PONDICHERRY UNIVERSITY
PUDUCHERRY

M.Com
DEGREE PROGRAMME
(Affiliated Colleges)

Course Structure
(Revised)

With effect from
Academic Year 2011-2012
M.COM DEGREE PROGRAMME

REGULATIONS

EFFECTIVE FROM THE ACADEMIC YEAR (2011-12 BATCH ONWARDS)

AIM OF THE COURSE:

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

ELIGIBILITY OF ADMISSION

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

DURATION OF THE COURSE:

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

ATTENDANCE

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

MEDIUM:

The Medium of instruction shall be English

EXAMINATION PATTERN:

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

PASSING MINIMUM:

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

QUESTION PAPER PATTERN:

Time: 3 Hours Maximum Marks: 75

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

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

Section C - 3 x 10 = 30 marks (Answer three questions out of 5)
# M.COM DEGREE COURSE
## (Affiliated Colleges)
### COURSE STRUCTURE

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

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


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

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


Text Books


Reference Books

5. John W Newstrom, Keeth Devis, Organisational Behaviour, McGRaw Hill, Newyork 2004
BUSINESS ENVIRONMENT

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

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

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

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

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

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

Text Books


Reference Books:

3. Alagh, Yoginder K: Indian Development Planning and Policy, Vikas Publication, New Delhi
7. Ramaswamy, V.S. and Nama Kumari: Strategic Planning for Corporate Success, Macmillian, New Delhi.
ADVANCED FINANCIAL ACCOUNTING

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


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


Text Books

Reference Books-

Theory and Problem: - 20:80
Objective: To educate the students on quantitative analysis and to use statistical techniques for analysis of business data

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

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

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

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


Text Books
2. Gupta S.P. Statistical Methods, Sultan Chand, New Delhi 2009

Reference Books
5. J. Medhi – Statistical Methods, an Introductory text, John Wiley & sons 1993
8. Qaziahmed, Zubuirkhan, Shadabahmedkhan,’Numerical and Statistical Techniques Ane books Pvt. Ltd., 2010
HUMAN RESOURCE MANAGEMENT

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


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

Text Book


Reference Books

MANAGERIAL ECONOMICS

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

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

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

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

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

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

Text Books

1. Dean, Joel : Managerial Economics, Prentice Hall, Delhi. 3rd edition 2008
2. Varsheny RL and Maheshwari KL: Managerial Economics; Sultan Chand and Sons, New Delhi 19th edition 2005

Reference Books

11. Varsheny RL and Maheshwari KL: Managerial Economics; Sultan Chand and Sons, New Delhi.
ACCOUNTING FOR MANAGERIAL DECISIONS

Objectives:

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

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

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

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

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

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

Text Books

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

Reference Books

MARKETING MANAGEMENT

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

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

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

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

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

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

Text Books


Reference Books:

4. Ramaswamy, V.S and namakumari,s; Marketing management, Macmillan India, New Delhi. 2009
FINANCIAL MANAGEMENT

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

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

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

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

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

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

Text Books

Reference Books:

Theory and Problem: - 40:60
ENTREPRENEURSHIP & SMALL BUSINESS MANAGEMENT

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


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

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


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

Text book

Reference Books
2. Prasanna Chandre, Project planning analysis selection implementation and review, Tata MacGraw Hill.
3. Dr. C.B. Gupta & Dr. M.P.Srinivasan, Entrepreneurial development, Sultan Chand
FINANCIAL MARKETS AND SERVICES

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


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

Text book

Reference Books
ECONOMIC LEGISLATION

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


UNIT – III: Management of Foreign Exchange Transactions - Objectives and definitions under FEMA ; current account transactions, capital account transactions, foreign direct investment in India and abroad, acquisition and transfer of immovable property ; Establishment in India of branch, office etc ; Export of goods and services ; Realisation and repatriation of foreign exchange, authorised person, penalties and enforcement. Foreign contributions and hospitality ; exemptions, powers of Central Government, adjudication and appeal ; offences and penalties. UNIT – IV: Intellectual property ; Kinds, meaning of intellectual property; concept of pattern; Trade Mark; right, design, patent law & Enforcement Trade Mark Law & Enforcement ; copyright law & enforcement.


