

### M. Com First Semester

Code	Paper title	Credits	Contact Hours	Marks	
				Term End Examination	Internal Assessment
MC 1.1 CC	Managerial Economics	4	60	60	40
MC 1.2 CC	Statistical Analysis	4	60	60	40
MC 1.3 CC	Management Theory & Organisational Behaviour	4	60	60	40
MC 1.4 AE	Indian Financial System	3	45	60	40
MC 1.5AE	Business Environment	4	60	60	40
MC 1.6SC	Computer Applications in Business	3	45	Theory 50 Lab 30	20
1.7 SOC	Social Orientation Course	2	30	60	40
		24		60	40

#### MC 1.1 CC-Managerial Economics

**Course Objectives:** This course aims to acquaint the students with concepts and techniques used in micro economic theory and to enable them to apply this knowledge in business decision-making.

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

**UNIT – II Demand Analysis:** Individual and Market demand function; Law of demand, determinants of demand; Elasticity of demand-its meaning and importance; Price elasticity, income elasticity and cross elasticity; Using elasticity in managerial decisions.

**UNIT- III Production Theory:** Production function, production with one and two variable inputs; Stages of production; Economics of scale; Estimation of production function; cost theory and estimation; Economic value analysis; Short and long run cost functions-their nature, shape and inter-relationship; Law of variable proportions; Law of returns to scale.

**UNIT –IV Price Determination under Different Market Condition and Price Practice:** Characteristics of different market structures; Price determination and firm's equilibrium in short-run and long-run under perfect competition, monopolistic competition, oligopoly and monopoly methods of price determination in practice; Pricing of multiple products; Price discrimination; International price discrimination and dumping; Transfer pricing.

**Unit-V Inflation & Business Cycles:** Definition, characteristics and types; Inflation in terms of demand-pull and cost-push factors; Effects of inflation. Nature and phases of a business cycle; Theories of business cycles, psychological, profit, monetary, innovation, cobweb, Samuelson and Hicks theories.

## **References BOOKS:**

1. Mithani D M Managerial Economics-Theory and Applications by: Himalaya Publication, , 2005
2. Craig H Petersen, W. Chris Lewis & Sudhir K Jain- Managerial Economics, Pearson Education, 4th Ed. PHI.
3. Atmanand, Managerial Economics, , Excel Books.
4. Dominick Salvatore , Micro Economics by, Oxford publishers, 4<sup>th</sup> Edition, 2004
5. Dwivedi D N , Managerial Economics by -6th Edition, Vikas Publication, 2005
6. Christopher R Thomas, S Charless Maurice, Managerial Economics , Mc-Graw Hill Education, 8th Ed
7. Samuelson Nordhavs , Economics, , Mc-Graw Hill Education, 18th Edition.

## **MC 1.2 CC - STATISTICAL ANALYSIS**

**Course Objectives:** This course aims to acquaint the students with statistical concepts , techniques and to provide analytical skills in business decision making.

### **Unit I - Introduction**

Importance of Statistical Analysis; Types of Statistical Analysis: Descriptive Analysis and Inferential Analysis; Measures of Central Tendency; Measures of Dispersion.

### **Unit II- Measures of Association**

Bivariate Analysis; Correlation Analysis; Regression Analysis; Chi-square test of goodness of fit.

### **Unit III - Multivariate Analysis**

Multiple Regression; Factor Analysis; Cluster Analysis.

### **Unit IV: Time Series Analysis**

Importance of Time Series; Moving Averages; Method of Least Squares

### **Unit V: Probability Distribution**

Nature and applications of Binomial, Poisson, and Normal Distribution

**Note: Uses of MS Excel and Appropriate Statistical Software is to be taught.**

## **Reference Books**

1. Gupta S C, Fundamentals of Statistics, HPH
2. Gupta S P, Statistics, Sultan Chand Publications

3. Anand Sharma, Business Statistics, HPH
4. J K Sharma, Business Statistics, HPH
5. Apte D P, Statistical Tools for Managers using MS Excel, Excel Books
6. Ash Naraya Sah, Data Analysis using Microsoft Excel, Excel Books
7. Levin, Richard I. and David S Rubin: Statistics for Management, PHI

### **MC 1.3 CC-Management Theory and Organizational Behavior**

**COURSE OBJECTIVES:** The objective of this course is to help the students to understand management concepts and conceptual frame work of organization behavior. It also provides exposure to the various theories of organizational behavior:

#### Unit-I:

Evolution of Management Thought: Scientific, process, human behaviour and social system school; Decision theory school; Quantitative and system school; Contingency theory of management; Functions of a manager.

#### Unit-II:

Managerial Functions: Planning -concept, significance, types; Organizing -concept, principles, theories, types of organizations, authority, responsibility, power, delegation. decentralization; Staffing; Directing; Coordinating; Control -nature, process, and techniques.

#### Unit-III:

Organisational Behaviour: Organisational behaviour -concept and significance; Relationship between management and organisational behaviour; Emergence and ethical perspective; Attitudes; Perception; Learning; Personality; Transactional analysis.

#### Unit-IV:

Group Dynamics and Team Development: Group dynamics -definition and importance, types of groups, group formation, group development, group composition, group performance factors; Principle-centred approach to team development. Interpersonal and Organisational Communication: Concept of two-way communication; Communication

process; Barriers to effective communication; Types of organisational communication; Improving communication; Transactional analysis in communication.

#### Unit-V:

Organisational Conflict: Dynamics and management; Sources, patterns, levels, and types of conflict; Traditional and modern approaches to conflict; Functional and dysfunctional organisational conflicts; Resolution of conflict.

Organisational Development: Concept; Need for change, resistance to change; Theories of planned change; Organisational diagnosis.

#### References Books

1. Griffin, Ricky W: Organisational Behaviour, Houghton Mifflin Co., Boston.
2. Hellreigel, Don, John W. Slocum, Jr., and Richard W. Woodman: Organizational Behavior, South Western College Publishing, Ohio.
3. Hersey, Paul, Kenneth H. Blanchard and Dewey E. Johnson: Management of Organisational Behaviour: Utilising Human Resources, Prentice Hall, New Delhi.
4. Ivancevich; John and Micheol T. Matheson: Organisational Behaviour and Management, Business Publication Inc., Texas.

### **MC 1.4 AE - INDIAN FINANCIAL SYSTEM**

**OBJECTIVE:** To familiarize the students with the functionality of financial markets, money market and financial institutions in India.

#### **Unit I**

**Financial Markets-Nature, functions and efficiency system:** financial system and economic development; Financial assets-meaning properties, types and role of financial assets; financial markets meaning, role and types of financial intermediaries, financial innovation; overview of Indian financial system; regulation of financial markets

#### **Unit II**

**Money Market:** Organization, instruments, functioning and regulations of money markets; role of RBI; differences between money market and capital market; call money market- treasury bills- Govt securities market - recent developments in money market.

#### **Unit III**

**Introduction to Capital Market :** primary and secondary markets; Depository system; Role of SEBI - an overview; Recent developments.

#### **Unit IV**

**Financial Depository Institutions** -commercial banks and industrial finances; working capital finance by commercial banks; term lending; developing credit information system; performance of Indian banking; regulatory aspect of banking.

## **Unit V**

**Financial Non-depository institutions:** Meaning, importance and growth; UTI and private sector mutual funds; insurance funds-growth and development of life and non-life insurance companies in India; regulation of insurance; pension funds organization and working of pension funds; regulatory frame work – Venture Capital Funds - Present and future position.

### **SUGGESTED READINGS:**

1. Khan, M.Y: Indian Financial Markets & Institutions, TMH, New Delhi.
2. Bhole, M.K: Financial Markets & Institutions, THM, New Delhi
3. Rose & Marquis: Money and Capital Markets: Financial Institutions and Instruments in a Global Market Place.
4. Meir Kohn: Financial Institutions and Markets, Oxford University Press, New Delhi, 2007
5. Fobozzi & Modigliani: Capital Markets, Institutions and Instruments, PHI New Delhi 2006.
6. Mandura Jeff: Financial Markets and Institutions, West Publishing Company, New York.
7. Cornett M.M., & Saunders A.:. Fundamentals of Financial Management, McGraw Hill, New York
8. Santomero. A.M., & Babbel D.C.: Financial Markets, Instruments & Institution, McGraw. Hill, New York
9. Thygerson Kenneth J : Financial Markets & Institutions, Harper Collins, New York.
10. Mishkin, F.S., & Eakins: Financial Markets & Institutions Addison Wesley, 2000 S.C.
11. RBI Reports on Currency and Finance.
12. RBI

## **MC 1.5 AE - Business Environment**

**Objective:** to provide the student with a background of various environment factors that have major repercussions on business and also to familiarise them with the techniques available for scanning and monitoring the environment

### **Unit: 1**

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

### **Unit: 2**

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

### **Unit: 3**

**Political and Legal Environment of Business:** Critical elements of political environment; Government and business; Changing dimensions of legal environment in India; MRTP Act, FEMA and licensing policy; Consumer Protection Act.

### **Unit: 4**

**Socio-Cultural Environment:** Critical elements of socio-cultural environment; Social institutions and systems; Social values and attitudes; Social groups; Middle class; Dualism in Indian society and problems of uneven income distribution; Emerging rural sector in India; Indian business system; Social responsibility of business; Consumerism in India.

### **Unit: 5**

**International and Technological Environment:** Multinational corporations; Foreign collaborations and Indian business; Non-resident Indians and corporate sector; International economic institutions - WTO, World Bank.

## References

1. Adhikary, M: Economic Environment of Business, Sultan Chand & Sons. New Delhi.
2. Ahluwalia, I.J: Industrial Growth in India, Oxford University Press, Delhi.
3. Alagh, Y.K: Indian Development Planning and Policy, Vikas Pub, New Delh
4. Aswathappa, K: Legal Environment of Business, Himalaya Publication, Delhi.
5. Chakravarty, S: Development Planning, Oxford University Press, Delhi.
6. Ghosh, Biswanath: Economic Environment of Business, Vikas Publication, New Delhi.
7. Francis Charunilium, Business Environment,

## MC 1.6 SC - COMPUTER APPLICATIONS IN BUSI NESS

**Objective:** to provide knowledge to the student with the computer concepts and their applications in business and to familiarise them with practical knowledge.

### UNIT I:

Computer Hardware: Computer system as information processing system; computer system differences- types of computer systems, hardware options- CPU, input devices, output device, storage devices, communication devices, configuration of hardware devices and their applications, Software needs, operating systems, application software.

### UNIT II:

Modern Information technology : Basic idea of Local Area Network (LAN) and wide Area network (WAN) e-mail Internet technologies access device concept of a World Wide Web and internet browsing Multimedia.

### UNIT III:

Word Processing: Introduction and working with MS Word in MS -Office; Word basic commands; Formatting text and document; sorting and tables; working with, graphics; Introduction to mail-merger.

### UNIT IV:

Spread Sheets: Working with EXCEL- formatting, function, chart, features; Working with graphics in excel; Using worksheets as database in accounting, marketing, finance and personal areas.Presentation with power point: power -point basics, creating

presentation the easy way; working with graphics in power-point; show time, sound effects and animation effects.

#### UNIT V:

Introduction to Accounting Packages: Preparation of vouchers, Invoice and salary statements, Maintenance of inventory records; Maintenance of accounting books and financial accounts; Financial reports generation. Practical knowledge on (Software,) Tally., Introduction to statistical Packages.

#### Reference:

1. Date C.J. An Introduction to Database Systems, Addison Wesley, Massachusetts.
2. Dienes, Sheila, s Microsoft office, Professional for Windows 95; Instant Reference; BPB Publication, Delhi.
3. Mansfield, Ron the Compact Guide to Microsoft office; BPB Publication, Delhi.
4. Norton, Peter: Working with IBM- Publication, Delhi.
5. O Brlan, J.A. Management Information Systems, Tata McGraw Hill New Delhi.
6. Ullman, J.O: Principles of Database System, Galgotia Publication, New Delhi.

## M.Com II Semester Course Matrix and Syllabus

### M. Com Second Semester

Code	Paper title	Credits	Contact Hours	Marks	
				Term End Examination	Internal Assessment
MC 2.1 CC	Financial Management	4	60	60	40
MC 2.2 CC	Accounting for Managerial Decisions	4	60	60	40
MC 2.3 CC	Marketing Management	4	60	60	40
MC 2.4 AE	Human Resource Management	3	45	60	40
MC 2.5 AE	E-Commerce	3	45	Theory 50 Lab 30	20
MC 2.6 SC	Research Methodology	4	60	60	40
2.7 SOC	Social Orientation Course	2	30	60	40
		24		60	40

### MC 2.1 CC - Financial Management

Objectives: To provide the knowledge with the financial management concepts and their applications to the students.



## **Unit 1:**

**Financial Management:** Financial Management An overview-nature, significance and scope of corporate financial management, objectives and agency theory, financial. Management and its relationship with other disciplines, Business polices and their impact on financial management, recent trends and contemporary issues.

## **Unit II:**

**Capital structure:** Concept of financial and capital structures; classification, theories of capital structure- NI, NOI, MM and traditional approaches; MM approach and corporate and personal income taxes; influence of leverages on capital structure and cost of capital-concept, importance, types and measurement.

## **Unit III**

**Capital Budgeting:** Concept, significance, nature and classification of capital budgeting decisions; cash flow computation- incremental approach; evaluation criteria-pay back period, ARR, NPV, IRR and PI methods; capital rationing, capital budgeting under risk and uncertainty

## **Unit IV**

**Working capital management :** Concepts, importance, classification and factors determining working capital, computation through operating cycle approach; Walker's Four Part Theory of Working capital management; investment and financial policies; Management of cash, receivables and inventory.

## **Unit V**

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

## **References**

1. Bhattacharya, Hrishikas: Working Capital Management: Strategies and Techniques, Prentice Hall, New Delhi.
2. Brealey, Richard A and Steward C. Myers: Corporate Finance, McGraw Hill, int.Ed., New York.
3. Chandra, Prasanna: Financial Management, Tata Mc Graw Hill, Delhi.
4. Hampton , John: Financial Management, Vikas Publishing House, Delhi.
5. Pandey, I.M: Financial Management, Vikas Publishing House, Delhi.
6. Van Horne, J.C. and J.M Wachowicz Jr.: Fundamentals of Financial Management, Prentice Hall, Delhi.
7. Pinches, George E: Essentials of Financial Management; Harper and Row, New York.
8. Khan MY, Jain PK: Financial Management; Tata McGraw Hill, New Delhi.
9. Archer, Stephen. H. Choate G Marc. Racetle. George; Financial Management; John Wiley, New York.
10. Block, Stanley B, Geoffrey A Hill: Foundations of Financial Management; Richard D. Irwin , Homewood, Illinois.

## **MC 2.2 CC - Accounting for Managerial Decision**

Objective: The objective of this course is to acquaint students with the accounting concepts tools and techniques for managerial decisions

### **Unit-I**

**Introduction to Accounting:** Management accounting as a area of accounting; objectives, nature, and scope of financial accounting, cost accounting, and management accounting; Management accounting and managerial decisions: Management accountant's position, role and responsibilities. Meaning and significance of responsibility accounting

## **Unit-II**

**Budgeting and Budgetary Control :** Definition of budget: essentials of budgeting; Types of budgets-functional, master, etc, Fixed and flexible budget; Budgetary control; Zero-base budgeting; Performance budgeting. Responsibility centres-cost centre, profit centre and investment centre. Problems in transfer pricing; Objectives and determinates of responsibility centers.

## **Unit-III**

**Standard Costing and variance Analysis:** Standard costing as a control technique; Setting of standards and their revision; Variance analysis-meaning and importance, kinds of variances and their uses-material, labour and overhead variances; Disposal of variances; Relevance of variance analysis to budgeting and standard costing.

## **Unit-IV:**

**Marginal Costing and Break-even Analysis:** Concept of marginal cost; Marginal costing and absorption costing; Marginal costing versus direct costing; Cost-volume-profit analysis; Break-even analysis; Assumptions and practical applications of break-even-analysis; Decisions regarding sales-mix, make or buy decisions and discontinuation of a product line etc., Contemporary Issues in Management Accounting: Value chain analysis; Activity based costing; Quality costing; Target and life cycle costing.

## **Unit-V**

**Analyzing the Financial Statements and Reporting to Management:** Horizontal, vertical and ratio analyses; Cash flow analysis, Funds Flow Analysis ,Objectives of reporting, reporting needs at different managerial levels; Types of reports, modes of reporting, reporting at different levels of management.

## **References:**

1. Anthony, Robert: Management Accounting, Tarapore-Wala, Mumbai.
2. Barfield, Jessie, Cecily A.Raiborn and Michael R.Kenney: Cost Accounting: Traditions and Innovations, South-Western College Publishing, Chincinnati, Ohio.

3. Decoster, Don T. and Elden L. Schafer: Management Accounting: A Decision Emphasis, John Wiley and Sons Inc., New York.
4. Garrison, Ray H. and Eric W. Noreen: M. Moreen: Management Accounting, Richard D. Irwin, Chicago.
5. Horngren, C.T., Gary L. Sundern, and William O. Stratton: Introduction to Management Accounting, Prentice Hall, Delhi.
6. Horngren, Charles T., George Foster and Srikant M. Daliar: Cost Accounting: A Managerial Emphasis, Prentice Hall, Delhi.
7. Lall, B.M., and I.C. Jain: Cost Accounting: Principles and Practice, Prentice Hall, Delhi.
8. Pandey, I.M: Management Accounting, Vani Publication, Delhi.
9. Welsch Glenn A., Ronald W. Hilton and Paul N. Gordon: Budgeting, Profit Planning and Control, Prentice Hall Delhi.

### **MC2.3 CC - MARKETING MANAGEMENT**

**Objective:**

To familiarize the students with the basic concepts and principles of marketing and to develop their conceptual and analytical skills to be able to manage marketing operations of a business firm.

### **Unit-1: Introduction**

Meaning and definition of marketing – Differences between selling and marketing - scope of marketing-core marketing concepts-evaluation of marketing concepts and its stages-objectives of marketing-building customer satisfaction, value and retention. Direct marketing vis-à-vis on-line marketing- marketing in the new millennium- Micro environment – Macro Environment- International Marketing(GATT) .

### **Unit-II: Market Segmentation:**

Concept of Target Market - Diffused Market - Concentrated Market - Clustered Market - Market Segmentation (Concept-Types-Patterns-Bases-Benefits-Requirements for Effective Segmentation) –Market Segmentation Analysis for given Products - Product Positioning (Types of Positioning).

### **Unit-III: Product and price Management:**

Concept of Product - Classification of Products - Product Levels Classification – Product Mix - Product Mix Decisions - New Product – New Product Development Stages - Product Life Cycle Stages &. Implications - Branding - Packaging & Labelling. Role of price in marketing mix - Pricing concept – Pricing – Methods and Strategies.

### **Unit-IV: Channel & Promotion Management:**

Channels: Nature of marketing channels - Types – Channel Structure and Participants – Supply Chain Management. Promotion Management: Role of promotion in marketing - Promotion mix - A view of the Communication Process - Advertising - Need - Objectives - Types of advertising – Major decisions in advertising - Objectives - Budget - Strategy - Evaluation - Advertising and Social Marketing - Sales Promotion - Personal Selling - Publicity - Public Relations.

### **Unit-V: Emerging Trends in Marketing:**

Social, ethical and legal aspects of marketing; Green Marketing- e-marketing- m-marketing- cyber marketing - Marketing Information System- marketing of services; relationship marketing

### **References**

1. Kotler, Philip and Gary Armstrong: Principles of Marketing, Prentice Hall, New Delhi.

2. Kotler, Philip: Marketing Management-Analysis, Planning, Implementation and Control, Prentice Hall, New Delhi.
3. Majumdar, Ramanuj: Product Management in India, Prentice Hall, New Delhi.
4. Me Carthy, E. Jenome and William D., Perreault Jr: Basic Marketing: Managerial Approach, Richard D. Irwin, Homewood, Illinois.
5. Ramaswamy.V.S and Namakumari.S: Marketing Management, MacMillan India, New Delhi.
6. Srinivasan, R: Case Studies in Marketing: The Indian Context, Prentice Hall, New Delhi.
7. Stanton, William J., and Charles Futrell: Fundamentals of Marketing; McGraw Hill Publishing Co., New York.

## **MC 2.4 AE-Human Resource Management (HRM)**

**Course OBJECTIVES:** The objective of this course is to facilitate understanding of the conceptual framework of Human Resource Management and its applications in decision making.

**Unit-I :Nature & Scope of HRM:** Objectives, functions, personnel management Vs human resource management, organization of HRM department, various dimensions of HRM, qualities and role of HRM manager, personnel policies and principles, challenges of HRM, HRM model.

**Unit-II: Human Resource Planning:** Manpower Planning , human resource inventory, job analysis, job description, job specification, employees hiring, recruitment, international recruiting, selection, recruitment and selection practices in India, outsourcing and knowledge process outsourcing.

**Unit-III: Training and Development:** nature, objectives, identification of training needs, training methods, training process, administration of training programs, recent trends in training, training practices in India.

**Unit-IV: Performance Appraisal:** Objectives & methods, job evaluation, methods, career planning, limitations and success imperatives of career planning employee compensation, incentives, wage and salary policies in India.

**Unit-VI: Industrial Relations & Welfare:** Labour welfare, Accidents, employee promotion, employee turnover, employee absenteeism, employee morale, Human resource audit, audit of employee satisfaction, recent trends in HRM; human resource audit, personnel research and outsourcing.

**Reference Books:**

1. William B. Werther and Keith Davis: Human Resource and Personnel Management, McGraw Hill.
2. Terry L. Leap and Michael D. Crino: Personnel/Human Resource Management, Maxwell MacMillan.
3. P. SubbaRao: Fundamentals of Human Resource Management and industrial relation; Himalaya Publishing House.
4. Edwin B. Flippo: Personnel Management.
5. S. K. Bhatia: Principles and Techniques of Personnel Management.
6. K. Aswatappa: Human Resource Management, Himalaya Publications.
7. Shervani, LUK, Humani R. Managem, Galgotia Publishers.

**Objective:** The objective of this course is to enable students gain knowledge about E-Commerce and its various components.

### **Unit-I: Introduction to E-Commerce**

Meaning and concept; Electronic commerce versus traditional commerce; Media convergence; E-Commerce and e-business; Channels of e-commerce: Business applications of e-commerce; Need for e-commerce, e-commerce as an electronic trading system-special feature.

### **Unit-II: Business Models of E-Commerce**

E-Commerce Business models; Supply chain management, product and service digitization, remote servicing, procurement; online marketing and advertising;

### **Unit-III: Multi-Media and E-Commerce:**

Multi-media technologies; Digital video and digitization of product and customer communication; Desk top video conferencing and marketing; Broadband networks and related concepts.

### **Unit-IV: Electronic Payment Systems:**

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

### **Unit-V: Security, Regulatory and Legal Framework of E-Commerce:**

Security risks of e-commerce; exposure of resources, types of treats, sources of threats, security tools and risk management approach, e-commerce security and a rational security policy for e-commerce; Corporate Digital Library; I.T. Act 2000, Cyber laws-aims and salient provisions; Cyber-laws in India and their limitations; Taxation issues in e-commerce.

### **References**

1. Agarwala, K, N and Deeksha Agarwala: Business on the Net: What's and How's of E-Commerce: MacMillan, New Delhi.
2. Agarwala, K.N., and Deeksha Agarwala; Business on the Net; Bridge to the Online Storefront: MacMillan, New Delhi.
3. Diwan, Prag and Sunil Sharma: Electronic Commerce-A Manager's Guide to E-Business, Vanity Books International, Delhi.



4. Janal, D. S: On-line Marketing Hand Book, Van Nostrand Reinhold, New York.
5. Kosivr, David: Understanding Electronic Commerce, Microsoft Press, Washington.
6. Minoli and Minoli: Web Commerce Technology Handbook, Tata McGraw Hill, New Delhi.
7. Schneider, Gary P: Electronic Commerce, Course Technology, Delhi.
8. Young, Margaret Levine: The Complete Reference to Internet, Tata McGraw Hill, New Delhi.
9. O'Brien J: Management Information System, Tata McGraw Hill, New Delhi.

**Objective:** The objective of this course is to enable students to conduct the research and applied it to the corporate world.

### **Unit 1 - Introduction**

Importance of Research; Objectives of Research; Research as a Scientific Method; Types of Research: Pure, Applied, Exploratory, Formative, Descriptive, Diagnostic, Evaluation, Action, Experimental, Analytical, Historical.

### **Unit 2 - Research Process**

Statement of the Problem; Review of Literature; Formulation of Objectives and Hypothesis; Defining Population; Sampling; Data Collection; Data Validation; Data Analysis and Interpretation; Reporting.

### **Unit 3 - Sampling**

Population and types of Population, Census, Sampling, Characteristics of Good Sample; Pros and Cons of Sampling; Sampling Techniques (Methods): Probability and Non-probability; Sampling Design and Choice of Sampling Technique; Sample size; Sampling and Non-sampling Errors.

### **Unit 4 – Data Collection and Processing**

Importance of Data; Sources of Data; Use of Secondary Data; Methods of Collecting Primary Data: Observation, Experimentation, Simulation, Interviewing, Questionnaire, Panel Method, Mail Survey etc.; Tools for Primary Data Collection: Questionnaire, Observation Schedule, Interview Schedule, etc., Field Work; Data Processing: Data Validation, Coding, Data Entry, Tabulation.

### **Unit 5- Hypothesis Testing**

Null and Alternate Hypothesis; Testing Approaches: The Classical Sampling Theory, The Bayesian Approach; Significance Levels; Type I and Type II Errors; Tests of Significance: The Parametric (One sample T test, Paired Sample t Test, ANOVA): and The Nonparametric Tests (ANOVA).

### **Unit 6 – Report Writing**

Importance of Report; Functions of Report; Types of Report: Technical Report (Thesis/Dissertation), Popular Report, Interim Report, Summary Report, Research Abstract, Research Article; Planning Report Writing; Contents of Research Reports.

### **Reference Books**

1. Krishnaswami O R and Ranganatham M, Methodology of Research in Social Sciences, HPH.
2. Murthy S N and Bhojanna U, Business Research Methods, EB
3. Swain A K P C, A Text Book of Research Methodology, Kalyani Publishers
4. Kothari, Research Methodology
5. Cooper R Donald and Pamela S S, Business Research Methods, TMH

(2013-14 Batch)

Code	Paper title	Credits	Contact Hours	Marks	
				Term End Examination	Internal Assessment
MC 3.1 CC	Strategic Management	4	60	60	40
MC3.2 CC	Capital Markets	4	60	60	40
MC3.3 CE	Core Elective -1	4	60	60	40
MC3.4 CE	Core Elective -2	4	60	60	40
MC3.5 CE	Core Elective -3	4	60	60	40
MC3.6 SC	Entrepreneurship Development & Small Business Management	3	45	60	40
SBS3.7SOC	SOC (Knowledge Management)	2	30	60	40
MC3.8 IP	In-plant Training	2	30	Report: 50 and Presentation: 50	
		27	100	60	40

**Core Electives for the Third Semester**

CE	Accounting and Taxation	Finance	Banking & Insurance
1	International Financial Reporting Standards	Security Analysis & Portfolio Management	Principles & Practice of Banking
2	Corporate Income Tax	Financial Derivatives & Risk Management	Principles & Practice of Insurance
3	Central Excise & Customs	Financial Services	Credit and Risk Management in Banks

**Note:**

1. A student shall opt any one the aforesaid elective in the third semester and the same elective should be opted in the fourth semester.
2. An elective will be offered if at least ten students opt for it.

**M.C. 3.1 CC-STRATEGIC MANAGEMENT**

**Objective:** The course aims to give an understanding of the concept of strategy, strategic process and its impact on functional, divisional and corporate levels.

### **Unit I: Introduction**

Concept of Strategy, Levels at which strategy operates; Approaches to strategic decision making; Mission and purpose, objective and goals; Strategic business unit (SBU); Functional level strategies, Global issues in Strategic Management.

### **Unit II: Environmental Analysis and Diagnosis**

Concept of environment and its components; Environment scanning and appraisal; Organizational appraisal; Strategic advantage analysis and diagnosis, SWOT analysis.

### **Unit III: Strategy Formulation and Choice of Alternatives & Functional Strategies**

Strategies-modernization, diversification, integration; Merger, take-over and joint strategies; Turnaround, divestment and liquidation strategies; Process of strategic choice, industry, competitor and SWOT analysis, EFE Matrix IFE Matrix, CPM, SWOT Matrix, SPACE Matrix, BCG Matrix, IE Matrix, Grant Strategy Matrix, Factors affecting strategic choice; Generic competitive strategies-cost leadership, differentiation, focus, value chain analysis, bench marking service blue printing; Marketing, production/Operations and R & D plans and polices Personnel and financial plans and policies.

### **Unit V: Strategy, Structure Implementation**

Structural considerations, structures for strategies; Organizational design and change, Inter-relationship between formulation and implementation; issues in strategy implementation; Resource allocation.

### **Unit V: Strategic review and audit**

Strategic control guiding and evaluating strategies, Establishing Strategic controls, Operational Control Systems, Monitoring performance and evaluating deviations, challenges of strategy Implementation.

### **Recommended Books:**

1. Arthur A Thomson and A J Stikcland, Strategic Management, TMH
2. John A Perce and Richard B Robinson, Strategic Management – Strategy Fomrulation and Implementation, AITBS Publishers and Distributors.
3. David, Fred R, Strategic Management, Prentice Hall, New Jersey.
4. Glueck, William F and Lawrence R. Jauch: Business Policy and Strategic Management, TMH
5. Christensen, C. Roland, Kenneth R. Andrews, Joseph L. Bower, Rochard G. Hamermesh, Michael E. Porter: Business Policy: Text and Cases, Richard D. Irwin, Inc., Homewood, Illinois.
6. Michal.E.Porter: The Competitive Advantage of Nations, Macmillan, New Delhi.
7. Mintzberg, Henry and James Brian Quinn: The Strategy Process, Prentice Hall, New Jersey.
8. Coulter, Mary K. Strategic Management in Action, Prentice Hall, New Jersey.
9. H. Igor Ansoff: Implanting Strategic Management, Prentice Hall, New Jersey.
10. Newman, William H. and James P. Logan: Strategy, Policy and Central Management, South Western Publishing Co., Cincinnati, Ohio.
11. Kazmi, Azhar: Business Policy, TMH
12. Bhattacharya, S.K. and N. Venkataramani: Managing Business Enterprises: Strategies, Structures and Systems, Vikas Publishing House, New Delhi.
13. Budhiraja, S.B. and M. B. Athreya: Cases in Strategic Management, Tata McGraw Hill, New Delhi.
14. Sharma, R.A: Strategic Management in India Companies, Deep and Deep Publications, New Delhi.

## **MC 3.2 CC - CAPITAL MARKET**

**Objective: To expose the students on the role, structure, various regulations for financial and capital markets**

### **Unit I - Introduction to Capital market**

Concept of capital market, Capital market and financial system, Structure of Indian Capital Market, Role of capital market in capital formation, Capital market instruments,

### **Unit II - Primary Market**

Role of Primary Market, Functions and Methods of floating securities, Allotment procedure; New financial instruments. SEBI guidelines on public issue- Book Building IPO Process – Different

ways of issuing IPOs, size of issue, pricing of issue, promoters , contribution, appointment of merchant bankers, underwriters, broker, registrar, and managers, bankers and allotment of shares, Role, importance, type of brokers, trading mechanism, listing of securities in stock exchanges, screen based trading; Depository-role and need; Depositories Act 1996.

### **Unit III – Secondary Market**

Importance of Secondary Market, Activities in secondary market, Operations of Major stock exchanges in India.

### **Unit IV - Reforms in Indian Securities Market**

Screen based trading – Dematerialisation – issue of capital and disclosure requirement regulations 2009. Depository system - National Securities Depository Limited (NSDL) - Promoters - Objectives - Benefits of depository system. Internet Stock Trading - Meaning - Features - Current Scenario - Internet Trading alternatives - Regulating internet stock trading - IPOs on the internet - Indian experience. - Capital Market reforms - General Capital Market reforms – Primary market reforms.

### **Unit V: Regulatory Frame Work**

SEBI Act; Depository Act 1996, Anti-Money laundering Act- Derivatives Regulatory Frame Work.

### **Recommended Books:**

1. Machiraju, H.R, Indian Financial System, Vikas Publishing House Pvt.Ltd.
2. Gursamy S , Financial Markets and Institutions, Thomson (2004).
3. Madura, Financial Institution and Markets, Thomson 2007.
4. M.Y.Khan, Financial Services, TMH
5. Preeti Singh, Investment Management, HPH
6. Vasant Desai, Indian Financial System - HPH.
7. Relevant study materials of NCFM, NSE
8. Study material of ICWAI

## **MC 3.6 SC - ENTREPRENEURSHIP & SMALL BUSINESS MANAGEMENT**

**Objective: To give an understanding of different dimensions of entrepreneurship and to inculcate the spirit of entrepreneurship in students.**

### **Unit I - Entrepreneur**

Meaning of Entrepreneur; Evolution of the Concept; Functions of an Entrepreneur, Types of entrepreneur, Intrapreneur – an emerging class, Concept of Entrepreneurship- Evolution of Entrepreneurship; The entrepreneurial Culture; Stages in entrepreneurial process.

### **Unit II - Establishing small enterprises**

Opportunities scanning, market assessment, choice of technology and selection of site, A board sweep of operation of the small enterprises, financial management, operations management, marketing management and people management in small enterprises.

### **Unit III - Development of Women entrepreneurs and rural entrepreneurs**

Entrepreneurial development in backward areas, cases of successful entrepreneurs, failures and instances of turnaround. Entrepreneurial Development programmes.

### **Unit IV - Institutions Supporting Entrepreneurship**

Small industry financing developing countries, A brief overview of financial institutions in India, Central level and state level institutions, SIDBI, NABARD, IDBI, SIDO, Indian Institute of Entrepreneurship, DIC, Latest Industrial policy of Government of India, Ministry of MSMEs, NEN, EDI.

### **Unit V - Managerial Problems of MSMEs**

Technological up-gradation, the sickness syndrome, stages of sickness, prediction, prevention and rehabilitation measures, concerning sickness, role of BFIR.

### **Unit VI - Government policy regarding MSMEs**

Reservation of spheres, incentives and concessions, ancillarization, role of industrial estates, role of central and state-level promotional agencies including banks and financial institutions.

### **Recommended Books:**

1. Robert D Hisrich and Michel P peters, Entrepreneurship, TMH.
2. David Holt, New Venture Creation, PHI.
3. Zahas Block, Corporate Venturing, Mc Millan, HB School Press
4. C. B. Gupta and N. P. Srinivasan, Entrepreneurial Development, Sultan Chand & Sons
5. M. M. P. Akhouri and Vinod Gupta, Sustaining Entrepreneurship, NIESBUD, New Delhi
6. C.M. Ammback and J. R. Mancusu, Entrepreneurship and Venture Management, PHI
7. Vasant Desai, Dynamics of Entrepreneurial Development and Management, HPH

## **CORE ELECTIVES IN ACCOUNTING & TAXATION AREA**

### **MC 3.3 CE (A&T) – INTERNATIONAL FINANCIAL REPORTING**

**Objective: To understand the international financial reporting, and to get an ability to analyse the financial statements including consolidated financial statements of group companies.**

#### **Unit I - Introduction**

The structure of the International Accounting Standards Board (IASB); The standard setting process; The role of the International Financial Reporting Interpretations Committee; Progress towards international harmonization; The IASB Framework for the Preparation and Presentation

of Financial Statements; The first time adoption of international financial reporting standards; Comparison of IFRS with existing Indian Accounting Standards; Conversion of Financial Statements prepared on the basis of Indian GAAP to IFRS based financial statements.

**Unit II - Elements of financial statements under IFRS**

Terminology in IFRS, Property, plant and equipment Provisions and contingencies Intangible assets Employment and post-employment benefits: Goodwill Current and deferred tax; Current assets including inventories Biological assets and agricultural produce; Construction contracts Share-based payment; Liabilities Exploration and evaluation expenditures; Financial instruments

**Unit II - Presentation and additional disclosures**

Events after the balance sheet date; Earnings per share; Related party disclosures; Interim financial reporting; Effects of changes in foreign exchange rates; Operating segments

**Unit IV - Preparation of external financial reports for single entities**

Income statements and discontinued operations; Cash flow statements; Statement of changes in equity

**Unit V - Preparation of external financial reports for combined entities and joint ventures**

Definitions of subsidiaries, investments in associates and joint ventures; Preparation of consolidated balance sheets and income statements; Equity accounting; Proportionate consolidation and joint ventures

**Recommended Books:**

1. [Jasmine Kaur](#), International Financial Reporting Standards(IFRS)-A Practical Approach, TMH
2. Shirish Kulkarni, International Financial Reporting Standards, [Sonali Publications](#)
3. [S. K. Chaudhury](#), [International Financial Reporting Standards](#), Discovery Publishing House Pvt. Ltd.

## **MC 3.4 CE (A&T) - CORPORATE INCOME TAX**

**Objective: To learn the corporate income tax computation and filling of returns.**

**Unit I : Introduction and Basic Concepts**

Introduction to Income Tax; Concepts under Income Tax; Basis of Charge; Residential Status and Incidence of Tax; Exempted Incomes; Meaning of Company; Types of Companies for Tax.

**Unit II: Head-wise Computation of Company Income**



Income under different heads: House Property, Business and Profession, Capital Gains, and Other Sources.

**Unit III: Taxable Income**

Set off and Carry Forward of Losses; Gross Total Income; Deductions from Gross Total Income; Taxable Income.

**Unit IV: Computation of Tax Liability**

Minimum Alternate Tax: Book Profit, Tax on Book Profit, When Payable, Tax Credits under MAT; Tax Liability of Company, Tax on Distributed Profits.

**Unit V: Returns and Assessment**

Deduction of Tax at Source; Payment of Advance Tax; Filing of Returns and Types of Returns; Assessment and Types, Procedure of Assessment.

**Recommended Books:**

1. Vinod K Singhania and Kapil Singhania, Direct Taxes Law & Practice, Taxmann Publications
2. Vinod K Singhania and Kapil Singhania, Students Guide to Income Tax, Taxmann Publications
3. Vinod K Singhania and Kapil Singhania, Direct Taxes Planning & Management, Taxmann Publications
4. Mehrotra and Goyanka, Direct Taxes – Taxa Planning and Management, Sahithy Bhavan, Agra.
5. Study Materials of ICAI and ICWAI

## **MC 3.5 CE (A&T) – Central Excise & Customs**

**Objective: To make the student understand the taxability of computation of central excise and customs duty.**

**Unit I: Basic Concepts**

Meaning of Indirect Tax; Features of Indirect Tax; Tax Incidence; Various Indirect Taxes in India; Revenue Trends in Indirect Taxes.

**Unit II: Central Excise**

Nature of Excise Duty; Excisable Goods; Goods Exempt from Excise Duty; Classification of Goods; Types of Excise Duty; Computation of Assessable Value and Excise Duty; Exemptions in SSIs: Exemption Notification for SSI, Eligibility for SSI concession, Articles eligible for SSI exemption;

### **Unit III: CENVAT Credit**

Meaning, CENVAT Scheme, Input Products, Services and Capital Goods Eligible for CENVAT Credit, Quantum and Mode of Availment of CENVAT Credit General Procedures under Central Excise; Filing of Returns.

### **Unit IV: Customs**

Scope and Coverage of Customs Law; Nature of Customs Duty; Types of Customs Duty; Classification under Customs; Valuation of Customs Duty; Exemptions; Remissions; Demand; Recovery and Refunds in Customs.

### **Unit V: Import and Export Procedures**

Warehousing; Administrative Aspects of Customs; Filing of Returns; Baggage, Export Promotion Schemes: SEZ, EOU and Duty Drawback.

### **Recommended Books:**

1. V.S. Datey, Indirect Taxes Law and Practice, Taxmann Publications
2. Central Excise Act 1944.
3. The Customs Act 1962.
4. Study Materials of ICAI and ICWAI

## **CORE ELECTIVES IN FINANCE AREA**

### **MC 3.3 CE (FIN) - SECURITY ANALYSIS & PORTFOLIO MANAGEMENT**

**Objective:** To provide conceptual and analytical framework of investment in different financial instruments, their risk and return; and to acquaint the necessary skills among the students to manage the portfolio.

#### **Unit I - Investments**

Nature and scope of investment analysis, elements of investment, avenues of investment, approaches to investment analysis; Concept of return and risk: Security return and risk analysis, measurement of return and risk. Financial Assets: Types and their characteristics, sources of financial information.

### **Unit II - Technical Analysis and Fundamental Analysis**

Technical Analysis: Trends, indicators, indices and moving averages applied in technical analysis. Fundamental Analysis: Economic analysis, Industry Analysis and Company Analysis; Differences between Fundamental Analysis and Technical Analysis.

### **Unit III - Valuation of Securities**

Valuation of Bonds, Debentures, Preference Shares, Equity Shares.

### **Unit IV - Portfolio Analysis and Performance Evaluation**

Estimating rate of return and Standard Deviation of Portfolio. Effect of combining the securities; Markowitz Risk-return optimization; Single Index Model; Portfolio market risk and unique risk, simple Sharpe's optimization solution. Measure of return, risk adjusted measures of return, market timing, evaluation criteria and procedures

### **Unit V- Capital Market Theory**

Capital Market Line, Security Market Line, Risk Free Lending and Borrowings; Factor models: arbitrage pricing theory, two factor and multi factor models; Principles of arbitrage, arbitrage portfolios. Efficient Market Hypothesis: Weak, semi-strong and strong market and its testing techniques.

### **Recommended Books:**

1. Amling: Fundamentals of investment Analysis, PHI.
2. Sharpe, William F, Gordon J Alexander and J.V.Bailly: Investments, Prentice Hall of India, New Delhi.
3. Shapre, William F: Portfolio Theory and Capital Markets: McGraw Hill, New York.
4. Francis J. Clark: Management of Investments: McGraw Hill, New York.
5. Donald, E. Fisher and Ronald J. Jorden: Security Analysis & Portfolio Management, Prentice Hall, New Delhi
6. Fabozzi, Frank J: Investment Management, Prentice Hall, International Edition.
7. Bhalla: Investment Analysis, S. Chand & Co. De1lhi.
8. Chandratre K.R: Capital Issue, SEBI & Listing, Bharat Publishing House, New Delhi.
9. Clark, James Fransis, Investment-Analysis and Management, McGraw Hill, International Edition.
10. Gupta, L.C: Stock Exchange Trading in India: Society for Capital Market Research and Development, Delhi.
11. Machi Raju, H.R, Working of Stock Exchanges in India: Wiley Eastern Ltd, New Delhi.

## **MC 3.4 CE (FIN): FINANCIAL DERIVATIVES AND RISK MANAGEMENT**

**Objective:** To make an understanding of the various derivative products and their uses in speculation and hedge.

### **Unit I: Sources of Risk and Introduction to Derivatives**

Meaning of Risk; Types of Risk: Country Risk; Business Risk, Credit Risk, Foreign Exchange Risk, Interest Rate Risk, Purchasing Power Risk, Systematic and Unsystematic risk, Importance of Managing Risk; Meaning and Purpose of Derivatives; Evolution of Derivatives; Various types of Derivatives and Use of Derivatives in Managing Risk.

**Unit II: Forwards and Futures:**

Forward Contracts; Mechanism of Forward Contracts; Merits and Demerits of Forward Contracts; Futures; Specification of Future Contracts; Superiority of Futures over Forwards; Trading Mechanism for Futures; Types of Margin; Forward/Futures Pricing; Index Futures. Hedging and Speculation in Forwards and Futures Markets.

**Unit III: Options and Hedging Strategies**

Types of options; Option Trading and Settlement Mechanism; Margins; Valuation of Options; Options Trading Strategies, Option Pricing: Binomial Option Pricing Model and Black-Scholes Option Pricing Model; Option Markets: Exchange Traded Options, Over-the Counter Options; Hedging and Speculation in Options Markets; Delta Hedging; Theta; Gamma; Relationship in Delta, Theta and Gamma; Vega and Rho; Portfolio insurance.

**Unit IV : SWAPS**

Mechanics of Interest Rate Swaps; Valuation of Interest Rate Swaps; Currency swaps and its Valuation; Credit Risk and swaps.

**Unit V: Derivatives Market in India:**

Derivative Products; Regulation; Working and trading activity

**Recommended Books:**

1. Hull, J., Options: Futures and other Derivatives, PHI
2. Kumar SSS, Financial Derivatives, PHI
3. Navaneet and Manish Bansal, Derivatives and Financial Innovations, TMH
4. NSE – NCFM Study Modules
5. Kolb, Robert W: Understanding Futures Markets, Prentices Hall Inc., New Delhi.
6. L. C. Gupta on Committee Report on Derivatives Trading.
7. J.C. Verma on Committee Report on Derivatives Trading.

**MC 3.5 CE (FIN) - FINANCIAL SERVICES**

**Objective: To provide the gamut of various financial services**

**Unit I - Financial Services**

Meaning – Classifications – Traditional Activities – Financial sector reforms and Financial Innovations in India – Banking and Non-Banking services different financial products and services.

**Unit II - Credit Rating and Merchant Banking**

Credit Rating and Information Services of India limited ('CRISIL) - Range of Services –Credit Rating Agency of India Limited (ICRA) - Genesis - Range of Services - Corporate Governance Rating services - Mutual funds rating - Corporate review - Achievements - Securities Trading Corporation of India Limited (STCI); Merchant Banking: Meaning and its objectives – Requirements – services – RBI guidelines.

**Unit III - Discounting Factoring and Forfeiting**

Discounting factoring – Modus Operandi of factoring scheme – Terms and conditions in factoring agreement – function of factoring services - Types of factoring – Role of Banks in providing discounting, factoring and forfeiting services , Cost of factoring and pricing of factoring services – Benefit to the clients – Export factoring –Factoring & Forfeiting – Forfeiting in India and its limitations.

#### **Unit IV - Securitisation**

Meaning and Concept of Securitization – Structured securities Vs. Conventional Securities – Securitization Vs. Factoring – Operational mechanism of securitization – Types of securitized assets – Securitization and Role of Banks – Advantages and limitation of securitization – Future prospects of securitization.

#### **Unit V - Lease, Hire Purchase and Housing Finance:**

Leasing – Financial lease and Operating lease – Differences between Lease and Hire purchase – Types of financial leasing – Advantages of leasing – Consideration under lease Vs. Buy decision-leasing in India – Problems of Leasing companies – RBI guidelines on leasing and finance companies. Hire Purchase – Terms of the agreement under hire purchase – types of hire purchase – Advantages. Housing Finance – Housing Finance policy and Role of National Housing Bank (NHB) – Housing and Urban Development corporation (HUDCO) – Role of Housing Finance Corporations and the housing schemes – Recent Developments.

#### **Recommended Books:**

1. J.N. Dhonkar: A Treatise on Merchant Banking, Skylark, Publishing House, Delhi, 2990.
2. G. S. Patel: Capital Market, Functioning and Trends, ICFAI, Publications, 1991
3. E. Gordan and K. Natarajan: Emerging Scenario of financial services; HPH.
4. Bhole M: Financial Markets and Financial Institutions, Tata McGraw Hill, 1992.
5. MY Khan, Financial Institutions and Financial Services in India, TMH
6. M.Y. Khan: New Issue Market, Allied Publishers.
7. Vinod Kothari: Leasing, Hire purchase and consumer credit, Madhva & Co., 1990.
8. K.Sriram: Handbook of leasing Hire purchasing & Factoring ICFAI publications, 1991.
9. Institute of Chartered Accountant of India: Financial Services, ICAI publications, 1992.
10. Gladstone: Venture capital investing, M. Y. PHI
11. B.S.Bhatia: G. S. Bhatra: Management of Financial Services.
12. SEBI Guidelines Issued from time to time.

## **CORE ELECTIVES IN BANKING & INSURANCE GROUP AREA**

### **MC 3.4 CE(Ban) - PRINCIPLES AND PRACTICES OF BANKING**

#### **UNIT-I:**

**INTRODUCTION TO BANKING**-banking as an ancestral service, main functions & other services, legal framework, different types of banks- their structure. Organizations & working, need for proper regulation & supervision.

#### **UNIT- II:**

**CENTRAL BANK (RBI)**:- Central Bank and its function – Role of Reserve Bank and GOI as regulator of banking system – Provisions of Banking Regulation Act & Reserve Bank of India Act.

### **UNIT-III:**

**DEPOSITS-** Banker-Customer relations - Know your Customer[KYC] guidelines- Different Deposit Products - services rendered by Banks - Mandate and Power of attorney; Banker's lien - right of set off - garnishee order - Income tax attachment order etc. Payment and collection of Cheque - duties and responsibilities of paying and collecting banker-protection available to paying and collecting banker under NI Act - endorsements - forged instruments - bouncing of cheques and their implications. Opening of accounts for various types of customers - minors - joint account holders - HUF - firms - companies - trusts - societies - Govt. and public bodies Importance of AML.

### **UNIT IV:**

**CREDIT-** Principles of lending - various credit Products/ Facilities - working capital and term loans - Credit Appraisal Techniques - Approach to lending; - credit management - credit monitoring -NPA Management - Different types of documents; Documentation Procedures; Stamping of documents Securities - Different modes of charging - types of collaterals and their characteristics Priority Sector Lending - sectors - targets - issues/problems - recent developments - Financial Inclusion Agriculture/SMEs/SHGs/SSI/Tiny Sector financing New Products & Services -Factoring, Securitisation, bancassurance, Mutual Funds etc Credit Cards/Home Loans/Personal Loans/Consumer Loans-Brief outline of procedures and practices Ancillary Services: Remittances, Safe Deposit lockers etc.

### **UNIT- V:**

#### **SUPPORT SERVICES - MARKETING OF BANKING SERVICES/PRODUCTS-**

Marketing Management - Meaning, Importance and Functions - Marketing of Services - Product Research & Development - Test marketing of bank products - Product Life Cycle - Product Modification - New Product Development - Packaging and Branding of bank products - Diversification - Pricing of bank products and services - Objectives, Strategies and Methods - Factors Influencing the Pricing Decisions, Importance of Pricing. Distribution - Factors Influencing - Direct and Indirect Channels of bank products - Physical Distribution - Channel Functions and Services - Promotion - Promotion Mix and



Role of Promotion in Marketing - Marketing Information Systems. Role of DSA/DMA in Bank Marketing Channel Management Selling function in a bank Portfolio and Wealth Management Tele marketing/Mobile Phone banking.

**Reference:**

1. Koch W, Timothy, & S. Scott. "Bank Management" Thomson, New Delhi.
2. IIBF, "Principles of Banking" Macmillan, New Delhi.
3. Mithani and Gordon, "Banking and Financial Systems", Himalaya Publishing House, Mumbai.
4. Sunderaram and Varshney, "Banking Theory, Law and Practice" Sultan Chand & Sons, New Delhi.
5. Jha, S.M. "Service Marketing" Himalaya Publishing House, New Delhi.

**MC 3.5 CE(Ban) - PRINCIPLES AND PRACTICE OF INSURANCE**

**Unit-I:**

**Introduction to Insurance-** Risk, Concept of risk, Classification of risks, Methods of handling risks, Risk and Insurance, Functions of insurance, Scope of insurance, Purpose and need of insurance, Insurance as a social security tool; Insurance and economic development, Fundamentals/ Principles of Insurance. Contract of Insurance.

**Unit-II:**

**Life Insurance-**Principles and practice of life assurance. Life assurance contracts, their nature and characteristics, Parties to the contract and their rights and duties. Conditions and terms of policy and effects of non-compliance thereof. Nominations and Assignment Practice in connection with collection of premium, revivals, loans, surrenders, claims, bonuses and annuity payments. Mortality Table, Present structure & growth of Life insurance in India.

**Unit-III:**

**General Insurance**-Growth of General Insurance, Functions of Insurance: Fire Insurance-Meaning and its importance, Fundamental Principles of Fire Insurance, Special perils, Kinds of Policies: Marine Insurance-Meaning and importance, Subject matter of marine insurance, Fundamental Principles, Warranties, Type of Policies: Miscellaneous Insurance-Motor Vehicle Act and Motor Insurance, Insurance of Property:, Insurance of Liability and Interest, Paakage Policy

#### **Unit-IV:**

**Claims**-Meaning, Factors to be Considered, Arbitration Procedure, Methods of settlement.

#### **Unit-V:**

**Insurance Intermediaries**-Agents and procedure for Becoming an Agent; Pre requisite for obtaining a license; Duration of license; Cancellation of license. Revocation of suspension/ termination of agent appointment; Code of conduct; unfair practices. Procedure regarding settlement of policy claims.

#### **Reference:**

1. [General Insurance Principles & Practice - Nia Insurance Education Series](#) by [Mishra Kc](#), [George E Thomas](#), [Cengage Delmar Learning India Pvt](#)
2. [Principles of Risk Management & Insurance](#), [George E Rejda](#), [Pearson Education Limited](#)
3. [Banking & Insurance Principles & Practices](#) by [Neelam C Gulati](#), [Excel Books](#).
4. A Textbook of Insurance by Janardan Rao and Prabhu Dutta Dass, published by Durga Pustak Bbaidar.
5. Principles and Practices of insurance by G. Panda published by Kalyani Publishers, N. D.

## **MC 3.6 CE(Ban) - CREDIT AND RISK MANAGEMENT IN BANKS**

### **Unit -I:**

**Introduction to Risk Management:** meaning of risk in banks; Basic Purpose of Risk Management in Banks; The process of Risk Management; Different Types of Risks in Banks; Overview of Enterprise-wide Risk Management in Banks;

### **Unit -II**

**Managing Credit Risk:** Drivers of Credit Risk; Credit Rating; Capital Adequacy Requirements; BIS Risk-Based Capital Requirements Frame Work; Traditional Measurement Approaches; Different Models of Credit Risk.**Managing Interest Rate Risk:** Types of Interest rate risks; Gap Methodology; Duration Analysis.

### **Unit -III**

**Managing Liquidity Risk:** Liquidity Risk and the Need for Managing it in the Long/short Run; Fundamental Approach to Long Run Liquidity Risk Management; Technical Approach to short Run Liquidity Risk Management; Factors Influencing Investment- Borrowing Decisions.

## **Unit -IV**

**Managing Foreign Exchange Risk:** Nature and Magnitude of Exchange risk; Tools and Techniques for Managing Forex Risk; Managing the currency risk; Futures, options and swaps; Operational Risk Management: Operational Risk and Its Evolution; Major Sources of Operational Risk; Measurement of Operational Risk; Management of Operational Risk.

## **Unit -V**

**Risk Management Frame work in Banks:** Enterprise –wide Risk Management in Banks; Elements of Risk Management Frame work; Systematic Risk Management in Banks; Different Measures of measuring Risks; Involvement of the management in the Risk Management Frame work.

## **Unit -VI**

**Risk Management Strategies:** Operational Risk Management Strategies; Financial Risk Management Strategies; Systematic Risk Management Strategies; Risk Limitation; IT implementation Challenges.

## **Reference:**

1. Risk Management in Indian Banks ,Dr. K.M Bhattacharya, Himalaya Publishing House Pvt.Ltd.
2. Banking Risks, S.N Bidani, “ Vision Books
3. Risk Management in Banks ICFAI
4. Risk Management Michel Crouchy and others; McGraw-Hill
5. Risk Management in Banks Joel Basis, John Wiley and Sons
6. Risk Management S B Verma, Deep & Deep Publications

**M. Com Fourth Semester**

Code	Paper title	Credits	Contact Hours	Marks	
				Term End Examination	Internal Assessment
MC 4.1 CC	International Business	4	60	60	40
MC 4.2 CC	Strategic Cost Management	3	45	60	40
MC 4.3 CC	Business Ethics & Corporate Governance	3	60	60	40
MC 4.4 CE	Core Elective -1	4	60	60	40
MC 4.5 CE	Core Elective -2	4	60	60	40
MC 4.6 CE	Core Elective -3	4	45	60	40
MC 4.8 PR	Project	3	45	Report: 70: Viva –Voce: 30	
		25	100	60	40

**Core Electives for Fourth Semester**

<b>CE</b>	<b>Accounting and Taxation</b>	<b>Finance</b>	<b>Banking &amp; Insurance</b>
1	Innovations in Accounting	International Financial Management	Technology in Banking
2	Corporate Tax Planning	Strategic Financial Management	Risk Management and Insurance
3	Service Tax, CST & VAT	Project Management	Management of Insurance Company

## **MC 4.1 CC - INTERNATIONAL BUSINESS**

**Objective: To familiarize the students with the need, concepts, principles and strategies of International Business.**

### **Unit I - Introduction**

Nature and Scope of International Business ; Modes of entry into international business; Management of international business operations – complexities and issues; IT and international business, India’s involvement in International Business , Reasons for international trade; theories of international trade; Gains from trade; Foreign trade multiplier; Terms of trade.

### **Unit II- International Business Environment**

Framework for analyzing international business environment; Domestic and foreign environments and their impact on international business decisions; World trading environment – Pattern and structure of world trade in goods and services; Counter trade.

### **Unit III - Instruments of Commercial Policy**

Tariffs, quotas and other measures and their effects; World trade and protectionism; Balance of Payment Account: Current and Capital Account components and accounting system; Balance of payment deficits and adjustment policies.

### **Unit IV - International Economic Institutions and Agreements**

WTO, IMF, World bank, Agreement on Textiles and Clothing, IPRS, TRIPS, TRIMS, Redressal mechanism in WTO, GSP, GSTP and other international agreements and treaties; International commodity trading and agreements- India's involvement and consequences ; EU, NAFTA, ASEAN, SAFTA,BRICS.

### **Unit V - International Financial Environment**

Exchange rate mechanism and arrangement; International money and capital markets; Foreign investment flows – Pattern, structure and effects. Movements in foreign exchange and interest rates and their impact on trade and investment flows.

#### **Recommended Books:**

1. Danoes, John D. Radebaugh, Lee H., and Daniel P. Sullivan International Business: Environment and Operations, PHI.
2. Griffin, Ricky W. and Pustay, Michael W, International Business: A Managerial Perspective, PHI.
3. Hill, Charles, W.L., International Business, TMH
4. Ball, Donald, Wendall H. McCulloch, Hichael Geringer, Michael S. Minor and Jeanne M. McNett, International Business: The Challenge of Global Competition, TMH.
5. Justin Paul, International Business, PHI
6. Ashwathapa, International Business, THM
7. Subbrao, International Business, TMH

## **MC 4.2 CC - STRATEGIC COST MANAGEMENT**

**Objective: To understand the application of cost information in strategic decision making.;**

### **Unit I - Introduction**

Conceptual framework of SCM; Cost as a Source of Competitive Advantage; Value Chain Analysis; The Strategic Costing Process.

### **Unit II - Activity Based Costing**

Nature of Activity Based Costing (ABC); Benefits and Limitations of ABC; Cost Drivers; Cost Pools; Designing an ABC system; Activity-based Management; Operational and Strategic application of ABC: Customer Profitability Analysis, Process Value Analysis; Application of ABC in Service Sector. ABC Vs. Absorption Costing.

### **Unit III - Target Costing**

Key Principles of Target Costing; Target Costing Vs. Traditional Cost Management Process; Market Driven Costing; Product Level Target Costing; Component Level Target Costing; Establishing Price and Profit Margins from Allowable to Achievable Target Cost; Incorporating Customer Input into Target Costing; Target Costing in Extended Enterprise; Target Costing Organisation and Participants.

### **Unit IV - Kaizen Costing**

Importance of Kaizen Costing; Process of Kaizen Costing; Item Specific Target Costing; Product Specific Kaizen Costing; Overhead Specific Kaizen Costing; Inter Organisational Implication of Kaizen Costing; Applying Kaizen Costing to Suppliers.

### **Unit V – Cost of Quality**

Quality Cost Concept; Quality Cost Categories; Quality Cost Elements; Quality Cost Base Analysis and Measurement of Company. Preparation and Implication of Quality Cost Programme; Quality Improvement and Quality Cost Reduction.

### **Unit VI**



Life Cycle Costing; Business Process Re-engineering; TQM; JIT; and Flexible Manufacturing System.

**Recommended Books:**

1. John K Shank and Vijaya Govindarajan; Strategic Cost Management; Free Press Publication; New York
2. Drury and Colin, Management Accounting and Control, Thomson Learning
3. Horngren and Datar Foster, Cost Accounting, Pearson Education
4. Hansen and Mowen, Cost Management, Thomson Learning
5. Kaplan, Atkinson and Young, Management Accounting, Pearson Education
6. Kaplan and Atkinson, Advanced Management Accounting, Pearson Learning
7. Anthony, Robert N, and Govindrajana, Vijay, Management Control System, TMH

### **4.3 - BUSINESS ETHICS AND CORPORATE GOVERNANCE**

**Objective: To sensitize the students on ethical issues and ethical dilemmas in corporate world; and to understand the gamut of corporate governance.**

**Unit I- Introduction**

Meaning of Ethics and Business Ethics, Introduction to Business ethics, Need, Importance, Nature, Scope, Objectives of Business Ethics, Factors influencing Business Ethics, Characteristics of Business Ethics, Ethical aspects in Marketing, Ethical decision making.

**Unit II - Ethical Dimensions in Various Disciplines**

Ethics in HRM- ethics in marketing- ethics in production and operations management- ethics in finance- Corporate social responsibility and ethics: ethics in Global Business-the Caux principles- national differences in business ethics

**Unit III - Corporate Governance**

Concept, objectives, nature and scope of corporate governance, significance of corporate governance, models of corporate governance, corporate misconduct and misgovernance

**Unit IV - Reports of Various Committees on Corporate Governance**

Summary of recommendations of various committees on corporate governance, listing agreement and stock exchange, role of SEBI, constitution of Board, Board Committees, constitution, need, duties and responsibilities.

**Unit V - Company Law and Governance Practices**

Companies Amendment Act and Bill, Governance Practices in Buy-back of shares, Business mergers and amalgamations and takeover.

**Recommended Books:**

1. Hartman Laura P, Perspectives In Business Ethics, TMH.
2. C.V. Baxi, Corporate Governance, Excel Books.
3. C.S.M Murthy, Business Ethics, HPH.
4. Singh S, Corporate Governance-Global Concepts and Practices, Excel Books.

5. Sanjiv Agarwal, Corporate Governance-Concept and Dimensions, Snow White Publications.
6. S K Chakraborty, Ethics in Management: Vedantic Perspective , Oxford University Press.
7. S. K. Chakraborty, Values and Ethics in Organization, Oxford University Press.
8. L. T. Hosmer, The Ethics of Management, Universal Books.

## **ELECTIVES IN ACCOUNTING & TAXATION AREA**

### **MC 4.4 CE (FIN) - INNOVATIONS IN ACCOUNTING**

**Objective: To provide an understanding and application of various innovations taking place in the field of accounting.**

**Unit I - Accounting for Price Level Changes:** Limitations of conventional financial statement, inflation accounting and price level accounting, methods of accounting for changing prices, CPP method, CCA method and Hybrid method, price level accounting and Indian Practices.

**Unit II - Human Resource Accounting :** Need and development, concept of human resource accounting, suggested methods for valuation of human resources, financial disclosure of human resources, importance and objectives against HRA, HRA practices in India.

**Unit III - Corporate Social Accounting :** Limitations of conventional accounting, concept and objectives of social accounting, social responsibilities of business, social accounting measures and approaches, preparation of social income statement and balance sheet, social accounting and reporting practices in Indian context, environmental accounting – environmental concerns and need for green accounting ; concept and objectives of environmental accounting, shadow pricing techniques and preparation of environmental balance sheet.

**Unit IV - Accounting for Intangibles :** Concept and importance of intangibles in corporate success, concept and objectives of intangibles accounting, types of intangible assets, methods of accounting and amortization practices with reference to goodwill, patents, etc. Brand accounting, brand as strategic assets, need and importance of brand accounting, methods of valuation of homegrown and acquired brands, brand accounting and Indian corporate practices.

**Unit V - Forensic Accounting:** An Introduction to Forensic Accounting, Introduction to the role of forensic accountant, Introduction to the Courts and legal system in India, Introduction to the resources and technology available, Expert Witness Assignments, Fraud, Theft and Other Financial Investigations.

**Recommended Books:**

1. Estes Ralph, Corporate Social Accounting, John Willey, New York.
2. S.N.Maheshwari, Advanced Accounting, Vol.II, Vikas Publishing, New Delhi.
3. Jain and Narang, Accounting Theory, Kalyani Publishers, New Delhi.
4. Jawahar Lal and Lele, Accounting Theory, Himalaya, Bombay.
5. R.Narasimhan, Financial Accounting : An Integrated Approach, PHI, New Delhi.
6. Vithal and Sharma, Accounting for Management, Macmillan, Bangalore.
7. Kapferer J.N., Strategic Brand Management – A New Approach to Creating and Evaluating Brand Equity, Abhinava, Delhi.
8. Ghosh P.K., Maheshwari G.C. AND Goyal R.N., Studies in Accounting Theory Wiley Eastern Ltd., New Delhi. Geidler L.J., and Geidler L.N., Social Accounting: Theory, Issues and Cases Melville, Los Angeles.
9. Sujit Sikidar and Alok K. Pramanik, Accounting and Auditing, Deep and Deep, New Delhi.

## **MC 4.5 CE (A&T) - CORPORATE TAX PLANNING**

**Objective: To understand the importance tax planning and its relevance in various business decisions.**

### **Unit I: Tax Planning and Company Promotion**

Meaning of Tax Planning, Tax Avoidance, Tax Evasion and Tax Management; Features; Scope for Tax Planning; Business Location and Tax Planning; Nature of Business and Tax Planning; Tax Planning and Units in FTZs; Tax Planning and EOUs and Companies engaged in Infrastructural Development and other Specific Activities.

### **Unit II: Tax Planning and Corporate Financial Decisions**

Corporate Capital Structure and Tax Planning; Dividend Decision and Tax Planning; Bonus Issue and Tax Planning; Merger and Demergers and Tax Planning; Managerial Decisions and Tax Planning; Wage Policy and Tax Planning.

### **Unit III: Taxation Aspects for MNCs**

International Taxation; Residence; Source Jurisdiction; Double Taxation Relief and Methods; Transfer Pricing; Tax Treaties.

### **Unit IV: Wealth Tax**

Wealth Tax for Companies: Meaning, Objectives, Concepts; Assets; Deemed Assets; Exempted Assets; Valuation of Assets; Gross Wealth; Net Wealth; Computation of Wealth Tax.

### **Unit V: Direct Tax Code and Trends**

An outline of DTC; Recent Revenue and Non-revenue Trends in Direct Taxes

### **Recommended Books:**

1. Vinod K Singhania and Kapil Singhania, Direct Taxes Law & Practice, Taxmann Publications

2. Vinod K Singhania and Kapil Singhania, Students Guide to Income Tax, Taxmann Publications
3. Vinod K Singhania and Kapil Singhania, Direct Taxes Planning & Management, Taxmann Publications
4. Mehrotra and Goyanka, Direct Taxes – Taxa Planning and Management, Sahithy Bhavan, Agra.
5. Study Materials of ICAI and ICWAI

## **MC 4.6 CE (A&T) - SERVICE TAX, CST & VAT**

**Objective: To provide and understanding of taxability and tax computation under service tax, CST and VAT**

### **Unit I: Service Tax**

Genesis of Service Tax in India; Basic Concepts; Concepts Applicable to All Services; Classification of Taxable Services; Charge of Service Tax; Valuation of Taxable Services for Service Tax Purpose; Taxable Event; Tax only on value of services not on value of goods; Person liable to pay service tax; Exemptions from Service Tax: General Exemptions and Specific Exemptions; CENVAT Credit; Import and Export of Services and Tax Treatment; Returns under Service Tax

### **Unit II: Central Sales Tax**

Objectives and Scheme of CST; Inter State Sale, Intra-State Sale and Stock Transfer; Goods; Dealer; Sale and Deemed Sale Subject to CST; Rate of CST; Turnover; Sale price for CST; Inclusions and Exclusions; Goods Returned and Rejected; Goods Eligible for Concessional Rate of CST; Goods of Special Importance; Turnover and CST Payable; Filing of Returns.

### **Unit III: Value Added Tax**

Introduction; Meaning Importance of VAT; Sale; Goods under VAT: Goods Involved in Works Contract; Dealer; Registration of a Dealer; Rates of VAT; Assessment Procedure; Computation of VAT; Filing of Returns.

### **Unit IV: Karnataka VAT**

Highlights of State VAT; VAT Provisions with specific reference to Karnataka VAT: Important Terms and Definitions; Registration of Dealer; Assessment; Rates of K-VAT; Filing of Returns.

### **Unit V: Goods and services Tax (GST)**

Concept; Relevance for India; Objectives; Methodologies; Highlights of the Draft Bill; Recent Trends in Indirect Taxes.

### **Recommended Books:**

1. V.S. Datey, Indirect Taxes Law and Practice, Taxmann Publications
2. Service Tax Act

3. Central Sales Tax Act.
4. Study Materials of ICAI and ICWAI
5. Karnataka VAT Act, Karnataka Law Journal Publications, Bangalore

## **ELECTIVES IN FINANCE AREA**

### **MC 4.4 CE (FIN) – INTERNATIONAL FINANCIAL MANAGEMENT**

**Objective: To provide an understanding of issues and management of currency and interest rate risk; and financial management of MNCs.**

#### **Unit I: Introduction**

Meaning, Nature and scope of International Finance; International Monetary System, European Monterrey System; International Business Transactions; Balance of Payments.

#### **Unit II: Foreign Exchange Theory and Markets**

The Foreign Exchange Market; Exchange Rate Quotations; International Parity Conditions; Exchange Rate Determination and Forecasting; Foreign Currency Derivatives

#### **Unit III: Management Foreign Exchange Exposure and Interest Rate Exposure**

Foreign Exchange Exposure: Transaction Exposure, Operating Exposure, and Translation Exposure; Interest Rate Exposure and its Management.

#### **Unit IV: Financing Global Firm**

Global Cost and Availability of Capital; Sourcing Equity Globally: Methods of sourcing Equity Globally, Foreign Equity Listing and Issuance; Alternative Instruments to Source Equity Globally

#### **Unit V: Foreign Investment Decisions**

International Portfolio Theory and Diversification; Foreign Direct Investment; Multinational Capital Budgeting.

#### **Unit VI: Financing of Foreign Trade**

Foreign Trade Documentation; Modes of Payment in International Trade; Methods of Trade Financing; EXIM Bank of India.

#### **Unit VII: International Financial Markets and International Financial Institutions**

Overview of the International Financial Market; Multilateral Developmental Banks; International Banking; International Financial Market Instruments.

#### **Recommended Books:**

1. David K Eiteman and et. al., Multinational Business Finance, Pearson
2. Shapiro, Multinational Financial Management, PHI
3. Madhu Vij, International Financial Management, Excel Books

4. Sharan V., International Financial Management, PHI
5. P K Jain, Josette Peyard and Surendra S Yadav, International Financial Management, Mc Millan
6. Apte PG, International Financial Management; TMH

## **MC 4.5 CE (FIN) - STRATEGIC FINANCIAL MANAGEMENT**

**Objective: To know the application of financial management issues in strategic decision making.**

### **Unit I: Financial Policy and Strategic Planning**

Components of financial strategy; Objectives and goals; Strategic planning process.

### **Unit II: Investments Decisions under Risk uncertainty**

Techniques of Investment Decision- Risk Adjusted Discount Rate, Certainty Equivalent Factor, statistical Method, Sensitivity Analysis and Simulation Method; Corporate Strategy and High Technology Investments.

### **Unit III - Corporate Valuation**

Discounted Cash Flow Approach, Adjusted Book Value Approach, and Approaches to Facilitate Value Based management System, Marakon Approach, Alcar Approach, McKinsey Approach, Economic Value Addition, MVA; Agency Consideration and Minimizing Agency Coasts, .

### **Unit IV: Corporate Strategy, Financial Policy and Shareholder Value Creation**

Linkage between corporate strategy and financial strategy; Implications of capital budgeting, capital structure and dividend policy on corporate strategy; Shareholder value - creation, measurement, and management.

### **Unit V: Expansion and Financial, Restructuring**

Mergers and Amalgamations - Corporate Restructuring, Reasons for Merger, Legal Procedure for Merger, benefits and cost of merger; Determination of swap ratios; Evaluation of merger proposal; Corporate and distress restructuring – Demergers.

### **Recommended Books:**

1. Allen D: An introduction to Strategic Financial Management, CIMA/Kogan page, London.
2. Copeland, T.T. Koller and J-Murrin: Valuation: Measuring and Managing the Value of Companies, John Wiley International editions, New York
3. Copland, T.E and J.F Weston: Financial Theory and Corporate Policy, Addison- Wesley, New York.
4. Weston, J.F., K.S. Chung and S.E Hoag: Mergers
5. Hampton, John Financial Decision Making, PHI, New Delhi.
6. Mattoo, P.K. Corporate Restructuring: An Indian Perspective, Macmillan, New Delhi.
7. Smith, C.W C.W Smithson., and D.S Wilford; Managing Financial Risk,. Harper and Row New york.

8. Stewart, G.B: The Quest for Value, Harper Collins, London,
9. Sundarsanam, P.S: The Essence of Mergers and Acquisitions, Prentice-Hall of India, Delhi.
10. Van Horne, James C: Financial Management and Policy, Prentice- Hall of India, New Delhi.
11. Van Horne J.C. and J.M Wachowicz Jr: Fundamentals of Financial Management, Prentice-Hall, Delhi.
12. Pandey, I.M. Financial Management Vikas Publications, Delhi.
13. Verma J.C: Corporate Mergers, Amalgamations and Takeovers, Bharat Publishing House, New Delhi.
14. Chandra, Prasanna: Financial Management, Tata McGraw Hill Delhi.

## **MC 4.6 CE 3 (FIN) - PROJECT MANAGEMENT**

**Objective: To provide students with an conceptual and analytical framework of generation of alternate projects and their evaluation.**

### **Unit I: Introduction**

Capital Investments; Phases of Capital Budgeting; Facets of Project Analysis; Strategic Planning and Capital Budgeting; Generation of Ideas: Porter Model, Scouring for Project Ideas; Preliminary Screening, Project Rating Index.

### **Unit II: Analysis**

Situational Analysis: Collection of Secondary Information, Market Survey, Demand forecasting, Market Planning; Technical Analysis: Manufacturing Process, Technology, Product Mix, Plant Capacity, location and Site, Machineries and Equipment, Structures and Civil Works; Environmental Aspects; Project Charts and Layouts; Schedule of Project Implementing; Need for Considering Alternatives.

### **Unit III: Project Selection**

Survey of Time Value of Money; Survey of Investment Criteria; Project Cash Flow Estimation; Survey of Cost of Capital; Capital Budgeting Techniques; Social Cost Benefit Analysis.

### **Unit IV: Project Financing**

Different forms of financing; Capital Structure; Raising Venture Capital; Raising Capital from International Markets.

### **Unit V: Project Implementation and Management**

Project Planning; Project Control and Implementation; Network Techniques for Project Management; Network Cost System; Project Review and Administrative Aspects; Control of ongoing projects; Post Completion Audits

### **Recommended Books:**

1. Prasanna Chandra, Projects Planning Analysis Selection, Financing, Implementation, TMH
2. S.Choudhury, Project Management, TMH
3. Vasanth Desai, Project Management, HPH



## **CORE ELECTIVES IN BANKING & INSURANCE GROUP AREA**

### **MC 4.4 CE(Ban) - TECHNOLOGY IN BANKING**

#### **Unit -I**

**Branch Operation and Core Banking** - Introduction and Evolution of Bank Management –Technological Impact in Banking Operations – Total Branch Computerization – Concept of Opportunities – Centralized Banking – Concept, Opportunities, Challenges & Implementation

#### **Unit -II:**

**Delivery Channels** - Overview of delivery channels – Automated Teller Machine (ATM) Phone Banking – Call centers – Internet Banking – Mobile Banking – Payment Gateways – Card Technologies – MICR electronic clearing

#### **Unit -III**

**Back office Operations** - Bank back office management – Inter branch reconciliation – Treasury Management – Forex Operations – Risk Management – Data centre Management – Network Management – Knowledge Management (MIS/DSS/EIS) – Customer Relationships Management (CRM)

#### **Unit -IV**

**Interbank Payment System** - Interface with Payment system Network – Structured Financial Messaging system – Electronic Fund transfer – RTGS – Negotiated Dealing Systems & Securities Settlement Systems – Electronic Money – E Cheques

#### **Unit -V**

**Contemporary Issues in Banking Techniques** – Analysis of Rangarajan Committee Reports  
E Banking - Budgeting – Banking Software – Case study: Analysis of Recent Core Banking Software.

#### **References**

1. Financial Services Information Systems - Jessica Keyes Auerbach publication; 2nd edition
2. Kaptan S S&Choubey N S., “E-Indian Banking in Electronic Era”, Sarup& Sons, New Delhi, 2003
3. Vasudeva, “E – Banking”, Common Wealth Publishers, New Delhi, 2005
4. Turban Rainer Potter, Information Technology, John Wiley& Sons Inc
5. Banking Technology - Indian Institute of Bankers Publication

## **MC 4.5 CE(Ban) - RISK MANAGEMENT & INSURANCE**

**Objective: To expose the students' management of risk through insurance**

### **Unit -I**

**An Overview of Risk and Risk Management:** An Introduction to Risk and Uncertainty; Risk Management; A Rationale for Risk Management in Organizations.

### **Unit -II**

**Risk Assessment:** Risk Identification, Risk Analysis: Exposures of Physical Assets, Exposures of Financial Assets, Exposures of Human Assets, Exposures to Legal Liability, Exposure to Work-Related Injury; Risk Measurement

### **Unit -III**

**Risk Evaluation and Risk Control:** Risk Management Decision Methods; Risk Measurement Administration; Risk Minimization; Risk Avoidance.

### **Unit- IV**

**Risk Management:** Risk Pricing; Techniques of Risk Transfer; Insurance and Reinsurance as a Risk Transfer Mechanism; Advantages and Disadvantages of Self Insurance Schemes; Factors for Deciding Retention & Reinsurance; Major forms of reinsurance; facultative & treaty; Indian Reinsurance Market; Trends in Global Reinsurance; Reinsurance Accounting

### **Unit- V**

**Benefit Programs :**Health Care Financing and Health Insurance; Employee Benefit Plans; Design Issues in Employee Benefit Plans;. Overview and Group Medical Coverage; Retirement Plans;

### **Books Recommended**

1. C. Arthur Williams, Jr. , Peter Young, Michael Smith, Risk Management & Insurance, TMH
2. Scott Harrington, Gregory Niehaus, Risk Management & Insurance, TMH
3. P.K. Gupta, Insurance and Risk Management, HPH

# **MC 4.6CE(Ban) MANAGEMENT OF INSURANCE COMPANIES**

**Objective: This course aims to introduce to the students the important concepts of insurance company management.**

## **Unit I – Overview of Companies**

Types of Insurance Organizations; Organizational structure of insurance companies; Product Design and Developments : Product Development Process, Product Design in Emerging scenario, Underwriting : Objectives and Principles of Underwriting, Underwriting in non-life Insurance Business; Claims Management: Claims Settlements in General Insurance and in Life Insurance.

## **Unit II - Insurance Pricing**

Fundamentals of Insurance Pricing; Pricing objectives; Types of Rating; Life Insurance Vs. Non-life Insurance Pricing,; Rate Making Entities.

## **Unit III - Insurance Marketing**

Marketing of Insurance Products; Critical Success Factors for Insurance Players; Distribution Channels: Marketing Strategies of Insurance players in India.

## **Unit IV - Insurance Intermediaries and Distribution**

Distribution of Insurance Products; Insurance Intermediaries and their Functioning; Surveyors and Loss Assessors, Third Party Administrators, Agents, Brokers, Corporate Agents; Bancassurance.

## **Unit V - Financial Management in Insurance Companies**

Planning Financial Goals and Strategies, Measuring the performance of an Insurance Company; Asset Liability Management (ALM); Investment Trends of Insurance Companies in India; Risk-return Trade-off.

## **Books Recommended**

1. Eric Briys, François de Varenne, 'Insurance: From Underwriting to Derivatives: Asset Liability Management in Insurance Companies' Wiley
2. Florian Klingenschmid, Miriam A. Orsina , Gene Stone VDMVerlag Mueller K, 'Captive Insurance Companies in Risk Management', Insurance Company Operations
3. John J. Hampton, 'Financial Management of Insurance Companies', Amacom Books





