 A repeater (including a candidate who seeks improvement) shall not be eligible for rank.
- 11.9 A candidate should complete the Master's degree examination within 4 (four) academic years from the year of admission to the first semester.

12 Miscellaneous:

Any other issue not envisaged above, shall be resolved by the Vice-Chancellor in consultation with the appropriate Bodies of the University, which shall be final and binding.

M.Com - COURSE MATRIX

Paper	Subject	No of hours of work	Int Asst.	Uni. Exam	Total
<u>FIRST SEMESTER</u>					
1.1	Organizational Behaviour	5	20	80	100
1.2	Monetary System	5	20	80	100
1.3	Consumer Behavior and Marketing Research	5	20	80	100
1.4	Macro Economics for Business Decisions	5	20	80	100
1.5	Information system and Computers	5	20 (Practical)	80	100
<u>SECOND SEMESTER</u>					
2.1	Human Resources Management	5	20	80	100
2.2	Advanced Financial Management	5	20	80	100
2.3	E-Commerce	5	20	80	100
2.4	Business Environment	5	20	80	100
2.5	Operations Research & Quantitative Techniques	5	20	80	100
<u>THIRD SEMESTER</u>					
3.1	International Business	5	20	80	100
3.2	Business Ethics and Corporate Governance	5	20	80	100
3.3	Elective Paper – I	5	20	80	100
3.4	Elective Paper – II	5	20	80	100
3.5	Elective Paper – III	5	20	80	100
<u>FOURTH SEMESTER</u>					
4.1	Elective Paper – IV	5	20	80	100
4.2	Elective Paper – V	5	20	80	100
4.3	Elective Paper – VI	6 5	20	80	100

4.4 } 4.5 }	Project Report and Viva [150 + 50]				200
		Grand Total			2000

M.Com Semester course structure:

I Semester

- 1.1 Organizational Behaviour
- 1.2 Monetary System
- 1.3 Consumer Behavior and Marketing Research
- 1.4 Macro Economics for Business Decisions
- 1.5 Information system and Computers

II Semester

- 2.1 Human Resources Management
- 2.2 Advanced Financial Management
- 2.3 E-Commerce
- 2.4 Business Environment
- 2.5 Operations Research & Quantitative Techniques

III Semester

- 3.1 International Business
- 3.2 Business Ethics and Corporate Governance

Electives:

Group - I

Accounting and Taxation

- A. 1 Strategic Cost Management - I
- A. 2 Accounting Standards and Corporate Reporting
- A.3 Direct Taxes
- A.4 Indirect Taxes
- A.5 Accounting for Management Decisions
- A.6 Strategic Cost Management – II

Group - II

Finance

- F.1 Financial Markets
- F.2 Securities Analysis
- F.3 Commodity Markets – I
- F.4 Financial Services
- F.5 Port Folio Management

F.6 Commodity Markets – II

Group - III

Human Resources Management

- H.1 International Human Resources Management
- H.2 Organisational Culture, Change and Development
- H.3 Learning Organisations and Leadership
- H.4 Employee Relations Management
- H.5 Compensation Management
- H.6 Labour Legislation

Group - IV

Marketing Management

- M.1 Business Marketing
- M.2 Advertising Management
- M.3 International Marketing
- M.4 Sales and Distribution Management
- M.5 Services Marketing
- M.6 Brand Management

Group - V

SMALL BUSINESS AND ENTREPRENEURSHIP MANAGEMENT

- S.1 Government Business Interface
- S.2 Small Business Marketing
- S.3 Financing of Small Business
- S.4 New Enterprise Management
- S.5 Entrepreneurial Development
- S.6 Small Business Environment and Management

Group - VI

BANKING AND INSURANCE

- B.1 : Banking Operations Management
- B.2: Life Insurance
- B.3: General Insurance
- B.4: Risk Management in Banking
- B.5: Management of Insurance Companies
- B.6: Marketing of Bank Products

1.1 ORGANISATIONAL BEHAVIOR

Objectives:

1. To familiarize the students with the concept relating to interpersonal and intrapersonal behavior in organization.
2. To encourage the students to internalize the concepts of OB so that they can become changed people.

Module – 1:

Nature of OB, foundations of OB, importance and shortcomings, approaches to the study of OB, interdisciplinary approach to OB.

Module – 2:

Foundations of individual Behavior, personal factors, environmental factors, organization systems and resources, and models of individual behavior.

Personality: Nature of personality, determinants of personality, personality traits, The Big Five and Myers – Briggs Indicator.

Perception: Nature of perception, perceptual process, perceptual errors, managing perception, attribution.

Learning: Nature of learning, classical conditioning, operant conditioning, social learning, theories of learning and principles of learning.

Attitudes: Nature of attitude, formation of attitudes, change of attitudes, difficulties in changing and ways of changing, job related attitudes – job satisfaction and organizational commitment. Values – personal and organizational.

Motivation: Nature, importance and challenges, Theories – content theories, Maslow and Herzberg. Process theories – expectancy, equity and goal setting.

Module – 3:

Group dynamics: Nature of groups types of groups, development of groups, why do people join groups, determinants of group behavior, group cohesiveness.

Team dynamics: Nature of teams, groups versus teams, implementing teams, typical teams in organizations.

Leadership: Nature of leadership, theories of leadership and leadership styles.

Power and politics: Nature of power, power dynamics, essence of politics ethics of power and political behavior.

Conflict: Nature of conflict, sources and strategies of resolving conflict.

Interpersonal Communication: Essentials, process, interpersonal networks, information technologies

Module – 4:

Organizational culture: Nature of culture, how is culture created and sustained, benefits of organisational culture.

Organizational change and development: Nature of change, causes for change, why do people resist change, change models and ways of introducing change. Nature of OD, OD Interventions effectiveness of OD programmes.

Books for Reference:

1. Steven. L. Mcshane and Mary Ann Von Glinow: *Oranisatioal Behavior* TMH, New Delhi.
2. Don Hellreigel, *Organizational Behavior* Thomson.
3. Fred Luthans, *Organizational Behavior* McGraw Hill
4. Dr. K. Aswathappa, *Organizational Behavior* H PH Mumbai.

1.2 MONETARY SYSTEM

Objectives:

1. To expose students to domestic and international monetary systems
2. To enable students to understand principles & systems of note issue
3. To familiarize with issues relating to conversion of currencies.

Module – 1:

Money: Meaning, definition, functions. Role of money, value of money, theories of Value of money; quantitative theory, Friedman's restatement of the quantitative theory – Keynes theory of money.

Module – 2:

Monetary system: The Gold standard – paper currency standard – principles of note issue; systems of note issue – essentials of a sound currency system – paper gold or SDR

Module – 3:

International monetary system – Evaluation of International monetary system Bi – metallion; – classical gold standard – interwar period Bretton woods system – The flexible exchange rate – current exchange rate regime – fixed vs flexible exchange rates.

Module – 4:

International financial system: Introduction – role of financial markets - participants – elements – forex market – Euro currency market – Euro bond market – forward and future markets for foreign exchange.

Module – 5:

Balance of payment – Balance of Trade, Equilibrium in BOP – Devaluation and Depreciation; Current and Capital account convertability – Recent development in foreign capital flows.

Books for Reference:

1. V.K. Bhatta, *International Financial Management* Anmol publication Pvt. Ltd. New Delhi.
2. Madhu Vij, *Multinational Financial Management*, Excel Books, New Delhi.

3. Cheol S. Eun & Bruce G. Resman, *International Financial Management*, Tata Mc Graw Hill, New Delhi.
4. K.K. Dewet, *Modern Economic Theory*, Shyam Lal chaintable Trust, Ramnagar, New Delhi.
5. Apte P.G: *International Financial Management*, TMH
6. Lavi Maurice: *International Finance*, Mc Graw Hill.

1.3 Consumer Behaviour and Marketing Research

Objectives

1. To develop an understanding about the consumer decision-making process and its applications in marketing function of firms.
2. To familiarise students with concepts, tools and techniques of business research.
3. To enable students to take up research / consultancy project and handle them independently

A. Consumer Behavior

Module – 1:

Introduction to Consumer Behaviour; Consumer Behaviour and Marketing Strategy; Consumer involvement and Decision Making. Information search process; Evaluative Criteria and Decision Rules; Consumer Motivation; Information Processing and Consumer Perception.

Module – 2:

Consumer Attitudes and Attitude Change; Influence of Personality and self concept on Buying Behaviour; Psychographics and Lifestyle; Reference Group Influence. Diffusion of Innovation and Opinion Leadership Family Decision Making. Industrial Buying Behaviour; Models of Consumer Behaviour; Consumer Behaviour Audit; Consumer Behaviour Studies in India.

B. Marketing Research

Module – 3:

Research for Marketing decisions, - types – designs – exploratory, descriptive, - and Conclusive – experimental designs Research process – research proposal.

Module – 4:

Data collection – Measurement and scaling, Questionnaire structured, unstructured. Sampling design – Probability and non probability methods of sampling, sample size. Field collection of data.

Module – 5

Analysis of data – Descriptive methods, Hypothesis testing using one tailed and two tailed tests for one sample and two samples – Z, t tests. Chi-square test and ANOVA. Description of multivariate and other relevant methods. Report writing Applications in different areas of marketing.

Books for Reference:

1. Assael H., *Consumer Behaviour and Marketing Action*, Ohio, South Western.
2. Engle J.F etc., *Consumer Behaviour*, Chicago, Dryden Press.
3. Howard, John A. etc., *Consumer Behaviour in Marketing*, Englewood Cliffs, New Jersey, Prentice Hall Inc.
4. Hawkins. D.I etc., *Consumer Behaviour: Implications for Marketing Strategy*, Texas, Business.
5. Mowen, John C., *Consumer Behaviour*, New York, MacMillan.
6. Schiffman L.G & Kanuk. L.L., *Consumer Behaviour*, New Delhi, Prentice Hall of India.
7. G.C.Beri, *Marketing Research*, Tata Mcgraw – Hill publishing company, Noida.
8. Rajendra Nanjundkar, “Marketing Research” Tata Mcgraw – Hill publishing company, Noida.
9. Cooper Marketing Research (International addition) Tata Mcgraw – Hill publishing company, Noida.
10. Joseph Havi, *Marketing Research within a changing information environment*, Tata Mcgraw – Hill publishing company, Noida.
11. Pater Chisnal *Marketing Research* Tata Mcgraw – Hill publishing company, Noida.
12. John Boyce *Marketing Research*, Prentice – Tata Mcgraw – Hill publishing company, Noida.
13. Tull & Hawkins, *Marketing Research* Hall of India, New Delhi.
14. Green and Tall *Research for Marketing Decisions*, PHI

1.4 Macroeconomics for Business Decisions

Objectives:

1. To familiarise students with key macro economic variables and their behaviour, and enable them to critically evaluate different economies.
2. To enable students to integrate macroeconomic analysis into business decisions.

Module – 1

Introduction to economics, macro economics, and its interface with business and industry. Resources and goals of an economic systems, free market and mixed economy. National income and product concept, computation of national income and related aggregates, problems in computation of national income.

Module – 2

Consumption, Savings, investment, marginal propensity to consume, marginal propensity to save, multiplier, paradox of thrift, income and employment determination.

Module – 3

Money, monetary system, role of credit, financial inter-mediaries, level and structure of interest rates - interest and macro economic equilibrium, central bank, monetary management and policy.

Fiscal policy – Objectives, tools, fiscal variables and the public debt, co-ordination of monetary and fiscal policies.

Module – 4

Economic growth, factors determining economic growth, growth models, capital output ratio, problems of growth.

Policies towards economic stability, business cycle, inflation and deflation, control measures, conflicts between growth and stability.

Books for Reference:

1. Gupta G. S. - *Macroeconomic theory*- Tata Mc-Graw Hill publications
2. Samuelson,Paul – *Economics*, Tata Mc-Graw Hill publications
3. Dornbush R & Fisher S – *Macroeconomics* – Tata Mc-Graw Hill publications
4. Blanchard O. J & Stanley Fischer – *Lectures on Macro-economics* – Tata Mc Graw Hill publications
5. Dwivedi D N – *Managerial Economics* – Vikas publications
6. J. K. Bhagawathi – *Economics of Underdeveloped Countries* – All India Traveler Book Seller Publishing Company.
7. A. K. Agarwall – *Indian Economics – Problems of Development and planning* – D.K Publishers.
8. V. K. R. V. Rao - *National Income of India – 1950 to 1980* Sage Publishers
9. Bimal Jalan – *India's Economic Crisis*, Oxford, IBM.

10. Rangarajan C. – *Principles of Macro Economics*, Tata McGraw Hill Pub co.
11. Vaish M. C – *Macro Economic Theory* – Willey Eastern
12. Jha. R – *Contemporary Macroeconomic Theory and Policy*
13. Schultze C. L – *National Income Analysis*
14. Bramhananda P R & V R Panchamukhi – *Development process of Indian Economy Survey (Various issues)* – Ministry of Finance Government of India Publications, New Delhi.
15. Sheth M. L – *Macroeconomic theory* – S.Chand, New Delhi.
16. Bhole. L.M, *Financial Institutions and Markets*, Tata McGraw Hill.
17. Frank R.H: *Principles of Macroeconomics*, Tata McGraaw Hill.
18. Colander: *Macroeconomics* TMH.
19. Fischer and Blanchard: *Lecturer an Macroeconomics* PHI.
20. Turnovsky: *Methods of Macroeconomics Dynamis*, PHI.

1.5 Information Systems and Computers

Objectives:

1. To familiarize students with aspects of business information systems and relevant information technology.
2. To develop skills to design and implement simple computer based business information systems.

Module – 1

Information systems in business – definition, Operations support systems, TPS, management support systems, decision support system, expert systems. EIS, Business information systems – marketing, HR, Accounting and financial information systems, Developing information systems – systems analysis and design, Introduction to enterprises resource planning,

Module – 2

Information technology – a managerial overview. Computer systems – Components, peripherals, software, telecommunications, technology alternatives – internet worked enterprises. The Internet, E-Commerce. Internet, Technology Infrastructure. – The internet packet switched networks, - Mark up languages and the web. Internet connection option, ISPs, search and resource discovery.

Module – 3

Introduction to network operating system software, Spread sheet software, statistical logical and financial functions, charts. Introduction to SPSS, Accounting software, fund flow cash flow statement, ratio analysis, Introduction to mark up languages.

Module – 4

Database definition, types of structures, DBMS software-creating, editing, modifying, searching and sorting databases, creating and printing formatted reports, designing custom screen displays, multiple data files – RDBMS. Creating view, index, sorting, join, union of different database tables executing queries.

Books for Reference:

1. O’ Brien James – *A Management Information Systems*, Tata Mc Graw Hill, New Delhi.

2. Laudon and Laudon – *Management Information Systems*, Prentice Hall of India, New Delhi.
3. Gordan B Davis – *Management Information Systems*, Mc Graw Hill International
4. Sadagopan S – *Management Information Systems*, Prentice Hall of India
5. Martin J – *Management Information Systems*, Prentice Hall of India
6. Murthy. C V S, *Management Information System*, Himalaya Pub. House.
7. Effy. OZ, *Management Information System*, Golgotia Publications Pvt. Ltd.
8. Reynolds George W. and Ralph M. Stair, *Principle of Information Systems*, Thomson Course Technology
9. Prasad L.M and Usha Prasad: *Management Information System*, Sultan Chand and Sons.
10. Sadagopan. S. ERP – A managerial perspective TMH.
11. Learn a ERP – Demystified TMH.
12. For modules 3 and 4 the teacher will decide the software of his/her choice and appropriate books.

2.1 Human Resources Management

Objectives:

1. To expose the students to the principles and practices of Human Resources Management.
2. To make students internalize good HR practices.

Module – 1:

Nature and scope of Human Resource Management (HRM) objectives of HRM, HRM functions, organization of HRM department, qualities of HR Manager, personnel policies and principles, new challenges of HRM, HRM model.

Module – 2:

Human Resource planning, factors affecting planning, planning objective, planning process, evaluation of planning.

Job analysis and design- need for and process of job analysis and design.

Employee hiring: recruitment, importance, nature and international recruiting, selection, importance, process, recruitment and selection practices in India.

Training and development- nature, importance. Training, inputs, training process, recent trends in training, training practices in India.

Job evaluation, nature, objectives, process of evaluation, Performance and appraisal: nature, importance, process of evaluation, challenges.

employee compensation, wage concepts and principles, factors affecting compensation plans, incentives- group and individual plans, wage and salary policies in India.

Module – 3:

Employee safety and health – reasons for accidents and ways of avoiding accidents, need for safety, safety policy:

Health – physical, mental, noise control, work stress, AIDS, alcoholism and drug abuse, violence at work place, workplace harassment.

Participative management, scope and ways of participation, labour welfare – approaches and types. Industrial relation – causes for disputes and ways of resolving disputes. Trade union–relevance of unions.

Module-4:

Human resource audit, audit of corporate strategy, audit of human resource function, audit of managerial compliance, audit of employee satisfaction.

Ethical issues in HRM –HR ethical issues, managing ethics.

Books for Reference:

1. William .B. Werther & Keith Davis: *Human Resource & Personnel Management*, McGraw Hill.
2. Terry L. Leap & Michael D. Crino: *Personnel / Human Resource Management*, Maxwell Macmillan,
3. H.John Bernardin and Joyce E.A. Russel: *Human Resource Management an Experimental Approach*, McGraw Hill.
4. David. A. Decezo and Stephen P. Robbins: *Personnel / human Resource Management*, PHI.
5. Michael Armstrong: *A handbook of Personnel Management*, NP, Kogan page.
6. Gary Dessler: *Personnel Management*, Prentice Hall India.
7. Edwin D. Flipppo: *Personnel Management*, McGraw Hill Book Co.
8. Aswathappa K: *Human Resource and Personnnel Management*, Tata McGraw Hill.
9. Wyne F. Cascio and Clias N. Awad: *Human Resource Management*.

2.2 Advanced Financial Management

Objective:

1. To impart the knowledge in advanced techniques of financial management.
2. To enable the students to apply the techniques in financial decision making.

MODULE – 1:

Introduction – Finance Functions – Financing decisions – Capital structure theories – net income approach, Net operating income approach – The Traditional approach – Modighani – Miller hypothesis – capital structure planning and policy – elements of capital structure EBIT – EPS approach, Valuation approach, cash flow approach.

MODULE – 2:

Investment Decisions –

Capital Budgeting decisions – Nature – type – Evaluation criteria – DCF – NPV – IRR – Reinvestment assumption and modified IRR – Varying opportunity cost of capital – Investment decision under inflation – Investment Analysis under inflation.

Complex investment decisions – projects unit, different project lives, investment timing and duration – Replacement of an existing asst – Investment decisions under capital rationing.

MODULE – 3:

Risk Analysis in Capital Budgeting – Nature of Risk/statistical techniques for Risk analysis – Risk analysis in practice – sensitively analysis – Scenario analysis simulation analysis - Decision trees for sequential investment decisions – utility theory and capital budgeting.

MODULE – 4:

Corporate Restructuring – Mergers and Acquisitions, Corporate Restructuring – Valuation under M&A: DCF approach Financing a merger – significance of PE Ratio and EPS analysis – Accounting for M&As – Leveraged buyouts.

MODULE – 5:

Derivatives for managing financial risk, Introduction – Derivatives & Risk hedging – Hedging instruments – Options, Futures, forwards & swaps – use of derivatives.

A Survey of software packages for Financial Decisions making.

Books for Reference:

1. Weston :& Brigham, *Essentials of Managerial Finance*, The Dryden Press.
2. James Vanhorne, *Fundamentals of Financial Management*, Prentice Hall Inc.
3. John Hampton, *Financial Decision Making – concepts, problems & cases*, Prentice Hall of India.
4. Schall & Haley, *Financial Management*, McGraw Hill, New york.
5. Brealey & Myres, *Principles of Corporate Finance*, McGraw Hill, New York.
6. Prasanna Chandra, *Financial Management, Theory and Practice*, Tata McGraw Hill.
7. Khan & Jain, *Financial Management*, Tata McGraw Hill.
8. I.M. Pandey, *Financial Management*, Viaks Publishing House.
9. S.C. Kuchal, *Financial Management*, Chaitanya Publishers, Allahabad.
10. Chakraborty & others, *Financial Management and Control*, Mcmillan India Ltd.

2.3 E-Commerce

Objective

1. To expose students to the world of E – Commerce.
2. To enable them to adopt E-Commerce technology in business.

Module 1:

Introduction to e-commerce and e-business Traditional business and e-business. E-commerce business models, web auctions, virtual communities, portals, e-business revenue models.

Module 2:

Web server hardware and software – software for web servers, Website and internet utility programs, Web server hardware, web hosting choices – electronic commerce software.

Module 3:

Customer effective web design, e-marketing, e-advertising, e-CRM, Technology for E-CRM. EDI – Business applications of EDI – Computer crimes, legal issues, IT Act 2006.

Module 4:

Security threats – an area view – implementing E-commerce security – Protecting client computers E-Commerce Communication channels, and web servers Encryption, SSL protocol, Firewalls, Electronic Payment Systems.

Module 5:

Mobile commerce – Wireless application Technologies for Mobile Commerce WAP architecture Wireless technologies. Different generation in Wireless Communication and security issues M-Commerce and future¹⁷

Books for Reference:

1. Kalakota Ravi and A. B. Whinston : *Frontiers of Electronic Commerce*, Addison Wesley
2. Watson R T : *Electronic Commerce – the strategic perspective*. The Dryden press
3. Agarwala K.N and Deeksha Ararwala: *Business on the Net – Whats and Hows of E-Commerce*
4. Agarwala K. N. and Deeksha Ararwala : *Business on the Net – Bridge to the online store front*, Macmillan, New Delhi.
5. Diwan, Prag and Sunil Sharma, *Electronic Commerce – A manager guide to E-business*, Vanity Books International, Delhi
6. Janal D.S : *Online Marketing Hand book*. Van Nostrand Reinhold Network
7. Kosiur David, *Understanding Electronic Commerce* Microsoft, press Washing-ton.
8. Minoli and Minol, *Web Commerce Technology Handbook*, TMH New Delhi.
9. Schneider Gary P, *Electronic Commerce course Technology* Delhi.
10. Young Margaret Levine: *The complete reference to Internet*, TMH.
11. Murthy CVS, *E-Commerce*, Himalaya Publishing House.
12. Kalakota Ravi: *E-business 2: Road map for success*.
13. Kalkota Ravi. *Electronics Commerce: A managers Guide*.

2.4 BUSINESS ENVIRONMENT

Objective

1. To familiarize the students with the environmental factors affecting business.
2. To enable the students to integrate environmental inputs with strategic management.

Module – 1:

Nature of business environment, external environment, internal environment.

Analysis of environment – SWOT analysis – framework of analysis – scanning, monitoring, forecasting, assessing, benefits of study of business environment and problems of study, nature of strategic management, strategic management process

Module – 2:

Global environment-nature of globalisation , why firms go global, routs of globalisation, active players in global business

FDI, India’s experience, WTO-benefits and problems for India, trading blocks, Analysis of global environment-scanning, monitoring, forecasting, assessing global environment.

Module – 3:

Economic environment with reference to India’s economy, five decades of planning-achievements and failures, future of Indian economy, analysis of economic environment, forecasting, assessing.

Module – 4:

Cultural environment – nature of culture, interface between culture and business;

Cross – Cultural management: Cross cultural dimensions, motivation across cultures, leadership across cultures, communication across cultures, HR practices across cultures social responsibility of business. Business Ethics, Analysis forecasting and assessment of political legal environment.

Module –5:

Political-legal environment-political philosophies, political institutions, constitution of India, government policies towards industry, labour, agriculture, Legal framework-

protection of intellectual properties; Analysis, forecasting and assessment of political legal environment.

Module – 6:

Technological environment – nature of technology, interface between technology and business management, IT, ITES, E-business and E-commerce, Management of technology transfers, Analysis, forecasting and assessment of technological environment.

Books for Reference:

1. Fathy and Narayanan, *Macro-environment Analysis for Strategic Management*, West publishing.
2. Francis Cherunilam, *Business Environment*, Himalaya Publishing House.
3. Ashwathappa K. *Essentials of Business Environment*, HPH
4. Aswathappa K, *Business Environment for Strategic Management*, HPH, Bombay
5. John B. Cullen, *Multicultural Management*, Thamson.
6. Shaik Saleem, *Business Environment*, Pearson Education Publication.

2.5 Operations Research & Quantitative techniques

Objectives:

1. To impart knowledge in concepts and tools of OR and QT
2. To make students apply these in managerial decision making.

Module – 1

Linear programming, problem formulation, graphical method and simplex method of solution, description of software packages for solving LLP, product mix problems, other managerial applications. Transportation Models, Assignment models.

Module – 2

Probability- basic rules, random variables, probability distributions, expected value, variance, Normal distribution, risk analysis in capital – budgeting.

Module – 3

Network analysis, PERT, CPM-drawing the network activity times, event times, critical path, total and free slack-cost time trade off and crashing. Software packages (Description only)

Inventory models, EOQ model, sensitivity analysis, model with one, price break inventory control systems in practice.

Module – 4

Decision making under uncertainty, different decision criteria, decision trees. Simulation, model building, the process, problems with special reference inventory and financial managements. Critical evaluation of software.

Books for Reference

1. Srivastava V. K. et al – *Quantitative Techniques for Managerial Decision Making*, Wiley Eastern Ltd
2. Richard, I. Levin and Charles A. Kirkpatrick – *Quantitative Approaches to Management*, McGraw Hill, Kogakusha Ltd
3. Budnik, Frank S Dennis Mcleavey, Richard Mojena – *Principles of Operation Research - AIT BS New Delhi*.
4. Sharma J K – *Operation Research- theory and applications*-Mc Millan, New Delhi
5. Kalavathy S. – *Operation Research* – Vikas Pub Co
6. Gould F J – *Introduction to Management Science* – Englewood Cliffs N J Prentice Hall.
7. Naray J K, *Operation Research, theory and applications* – Mc Millan, New Dehi.
8. Taha Hamdy, *Operations Research*, Prentice Hall of India
9. Tulasian: *Quantitative Techniques*: Pearson Ed.
10. Vohr. N.D. *Quantitative Techniques in Management*, TMH.
11. Stevenson W.D, *Introduction to Management Science*, TMH.

3.1 International Business

Objectives:

1. To familiarize the students with the concepts, functions and practices of international business.
2. To enable them get global perspective on issues related to business.

Module – 1

Nature of International Business (IB). Drivers of IB. IB and domestic business compared. Routes of globalisation, players in International Business. Evolution of IB.

Theories of IB. Mercantalism. Theory of Absolute Advantage. Theory of Comparative Advantage. National Competitive Advantage.

Environment of IB. Political, legal, technological, cultural, economic factors.

Module – 2

International Strategic Management – nature, process – scanning global environment – formulation of strategies – implementation of strategies – evaluation and control.

Organisational designs for IB. Factors affecting designs. Global product design. Global area design. Global functional design. International division structure.

Module – 3

International Human Resource Management (IHRM). IHRM and domestic HRM compared. Scope of IHRM. HR planning. Selection of expatriates. Expat training. Expat remuneration. Expat failures and ways of avoiding. Repatriation. Employee relations.

International operations Management. Nature - operations management and competitive advantages. Strategic issues – sourcing v/s vertical integration, facilities location, strategic role of foreign plants, international logistics, managing service operations, managing technology transfers.

International Financial Management – Nature - compared with domestic financial management. Scope – current assets management, managing foreign exchange risks, international taxation, international financing decision, international financial markets, international financial investment decisions.

International financial accounting – national differences in accounting, attempts to harmonise differences.

Financing foreign trade – India's foreign trade, balance of trade and balance of payments, financing export trade and import trade. International Marketing – nature compared with domestic marketing. Benefits from international marketing. Major activities – market assessment, product decisions, promotion decisions, pricing decisions, distribution decisions.

Module – 4

Integration between countries. Levels of integration. Impact of Integration. Regional trading blocks – EU, NAFTA, Mercosur, APEC, ASEAN, SAARC, Commodity agreements.

GATT, WTO – functions, structure, agreements, implications for India. International Strategic Alliances – Nature - Benefits. Pitfalls, scope, managing alliances.

Books for Reference:

1. Darrell Mahority, etal, *International Business*, Longman.
2. Charles W.L. Hill, *International Business*, McGraw – Hill.
3. Czinkota, etal, *Global Business*, Dryden Press.
4. John D. Daniels, etal, *International Business*, Pearson Education.
5. Don Ball and Wendell McCulloch, *International Business*, McGraw – Hill.
6. A.V. Vedipurishwar, *The Global CEO*, Vision Books.
7. Aswathappa. K., *International Business*, Tata McGraw Hill (In Press)

3.2 Business Ethics and Corporate Governance

Objectives:

1. To make the student conscious about ethical values in real life and in business.
2. To make students internalize ethical values and practices.

Module – 1:

Ethics in Business: Definition of business ethics – A model of ethics; ethical performance in business; managerial values and attitudes; ethical congruence; managerial philosophy; types of ethics ; code of ethics; importance of ethics in business.

Module – 2

Ethical Theories and Corporate social responsibility: Cognitivism and non-cognitivism; consequentialism versus non-consequentialism- Utilitarianism; Religion and ethics; Kantianism versus Utilitarianism; Business and Religion; Ethics and Social responsibility: Corporate social responsibility; changing expectations; diagnostics model of social responsiveness; four faces of social responsibility- ethical climate in companies.

Module – 3

Ethics in Marketing: Ethical dilemmas in marketing- unethical marketing practices- ethical and social issues in advertising- common deceptive marketing practices-role of consumerism.

Ethics in Finance: Unethical financial practices – creative accounting- hostile takeovers- tax evasion- corporate crimes.

Module – 4

Ethics in Human Resources Management: Human resource system- psychological expectancy model- Human resource management practices and ethical implications- Individualism versus collectivism in human resource management practices

Ethics and Information Technology: Ethical issues relating to computer applications; security threats – computer crime- computer viruses- software piracy- hacking – computer crime prevention – ethical dilemmas and considerations.

Module – 5

Concept of corporate governance – importance - Corporate governance and agency theory. Benefits of good corporate governance - present scenario in India.

Reforming Board of Directors, Birla committee, Naresh Chandra Committee, Narayana Murthy committee, Corporate Governance code future scenario.

Books for Reference:

1. S.K. Chakraborty: *Foundations of Managerial Work Contributions from Indian Thought*, Himalaya Publishing House, Bombay.
2. V.S. Mahesh: *Thresholds of Motivation*, Tata McGraw Hill.
3. Pradip N. Khandwalla: *Organisational Designs for Excellence*, Tata McGraw Hill.
4. Theophane A. Mathias: *Corporate Ethics*, (Ed) Allied. Publishers.
5. Beanchamp Tom L: *Ethical Theory and Business*, Prentice Hall.
6. Behram Kack N: *Essays on Ethics in Business and the Professions*, Prentice Hall.
7. Blanchard, Kenneth : *The Power of Ethical Management*, EM of Co.
8. Borchert, Donald M: *Exploring Ethics*, Macmillan Pub. Co.
9. Bowie, Norman E: *Business Ethics*, Prentice Hall.
10. Brady, F. Neil : *Ethical Managing*, Macmillan Pub. Co.
11. Buckholz, Rogene A: *Fundamental concepts and problems in business Ethics*, Prentice Hall.
12. Cavanagh, Gerald F: *Ethical Dilemmas in the Modern Corporation*, Prentice Hall.
13. Cederblam, Jerry: *Ethics at Work*, Wadsworth Publishing Co.
14. Desjardins, Joseph R: *Contemporary Issues in Business Ethics*, Wadsworth Publishing Company.
15. Donaldson, Thomas: *Ethical Issues in Business*, Prentice Hall.
16. Donaldson, Thomas: *The Ethics of International Business*, Oxford University Press.
17. Ferreth oc: *Business Ethics*, Prentice Hall.

18. Garrelt, John C: *Business Ethics*, Prentice Hall.
19. Hoffman, W. Michael: *Business Ethics*, Prentice Hall.
20. Gupta. L.C. *Corporate Management and Accountability*.
21. Mc.Millan Institution for FM and Research Chennai.

1. ACCOUNTING AND TAXATION

A. 1 Strategic Cost Management – I

Objective: To expose the students to the enclosed environment of business and to enable them to formulate strategies related to cost and pricing.

Module – 1:

Importance of analysing cost, managing costs, cost management: areas of cost management, cost management and cost accounting, tools and techniques of cost management, role of cost accounting in strategic planning and management control.

Module – 2:

Strategic cost management issues in different elements of cost; material, labour and overheads; product design, value analysis and value engineering, strategic analysis of cost, business process re-engineering.

Module – 3:

Activity Based costing: Inadequacies of traditional methods of overhead absorption, ABC, Kaplan and Co-ops approach to ABC cost drivers and cost pools, allocation of over heads under ABC, Characteristics of ABC, benefits from adaptation of ABC System.

Module – 4:

Life cycle Costing: Meaning, phases in product life cycle, characteristics, product life cycle and cost control. Experience curve in product life cycle costing. Project life cycle costing, categories of project life cycle costs, optimization of project life cycle costs.

Module – 5:

Target costing: Definition, Meaning and Nature of target costing, target costing methodology, methods of establishment of costs. JIT – features, methodology in implementation of JIT, Benefits of JIT.

Books for Reference:

1. Ravi. M. Kishore, Cost Management, Taxman, Allied Services (p) Ltd.,
2. S.K.R. Paul, *Management Accounting*, New Central Book Agency Private Ltd., Calcutta.
3. Charles T. Horngren, George Foster, Srikant M. Data, *Cost Accounting: A Managerial Emphasis*, Prentice Hall of India, New Delhi.
4. Roger Cowe, *Hand Book of Management Accounting*, A Grower Handbook.
5. S. Mukherjee & A.P. Roychowdhury, *Advanced Cost and Management Accountancy*, New Central Book Agency, Calcutta.
6. Anthony R.N, *Management Accounting Principles*, Grawin Publishing.
7. Batty J, Mc Donald & Evans, *Management Accountancy*, London.
8. Bierman H & Drabin A.R, *An Introduction Managerial Accounting*, McMillan Company, New York.
9. Broad H.W & Carmichael K.S, *A Guide to Management Accounting*, HFL (Pub) Ltd., London.
10. Brown & Haward, Mac Donald , Evans, *Principles of Management Accountancy*, London.
11. De Pauls, *Management Accounting in Practice*, F.C. Europe Pub. Ltd., London.
12. Keith Ward, *Strategic Management Accounting*, Butterworth Heirmann Pub.
13. John K. Shank, *Cases in Cost Management: A Strategic Emphasis*, South-Western Publishing, Thomson Learning.

A. 2 Accounting Standards and Corporate Reporting

Objectives

1. To provide knowledge about contemporary issues in accounting.
2. To enable the students to develop in sights into financial analysis of business organizations.

Module – 1:

Accounting Standards – Definition – Benefits – Management and Standard setting – Standard setting process – Difficulties in Standard setting – Types of Accounting Standard – Accounting Standards issued by ASB of ICAI till date, with problems, AS-6, AS-11, AS-14, AS-3.

Module – 2:

Financial analysis, comparative analysis, horizontal, vertical, time series and index analysis, ratio analysis, limitation of ratio analysis, do point control chart, predictive power of financial ratios, prediction of sickness using various models, funds flow and cash flow analysis. (As per as – 3)

Module – 3:

Corporate reporting – concepts – objectives – General purpose and Specific purpose – Qualities of good financial report – Segmental report – interim report, legal requirements – Social reporting – Human Resource accounting and reporting and contemporary issues.

Module 4:

Disclosure of accounting policies- depreciation- inventory- research and development- deferred taxation - current cost accounting - post balance sheet events contingencies - leases and hire purchase - goodwill - mergers and acquisitions - pension costs - foreign currency translations - change in financial position.

A brief survey of accounting software packages.

Book for Reference:

1. Jawaharlal, *Accounting Theory*, Himalaya Publishing House.
2. L.S. Porwal, *Accounting Theory*, Tata McGraw Hill.
3. I.M. Pandey, *Management Accounting*, Vikas Pub.
4. S.N. Maheshwari, *Management Accounting and Financial Control*, Sultan Chand, New Delhi.
5. Bhatti. J, *Management Accounting*, ELBS.
1. Khan and Jain, *Management Accounting*, Tata McGraw Hill.
2. Horngren C.T, *Management Accounting*, Prentice Hall of India.
3. ICAI, *Compendium of Statements and Standards on Accounting*.
4. Myer J.N., *Financial Statement Analysis*.
Anthony R.N., *Management Accounting Principles*

A.3 Direct Taxes

Objective:

To give an integrated view of direct tax and apply the laws to business decisions.

Module – 1:

Basic frame work of direct taxation, principles of direct taxation appraisal of annual Finance Act, tax planning and its methods, advance tax rulings.

Module – 2:

Sailent features of company taxation, scheme of taxing business income of companies, business deductions/allowances, disallowances and depreciation.

Module – 3:

Computation of taxable income of companies set off and carry forward of losses, deductions under section 80G/801A-801B-801C

Module – 4:

Tax planning with respect to amalgamation and mergers, multinational companies, double taxation treaties, joint ventures and foreign collaborations, tax consideration in make or buy, own or lease, retain or replace, Transfer pricing.

Module – 5:

Procedure for assessment, deduction of tax at source, advance payment of tax, refunds, appeals and revision.

Module – 6:

Wealth tax for companies, charging section, exempted wealth computation of net wealth, wealth tax planning.

Books for References:

1. Vinod K. Singhania, *Direct Tax Law and Practice*, Taxman.
2. Agrarwal P.K, *Tax Planning for Companies*, Hind Law Publishers, New DELHI.
3. Dr. H.C. Mehrotra and Dr. S.P. Goyal, *Income Tax Law and Practices*, Sahitya Bhavan, Agra.
4. Sukumar Bhattachary, *Tax Planning in India*.
5. Sharat Bargava: *Direct Taxes*.
6. B.B. Lal & N. Vashist – *Direct Taxes*, - Pearson – New Delhi.
7. Girish Ahuja and Dr. Ravigupta – *Direct Taxes Law and practices*-Bharaths.
8. Dr. Manohar – *Direct Taxes*, - Snow white.

A.4 Indirect Taxation

Objective

To familiarise the students with the indirect tax laws.

Module - 1

Central excise, historical background of Central Excise, Taxation in India, Central Excise Tariff Act, 1985, licensing levy, collection of duty, power and duties of excise officer, claim for rebate of duty, assessment and provisional assessment, recovery, refunds and remission of duty, proforma credit, CENVAT and money credit, warehousing, self removal procedure, offences and penalties, adjudications, appeals, revisions and reference, payment of duty under protest and exemptions, service tax (VAT).

Module - 2

Customs: History of Customs Act, 1962, customs tariff, valuation, customs valuation (determination of price of imported goods) Rules 1988, levy and exemptions, prohibition on import and export, special provisions regarding baggage, goods

imported and exported by post, offences and penalties, adjudication, appeals, revision and draw back.

Module – 3

Central Sales Tax Act, 1956 – VAT – Procedures under VAT, Advantages, Disadvantages.

Books for Reference:

1. L.K. Jain, *Central Excise Mannual*, Contay Publishers P. Ltd.
2. D.N. Khole, B.N. Sharma etal, *Customs Tariff*, Census Publishers.
3. Bare Acts of CST and KST.
4. B.K. Ghargava, *Indirect Tax Laws*, Taxman Allied Services.
5. V.S. Datey, *Indirect Tax Law and Practice*.
6. *Central Excise Guidelines and Procedures*, Nabi Pub. New Delhi.
7. R.K. Jain, *Customs Law Manual*, ii) *Central Excise Manual*, iii) *Central Excise Law Guide*, Contex Pub. New Delhi.
8. Arvind Datar, *Guide to Central Excise – Law and Practice Vol. I*, Wadhwa and Co. Nagpur.
9. charya Shuklendra, *Central Excise – Law, Practice and Procedure Vol. I & II*, Modern Law Publisions, Allahabad.
10. S.P. Bhatnagar, *Customs Law and Procedure*, Contex Pub. New Delhi.
11. P.L. Malik, *Commentaries on Customs Act, 1962, with Rules and Notifications*, Eastern Book Company, Lucknow.
12. Jai. Kr. Jain and Anand Prakash, *Law of Control Sale Tax in India*, Anand Prakashan, Jaipur.
13. Dr. Sanjeev Kumar, *Systematic approach to Indirect Taxes*, Bharat Law house, Allahabad.

A.5 Accounting for managerial decisions

Objectives:

To enable students to apply cost accounting theory decision making in business.

Module – 1

Decision making process, Database for decision-making, Cost-based Decision-making.

Module – 2

Cost behavior and profits, Marginal Costing and Short term Decisions and pricing. Application of short term decision models, Problem of key factors, diversification of products, Product mix decision, make or buy decisions, effect of changes in selling prices, shut down, continue decision, application of differential cost analysis.

Module – 3

Budgets and Standards as keys to Planning and Control, functional master budgets and responsibility accounting, flexible budgets planning of variable and fixed costs, budget implementation and operation, monitoring results and control variance analysis material, Labour and Overheads (Advanced problems)

Module – 4

Uniform Costing and inter firm comparison: Steps and techniques

Module – 5

Cost audit, aspects, scope, cost audit scheme under the Companies Act 1956, procedure for cost audit, cost audit report, cost audit Vs financial audit, management audit, statutory audit.

A brief survey of accounting software packages.

Books for Reference:

1. Vashist and Saxena, *Advanced Cost and Management Accounting*, Sultan Chand and sons.
2. Jain and Narang, *Advanced Cost Accounting*, Kalyani.
3. Arun Prasad Roy Chowdhury, etal; *Cost and Management Accountancy*, New Central Book Agency.
4. Horngren, *Cost Accounting; A Managerial Emphasis*, PHI.
5. Prasad. N.K, *Principles and Practice of Cost Accounting*, Book Syndicate.
6. ICWA Publications on application of costing principles in different industries.
7. Jawaharlal, *Cost Accounting*, TMH
8. Khan and Jain, *Theory and Problem of Management and Cost Accounting*, TMH.
9. Nigam and Sharma, *Cost Analysis and Control Management Approach*, HPH.
10. ICWA, Calcutta, *Advanced Cost and Management Accountancy Methods, Techniques and Applications*.
11. Mukherjee. S and Roy Chowdhury, *Advanced Cost and Management Accountancy*, New Central Book Agency, Calcutta.

A.6 Strategic Cost Management – II

Objective: To expose the students to the external environment of business and to enable them to formulate strategies related to cost and pricing.

Module –1:

Pricing strategies: Pricing policy, process, Role and methods cost plus pricing, Managerial cost pricing, pricing for target rate of return, added value method of pricing, differential cost pricing giving rate pricing, standard cost pricing, Export pricing, methods, strategies in product pricing, pricing strategies for new products pricing established products.

Module –2:

Transfer pricing: Necessity, methods of transfer pricing, benefits of transfer pricing, Guarding Principles in the fixing transfer prices international transfer pricing.

Module – 3:

Cost of Quality and TQM-Definition, classification of quality costs, cost of Conformance, Prevention costs, appraisal costs, cost of Non-conformance, optimization of quality cost, TQM Core concepts of TQM, Benefits of TQM.

Module – 4:

Balanced Scorecard: Introduction, drawback of traditional financial measures, attributes to good performance measurement system, concept of balanced score card, perspectives of B.SC and how to implement B.SC?

Books for Reference:

1. Ravi. M. Kishore, Cost Management, Taxman, Allied Services (p) Ltd.,
2. S.K.R. Paul, *Management Accounting*, New Central Book Agency Private Ltd., Calcutta.
3. Charles T. Horngren, George Foster, Srikant M. Data, *Cost Accounting: A Managerial Emphasis*, Prentice Hall of India, New Delhi.
4. Roger Cowe, *Hand Book of Management Accounting*, A Grower Handbook.
5. S. Mukherjee & A.P. Roychowdhury, *Advanced Cost and Management Accountancy*, New Central Book Agency, Calcutta.
6. Anthony R.N, *Management Accounting Principles*, Grawin Publishing.
7. Batty J, Mc Donald & Evans, *Management Accountancy*, London.
8. Bierman H & Drabin A.R, *An Introduction Managerial Accounting*, McMillan Company, New York.
9. Broad H.W & Carmichael K.S, *A Guide to Management Accounting*, HFL (Pub) Ltd., London.
10. Brown & Haward, Mac Donald , Evans, *Principles of Management Accountancy*, London.
11. De Pauls, *Management Accounting in Practice*, F.C. Europe Pub. Ltd., London.
12. Keith Ward, *Strategic Management Accounting*, Butterworth Heirmann Pub.
13. John K. Shank, *Cases in Cost Management: A Strategic Emphasis*, South-Western Publishing, Thomson Learning.

2. FINANCE

F.1 Financial Markets

Objective:

To provide understanding of the working of financial markets in India and abroad.

Module –1

Security markets – Primary and Secondary market, Primary market – Its role and functions, Methods of selling securities in Primary market bought out deals and private placements trading mechanism – Screen based trading, insider trading

Module – 2

Public Issue Management, prospectus, regulation and certification, pricing of new issues, guidelines, functions of underwriters, merchant bankers, issue managers, registrars to issue

Module – 3

Organization and functioning of stock exchange in India, operations of stock markets, listing requirements, regulation and control of stock markets, National Stock Exchange (NSE) and OTCEI, investor protection and SEBI guidelines.

Module – 4

International financial environment, raising of finance in international markets, Euro issues, GDR's and ADR's Guidelines for raising funds in international markets through various instruments.

Working of International Stock exchanges with respect to their size – listing requirements – membership – clearing and settlement of New York Stock Exchange, NASDAQ, London Stock Exchange, Tokyo Stock Exchange, Luxemburg Stock exchange, German and France Stock Exchanges.

Books for Reference:

1. Dalton, John M: *How the stock markets works*, Practice Hall, Delhi.
2. Machiraju H R: *Working of Stock Exchanges in India*, Wiley Eastern Ltd, New Delhi.
3. Gupta L. C.: *Stock Exchange Trading in India Society for Market Research and Development*, Delhi.
4. Raghunatham V: *Stock Exchange and Investments*, Tata, McGrawHill, New Delhi
5. Gordon & Nataraj: *Financial Markets and Services*, Himalaya Publishing House
6. Avadhani : *Investment and securities markets in India*, Himalaya Publishing House
7. Khan M Y: *Indian Financial System*, Tata McGraw Hill, New Delhi.
8. Giddy I H: *Global Financial Markets*, AITBS New-Delhi.
9. Preethi Singh: *Investment Management*, Himalaya Publishing house

F.2 Securities Analysis

Objective:

To enable students develop skills in analyzing various types of securities

Module – 1

Investment management, nature and scope, investment avenues, types of financial assets and real assets, Security return and risk –Systematic and unsystematic risk – sources of risk, Measurement of risk and return, sources of investment information.

Module –2

Fixed income securities – bonds, preference³ shares-sources of risk, valuation, duration of bonds-theory of interest rates –yield curve. Bond innovations and their valuation.

Module –3

Analysis of variable income securities, fundamental analysis – analysis of economy, industry analysis, company analysis – financial and non-financial. Equity valuation models. Options, futures, forwards, warrants, and their valuations.

Module – 4

Technical analysis – Dow’s theory, charts – Efficient market hypothesis and its implications, Tax aspects of investment, Securities Trading Procedure.

A Critical survey of software packages for security analysis.

Books for Reference:

1. Donald E. Fischer and Ronald J. Jordan: *Security Analysis and Portfolio Management*, Pearson Ed.
2. Stanely S.C. Huang Maury Stall : *Investment Analysis and Management*, Allyn and Bacon Inco., Massachusets
3. Timoty E. Jahanson : *Investment Principles*, Prentice Hall, New Jersey.
4. Jerome B. cohen and Edward D. Zinbarg etal : *Investment Analysis and Portfolio Management*, Ricchard D., Irwin Inc., Illinois.
5. J. C. Fancis: *Investment Analysis and Management*
6. Haim Levy and Marshall Sarnat: *Portfolio and Investment Selection Theory and practice*, prentice hall International New Jersey.
7. Graham B. D. Dodd and S. Bolts: *Securities Analysis*, McGraw Hill, Newyork
8. Bombay Stock Exchange Directory.
9. Pandyan Puneethavarty, *Securities Analysis and Portfolio Management*, Vikas Pub. House.
10. Fuller & Farrel, *Modern Investments and Security Analysis*, McGraw Hill International.
11. Strong R.A, *Portfolio Management Handbook*. South western college Publishing.
12. A. Brahmiah & P. Subba Rao, *Financial Futures and Options*, HPH.
13. Singh Preeti, *Investment Management*, HPH
14. Alexander Fundamental of Investments, Pearson Ed.
15. Hangen: *Modern Investment theory*. Pearson Ed.
16. Kahn: *Technical Analysis – Plain and sample* Pearson Ed.
17. Ranganthan: *Investment Analysis and Port folio Management*.
18. Chandra Prasanna: *Managing Investment – Tata Mc Gram Hill*.
19. Alexander, shampe and Bailey – *Fundamentals of Investments* Prentice Hall of India
20. Newyork Institute of Finance – *How the Bond Market work – PHI*.
21. Mayo – *Investment Thomason hearing*
22. Strong – *Practical investment*

F.3 Commodity Markets – I

Objective:

1. To expose students to the world of commodity markets
2. To expose students to the financial instruments used in commodity markets.

Module – 1:

Introduction to Commodity Management, Major commodities – Internationally traded Primary, Semi – processed,, Processed commodities Eg. Coffee, Rubber, Pepper, Tea, Spices, Wheat, Soybeans Palm oil Seeds etc.

Module – 2:

International Commodity Agreements, Implications of WTO Provisions in Commodity Trading.

Module – 3:

Types of Markets – Spot, E-auction and Futures markets, Procurements, Grades and specifications, Import/Export of Commodities – Overview of Procedures, Role of Cartels, Counter trade, Preparation of commodity profiles. Updation of Commodity profiles.

Module – 4:

Futures Markets: Role of Commodity exchanges – National and International, Role of Forward markets Commission/Commodity Agencies, role of speculators, Trading Mechanism – Margin Trading, Mark to Market, Conflict Management; Arbitration and International Legal Provisions.

Module – 5:

Quality Assurance, concept of quality in Commodities, Methods of Quality assurance, Seasonality supplier selection & Supply Contract, Futures and options Trade forward contracts, futures contracts, options – American & European, Exercising an option, Derived Demand, Discussions on Actual trading examples and trading Strategies.

Books for Reference:

1. Location in Space: A Theoretical Approach to Economic Geography, Lloyd and peter.
2. Land, Work and Resource: An Introduction to Economic Geography, Patterson J.H.
3. Annals of an Abiding Liberal, Galbraith.
4. Economic Geography, Truman A. Harsshron and John W. Alexander.
5. World Resouces and Trade, Khanna and Gupta.
6. World Resources, Zimmerman.
7. Economic Geography – A Resouces Approach – Gun and Chatterji.
8. CD of IIPM Commodity Futures National Seminars.
9. Economic Geography – Prentice Hall of India.
10. Economic Times & Business Line (Daily)
11. Business India (Magazine).

Web sites of Commodity exchanges like CBOT, KBOT, LIFFE, SIMEX, TOCOM, NCDEX, MCXM NMCE, NBOT.

F.4 Financial Services

Objective:

To expose the students to a wide variety of emerging financial services.

Module – 1

Financial Services and Economic environment, Fund based and Non-fund based activities – Modern activities – Financial innovations – New financial instruments – challenges to the sector.

Module – 2

Financial, Legal and tax aspects of leasing lease evaluation types of leases, lease structuring and funding of lease, import leasing and cross border leasing, evaluation of hire purchase agreements.

Module – 3

Factoring, features, factoring V/S bill discounting, recent developments in Indian context, consumer finance, credit financing schemes for consumer durables, credit cards & other cards, venture capital financing, guidelines and evaluation of new project ideas.

Module – 4

Credit rating concept, scope and need, features, Credit rating process and agencies, credit rating symbols, Rating frame work, Tactors. Advantages and limitations of credit rating.

Mutual funds - meaning and definition, types, determination of NAV, Advantages and disadvantages of mutual funds.

Module – 5:

Securitisation Definition and concept, players involved, Instruments of securitisation, process of securitisation.

Depository Services: meaning and need, dematerialization, process of dematerialization and rematerialization – Derivatives.

Books for Reference:

1. Gorden & Nataraj: *Financial Markets and Services*, Himalaya Publising House
2. Avadhani : *Investment and securities markets in India*, Himalaya Publising House
3. Khan M Y: *Indian Financial System*, Tata McGraw Hill, New Delhi.
4. Giddy I H: *Global Financial Markets*, AITBS New-Delhi.
5. Preethi Singh: *Investment Management*, Himalaya Publishing house
6. Guruswamy, S: *Financial services*, Vijay Nicole imprints, Chennai.
7. P.K. Sahoo, *Financial Services and markets*, Himalaya
8. I.M. Pondey *Venture Capital; The Indian Experince* Prentice Hall, New Delhi.
9. J.K. Dietrich, *Financial Services and Financial Institution*, Prentice Hall.
10. Sashi. K. Gupta & Nisha Aggarwal, *Financial Services*, Kalyni Publication.

F.5 Portfolio Management

Objective

To develop necessary skills in students to design and revise a portfolio of securities.

Module – 1

Meaning of portfolio management, portfolio analysis, why portfolios? Portfolio objectives, portfolio management process, selection of securities.

Module – 2

Portfolio theory, Markowitz Model, Sharpe's single index model. Efficient frontier with Lending and borrowing, optimal portfolio capital Asset pricing model. Arbitrage pricing theory two factor and multifactor models.

Module – 3

Bond Portfolio management strategies, Equity portfolio management strategies, strategies using derivatives, hedging. Portfolio revision – rebalancing plans, portfolio evaluation, Sharpe's index, Treynor's measure and Jensen's measure.

Module – 4

Mutual funds, Investor life cycle, Personal investment, Personal Finance, Portfolio Management of funds in banks, insurance companies, pension funds, International investing, international funds management, emerging opportunities.

A brief survey of software packages for Portfolio management.

Books for Reference:

1. Donald E. Fischer and Ronald J. Jordan: *Security Analysis and Portfolio Management*, Pearson Ed.
2. Stanely S.C. Huang Maury Stall : *Investment Analysis and Management*, Allyn and Bacon Inco., Massachusets
3. Timoty E. Jahanson : *Investment Principles*, Prentice Hall, New Jersey.
4. Jerome B. Cohen and Edward D. Zinbarg et al : *Investment Analysis and Portfolio Management*, Ricchard D., Irwin Inc., Illinois.
5. J. C. Fancis: *Investment Analysis and Management*
6. Haim Levy and Marshall Sarnat: *Portfolio and Investment Selection Theory and practice*, prentice hall International New Jersey.
7. Graham B. D. Dodd and S. Bolts: *Securities Analysis*, McGraw Hill, Newyork
8. Bombay Stock Exchange Directory.
9. Pandyan Puneethavarty, *Securities Analysis and Portfolio Management*, Vikas Pub. House.
10. Fuller & Farrel, *Modern Investments and Security Analysis*, McGraw Hill International.
11. Strong R.A, *Portfolio Management Handbook*. South western college Publishing.
12. A. Brahmiah & P. Subba Rao, *Financial Futures and Options*, HPH.
13. Singh Preeti, *Investment Management*, HPH
14. Alexander Fundamental of Investments, Pearson Ed.
15. Hangen: *Modern Investment theory*. Pearson Ed.
16. Kahn: *Technical Analysis – Plain and simple* Pearson Ed.
17. Ranganthan: *Investment Analysis and Portfolio Management*.
18. Chandra Prasanna: *Managing Investment – Tata Mc Gram Hill*.
19. Alexander, shampe and Bailey – *Fundamentals of Investments* Prentice Hall of India
20. Newyork Institute of Finance – *How the Bond Market work – PHI*.
21. Mayo – *Investment Thomason hearing*
22. Strong – *Practical investment*

F.6 Commodity Markets – II

Objective:

1. To expose students to the world of commodity markets
2. To expose students to the financial instruments used in commodity markets.

Module – 1:

Introduction to Commodity Management, Major commodities – Internationally traded – Metals and minerals.

Module – 2:

International Commodity Agreements, Implications of WTO Provisions in Commodity Trading.

Module – 3:

Types of Markets – Spot, E-auction and Futures markets, Procurements, Grades and specifications, Import/Export of Commodities – Overview of Procedures, Role of Cartels, Counter trade, Preparation of commodity profiles. Updation of Commodity profiles.

Module – 4:

Futures Markets: Role of Commodity exchanges – National and International, Role of Forward markets Commission/Commodity Agencies, role of speculators, Trading Mechanism – Margin Trading, Mark to Market, Conflict Management; Arbitration and International Legal Provisions.

Module – 5:

Quality Assurance, concept of quality in Commodities, Methods of Quality ASSUREANCE, Seasonality supplier selection & Supply Contract, Futures and options Trade forward contracts, futures contracts, options – American & European, Exercising an option, Derived Demand, Discussions on Actual trading examples and trading Strategies.

Books for Reference:

2. Location in Space: A Theoretical Approach to Economic Geography, Lloyd and peter.
3. Land, Work and Resource: An Introduction to Economic Geography, Patterson J.H.
4. Annals of an Abiding Liberal, Galbraith.
5. Economic Geography, Truman A. Harsshron and John W. Alexander.
6. World Resouces and Trade, Khanna and Gupta.
7. World Resources, Zimmerman.
8. Economic Geography – A Resouces Approach – Gun and Chatterji.
9. CD of IIPM Commodity Futures National Seminars.
10. Economic Geography – Prentice Hall of India.
11. Economic Times & Business Line (Daily)
12. Business India (Magazine).

Web sites of Commodity exchanges like CBOT, KBOT, LIFFE, SIMEX, TOCOM, NCDEX, MCXM NMCE, NBOT.

ELECTIVE – 3:

HUMAN RESOURCES MANAGEMENT

H.1 International Human Resources Management

Objectives:

The Objectives of this course is to familiarise the students with the various concepts and issues relating to management of human resources in international businesses.

Module – 1:

Nature of International Human Resource Management (IHRM) – approaches to IHRM – differences between domestic HRM and IHRM.

Module – 2:

Human resource planning in IHRM – recruitment and selection – issues in staff selection – selection of expatriates.

Training and development – expatriate training – developing international staff and multinational teams.

Module – 3:

Performance management – factors associated with individual performance and appraisal – Criteria used for performance appraisal of international employees – appraisal of host country nationals.

Compensation – objectives of international compensation – approaches to international compensation.

Module – 4:

Expat failure – causes for failure. Repatriation – repatriation process.

Module – 5:

Labour relations – Key issues in international relations – strategic choices before firms – strategic choices before unions – union factories.

Module – 6:

Managing people in an international context – Japan – Europe – US.

Books for Reference:

1. Peter J. Dowling, et al, *International Human Resource Management*, South Western – Thomas Learning.
2. Charles W.L. Hill, *International Business*, McGraw – Hill
3. Ian Beardwell and Lon Holden, *Human Resource Management*, Macmillan.
4. Aswathappa K: *Human Resource and Personnel Management*, Tata McGraw Hill.

H.2 Organisational Culture, Change and Development

Objectives:

To familiarise the students with the concepts of organisational culture, change and development.

Module – 1:

Nature of organisations – why organisations exist – organisation designs and structures – organisations for the future.

Module – 2:

Nature of Culture – levels of culture – organisational culture – how is culture created – how is culture sustained – culture and organisational effectiveness – managing organisational culture.

Module – 3:

Multiculturalism – multicultural manager – implications of cross-cultural management – models to aid cross cultural manager – (Value orientation model and Hofstede's model).

Cross cultural communication – practical issues in cross cultural business communication.

Module – 4:

Nature of Change – levels of change – types of change – reasons for change – resistance to change – models of change – change process. OD techniques.

Module – 5:

Organisation development – OD interventions – MBO, Grid training, Survey feedback, team building, T-group training – effectiveness of OD programmes.

Module – 6:

Innovation – managing the innovation process – creating a culture for innovation.

Books for Reference:

1. Fred Luthans, *Organisational Behaviour*, McGraw – Hill.
2. Steven L. McShane and Mary Ann VonGlinow, *Organisational Behaviour*, Tata McGraw Hill.
3. Don Hellriegel, et al, *Organisational Behaviour*, South Western – Thomson.
4. Gareth R. Jones, *Organisational Theory*, Pearson Education.
5. John B. Cullen, *Multinational Management*, South Western.
6. Farid Elashmawi and Philip R. Harris, *Multicultural Management*, Synergy Books International.
7. Aswathappa K: *Human Resource and Personnel Management*, Tata McGraw Hill.

H.3 Learning Organisation and Leadership

Objectives:

1. To develop an insight into the creative learning organisation, and
2. To make the students understand the importance of leadership in organisations.

Module – 1:

The Paradigm learning organisations – lessons in learning and creativity. Learning organisations – Paradigm of Strategy and Management.

Module – 2:

What is learning organisation – The nature of learning enterprises – skills needed by learning organisations – three phases of learning – learning implies unlearning – Adaptive and Generative learning – Building a learning organisation – Knowledge intensive organisation.

Module – 3:

Core issues and themes in building learning enterprise – vision and strategy. Nature of the organisation structure – An infrastructure for knowledge management.

Role of information technology in knowledge management – Information Technology and knowledge transactions.

Module – 4:

How learning companies foster knowledge and learning. A brief overview of some techniques, methods and approaches.

How would learning organisation cope with change? The change Imperative A Brief outline of an action plan.

Module – 5:

Leadership: Its basic nature – definition, Leader Vs Managers. Background on classic studies on leadership.

Leadership styles: Theories of Leadership – Trait theory, Leader traits and behaviours – the trait approach – Participative Vs Autocrat Leadership behaviours – Person oriented Vs Production oriented leader.

Module – 6:

Leaders and followers – The leader – member exchange model.

The attribution approach: Leaders' explanations of follower's behaviour.

Transformational Leadership: Leadership with Charisma.

Books for Reference:

1. P.N. Rastogi, *Building a Learning Organisation*, Wheeler Pub. Co.
2. Fred Luthans, *Organisational Behaviour*.
3. Ganesh Natarajan, *Knowledge Management*, Tata McGraw Hill.
4. Madan Mohan Rao, *Leading with Knowledge*, Tata McGraw Hill.
5. K. Aswathappa, *Organisational Behaviour*, Himalaya Pub. House.
6. Moorhead and Griffin, *Organisational Behaviour*, Jaico.

H.4 Employee Relations Management

Objectives:

The objectives of this course are:

1. To familiarise the students with the various issues that have their impact on employee relations in organisations.
2. To enable the students apply the concepts and principles in given situations.

Module – 1:

Performance appraisal – appraisal process – organisational strategy and performance appraisal – challenges of appraisal.

Module – 2:

Employee remuneration – Components of remuneration – devising a remuneration plan – theories of remuneration – factors influencing remuneration – challenges of remuneration – wage concepts – wage policies – incentives – benefits and services – executive remuneration.

Module – 3:

Safety and health – safety programmes – health – noise control – stress – AIDS – alcoholism and drug abuse – violence at the work place – work – life balancing.

Module – 4:

Participative management – importance – scope and ways of participation – empowerment – self-directed teams.

Module – 5:

Employee welfare – types of welfare activities – approaches to welfare activities – administration of welfare activities.

Module – 6:

Industrial relations – nature – approaches, disputes – causes for disputes – ways of settling disputes.

Trade unions – trends in union movement.

Books for Reference:

1. Raymond A. Noe, et al, Human Resource Management – Gaining Competitive Advantage, Irwin McGraw Hill.
2. George Bohlander, et al, Managing Human Resources, Thomson – South Western.
3. Louis R. Gomez – Mejia, et al, Managing Human Resources, Pearson Education.
4. Ian Beardwell and Len Holden, Human Resource Management – A Contemporary Perspective.

H.5 Compensation Management

Objectives:

1. To educate the students on the theoretical foundations of reward and remuneration strategies in organisations.
2. To explain the students the issues in designing the reward systems, the methods and aims of different forms of payment systems; and
3. To enlighten the students about the performance appraisal.

Module – 1:

Objectives of performance appraisal – organisational uses of performance appraisal – steps in appraising performances.

Module – 2:

Methods of appraisal Graphic Scale method, Alternatives Ranking method, Paired comparison method, Critical incident method, Confidential records, Essay method BARs, MBO – Mixing methods, 360 degree Performance Appraisal, Self Appraisal Computer performance Appraisals.

Module – 3:

Emerging trends – in Performance Appraisal systems – team based appraisal – study of latest trends from journals, newspapers, magazine – group discussion.

Module – 4:

Historical development of payment systems – Basic concepts – definition of compensation, wages, salaries and wage rates.

Module – 5:

Theories of wages – Maslows Hierarchy of needs – Herzberg two factor theory of motivation, Porter and Lawler's model of motivation, subsistence theory, Wage fund theory, Surplus value theory, Residual claimant theory, Marginal productive theory, Bargaining theory & Behavioural theories. Expectancy theories, Equity theories.

Module – 6:

Compensation issues – wage – salary levels – wage determinants – Lanham factors.

Module –7:

Job evaluation – Definition – objectives – principles – methods, ranking, classification, Factor Comparison method and Point rating method.

Module – 8:

Wage structure – wage fixation – flat rate, merit rate.

Wage Payment – wage payment policies – wage payment systems – wage incentive plans, Blue Collar employees, White Collar employees.

Module – 9:

Executive compensation plan – basic payments, fringe benefits, retirement benefits, cafeteria fringe benefits – skill based pay.

Module – 10:

Performance based rewards or compensation – Intrinsic rewards – Extrinsic rewards – Performance related pay in link with performance appraisal. Performance appraisal –

methods and techniques of reviewing performance – comparative method – absolute method – critical evident techniques.

Books for Reference:

1. Fisher Schoen of Eldt, and Shaw: Human Resources and Management.
2. Smither, James. W Jossey Bass: Performance Appraisal, State of the art in Practice.
3. N.G. Nair & Latha Nair: Personnel Management and Industrial Relations.
4. Ian Beardwell & Len Holden: Human Resource Management.
5. K. Aswathappa: Human Resource and Personnel Management, HPH.
6. Arun Monappa: Industrial Relations.
7. Robbins: Personnel and Human Resource Management.

H.6 Labour Legislation

Objectives:

To provide an understanding, application and interpretation of the various labour laws and their implications for industrial relations and labour issues.

Module – 1:

Emergence and objectives of Labour Laws and their Socio-economic Environment; Industrial Relations Laws.

Module – 2:

Laws relating to Industrial Disputes, Trade Unions and Standing orders; Law relating to discharge, misconduct, domestic enquiry, disciplinary action.

Module – 3:

Social security laws – Laws relating to Workmen’s Compensation, Employees’ State Insurance, Provident Fund, Gratuity and Maternity Relief; Wages and Bonus Laws – The Law of Minimum Wages, Payment of Wages, Payment of Bonus.

Module – 4:

Laws relating to working conditions – The laws relating to Factories, Establishment, and Contract labour; Interpretations of Labour laws, their Working, and implications for Management, Union, Workmen; The Economy and the industry.

Module – 5:

Wage legislations – Payment of wages Act, 1936 Minimum wages Act, Payment of Bonus Act – Wages survey.

Books for Reference:

1. Ghaiye, B.R Law and Procedure of Departmental Enquiry in Private and Public Sector, Lucknow, Eastern Law company.
2. Malhotra, O.P., The Law of Industrial Disputes, vol.1 and II, Bombay, N.M. Tripathi.
3. Malik, P.L., Handbook of Industrial Law, Lucknow, Eastern Book.
4. Saini, Debi S., Labour Judiciary, Adjudication and Industrial Justice, New Delhi, Oxford.
5. Saini, Debi. S., Redressal of Labour Grievances, Claims and Disputes, New Delhi, Oxford and IBH.
6. Seth, D.D, Industrial Dispute Act, 1947, Vol. I and II, Bombay, N.M. Tripathi.
7. Srivastava S.C., Industrial Relations and Labour Law, New Delhi, Vikas.

ELECTIVE – 4:**MARKETING MANAGEMENT****M.1 Business Marketing**

Objectives

1. To facilitate indepth understanding of similar and differences between Business to business Marketing and Consumer Marketing.
2. To equip students, with application tools towards formulating and implementing Business marketing strategies.

Module – 1:

Nature of Business Marketing

What is Industrial/Business Marketing; Differences between Business and Consumer Marketing; Nature of Demand in Industrial Markets.

Business Markets, Products, and Environment

Types of Organizational customer; Classifications and Characteristics of Industrial Products; Purchasing Practices of Business Customers; Environmental Analysis in Industrial/Business Marketing.

Module – 2:

Organisational Buying and Buying Behaviour

Organisational Buying Decision Process; Buying Situations; Buy grid Frame Work; Buying Centre Roles; Key Members of Buying Centre.

Models of organizational Buying Behaviour; The Webster and Wind Model; The Sheth Model.

Buyer – Seller Relationship

Buyer and Seles representative Interaction; Relationship Marketing; Sales Presentation; Negotiation; Reciprocity; Dealing with Customers' Customer; Customer Service; Management of Major and National Accounts.

Relationship marketing, Managing Buyer Seller relationship, Customer Relationship Management. Defining E-Commerce, Key Elements Supporting E-Commerce, Internal Strategy implementation.

Supply Chain Management

Concept of Supply Chain Management, Strategic Role of Logistics, Business to Business Logistical Management.

Module – 3:

Marketing Research and Marketing Intelligence

Nature and Scope of Industrial Marketing Research; Marketing Research Process; Industrial Marketing, Intelligence System.

Strategic Planning, Implementing and Controlling in Industrial Marketing

Role of Marketing in Strategic Planning; Strategic Planning at Corporate Level; Strategic Planning Process at Business Unit Level; Developing Industrial Marketing

Plan; Implementing and Controlling Marketing Plans; Industrial Market Segmentation, Target Marketing, and Positioning.

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Module – 4:

Product Strategies and New Product Development

Meaning of Industrial Product; Changes in Product Strategy; Strategies for Existing Products; Product life Cycle and Strategies.

Impact of Technology; High Tech Marketing; New product Classification, Development Process and Strategy.

Module – 5:

Distribution Channels and Marketing Logistics

Alternative structures of Industrial Channels; Types of Business Intermediaries; Channel Design; Managing Channel Members.

Business Logistics System; Tasks of physical Distribution; Total Distribution Cost and Customer Service.

Module – 6:

Pricing Strategies and Policies Factors that Influence Pricing Decisions; Pricing Strategies Competitive /Tender Bidding, Pricing New Products; Pricing across product Life – Cycle.

Pricing Policies – Application of Discount, Geographical Pricing; Role of Leasing.

Module – 7:

Business Communication

Developing Business Communication Programme; Functions performed by Industrial Advertising; Media used for Industrial Advertising.

Promotion – Trade shows, Seminars, Demonstrating; Role of Indirect Marketing – On-line marketing, Telemarketing, Direct Mail; Publicity and Public Relations.

Business – To – Business Selling: Team Selling Approach; Solution – Oriented effort; Entrepreneurial Philosophy.

Selling Structure: Direct sales force; sales coverage through Manufacturer's representative and Distributors. Sustaining customer relationship.

Books for Reference:

1. Michael Dhutt Thomas W Spen, A Strategic View of Industrial and Organisational Markets, homson Publications.
2. Robert R. Reeder, Edward G.Brierty and Betty H. Reeder, Industrial Marketing – Analysis, Planning and Control, Prentice Hall, India, 1998.
3. Richard Hill, Alexander Rosph and James S. Cross, Industrial Marketing, AITBS, 2001
4. James C. Anderson, James A.Narus, Business Market Management, Pearson Education, 1999.
5. Krishna K Havaldar, Industrial Marketing, Tata Magraw Hill.

M.2 Advertising Management

Objectives

To acquaint the students with concepts, techniques and give experience in the application of concepts for developing an effective advertising programme.

Module – 1:

Advertising's Role in the Marketing Process: Legal Ethical & Social Aspects of Advertising; Process of Communication – Wilbur Schramm's Model, Two Step Flow of Communication, Theory of Cognitive Dissonance and Clues for Advertising Strategists.

Module – 2:

Stimulation of Primary and Selective Demand – Objective Setting and Market Positioning; Dagmar Approach – Determination of Target Audience; Building of Advertising Programme – Message, Headlines, Copy, Logo, Illustration, Appeal, Layout.

Module – 3:

Campaign Planning; Media Planning; Budgeting; Evaluation – Rationale of Testing Opinion and Aptitude Tests, Recognition, Recall, Experimental Designs.

Module – 4:

Advertising Organisation – Selection Compensation and Appraisal of an Agency; Electronic Media Buying. Advertising campaign – Advertising v/s Consumer behaviour; Sales promotion – Role of Creative strategies; Advertising – Retail, National, Co-operative, Political, International, Public Service Advertising.

Books for Reference:

1. Aaker, David A. etc., *Advertising Management*, 4th ed. New Delhi, Prentice Hall of India.
2. Beleh, George E & Beleh, Michael A., *Introduction to Advertising and Promotion*, 3rd ed. Chicago, Irwin.
3. Borden, William H., *Advertising*, New York, John Wiley.
4. Hard, Norman, *The Practice of Advertising*, Oxford, Butterworth Heinemann.
5. Kleppner, Otto, *Advertising Procedure*, Englewood Cliffs, New Jersey, Prentice Hall Inc..
6. Ogilvy, David, *Ogilvy on Advertising*, London, Longman.
7. Sengupta, Subroto, *Brand Positioning, Strategies for Competitive Advantages*, New Delhi, Tata McGraw Hill.

The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of course.

Objectives

To acquaint the students with environmental, procedural, institutional and decisional aspects of international marketing.

Module – 1:

International Marketing – Definition, Concept & Setting; Distinctions between International Trade, Marketing & Business; Economic Environment of International Marketing.

Module – 2:

International Institutions – World Bank, IMF, UNCTAD, WTO, Customs Union, Common Markets, Free Trade Zones, Economic Communities; Constraints on International Marketing – Fiscal & Non-fiscal Barriers, Non-tariff Barriers; Trading Partners – Bilateral Trade Agreements, Commodity Agreements & GSP; India and World Trade.

Module – 3:

Import and Export Policy, Direction and Quantum of India's Exports; Institutional Infrastructure for Export Promotion; Export Promotion Councils, Public Sector Trading Agencies, ECGC, Commodity Boards etc.; Procedure and Documents – Registration of Exporters, Export Quotations, Production and Clearance of Goods for Exports.

Module – 4:

Shipping and Transportation, Insurance, Negotiation of Documents; Instruments of Payments – Open Account, Bills of Exchange; Letter of Credit – Export Finance.

Module – 5:

International Marketing Mix – Identification of Markets, Product Policy, International Product Life Cycle, Promotion Strategy, Pricing Strategy and Distribution Strategy; Various forms of International Business; Marketing of Joint ventures and Turnkey Projects.

Books for Reference:

1. Bhattacharya B., *Export Marketing: Strategies for Success*, New Delhi, Global Business Press.
2. Johri Lalit M., *International Marketing: Strategies for Success*, University of Delhi, Faculty of Management Studies.
3. Keegan, Warren, *Global Marketing Management*, Englewood Cliffs, New Jersey, Prentice Hall Inc.
4. Onkvisit, Sak & Shaw, J.J., *International Marketing: Analysis and Strategy*, New Delhi, Prentice Hall of India.
5. Pripalomi V.H: *International Marketing*, Prentice Hall.
6. Terpstra, Vern & Sarathy R., *International Marketing*, Orlando, Dryden Press.
7. Walter I & Murray T., *Handbook of International Business*, New York, John Wiley.

The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of course.

M.4 Sales and Distribution Management

Objectives

To acquaint the student with the concepts which are helpful in developing a sound sales and distribution policy and in organizing and managing sales force and marketing channels.

Module – 1:

Nature and Scope of Sales Management; Setting and Formulating Personal Selling Objectives; Recruiting and Selecting Sales Personnel; Developing and Conducting Sales Training Programmes; Designing and Administering Compensation Plans; Supervision of Salesmen.

Module – 2:

Motivating Sales Personnel; Sales Meetings and Sales Contests; Designing Territories and Allocating Sales Efforts; Objectives and Quotas for Sales Personnel; Developing and Managing Sales Evaluation Programme; Sales Cost and Cost Analysis.

Module – 3:

An overview of Marketing Channels, their structure, Functions and Relationships; Channel Intermediaries – Wholesaling and Retailing; Logistics of Distribution.

Module – 4:

Channel planning, Organisational Patterns in Marketing Channels; Managing Marketing channels; Marketing Channel Policies and legal issues; Information System and Channel Management; Assessing Performance of Marketing Channels; International Marketing Channels.

Books for Reference:

1. Anderson.R., *Professional Sales Management*, Englewood Cliffs, New Jersey, Prentice Hall Inc.
2. Anderson.R., *Professional Personal Selling*, Englewood Cliffs, New Jersey, Prentice Hall Inc.,.
3. Buskirk R.H & Stanton W.J., *Management of Sales Force*, Homewood Illinois, Richard D.Irwin.
4. Dalrymple D.J., *Sales Management: Concepts and Cases*, New York, John Wiley.
5. Johnson E.M etc., *Sales Management: Concepts, Practices & Cases*, New York, McGraw Hill.
6. Stanton, William J. etc., *Management of a Sales Force*, Chicago, Irwin.
7. Still R.R., *Sales Management*, Englewood Cliffs, New Jersey, Prentice Hall Inc.

The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of course.

M.5 Services Marketing

Objectives

To develop insights into emerging trends in the service sector in a developing economy and tackle issues involved in the management of services on national basis.

Module – 1:

The Emergence of Service Economy; Nature of Services; Service Marketing: Origin and Growth – Classification of Services, Goods and Services Marketing; Marketing Challenges in Service Businesses.

Module – 2:

Marketing Framework for Service Businesses; The Service Classification; Service Product Development; The Service Encounter; The Service Consumer Behaviour; Service Management Trinity; Service Vision and Service Strategy; Quality Issues and Quality Models.

Module – 3:

Demand –Supply Management; Advertising, Branding and Packaging of Services; Recovery Management and Relationship Marketing.

Module – 4:

Marketing of financial services – The Indian scene – Designing of Service strategy.

Books for Reference:

1. Lovelock, Christopher H., *Managing Services: Marketing Operations and Human Resources*, Englewood Cliffs, New Jersey, Prentice Hall Inc.
2. Lovelock, Christopher H., *Services Marketing*, Englewood Cliffs, New Jersey, Prentice Hall Inc.
3. McDonald, Malcom & Payne A., *Marketing Planning for Services*, Butterworth, Heinemann.
4. Newton M P Payne, A., *The Essence of Services Marketing*, New Delhi, Prentice Hall of India.
5. Verma H.V., *Marketing of Services*, New Delhi, Global Business Press.
6. Zeithami V.A & Bitner M.J., *Services Marketing*, New York, McGraw Hill.
7. Woodruffe, *Services Marketing*, McMillan.

The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of course.

M.6 Brand Management

Objectives

To impart in-depth knowledge to the students regarding the theory and practice of Brand Management.

Module – 1:

Understanding Brands – Brand Hierarchy, Brand Personality, Brand Image, Brand Identity, Brand Positioning; Brand Equity.

Module – 2:

Value addition from Branding – Brand – Customer Relationships, Brand Loyalty and Customer Loyalty; Managing Brands.

Module – 3:

Brand Creation, Brand Extensions, Brand-product Relationships, Brand Portfolio; Brand Assessment through Research.

Module – 4:

Brand Identity, Position, Image, Personality Assessment and change; Brand Revitalisation; Financial Aspects of Brands; Branding in Different Sectors: Customer, Industrial, Retail and Service Brands.

Books for Reference:

1. Aaker, David A., *Managing Brand Equity*, New York, Free Press.
2. Cowley, Don, *Understanding Brands*, London, Kogan Page.
3. Czerniawski, Richard D. & Michael W. Maloney, *Creating Brand Royalty*, AMACOM, NY.
4. Kapferer J.N., *Strategic Brand Management*, New York, Free Press.
5. Murphy, John A., *Brand Strategy*, Cambridge, The Director Books.
6. Steward P., *Building Brands Directly*, London, MacMillan.
7. Upshaw Lyhh B., *Building Board Identity: A Strategy for success in a hostile market place*, New York, John Wiley.

The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of course.

ELECTIVE – 5:

SMALL BUSINESS AND ENTREPRENEURSHIP MANAGEMENT

S.1 Government Business Interface

Objectives

To highlight the need for strong interaction between government and business in India so that the resources are channelised to priority sectors and the firms are induced to enter into a competitive environment specifically created for them by government.

Module – 1:

State Participation in Business, Interaction between Government, Business and Different Chambers of Commerce and Industry in India; Public Distribution System; Government Control over price and Distribution.

Module – 2:

Consumer Protection Act (CPA) and The Role of Voluntary Organisations in Protecting Consumer's Rights; Industrial Policy Resolution, New Industrial Policy of the Government; Concentration of Economic Power; Role of Multinationals, Foreign Capital and Foreign Collaborations.

Module – 3:

Indian Planning System; Government Policy Concerning Development of Backward Areas/Regions; Government Policy with Regard to Export Promotion and Import Substitution.

Module – 4:

Controller of Capital Issues, Government's Policy with regard to Small Scale Industries. The responsibilities of the Business as well as the Government to Protect the Environment; Government Clearance for Establishing a New Enterprise.

Books for Reference:

1. Amarchand, D. *Government and Business*, 3rd ed. New Delhi, Tata McGraw Hill.
2. Francis Cherunilam, *Business and Government*, 8th ed. Bombay, Himalaya.
3. Dasgupta A & Sengupta N., *Government and Business*, New Delhi, Vikas.
4. Marathe, Sharad S., *Regulation and Development*, New Delhi, Sage.
5. Trivedi M.L., *Government and Business*, Bombay, Multitech.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of course.

S.2 Small Business Marketing

Objectives

To expose students to the nature of competition in changing business environment.

Module – 1:

Basis for Competition; Structural Analysis of Industries; Generic Competitive Strategies.

Module – 2:

Framework for Competition Analysis; Market Signals; Competitive Moves; Technology of Competitive Advantage; Strategy towards Buyers and Suppliers; Strategic Groups within Industries.

Module – 3:

Competitive Strategy in Declining Industries; Competitive Strategy in Global Industries; Strategic Analysis of Integration Capacity Expansion.

Module – 4:

Strategies of Entering into New Businesses; Portfolio Techniques in Competitor Analysis; Techniques of Conducting Industry Analysis.

Books for Reference:

1. Albert Kenneth J., *The Strategic Management Handbook*, New York, McGraw Hill.
2. Allio, Robert J. , *The Practical Strategist: Business and Corporate Strategy in the 1990s*, California, Ballinger.
3. Ansoff H.I, *Implanting Strategic Management*, Englewood Cliffs, Prentice Hall Inc.
4. Harnel, Gary & Prahlad, C.K. *Completing for the Future*, Boston, Harvard Business School Press.
5. Hax. A.C & Majlyt N.S, *Readings in Strategic Management*, Cambridge, Ballinger.
6. Porter, Michael E., *Competitive Advantage*, New York, Free Press.
7. Stalk, George, *Competing Against Time*, New York, Free Press.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of course.⁵¹

S.3 Financing of Small Business

Objectives

To familiarize the participants with the various modes of Small Business Financing.

Module – 1:

Financial Management in Small Industries; Financial needs of Small Business – types of capital requirements: Cash Management Problems.

Module – 2:

Sources of finance for small business in India: Indigenous bankers, public deposits, State Finance Corporations, Industrial Co-operatives adequacy and appropriateness of funds from banking and non-banking financial intermediaries.

Module – 3:

Monetary Policy of the Reserve Bank of India for Small Business; Financial Assistance from the Central and State Governments.

Module – 4:

Small Scale Industries and Financial Allocation and Utilization under Five year plans – a critical appraisal.

Books for Reference:

1. V.K. Bhalla, *Financial Management and Policy*, 2nd ed., New Delhi, Anmol.
2. C.D. Bhattacharya, *Public Sector Enterprises in India*, Allahabad, Kitab Mahal.
3. Vasant Desai, *Small Scale Industries and Entrepreneurship*, Bombay, Himalaya.
4. Pickle, Hal B & Abrahamson Royce L., *Small Business Management*, 5th ed., New York, John Wiley.
5. Schumacher E.F., *Small is Beautiful*, New Delhi, Rupa.
6. Staley E. & Morsey R., *Small Scale Industries in the Developing Countries*, New York, McGraw Hill
7. Vepa Ram N., *How to Success in Small Industry*, New Delhi, Vikas.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of course.

S.4 New Enterprise Management

Objectives

To expose the students to the managerial aspects of new enterprise and to help them to understand the working of these enterprises and to measure and evaluate their performance and efficiency.

Module – 1:

Entrepreneurship and its role in economic development. Problems of industrialization in underdeveloped countries with special reference to India. Industrial Policy, Regulation and control of Industries in India.

Module – 2:

Mechanics of setting of new enterprises – size and location, optimum units – its meaning and determinants; size of industrial units in India. Theory of industrial location factors determining the industrial location. Regional distribution of industrial activity in India; Recent trends in the localization of industrial activity in India.

Module – 3:

Regional planning of industrial activity in India; Feasibility studies: technical, marketing and financial; Managerial problems of new enterprises; production, purchasing, Financing, labour and marketing problems.

Module – 4:

Facilities provided by different Institutions and Agencies in India, financing facilities for new enterprises, marketing and other facilities.

Books for Reference:

1. Caticts A. Dalley : *Entrepreneurial Management Going All out for Results* , Mc Graw Hill.
2. Clelland D.C & D.G. Winer: *Motivating Economic Achievement* (New York)
3. Drucker, Peter, *Innovation and Entrepreneurship*, East-West Press (P) Ltd.
4. F.M. Harbison: *Entrepreneurial Organisation as a factor in Economic Development*, Quaterly Journal in Economics August.
5. Gupta C.B & Srinivasan, *Entrepreneurial Development in India*, New Delhi, Sultan Chand.
6. Hisrich, Robert D. & Petors, Michael P., *Entrepreneurship: Starting, Developing and Managing a New Enterprise*, 3rd ed., Chicago, Irwin.
7. Holt, David H, *Entrepreneurship – New Venture Creation*, Englewood Cliffs, New Jersey, Prentice Hall Inc.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of course.

S.5 Entrepreneurial Development

Objective

To expose the students to the growth of entrepreneurship in developing countries with special reference to India.

Module – 1:

Entrepreneurial traits, types and significance; Definitions, characteristics of Entrepreneurial types, Qualities and functions of entrepreneurs, Role and importance of entrepreneur in economic growth. Competing theories of entrepreneurship.

Module – 2:

Entrepreneurial Development Programme in India. – History, Support, Objectives, stages of performances; Planning and EDP – objectives. Target group, selection of center, pre-training work; Govt. policy towards SSI's.

Module – 3:

Entrepreneurial Input; Entrepreneurial Behaviours and entrepreneurial motivation. N-Achievement and Management success, Entrepreneurial success in rural area.

Module – 4:

Innovation and entrepreneur; Establishing Entrepreneurs System. Search and criteria of financing, fixed and working capital assessment; Technical assistance, marketing assistance, sickness of units and remedial assistance; preparation of feasibility reports and legal formalities and documentation.

Books for References:

1. Clifton, Davis S & Fyfe, David E. *Project Feasibility Analysis*, John Wiley, New York.
2. A.N. Desai, *Entrepreneur & Environment*, Ashish, New Delhi
3. Drucker, Peter, *Innovation and Entrepreneurship*, Heinemann, London
4. Rajiv Jain, *Planning a Small Scale Industry: A Guide to Entrepreneurs*, S.S. Books, Delhi.
5. S.A. Kumar, *Entrepreneurship in Small Industry*, Discovery, New Delhi.
6. McClelland. D.C and Winter. W.G, *Motivating Economic Achievement*, Free Press, New York.
7. Pareek, Udai & Venkateswara Rao. T, *Developing Entrepreneurship – A Handbook on Learning Systems*, Learning Systems, Delhi.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of course.

S.6 Small Business Environment & Management

Objectives

To develop an understanding of socio – economic, political environment of small business and to develop an understanding of the overall management process in a small business unit, particularly in a developing economy.

Module – 1:

Small Business in Indian Environment – Economic, Social, Political Cultural and Legal; Policies Governing Small Scale units; Industrial Policies & Strategies relating to Small Scale Sector.

Module – 2:

Technological Know-how and Appropriate Technology; Quality Circles & Productivity and linkage between Small and Big Business. Organizational Structure and other Characteristics of Small firms.

Module – 3:

Special problems in the Management of Small Business in various Functional Areas like Finance, Marketing, Production and Personnel.

Module – 4:

Sickness in the Small Scale Sector; Modernisation of Small and Village Industries; Training Programmes & Consultancy Services; Institution Assisting Export Promotion of Small Business in India; Export Promotion Councils Global Perspective of Small Business in selected countries.

Books for References:

1. Vasant Desai, *Organization and Management of Small Scale Industry*, Bombay, Himalaya.
2. Vasant Desai, *Small Scale Industries and Entrepreneurship*, Bombay, Himalaya.
3. Papola T.S., *Rural Industrialization Approaches and Potential*, Bombay, Himalaya.
4. Pickle, Hal B & Abrahamjon, Royee L., *Small Business Management*, 5th ed.. New York, John Wiley.
5. Schumacher E.F., *Small is Beautiful*, New Delhi, Rupa.
6. Vepa, Ram N., *How to Success in Small Industry*, New Delhi, Vikas.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of course.

ELECTIVE – 6:

BANKING AND INSURANCE

Paper – B.1: Banking Operations Management

Module – 1:

Regulatory policies influencing bank operations – an overview (Basel committee, prudential norms, FEMA-Banker's compliance)

Module – 2:

Resource Mobilisation or Liability Management – Deposits – types, classification and pricing; management of reserves; management of NRI funds.

Module – 3:

Asset Management – credit management – origination, appraisal, sanction, documentation, disbursement, credit policy, credit planning, pricing of credit; Investment Management; Cash and Treasury Management.

Module – 4:

Monitoring and Follow-up; IRAC Norms (i.e., Income recognition and Asset Classification norms); Non-performing Assets. Securitisation Act.

Module – 5:

Financing imports and exports – foreign currency dealing and foreign exchange markets. Monitoring of foreign trade transactions – EXIM Policy.

E-Banking, Payment Systems, Settlement System, Business and Profit planning.

Paper – B.2: Life Insurance

Objectives:

This paper aims at giving students

- i. Conceptual knowledge of insurance
- ii. and knowledge of working of life insurance

Module – 1:

Principles of insurance – A brief history of insurance, Legal principles-ut most good faith, insurable interests, causa proxima, indemnity, subrogation, contribution.

Module – 2:

Actuarial principle – elementary idea of compound interest, theory of probability, law of large numbers, past experience, demography, principles of rate making, data required for rate making, insurance models, level premium, office premium, economic principle, human life values, credibility theory.

Module – 3:

Underwriting and selection. Factors affecting risk – hazards, methods of rating numerical rating methods. Life tables, loss and expenses research. Construction of mortality tables and its sources. Group schemes – group underwriting, group maturity, super annuation schemes, pension fund schemes.

Module – 4:

Insurance Products: risk products, endowment products, whole life products, unit linked products, childrens plans, pension and group insurance schemes, health insurance.

Module – 5:

Documentation, valuation and claims management – proposal form, evaluation of proposal form, medical examination, policy.

Actuarial valuation – principles and methods, bonus declaration, sources of surplus, loans on policies, interest yield on the life funds, investment of life funds.

Claims Management – settlement – maturity claims and prematured claims, legal framework.

Personal financial planning and insurance.

Paper – B.3: General Insurance

Objectives: The course aims at

- i. giving an insight into the principles of general insurance.
- ii. giving an idea of management of general insurance products.

Module – 1:

Evolution of insurance – Role of Insurance in National Economy – Basic principles – uberrimafidei, insurable interest. Indemnity – subrogation, contribution and proximate cause. Modifications and extensions.

Module – 2:

The following as related to Fire, Marine and Miscellaneous.

Insurance : Risk and Risk Management – Conceptual aspects – Alternatives to commercial insurance – Terminology, risk – peril and hazard – Classification and products - for individuals, health insurances, commercial insurances, obligatory, optional. Multi perils insurances, rural insurances. Person, property, liability and interest. Forms in use.

Module – 3:

Factors for Rating – Tariff – Market Agreements, and others – underwriting aspects and procedures. Reinsurance – objective – methods of reinsurance – Payment of premiums.

Module – 4:

Claims management – Documents – Survey procedure – Loss control measures – IRDA regulations – intermediaries and their functions.

Module – 5:

Modern trends – insurance education and research – conciliatory processes – Grievance cell – ombudsman – social insurance schemes – Insurance Act, IRDA Regulations.

BOOKS RECOMMENDED FOR INSURANCE:

1. M.N. Mishra; Insurance Principles and Practice; Sultan Chand & Co., New Delhi.
2. Pande; Insurance Principles and Practice.
3. M.J. Mathew; Insurance Principles and Practice.
4. Julia Holyoake / Bill Weipers; Insurance.
5. C. Arthur Williams, Jr. , Michael L. Smith, Peter C. Young; Risk Management and Insurance.
6. Insurance Regulatory Development Act 1999 and other relevant Acts.
7. Life Insurance Corporation Act 1956.

8. Gupta O.S.: Life Insurance; Frank Brothers, New Delhi.
9. Vinayakam N., Radhaswamy and Vasudevan SV: Insurance – Principles and Practice, Sultan Chand & Co., New Delhi.

10. Mishra M.N: Life Insurance Corporation of India, Vols I, II and III; Raj Books, Jaipur.
11. Dinsdale M.A: Elements of Insurance.
12. Srinivasan M. N: Principles of Insurance Law.
13. New & Bacon: Principles and Practice of Life Assurance.
14. Books published by Insurance Institute of India, Bombay.
 - i. Principles of Life Insurance
 - ii. Practice of Life Assurance
 - iii. Life Assurance under writing
 - iv. Legal Aspects of Life Assurance
 - v. Principles of General Insurance
 - vi. Fire Insurance subjects
 - vii. Marine Insurance subjects
 - viii. Miscellaneous Insurance subjects
 - ix. Legal Digest
15. Books published for vocational courses in Life assurance and general insurance.
16. Sharma R.S: Insurance Principles and Practice.
17. Dhavi B.S: Insurance Principles and Practice.

Paper – B.4: Risk Management in Banking

Module – 1:

Introduction to risk management – types of risks, evolution of risk, steps in risk management, RBI Guidelines.

Module – 2:

Credit Risk

Credit Risk Management Models – Introduction – Motivation – Functionality of good credit – Risk Management Model – Review of Markowitz's portfolio selection theory – credit risk pricing model – capital and regulation – conclusion – Risk management of credit derivatives.

Module – 3:

Market Risk (includes Asset Liability Management)

Yield Curve Risk Factors – Domestic and global contexts – handling multiple risk factors – principal component analysis – Value at Risk (VAR) – Implementation of a VAR system – Additional Risks in fixed income markets – Stress testing – Bank testing

Module – 4:

Operations Risk – Introduction – typology of operational risk – who manages operational risk – the key to implementing bank - wide operational risk management – why invest in operational risk management – defining operational risk – measuring operational risk. Technology risk – Best practice – operational risk systems / solutions.

Module – 5:

Tools of Risk Management – Derivates, Futures, Options, Swaps, ECGC.

Books of Reference:

1. The professional's Hand book of Financial Risk Management by Marc Lox and Lev Borodorsky.

Paper – B.5: Management of Insurance Companies

Objectives:

This paper aims at

- i. giving an insight into the working of an insurance company.
- ii. high-lightens the managerial issues in different functional areas of management like HR, Finance, Marketing and Operations

Module – 1:

Organisation structure of insurance business; HR practices in Insurance business, training and development, compensation, incentives.

Module – 2:

The insurance market - Marketing programmes – Research – Customer services – Consumer Protection Act – Customer charter – Distribution channels.

Module – 3:

Accounting and Finance

Accounting for insurance business - compliance with IRDA rules - Taxation. Investments, evaluation of investments - Capital structure - cost of capital, solvency margin and compliance. Financial ratios – critical ratios and analysis, control system. Insurance company output and cost.

Difference in Accounting Practices between Life and General Insurance – Reserve funds – investments – capital structure – solvency margin – deposits with Government

Module – 4:

Insurance Operations

Claims management, policy holder servicing, Consumer protection act and IRDA, Rights and duties of clients, appeals – grievance redressal. Back-office operations BPO. IT and insurance.

Module – 5:

Regulations of insurance – Insurance Act (1938). IRDA – salient features. Laws relating to insurance, GIBNA, Insurance Act, W.C. Act, ESI Act, Compulsory PLI Act, M.V. Act, Marine insurance Act, Carriage of Goods by Sea Act, Carrier's Acts, Law of Contract, Foreign Exchange Regulations.

Paper – B.6:Marketing of Bank Products

Module – 1:

Financial services with special reference to banking products, role, concept, nature and characteristics. Financial services marketing v/s products marketing financial services marketing triangle. Strategic financial services marketing planning – an overview. Marketing environment, Analysing financial services marketing environment – macro and micro components-understanding the customer service quality, GAP model and quality dimensions.

Module – 2:

Market segmentation and positioning – segmenting financial services markets need and bases. Marketing mix strategy, concept of financial service product – product levels major product decisions, branding and product mix decisions, customer service strategy, product life cycle and new product development, innovation, diffusion and adoption.

Module – 3:

Pricing of bank products. Price determination – factors affecting pricing - process and strategies. Promotion of financial products – marketing of retail products - communication process – promotion mix planning – advertising, personal selling, sales promotion – Distribution strategies – channel alternatives, customer service.

Module – 4:

Marketing research in financial services industry – steps in marketing research process – demand analysis, advertising effectiveness, motivation research. Marketing control system in Banks - CRM.

Note: In this paper the word financial services means banking and insurance products.

BOOKS RECOMMENDED FOR BANKING:

1. India's Banking and Financial sector in the New Millennium – Volume I & II.
2. Bala Shenmugam, Craig Turton, George Hempel; Bank Management.
3. How to borrow from Banking and Financial Institutions, Nabhi Publication.
4. Mary P. Merrill; Financial Planning in the Bank.
5. Macmillan; The Bank Credit card business, The Indian Institute of Bankers.
6. B.R. Sharma; Bank Frauds – Prevention & Detection.
7. Risk Management systems in Banks, Guidelines by RBI.
8. Joel Bessis; Risk Management in Banking, John Wiley sons, New York.

9. Mark Largan; Corporate Banking, Chartered Institute of Bankers, Scotland.
10. G.A. Penn, A.M. Shea and A. Arora; Law and Practice of International Banking.
11. Claude E. Barfield; International Financial Markets - Harmonisation versus Competition.
12. Ethan B. Kapstein; Governing the Global Economy – International Finance and the State, Harward University Press.