TEXT

REFERENCE BOOKS
1. The Competition Act, 2002 (along with Statement of Objects & Reasons) and the notifications issued by the Central Govt
3. SEBI Act, 1992- NAbbi Pablishing, New DELHI
4. Bare Act of SEBI, IDRA,ECA, Intellectual Property Law
CORPORATE TAX PLANNING AND MANAGEMENT

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

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

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

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

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

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

Text Books:
1. V.K. Singania and Monica Singania Corporate Tax Planning and Business Tax Procedure Taxmann Publication Ltd., 14th edition 2010


Reference Books
STRATEGIC MANAGEMENT

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

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

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

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


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

Text Books:

Reference Books:
E – COMMERCE

Objectives:

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

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

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

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


Text Books:

Reference Books:
1. Agarwal, K.N and Deeksha Ararwala; Business on the Net; What’s and How’s of E-Commerce; Macmillan, New Delhi, 2006
2. Agarwal, K.N and Deeksha Ararwala: Business on the Net; Bridge to the Online Storefront; Macmillan, New Delhi. 200
CORPORATE REPORTING PRACTICES

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


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

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


TEXT BOOKS

REFERENCE BOOKS
1. ICAI: Compendium of Statements & Standard Accounting (ICAI, Delhi)
2. ICAI’S Relevant Publication.: www.icai.org
OPTIONALS:

**OPTIONAL I - FINANCE**

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

**OPTIONAL – II – MARKETING**

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

**OPTIONAL-III - INTERNATIONAL BUSINESS**

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

**OPTIONAL-IV – HUMAN RESOURCE MANAGEMENT**

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

**OPTIONAL-V - BANKING & INSURANCE**

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

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

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

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

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

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

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

TextBooks

Reference Books
**Optional: Finance – Paper II**

**PROJECT MANAGEMENT**

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

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

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


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

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

**Text Books**


**References Books**

   Handbook of P.M. jaico Publishing House, Mumbai 1997
Optional: Finance – Paper III

SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

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

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

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


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

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

Text Book


Reference Books:

PERSONAL FINANCE

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


Text Books


Reference Books

Optional: Marketing – Paper I

ADVERTISEMENT AND SALES PROMOTION

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

UNIT I: INTRODUCTION TO ADVERTISEMENT


UNIT II: ADVERTISEMENT MEDIA

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

UNIT III: DESIGN AND EXECUTION OF ADVERTISEMENTS


UNIT IV: INTRODUCTION TO SALES PROMOTION

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

UNIT V: SALES PROMOTION CAMPAIGN

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

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

Reference Books:


Optional : Marketing – Paper II

MARKETING RESEARCH

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


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

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

Text Books
2. Chisnall, Peter M (2008) The Essence of Marketing Research, Prentice Hall, New Delhi,

Reference Books
2. . Luck, D.J (2001)Marketing Research,, Prentice Hall, New Delhi,
3. . Tull, Donald and Hawkin, Marketing Research: Measurement and Method,, Prentice Hall, New Delhi, 2002
Optional: Marketing – Paper III

BRAND MANAGEMENT

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


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


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

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

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

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

SERVICES MARKETING

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


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


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

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

Text Book


Reference Books:


INTERNATIONAL BUSINESS ENVIRONMENT

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


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

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

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

Text Books


Reference Books:

Optional : International Business – Paper II

INTERNAL MARKETING

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

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

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

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

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

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

Text Book

Reference Books:
FOREIGN TRADE POLICY, PROCEDURES AND DOCUMENTATION

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

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

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

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

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


Text Books:

Reference Books:
INTERNATIONAL FINANCE

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

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

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

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

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


Text Books:

Reference Books:

Theory and Problem: - 20:80
**Optional : Human Resource Management – Paper I**

**HUMAN RESOURCE DEVELOPMENT**

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


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

**Text Book**


**Reference Books:**

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

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

UNIT II: Human Capital—Human Capital Investment—Expenditure Vs. Productivity—Education and
Training—Human Capital Discrimination.

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

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

UNIT V: Personnel Costs—Auditing and Accounting—Personnel Costs—Fringe Benefits—Audit

Text Book


Reference Books

1. Accounting for Human Resources: Rakesh Chandra Katiyar, UK Publishing House.. 2003
LABOUR LEGISLATION

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


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


TEXT BOOK

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

REFERENCE BOOKS

2. Srivastava, The Industrial Employment Standing Orders Act
ORGANIZATIONAL DEVELOPMENT

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

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


Text Books:

Reference Books:
**Optional : Banking and Insurance – Paper I**

**FUND MANAGEMENT IN COMMERCIAL BANKS**

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

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

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

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

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

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

**Text Books:**


**Reference Books:**

1. Jadhav, Narendra: Challenges to Indian Banking ed. Macmillan, New Delhi
2. Joel, Bessis; Risk Management in Banking John Wiley.
5. Turner, H.S. Principles of Marine Insurance, Store and Cox
Optional: Banking and Insurance – Paper II

INSURANCE AND RISK MANAGEMENT

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

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

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

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

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

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

Text Books:

Reference Books:
1. Risk Management and Insurance By Scott Harrington and Gregory Niehaus. Tata
Optional : Banking and Insurance – Paper III

BANK MANAGEMENT

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

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

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

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

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

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

Text Books:


Reference Books:

LAW & PRACTICE OF BANKING

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

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


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

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

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

Text Books


Reference Books: