

# **MBA BANKING AND FINANCE**

## E) INSTRUCTIONAL DESIGN MBA BANKING AND FINANCE

Course Code	Title	CIA Max.	ESE Max.	TOT Max.	C
<b>I Semester</b>					
33011	Management – Principles and Practices	25	75	100	4
33012	Organizational Behaviour	25	75	100	4
33013	Managerial Economics	25	75	100	4
33014	Quantitative Techniques	25	75	100	4
33015	Financial and Management Accounting	25	75	100	4
Total		125	375	500	20
<b>II Semester</b>					
33021	Research Methods	25	75	100	4
33022	Business Environment	25	75	100	4
33023	Business Laws	25	75	100	4
33024	Management Information System	25	75	100	4
33025	Human Resource Management	25	75	100	4
Total		125	375	500	20
<b>III Semester</b>					
33031	Marketing Management	25	75	100	4
33032	Financial Management	25	75	100	4
33033	Banking Law and Practice	25	75	100	4
33034	Central Banking and Monetary Management	25	75	100	4
33035	International Banking and Foreign Exchange	25	75	100	4
Total		125	375	500	20
<b>IV Semester</b>					
33041	Computer and Banking	25	75	100	4
33042	Investment Analysis and Portfolio Management	25	75	100	4
33043	Project Finance	25	75	100	4
33044	Mutual Fund Management	25	75	100	4
33045	Merchant Banking	25	75	100	4
Total		125	375	500	20
<b>Grand Total</b>				<b>2000</b>	<b>80</b>

## **33011- MANAGEMENT PRINCIPLES AND PRACTICES**

### **Objectives:**

- To introduce the basic concepts of Management functions and principles
- To learn the scientific decision making and modern trend in the management process
- To understand the contemporary practices and issues in management

### **BLOCK I: BASIC CONCEPTS OF MANAGEMENT**

- UNIT 1 Management: Definition – Nature, Scope and Functions – Evolution of Management – Management thought in modern trend – Patterns of the management analysis – Management Vs. Administration - Management and Society: The external Environment, Social Responsibility and Ethics.
- UNIT 2 Management Science and Theories : Contributions of FW Taylor, Henri Fayol, Elton Mayo, Roethlisberger, H.A.Simon and P.F Drucker - Universality of Management - Relevance of management to different types of organization.
- UNIT 3 Planning: Nature and Purpose – Principles and planning premises – Components of planning as Vision, Mission, Objectives, Managing By Objective (MBO) Strategies, Types and Policies -Planning and Decision Making: Planning process.
- UNIT 4 Decision making: Meanings and Types – Decision-making Process under Conditions of Certainty and Uncertainty – Rational Decision Making Strategies, Procedures, Methods, Rules, Projects and Budgets.

### **BLOCK II: RECRUITMENT AND SELECTION**

- UNIT 5 Organizing: Nature, Importance, Principles, purpose and Scope - Organizing functions of management – Classifications of organization – Principles and theories of organization – Effective Organizing – Organizational Culture and Global Organizing.
- UNIT 6 Organizational Structure – Departmentalization – Span of control – Line and staff functions – Formal and Informal Groups in Organizations - Authority and responsibility - Centralization and decentralization – Delegation of authority – Committees – Informal organization.
- UNIT 7 Staffing: General Principles of Staffing- Importance, techniques, Staff authority and Empowerment in the organization – Selection and Recruitment - Orientation - Career Development - Career stages – Training – Performance Appraisal.
- UNIT 8 Creativity and Innovation – Motivation - Meaning – Importance – Human factors of Motivation – Motivation Theories: Maslow, Herzberg, Mc Gregor (X&Y),

Ouchi (Z) ,Vroom, Porter-Lawler, McClelland and Adam – Physiological and psychological aspects of motivation .

### **BLOCK III: FUNCTIONS OF MANAGEMENT**

- UNIT 9 Directing : Meaning, Purpose, and Scope in the organization – Leadership: Meaning, Leadership styles, Leadership theories: Trait, Contingency, Situation, Path-Goal, Tactical, Transactional, Transformational and Grid. Leaders: Type, Nature, Significance and Functions, Barriers, Politics and Ethics. Leader Vs. Manager.
- UNIT 10 Communications: Meaning – Types – Process – Communication in the decision making – Global Leading - Effective communication in the levels of management. – Uses of Communication to Planning, Organizing, coordinating and controlling.
- UNIT 11 Co-ordination: Concept; Meaning, Characteristics, Importance in the organization, Co-ordination process and principles - Techniques of Effective co-ordination in the organization - Understanding and managing the group process.

### **BLOCK IV: BUSINESS ETHICS WITH NEW PERSPECTIVES IN MANAGEMENT**

- UNIT 12 Business ethics: Relevance of values in Management; Holistic approach for managers indecision-making; Ethical Management: Role of organizational culture in ethics – Ethics Committee in the organization.
- UNIT 13 Controlling: Objectives and Process of control Devices of control – Integrated control – Special control techniques- Contemporary - Perspectives in Device of Controls
- UNIT 14 New Perspectives in Management - Strategic alliances – Core competence – Business process reengineering – Total quality management – Six Sigma- Benchmarking- Balanced Score-card.

### **REFERENCES**

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18. Koontz and O'Donnell, Management: A Systems Approach, McGraw Hill, 1990
19. **Weihrich and Koontz**, Management: A Global Perspective, McGraw Hill, 1988
20. Peter F. Drucker, Management, 2008.

21. Gene Burton and Manab Thakur, Management Today: Principles and Practice, Tata McGraw Hill.
22. Ricky W. Griffin, Management, South-Western College Publications, 2010
23. Stephen P. Robbins and Mary Coulter, Management, 9th Edition, 2006.
24. Kaplan and Norton, The Strategy-Focused Organization: How Balanced Scorecard Companies Thrive in the New Business Environment, HBP, 2000.

## **33012 - ORGANIZATIONAL BEHAVIOUR**

### **Objectives:**

- To understand the personality traits and influence on the organization.
- To imbibe the necessary conceptual understanding of behaviour related people
- To learn the modern trends, theories and changes in organizational Behaviour.

### **BLOCK I: BASICS OF ORGANISATIONAL BEHAVIOUR**

- UNIT 1      Organizational Behaviour: History – Meaning Elements – Evolution, Challenges and opportunities – Trends – disciplines – Approaches – Models – Management functions relevance to organizational Behaviour – Global Emergence of OB as a discipline.
- UNIT 2      Personality – Determinants, Structure, Behaviour, Assessment, Individual Behaviour: Personality & Attitudes- Development of personality – Nature and dimensions of attitude – Trait Theory – Organizational fit – Organizational Commitment
- UNIT 3      Emotions – Emotional Intelligence – Implications of Emotional Intelligence on Managers – EI as Managerial tool – EI performance in the organization – Attitudes: Definitions – Meaning – Attitude relationship with behaviour – Types – Consistency
- UNIT 4      Individual Behaviour and process of the organization: Learning, Emotions, Attitudes, Perception, Motivation, Ability, Job satisfaction, Personality, Stress and its Management – Problem solving and Decision making – Interpersonal Communication - Relevance to organizational behaviour.

### **BLOCK II: ORGANISATIONAL SOURCES AND MANAGEMENT**

- UNIT 5      Group Behaviour: Group Dynamics - Theories of Group Formation - Formal and Informal Groups in organization and their interaction - Group norms – Group cohesiveness – Team: Importance and Objectives - Formation of teams – Team Work- Group dynamics – Issues - Their relevance to organizational behaviour.
- UNIT 6      Organizational Power: Organizational Power: Definition, Nature, Characteristics - Types of powers - Sources of Power - Effective use of power – Limitations of Power – Power centre in Organization.
- UNIT 7      Organizational Politics: Definition – Political behaviour in organization - Factors creating political behaviour – Personality and Political Behaviour - Techniques of managing politics in organization – Impact of organizational politics.
- UNIT 8      Organizational Conflict Management: Stress Management: Meaning – Types – Sources and strategies resolve conflict – Consequences – Organizational

conflict: Constructive and Destructive conflicts - Conflict Process - Strategies for encouraging constructive conflict - Strategies for resolving destructive conflict.

### **BLOCK III: ORGANISATIONAL CLIMATE AND CULTURE**

- UNIT 9 Organizational Dynamics: Organizational Dynamics – Organizational Efficiency, Effectiveness and Excellence: Meaning and Approaches – Factors affecting the organizational Climate.
- UNIT 10 Organizational Culture: Meaning, significance – Theories – Organizational Climate – Creation, Maintenance and Change of Organizational Culture – Impact of organizational culture on strategies – Issues in Organizational Culture.
- UNIT 11 Inter personal Communication: Essentials, Networks, Communication technologies – Non-Verbal communications Barriers – Strategies to overcome the barriers. Behavioral Communication in organization - Uses to Business

### **BLOCK IV: CHALLENGES AND ORGANISATIONAL DEVELOPMENT**

- UNIT 12 Organizational Change: Meaning, Nature and Causes of organizational change  
Organizational Change –Importance – Stability Vs Change – Proactive Vs. Reaction change – the change process – Resistance to change – Managing change.
- UNIT 13 Organizational Behaviour responses to Global and Cultural diversity, challenges at international level, Homogeneity and heterogeneity of National cultures, Differences between countries.
- UNIT 14 Organizational Development: Meaning, Nature and scope – Features of OD – OD Interventions- Role of OD – Problems and Process of OD – process OD and Process of Intervention - Challenges to OD- Learning Organizations - Organizational effectiveness Developing Gender sensitive workplace

## REFERENCES

15. Fred Luthans, Organizational Behaviour, McGraw-Hill/Irwin, 2006.
16. Stephen P. Robbins, Organizational Behaviour, Prentice Hall; 2010
17. Keith Davis, Organizational Behavior: Human Behavior at Work, McGraw Hill, 2010
18. Griffin and Moorhead, Organizational Behavior: Managing People and Organizations, 2006.
19. Judith R. Gordon, Organizational Behavior: A Diagnostic, Prentice Hall, 2001.
20. K. Aswathappa, Organizational Behaviour, Himalaya Publishing, Mumbai, 2010
21. Judith R. Gordon, A Diagnostic Approach to Organizational Behaviour, Allyn & Bacon, 1993.



## **33013 - MANAGERIAL ECONOMICS**

### **Objectives:**

- To understand the economic principles and its applications in business
- To develop economics based analytic skills for business
- To make the learners to strong in economical approach

### **BLOCK I: BASICS OF MANGERIAL ECONOMICS**

- UNIT 1 Economics: Introduction – Meaning, nature and scope of Managerial Economics – General Foundations of managerial Economics – Economic Approach – Working of Economic system - Circular flow activities - Economics & Business Decisions - Relationship between Economic theory and Managerial Economics.
- UNIT 2 Business Decisions: Role of managerial Economics in Decision making – Decision making under Risk and Uncertainty - Concepts of Opportunity cost, - Production possibility curve – Incremental Concepts - Cardinal and Ordinal approaches to consumer Behaviour Time Value of Money –
- UNIT 3 Consumer Behaviour: Marginalism – Equilibrium and Equi-marginalism and their role in business decision making. – Equi-Marginal principles – Utility analysis – Total and Marginal Utility – Law of diminishing marginal utility – Marshallian approach and Indifference curve analysis.
- UNIT 4 Demand analysis: Meaning, Functions - Determinants of demand-Law of Demand – Demand Estimation and Forecasting - Applications of demand in analysis - Elasticity of Demand: Types, Measures and Role in Business Decisions.

### **BLOCK II: DEMAND AND SUPPLY MANGEMENT**

- UNIT 5 Supply Analysis: Determinants of supply- Elasticity of Supply- Measures and Significance - Derivations of market demand – Demand Estimation and Forecasting- Demand and Supply equilibrium – Giffen Paradox
- UNIT 6 Production Functions: Managerial uses of production function - Cobb-Douglas and other production functions - Isoquants – Short run and long run production function – Theory of production – Empirical estimations of production functions.
- UNIT 7 Forms of Markets: Meaning and Characteristics - Market Equilibrium: Practical Importance, Market Equilibrium and Changes in Market Equilibrium. Pricing Functions: Market Structures - Pricing and output decisions under different competitive conditions: Monopoly Monopolistic completion and Oligopoly

- UNIT 8 Strategic Behaviour of the firms and Game Theory - Nash Equilibrium: Implications – Prisoner’s Dilemma: Types of strategy – Price and Non price competition – Relation to the firm behaviour.

### **BLOCK III: COST AND BREAK FROM POINTS**

- UNIT 9 Cost and Return: Cost function and cost output relationship – Economics and Diseconomies of scale - Cost control and cost reduction- Cost Behaviour and Business Decision- Relevant costs for decision-making- Traditional and Modern theory of Cost.
- UNIT 10 New Product Penetrative Decision and Skimming the cream Pricing- Government control over pricing - Concept of Profit- Types and Theories of Profit by Knight (Uncertainty), Schumpeter (Innovation), Clark (Dynamic) and Hawley (Risk) - Profit maximization – Cost volume profit analysis – Risk and Return Relationship.
- UNIT 11 Profit and Investment Analysis: Meaning – Measurement of profit – Theories of Pricing- Profit planning and forecasting- Profit and Wealth maximization – Cost volume profit analysis – Investment analysis and Evaluation: IRR, NPV and APV techniques.

### **BLOCK IV: MACRO ECONOMICS AND REGULATIONS**

- UNIT 12 Macro-economic Factors: Nature, Importance ; Economic Growth and Development - Business cycle – Phases and Business Decision- Inflation - Factors causing Inflation and Deflation - Control measures – Balance of payment Trend and its implications in managerial decision.
- UNIT 13 National Income: Introduction Meaning – Theories – Methods of Measurement - Sectoral and Population distributions – Per capita Income: Definition – Calculations – Uses – Limitations – GDP – GNP - Recent developments in Indian Economy.
- UNIT 14 Economic Regulations of Business: Introduction – Antitrust theory and Regulations – The structure – Conduct – Performance paradigm – Concentration: Overview – Measuring concentration – Regulation of Externalities.

### **REFERENCES**

21. Dominick Salvatore, Managerial Economics in a Global Economy, Oxford University Press, 2011.
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23. Truett Lila J., Truett, Dale B. and Truett J. Lila (2006), Managerial Economics: Analysis Problems, Cases, 8th Edition, John Wiley & Sons.
24. Atmanand (2008), Managerial Economics, 2nd Edition, Excel Books.

25. Christopher R Thomas & S Charles Maurice (2008), Managerial Economics, 9th edition, McGraw Hill Co.
26. Petersen, H. C., Cris, L W and Jain, S.K. (2008), Managerial Economics, 1st edition Pearson
27. Gupta G S, Managerial Economics, Tata McGraw-Hill.
28. Varshney and Maheswari, Managerial Economics, Sultan Chand and Sons.
29. Mehta P L, Managerial Economics, Sultan Chand and Sons.
30. Joel Dean, Managerial Economics, Prentice-Hall.

## **33014 - QUANTITATIVE TECHNIQUES**

### **Objectives:**

- To help develop analytical skills based on problem solving approach
- To learn quadrature problems solving of business issues.
- To acquire the knowledge in statistics and their use in business decision making.

### **BLOCK I: BASICS OF QUANTITATIVE TECHNIQUES**

- UNIT 1 Basic Quantitative Concepts: Place of quantitative analysis in the practice of management – Problem definition: Models and their development. Variables notion of Mathematical models – concept of trade off – Notion of constants – concept of Interest.
- UNIT 2 Basic Concept of differentiation – integration – Optimization concepts – use of differentiation for optimization of business problem Optimization Statistics: Meaning and Applications of Statistics in business decision making and research - Collection, Tabulation and presentation of data - Measures of central tendency: Mean, Median and Mode. Measures of dispersion
- UNIT 3 Variables and function: Linear and Non-linear –Graphical representation of functions and their applications in cost and revenue behavior. Slope and its relevance –Use of functional relationships to understand elasticity of demands, Relationship between costs and level of activity, Decisions on Minimizing Costs and Maximizing output/profits.
- UNIT 4 Linear Programming: Introduction to the linear programming – Concepts of optimization- Formulation of different types of linear programming –Standard form of LP problems - Importance and practical implementation in Industry

### **BLOCK II: LINEAR PROGRAMMING PROBLEMS**

- UNIT 5 Simple regression and Correlation analysis: Introduction, Correlation, Correlation analysis, linear regression analysis and Co-efficient. Duality and sensitivity analysis for decision-making- Solving LP using graphical and simplex method (only simple problems) – Interpreting the solution for decision-making
- UNIT 6 Special Algorithms of LPP: Transportation Algorithm - Balanced and Unbalanced Problem Formulation and solving methods: North West Corner, Vogel's Approximation-MODI method- Assignment and Travelling Executive Algorithms
- UNIT 7 Theory of Probability: Introduction to the Concept – Development of probability – Areas and Utilisation of probability theories in the Business – Sample space – terminology – Types of probability.

- UNIT 8    Theoretical Probability Distributions: Introduction - Concept of events – Probability of events – Joint, conditional and marginal probabilities Probability distributions: Binomial, Poisson and Normal – Features and Applications – Use of Normal Tables.

### **BLOCK III: OPERATIONAL RESEARCH AND SIMULATION TECHNIQUES**

- UNIT 9    Operational research for Decision Making: Historical background and Developments – Definition – Phases in the use of Operations research – Models – Characteristics of quantitative methods - Benefits and Limitations of Quantitative methods.
- UNIT 10   Sequencing /Scheduling Methods : Concepts – terminology – Notations – Assumption for scheduling models – Job sequencing priorities – Processing the job and Mass production system.
- UNIT 11   Simulation Techniques: Introduction to simulation as an aid to decision-making- Advantages and Disadvantages of Simulation – Applications of simulations models – Types: Inventory, Cash, and Project – Random Numbers.

### **BLOCK IV: QUERY AND DECISION TREE ANALYSIS**

- UNIT 12   Queuing Theory: Introduction – Definition – Queue priorities   Product launching problems using Monte Carlo simulation- Queuing Theory: M/M/1 queuing model and applications.
- UNIT 13   Decision Analysis: Concepts – Definition – Decision Tables Pay-off and Loss tables – Expected value of pay-off – Expected value of Perfect Formation – decision making process
- UNIT 14   Decision Tree Analysis: Decision making environments – Concept of Posterior probabilities Decision Tree approach to choose optimal course of action Criteria for decision – Mini-max, Maxi-max, Minimizing Maximal Regret and their applications.

## REFERENCES

21. David R. Anderson, et al, An Introduction to Management Science: Quantitative Approaches to Decision Making, Cengage Learning, 2008.
22. Lucey, Quantitative Techniques Cengage Learning Business Press, 2002
23. Sharma, Operations Research: Theory and Applications.
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25. K. Gupta and D.S. Hira, Operations Research.
26. Srivastava, Shenoy and Sharma, Quantitative Techniques for Managerial Decision-making, New Age International, 2006.
27. N.D. Vohra, Quantitative Techniques in Management, Tata McGraw-Hill Education.
28. V.K. Kapoor, Operations Research.
29. Dharani Venkatakrishnan, Operations Research: Principles and Problems.
30. Hamdy A. Taha, Operations Research: An Introduction, Prentice Hall, 2002.

## **33015 - FINANCIAL AND MANAGEMENT ACCOUNTING**

### **Objectives:**

- To enable the students to learn basic accounting principles, concepts.
- To practice Financial and Management accounting applications
- To make the learners familiarize in managerial decision making.

### **BLOCK I: BASICS OF FINANCIAL AND MANAGEMENT ACCOUNTING**

- UNIT 1     Accounting: Definition – Accounting for historical function and managerial function - Types of Accounting- Management, Management and Cost accounting – Scope for Accounting-Manual Uses of Management accounting and Financial Accounting.
- UNIT 2     Accounting Concepts and Conventions – Accounting standards - Financial Accounting Definitions – Principles – Accounting standards - Double entry system of accounting: Accounting books – Preparation of journal and ledger, subsidiary books.
- UNIT 3     Preparation of Trial Balance – Errors and rectification – Classifications of capital and Revenue – Fixed Assets and Depreciation accounting – Preparation of Manufacturing accounting- Preparation of Final Accounts - Accounting from incomplete records – Statements of affairs methods
- UNIT 4     Conversion methods – Preparation of Trading, Profit & Loss Account and Balance Sheet from incomplete records – Depreciation methods - Straight line method, Written down value method, Sinking fund method.

### **BLOCK II: FINANCIAL RATIO ANALYSIS**

- UNIT 5     Financial Statement Analysis - Objectives - Reorganizing the Financial Statement information -Techniques of Financial Statement Analysis: Comparative Statements, Common – Size statement, Trend Percentage -
- UNIT 6     Management Statement Analysis: Management statements – Nature of management statements – Limitations of management statements – Analysis of interpretation -Types of analysis- Tools of analysis: Trend analysis, Common size statements and Comparative statements;
- UNIT 7     Accounting Ratios: Construction of balance sheet using ratios (problems) – Financial ratios – Types: Profitability ratios – Turnover ratios – Liquidity ratios – Proprietary ratios – Market earnings ratios- Uses and limitations of ratios - Dupont analysis.

- UNIT 8 Fund Flow Analysis: Need and meaning – Preparation of schedule of changes in working capital and the fund flow statement – Workings for Computation of various sources and uses - Preparation of Fund Flow Statement

### **BLOCK III: CASH FLOW ANALYSIS**

- UNIT 9 Cash flow Analysis: Meaning and importance Managerial uses of cash flow statement – Differences between fund flow and cash flow analysis - Uses and limitation of fund flow statement- Preparation of cash flow statement
- UNIT 10 Cost Accounting: Cost Accounting - Meaning - Distinction between Financial Accounting and Cost Accounting - Cost Terminology: Cost, Cost Centre, Cost Unit - Elements of Cost - Cost Sheet – Problems - Overhead Cost Allocations: Over and under Absorption. Job and Contract Costing,
- UNIT 11 Operating Costing: Material Cost Accounting, Perpetual Inventory Control, Inventory Valuation, EOQ, ABC Analysis, Setting of Reorder Level, Maximum Level, Minimum Level, Labour Cost Accounting, Remuneration and Incentive Schemes- Reconciliation of Financial and Cost Accounting

### **BLOCK IV: COSTING AND CAPITAL BUDGETING**

- UNIT 12 Marginal Costing: Definition – Difference between marginal costing and absorption costing – Break- even point Analysis - Contribution, p/v Ratio, margin of safety - Decision making under marginal costing system-key factor analysis, make or buy decisions, export decision, sales mix decision-Problems
- UNIT 13 Budgeting and Budgetary Control: Concept and Need for Budgeting- Classification of budgets – Preparation of Sales, Production, Material, Purchase and Cash Budgets –Budgetary control system – Mechanism – Master budget.
- UNIT 14 Capital Budgeting System: Importance – Methods of capital expenditure appraisal – Payback period method – ARR method – DCF methods – NPV and IRR methods – Their rationale – Capital rationing.

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25. Ravi M. Kishore, Cost Management, Taxman Publications
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28. N. K. Prasad, Advanced Cost Accounting, Book Syndicate Pvt. Ltd., Calcutta.
29. Andrew A Haried, Advanced Accounting, Atlantic Publishers.
30. Hoyle, Advanced Accounting, McGraw Hill.

## **33021 - RESEARCH METHODS**

### **Objectives:**

- To Understand the basic principles of research and design
- To practice the research process, tools and techniques
- To facilitate managerial decision making

### **BLOCK I: FUNDAMENTALS OF RESEARCH**

- UNIT 1     Research Bases: Definition and applications of business research; Types of research –descriptive, exploratory, correlational, explanatory, quantitative, qualitative; Steps in the research process; establishing operational definitions
- UNIT 2     Research scope - Recent advancements in research. Distinction between Pure & Applied, Historical & Futuristic, Analytical & Synthetic, Descriptive & Prescriptive, Survey & Experimental and Case & Generic Researches
- UNIT 3     Planning of Research: Research problem – Identification, selection and formulation of research problem – Review of literature in the field of business - Identifying objectives of the research.
- UNIT 4     Economic management: Use in identifying Research Gaps and Techniques – Hypothesis – Meaning – Sources and Types of Hypothesis – Hypothesis Formulation for testing – Research design – Factors affecting research design – Evaluation of research design

### **BLOCK II: SAMPLING AND ITS TYPES**

- UNIT 5     Variables construction for Hypothesis: Identifying variables - Constructing hypotheses – functions, characteristics, types of hypotheses - Significance of research in social sciences – Induction and deduction.
- UNIT 6     Sampling Design: Census method and sampling method for investigation – Principle of sampling – Essentials of a good sampling – sampling frame; Methods of sampling: Probability, non-probability, mixed sampling designs;
- UNIT 7     Construction of sampling for Finite and Infinite populations – Sample size determination– Calculations - Factors affecting the size of the sample – Biased sample – Sampling and non-sampling errors.
- UNIT 8     Sources and Collection of Data: Sources of data – Primary and secondary data – Modes of data collection – Observation: Types and Techniques –Interview: Types and conduct – Preparation for an interview – Effective interview techniques – Limitations of interview

### **BLOCK III: TOOLS OF DATA COLLECTION**

- UNIT 9     Schedule: Meaning and kinds – Essentials of a good schedule – Procedure for the formulation of a schedule – Questionnaire: Meaning and types – Format of a good questionnaire– Schedules Vs. Questionnaires
- UNIT 10    Scaling techniques: Meaning, Importance, Types of measurement scales – Nominal, Ordinal, Interval, Ratio; Methods of their construction of Questionnaires or Schedules – Pre-testing of Data Collection Tools- Validity and Reliability – Methods.
- UNIT 11    Processing and Analysis of Data: Meaning – Importance – Process of data analysis – Editing – Coding – Tabulation – Diagrams – Univariate, Bivariate and Multi-variant analysis

### **BLOCK IV: HYPOTHESIS AND REPORT WRITING**

- UNIT 12    Test of Significance: Fundamentals on Test Procedure- Testing for significance of Mean/Proportion and difference between Means/Proportions- F Test for Means and Chi-square test Contingency Table - Parametric Test: T test, F Test and Z test
- UNIT 13    Non-parametric Test: Concept and Types: Mann Whitney Test- Test, Kruskal Wallis, sign test. Multivariate analysis-factor, cluster, MDS, Discriminant analysis - The process of interpretation of Test Results– Guidelines for making valid interpretation
- UNIT 14    Report Writing : Role and types of reports – Contents of research report – Steps involved in drafting reports – Principles of good report writing – Grammatical Quality – Language flow- Data Support- Diagrammatic Elucidation- References and Annotations – Clarity and Brevity of expressions- Features of a good Report- Criteria for evaluating research reports/ research findings.

## REFERENCES

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4. Wilkinson and Bhandarkar, Methods and Techniques of Social Research, 2003, HPH.
5. Earl R. BabbieRobert, ThePractice of Social Research, Cengage Learning, 2010.
6. B. Burns & A. Burns, Business Research Methods and Statistics Using SPSS, Sage Publications, 2008.
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9. Pauline V Young, Scientific Social Surveys and Research, Prentice-Hall, (Digitalized) 2007.
10. C.R.Kothari, Research Methodology: Methods and Techniques, 2009

## **33022 - BUSINESS ENVIRONMENT**

### **Objectives:**

- To understand the concepts and constituents of Business environment
- To know the environmental issues in the business context
- To analyze the changes in the global environmental relating to business

### **BLOCK I: BASICS OF BUSINESS ENVIRONMENT**

- UNIT 1 Business Environment: Introduction: Concepts – Significance - Dynamic factors of environment – Importance of scanning the environment – Macro and Micro Environment – Micro and Macro Economics to the business – Constituents of Business environment
- UNIT 2 Fundamental issues captured in PESTLE– Political, Economic, Socio-cultural, Technological, Legal and Ecological environment- Opportunities and Threats as environmental issues to address by Businesses.
- UNIT 3 Political Environment: Government and Business – Political Systems, Political Stability and Political Maturity as conditions of business growth - Role of Government in Business: Entrepreneurial, Catalytic, Competitive, Supportive, Regulative and Control functions
- UNIT 4 Government and Economic planning: Industrial policies and promotion schemes – Government policy and SSI – Interface between Government and public sector - Guidelines to the Industries – Industrial Development strategies; salient features, Role of public and private sectors, Comparative cost dynamics.

### **BLOCK II: ECONOMIC AND INTERNAL ENVIRONMENT**

- UNIT 5 Economic Environment: Phase of Economic Development and its impact- GDP Trend and distribution and Business Opportunities – capacity utilisation – Regional disparities and evaluation - Global Trade and investment environment.
- UNIT 6 Financial System and Business capital: Monetary and Fiscal policies - Financial Market structure – Money and Capital markets – Stock Exchanges and Its regulations – Industrial Finance - Types, Risk - Cost-Role of Banks; Industrial Financial Institutions - Role of Management Institutions
- UNIT 7 Role of Central Bank- Fiscal System: Government Budget and Taxation Measures- Fiscal Deficits and Inflation- FDI and collaboration –Foreign Capital tapping by businesses- Export-Import policy – Foreign Exchange and Business Development.

- UNIT 8 Labour Environment: Labour Legislation – Labour and social securities – Industrial Relations – Trade Unions – Workers participation in management – Exit Policy – Quality Circles.

### **BLOCK III: SOCIAL AND TECHNOLOGICAL ENVIRONMENT**

- UNIT 9 Social and Technological Environment: Societal Structure and Features- Entrepreneurial Society and its implications for business – Social and cultural factors and their implications for business- Technology Development Phase in the Economy as conditioner of Business Opportunities
- UNIT 10 Technology Environment: Technology Policy- Technology Trade and transfer- Technology Trends in India- Role of Information Technology – Clean Technology. – Time lag in technology – Appropriate technology and Technology adoption- Impact of technology on globalization.
- UNIT 11 Legal and Ecological Environment: Legal Environment as the all-enveloping factor from inception, location, incorporation, conduct, expansion and closure of businesses – IDRA and Industrial licensing – Public, Private, Joint and Cooperative Sectors.

### **BLOCK IV: NEW ECONOMIC POLICY AND LEGAL ENVIRONMENT**

- UNIT 12 Legal Aspects of Entering Primary and Secondary Capital Markets- Law on Patents- Law on Consumer Protection- Law on Environmental Protection- Need for Clean energy and Reduction of Carbon footprint.
- UNIT 13 New Economic Policy Environment in India: Liberalization, Privatization and Globalization (LPG): Efficiency Drive through Competition- Facets of Liberalization and impact on business growth
- UNIT 14 Aspects of Privatization and impact on business development– Globalization and Enhanced Opportunities and Threats – Extended competition in Input and Output Markets Role of WTO, IMF and World Bank in global economic development.

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19. Amarchand D, Government and Business, TMH.
20. Francis Cherunilam, Business Environment and Development, Himalaya Publishing House, 2008.
21. Maheswari& Gupta, Government, Business and Society.

## **33023 - BUSINESS LAWS**

### **Objectives:**

- To understand the legal structure and provision for running a business
- To learn various acts, enactments and amendments of mercantile law
- To know the various aspects of Business law for legal process.

### **BLOCK I: BASICS OF BUSINESS LAW**

- UNIT 1 Indian Contract Act 1872: Contract – Meaning – Essential elements – Nature and formation of contract: Nature, elements, Classifications of Contracts on the basis of Validity, Formation and Performance– offer and acceptance
- UNIT 2 Offer and Acceptance: Introduction – Proposal – acceptance – Communications of offer, Acceptance and Revocations – Offer and acceptance by Post.
- UNIT 3 Consideration: Definitions, Types of consideration – essentials of Consideration – Privity of Contracts: Exceptions – Capacity: Consent – Legality of object – Quasi contract Discharge of contract - Remedies for breach of contract – Quasi contracts.
- UNIT 4 Special Contracts: Contract of Indemnity and Guarantee – Bailment and Pledge – Law of Agency-Definition – Rights of Surety -Discharge of Surety – Bailment and Pledge: Introduction, Classifications, Duties and Rights of Bailer and Bailee – termination of Bailment -

### **BLOCK II: PARTNERSHIP AND COMPANY ACT**

- UNIT 5 Formation of contract under Sale of Goods Act, 1930: Contract of sale - Conditions and Warranties - Transfer of property - Performance of the contract: Essentials of valid tender performance, Performance reciprocal promise- Rights of an unpaid seller.
- UNIT 6 Laws on Carriage of Goods: Duties, Rights and Liabilities of Common Carriers under: (i) The Carriers Act, 1865. (ii) The Railways Act, 1989, (iii) The Carriage of Goods by Sea Act, 1925, (iv) The Carriage by Air Act, 1972 and (v) The Carriage By Road Act, 2007
- UNIT 7 Negotiable Instruments Act, 1881: Negotiable Instruments: Features – Types- Parties – Material alteration – Parties to negotiable instruments – Presentations of negotiable instrument.



- UNIT 8 Insurance: Definition and sources of Law – Judicial set up in India — Insurance as a contract -History of Insurance Legislation in India - Legal principles - Fundamental Principles of Life Insurance Fire Insurance and Marine Insurance.

### **BLOCK III: IPR AND IT**

- UNIT 9 Indian Partnership Act, 1932: Meaning and test of partnership – registration of firms Life Insurance Corporation Act 1956 – General Insurance Business Nationalization Act 1973.

- UNIT 10 Partners Relations: Introduction – Eligibility to be a partner – Registration of change in partner – Limited Liabilities of partnership - Dissolution of firms - Characteristics – Kinds – Incorporation of Companies – Memorandum of Association – Articles of Association

- UNIT 11 Companies Act 1956: Nature and kinds of companies – Prospectus – Disclosure Needs - Management and Administration – Director – Appointment, Powers and Duties

### **BLOCK IV: MSME**

- UNIT 12 Formation of a Company : Introduction – process - Minutes and Resolutions – E-Filing of documents under Ministry of Corporate Affairs (MCA) 21- Management of companies –Meetings- Types- Requirements -AGM and EGM – Board Meeting

- UNIT 13 Law of Information Technology: Introduction – Rationale behind IT act 2000 – Information technology Act 2000: Scheme of the IT Act 2000: Digital signature: attribution; Acknowledgement and dispatch of Electronics Record – Regulation certifying authorities.

- UNIT 14 Protection of minority interest: Introduction - Methods of Winding-up - The Right to Information Act, 2005 Right to know, Salient features of the Act, obligation of public Authority, Designation of Public Information officer, Request for obtaining information,

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### **33024 - MANAGEMENT INFORMATION SYSTEM**

#### **Objectives:**

- To learn the principles of Management Information System for organizations
- To understand the uses , function of application MIS in organization
- To analyze the scope of MIS for business organizations

#### **BLOCK I: BASICS OF MANAGEMENT INFORMATION SYSTEM**

- UNIT 1 Foundations of Information System: Information system: Meaning, Role – System concepts – Organization as a system – Components of Information system – Various activities of IS and Types of IS
- UNIT 2 Information System: Concepts of Information System and Management information systems design and development-Implementation testing and conversion- Evolution and element of MIS
- UNIT 3 MIS : Definition – Characteristics and basic requirements of MIS – Structure of MIS- Approaches to MIS development- Computerized MIS- Pre-requisites of an effective MIS- Limitations of MIS.
- UNIT 4 MIS and Decision support System (DSS): MIS Vs. data processing – MIS and decision support system – MIS and information resource management – DSS and AI – Overview of AI - DSS models and software.

#### **BLOCK II: COMMUNICATION USAGE OF MIS**

- UNIT 5 MIS and Operations Research- Executive information and Decision support systems – Artificial intelligence and expert system – Merits and De Merits – Pitfalls in MIS.
- UNIT 6 MIS in Indian organizations – Recent developments in information technology - Installation of Management Information & Control System in Indian organization
- UNIT 7 Computers and Communication: Information technology and Global integration –On-line information services – Electronic bulletin board systems – The internet, electronic mail, interactive video

- UNIT 8      Communication Channels: Advantages disadvantages – Communication networks – Local area networks – Wide area networks – Video conferencing- Relevance to MIS- Usage in Business process.

### **BLOCK III: MIS FUNCTIONS AND FEATURES**

- UNIT 9      Functional Information systems: MIS for Research Production - MIS for Marketing - MIS for Personnel - MIS for Finance - MIS for Inventory- MIS for Logistics- MIS for Product Development- MIS for Market Development.
- UNIT 10     Client/ Server Computing: Communication servers – Digital networks – Electronic data interchange and its applications - Enterprise resource planning systems (ERP Systems) – Inter-organizational information systems – Value added networks – Networking.
- UNIT 11     Electronic Commerce and Internet: E-Commerce bases – E-Commerce and Internet – M-Commerce- Electronic Data Inter-change (EDI) - Applications of internet and website management - Types of Social Media - uses of social media in business organization

### **BLOCK IV: COMPUTER SYSTEMS AND ETHICAL CHALLENGES OF MIS**

- UNIT 12     Computer System and Resources: Computers systems: Types and Types of computer system processing - Secondary storage media and devices – Input and output devices – Hardware standards – Other acquisition issues.
- UNIT 13     Managing Information Technology: Managing Information Resources and technologies – IS architecture and management - Centralized, Decentralized and Distributed - EDI, Supply chain management & Global Information technology Management.
- UNIT 14     Security and Ethical Challenges: IS controls - facility control and procedural control - Risks to online operations - Denial of service, spoofing - Ethics for IS professional - Societal challenges of Information technology

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## **33025 - HUMAN RESOURCE MANAGEMENT**

### **Objectives:**

- To understand the concepts and methods and techniques of Human Resource Management
- To know the Human resource management theories and real time practices
- To identify the contemporary issues in human resource management

### **BLOCK I: BASICS OF HUMAN RESOURCE MANAGEMENT**

- UNIT 1: Introduction to Human Resource Management: Concept, Definition, Objectives, Nature and Scope of HRM - Functions of HRM – Evolution of human resource management - Role and structure of Human Resource Function in organizations- Challenges in Human Resource Management
- UNIT 2 Human Resource Management Approaches: Phases of human resource Management- The importance of the human factor – Competitive challenges of HRM – HRM Models – Roles and responsibilities of HR department.
- UNIT 3 Human Resource Planning: Personnel Policy - Characteristics - Role of human resource manager – Human resource policies – Need, Scope and Process – Job analysis – Job description – Job specification- Succession Planning.
- UNIT 4 Recruitment and Selection Process: Employment planning and forecasting Sources of recruitment- internal Vs. External; Domestic Vs. Global sources- Selection process Building employee commitment : Promotion from within - Sources, Developing and Using application forms – IT and recruiting on the internet.

### **BLOCK II: RECRUITMENT & SELECTION**

- UNIT 5 Employee Testing & selection : Selection process, basic testing concepts, types of test, work samples & simulation, selection techniques, interview, common interviewing mistakes, Designing & conducting the effective interview, small business applications, computer aided interview.
- UNIT 6 Training and Development: Orientation & Training: Orienting the employees, the training process, need analysis, Training techniques, special purpose training, Training via the internet. - Need Assessment - Training methods for Operatives and Supervisors
- UNIT 7 Executive Development: Need and Programs - Computer applications in human resource management – Human resource accounting and audit. On-the - job and off-the-job Development techniques using HR to build a responsive organization

UNIT 8 Employee Compensation : Wages and Salary Administration – Bonus – Incentives – Fringe Benefits –Flexi systems - and Employee Benefits, Health and Social Security Measures,

**BLOCK III: EMPLOYEES APPRAISALS**

UNIT 9 Employee Retention: Need and Problems of Employees – various retention methods– Implication of job change. The control process – Importance – Methods – Employment retention strategies for production and services industry

UNIT 10 Appraising and Improving Performance: Performance Appraisal Programs, Processes and Methods, Job Evaluation, Managing Compensation, Incentives Performance appraisal: Methods - Problem and solutions - MBO approach - The appraisal interviews - Performance appraisal in practice.

UNIT 11 Managing careers: Career planning and development - Managing promotions and transfers - Sweat Equity- Job evaluation systems – Promotion – Demotions – Transfers- Labour Attrition: Causes and Consequences

**BLOCK IV: APPRAISAL AND TRAIL UNION**

UNIT 12 Employee Welfare, Separation: Welfare and safety – Accident prevention – Employee Grievances and their Redressal – Industrial Relations - Statutory benefits - non-statutory (voluntary) benefits – Insurance benefits - retirement benefits and other welfare measures to build employee commitment

UNIT 13 Industrial relations and collective bargaining: Trade unions – Collective bargaining - future of trade unionism - Discipline administration - grievances handling - managing dismissals and workers Participation in Management-Separation: Need and Methods.

UNIT 14 Human Resource Information System- Personnel Records/ Reports- e-Record on Employees – Personnel research and personnel audit – Objectives – Scope and importance.

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### **33031 - MARKETING MANAGEMENT**

#### **Objectives:**

- To help the learners understand markets, consumers and marketing principles.
- To understand the buyer behaviour and influencing factors
- To learn marketing plan, pricing, promotion and distribution in global context

#### **BLOCK I: BASICS OF MARKETING MANAGEMENT**

- UNIT 1 Introduction to Marketing: Meaning and Scope of Marketing; Marketing Philosophies; Marketing Management Process-an overview; Modern Marketing Concept: Social marketing concept – Approaches to the study of marketing.
- UNIT 2 Marketing segmentation: Meaning – Bases for segmentation, benefits – Systems approach - Four Ps of Product and Seven Ps Service marketing mix and Extensions- Targeting and Positioning - meaning and importance.
- UNIT 3 Marketing Environment: Internal and External and Demographic factors – Adopting marketing to new liberalized and globalized economy – Digitalization – Customization and E business settings.
- UNIT 4 Consumer Behaviour : Meaning and importance – Consumer buying process – Determinants and Theories of consumer behaviour – Psychological, sociological determinants – Theories and their relevance to marketing-

#### **BLOCK II: MARKETING RESEARCH AND PROCESS**

- UNIT 5 Marketing Research: Procedure. Meaning – Objectives – Process- Demand Forecasting- Marketing Information System – Strategic marketing plan and organization – Changing marketing practices.
- UNIT 6 Product Mix Management: Product planning and development – Meaning and process – Test marketing – Product failures – Product line management: Practices – Implications and Strategies for current market condition.
- UNIT 7 Product life cycles: Meaning and Stages – Strategies – Managing PLC- Product-Market Integration: Strategies – Product positioning – Diversification – Product line simplification – Planned obsolescence – Branding Policies and Strategies – Packing.
- UNIT 8 Price Mix Management: Pricing and pricing policies – Objectives – Procedures – Bases for and Methods of price fixing. Cases for Free Pricing, Administered and Regulated pricing – Pricing and product life cycle



### **BLOCK III: DISTRIBUTION MIX**

- UNIT 9 Physical Distribution Mix: Types of physical Distribution - Importance of Physical Distribution- Distribution channel policy – Logistics Decisions – Methods – Strategic alliance for Logistic cost reduction.
- UNIT 10 Marketing Channel system: Marketing channel decisions: Choice considerations– Managing Conflict and Cooperation in channels – Middlemen functions- Modern Trends in Retailing- Malls and Online.
- UNIT 11 Promotional Mix: Personal selling Vs. impersonal selling – Personal selling – Process – Steps in selling – Management of sales force – Recruitment and selection – Training – Compensation plans – Evaluation of performance

### **BLOCK IV: ADVERTISING AND COMPETITOR ANALYSIS**

- UNIT 12 Integrated marketing communication Process: Advertising and sales promotion – Online Sales promotional activities – Public relationships – Direct marketing: Meaning, Nature, Growth and Channels.
- UNIT 13 Advertising: Importance – Objectives – Media planning and selection – Factors influencing selection – Advertisement copy – Layout – Evaluation of advertising – Advertising budget – Sales promotion – Methods and practices.
- UNIT 14 Competitor analyses: Identifying and analyzing the competitors – Types of Competitors – Competitive strategies framing for leaders, challengers, followers and nichers. Customer relationship marketing: Customer data base, Data ware housing and data mining

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## **33032 - FINANCIAL MANAGEMENT**

### **Objectives:**

- To help the students to know the basic concepts of financial management
- To understand capital structure, dividend policy and working capital management.
- To learn the various concepts of financial management along with applications

### **BLOCK I: BASICS OF FINANCIAL MANAGEMENT**

- UNIT 1 Introduction: Financial management: objectives - Concept, nature, evaluation and significance – Finance Functions: Managerial and operative – Role of Financial management in the organization – Indian Financial system.
- UNIT 2 Financial System: Legal and Regulatory frame work – Financial Functions: Meaning and scope – Finance and Tax Management Nexus- Tax Avoidance and Tax evasion- Tax incentive and business decisions.
- UNIT 3 Investment Function: Meaning and scope - Time value of Money concepts and applications –Risk return relationship - Dividend function – Risk return trade off – Management planning- Global management environment
- UNIT 4 Long-term Capital Resources: Equity and debt sources – Equity share, preference shares – types of preference share - debentures – types - sources of long-term capital.

### **BLOCK II: CAPITAL STRUCTURE**

- UNIT 5 Capital Issues: Meaning, Nature, Purpose – Roles and Guidelines of SEBI in capital issues- Bridge finance, loan syndication, Book building – Borrowings from the term lending institutions and International capital market- Tax considerations in financing decision areas.
- UNIT 6 Cost of Capital : Concept of cost of capital- Cost of debt, equity, preference share capital, retaining earning - Weighted average cost: EBIT –EPS Analysis- Tax, Capital structure and Value nexus - Computation of overall cost of capital – Tax and cost of capital.
- UNIT 7 Capital structure: Determinates - Concept and Types- Optimum capital structure – Theories of capital structure – Net income and net operative income approach – M.M. Approach – Traditional theory – Their assumptions – Significance and limitations – Management leverage operating leverage – Combined leverage.

- UNIT 8 Capital budgeting: Meaning, Nature and Types of Capital Investment- Methods of appraisal under certainty conditions: PBP, ARR, IRR and NPV techniques - Basic and International capital budgeting.

### **BLOCK III: SOURCES OF FINANCE**

- UNIT 9 Uncertainty and Risk models: Simulation Analysis- Sensitivity analysis- Decision tree analysis- Certainty equivalent and risk-adjusted return measures- Tax considerations in Investment Decisions Cost of capital and Investment Decisions.
- UNIT 10 Working Capital Management: Definitions and Objectives - Concept and types – Determinants – Financing approaches – Conservative approaches - Sources of working capital finance Factors affecting working capital requirements- Working capital financing by commercial banks – Types of assistance
- UNIT 11 Inventories and receivables Management under conditions of certainty and uncertainty – Operating cycle – Planning of funds through the management of assets – Various techniques used.

### **BLOCK IV: WORKINGCAPITAL AND DIVIDEND POLICY**

- UNIT 12 Cash and liquidity management: Credit Management and evaluation alternative credit variables Methods and Functions- Tax considerations in Remittances and Purchases.
- UNIT 13 Dividend Theories: Valuation under Gordon and Walter theories – Dividend irrelevance under M.M. Theory – Assumptions – Limitations - Implications and contributions of theories in financial decision making process.
- UNIT 14 Dividend Policy: Types – Share valuation practices – Factors affecting dividend decision – Tax considerations in dividend decision when tax is levied at the hands of companies and recipients.

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### **33033 - BANKING LAW AND PRACTICE**

#### **Objectives:**

- To know the basic concepts of Banking
- To investigate the laws and practices in Banking
- To understand the rights and liabilities of banker.

UNIT1	Banking – Definition – Functions of commercial banks – Commercial banks and economic development - Nationalization of commercial banks.
UNIT2	Indian commercial banking system – Scheduled commercial banks- Non scheduled commercial banks- Public sector banks – private banks and foreign banks.
UNIT3	Definition of a customer –KYC norms -Relationship between banker and customer- General relationship :Debtor and Creditor relationship ; Banker as agent – Banker as trustee- Special relationship : mandate , power of attorney .
UNIT4	Obligations of a banker: Obligation to honor cheques- Garnishee order – Obligation to maintain secrecy of account : Disclosure of information required by law –Disclosure permitted by banker's practices and usages..
UNIT5	Bankers' Rights: Right of general lien, Set off, Appropriation and to charge interest and incidental charges.
UNIT6	Customers' accounts with the banker:Fixed deposit- Recurring deposits - NRI deposits-Innovative deposit schemes
UNIT7	Savings and Current accounts – Opening, operation and closing of such accounts – Legal aspects of entries in the passbook
UNIT8	Management of bank funds – Factors determining cash reserves of banks – Principles of sound lending : Safety , Liquidity , Profitability , Purpose of the loan and The principles of diversification of risks – Collection of credit information about borrowers.
UNIT9	Different types of borrowers such as individuals, joint account holders, limited companies, partnership firms, trustees, local authorities and co-operative societies.
UNIT10	Different types of securities – their suitability or otherwise as banking cover – different methods of charging them – precautionary measures to be taken in respect of advances against goods,

UNIT11 documents of title to goods, stock exchange securities, life policies, real estate, FDR and bookdebts - Documentation in respect of various types of borrowers and securities.

UNIT12 Negotiable Instruments - Definition – Essential features – Distinguishing features of cheque, bill and promissory note - Holder and holder in duecourse – Payment in due course.

UNIT13 Endorsement – definition – Kinds of endorsement – Crossing – Types : General crossing , special crossing , Double crossing – Paying banker – Liabilities and responsibilities of a paying banker on crossed cheques- Points to be considered before passing a cheque for payment –Statutory protection.

UNIT14 Collecting banker – Meaning –Collecting banker as a holder for value – As an agent of the customer - Duties – Liability - Statutory protection .

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## **33034 - CENTRAL BANKING AND MONETARY MANAGEMENT**

### **Objectives:**

- To understand about money market
- To know the basic concept of Central Banking and its Functions
- To explain the monetary policy and credit creation

### **BLOCK I: BASICS OF CENTRAL BANKING AND MONETARY MANAGEMENT**

- UNIT1      Money Market – Meaning – Composition of the money market- Importance of money markets-Instruments of money markets
- UNIT2      Characteristics of developed and underdeveloped money market – The Indian money market-Structure –Deficiencies of the Indian markets
- UNIT3      Central Banking – Evolution – Definition – Characteristics of a central bank- Difference between a central bank and commercial bank
- UNIT4      Functions of a central bank : Central bank as bank of issue, government's banker, agent and adviser, custodian of cash reserves of the commercial banks, Bank of rediscount and lender of last resort and custodian of the nation's foreign exchange reserves.

### **BLOCK II: CREDIT CONTROL**

- UNIT5      Creation of credit by commercial banks – Central bank as the controller of credit - Quantitative weapons of credit control- Bank Rate: Mechanism, merits and demerits
- UNIT6      Open market operations- meaning – merits and demerits - Variable cash reserve ratio – mechanism – merits and demerits
- UNIT7      Qualitative weapons of credit control: Margin requirements, consumer credit regulation, credit rationing, control through directives and moral suasion – Role of central bank in a developing economy.
- UNIT8      Monetary policy – Objectives: Exchange rate stability, Price stability, Neutrality of money, Full employment and economic growth – Choosing between conflicting objectives – Efficacy of monetary policy.

### **BLOCK III: OPERATION MANAGEMENT**

- UNIT9      The Reserve Bank of India – Evolution – Organization: - Central Board, local boards and departments in the central office
- UNIT10     RBI as currency authority – RBI as banker to the government – RBI's supervision over commercial banks – Licensing of banks – Regulations relating to capital, Reserves and liquid assets – Inspection of banks
- UNIT11     Control over methods of operation and management – Training of banking personnel and banking education – Deposit insurance.

### **BLOCK IV: RBI AND EXPORT CREDIT**

- UNIT12     Monetary policy of the RBI – Objectives – RBI's instruments of general credit control: Bank Rate, Reserve requirements - Open market operations
- UNIT13     RBI's direct credit regulation – Moral suasion – Directives of RBI Regulation of non-banking institutions – Credit planning in India.
- UNIT14     Promotional functions of the RBI : RBI and rural credit – RBI and industrial finance – RBI and export credit – RBI and exchange control.

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## **33035 - INTERNATIONAL BANKING AND FOREIGN EXCHANGE**

### **Objectives:**

- To know the basic concepts in international banking and foreign exchange
- To understand the methods of settlement in foreign exchange
- To know about the role commercial banks and Exim Bank in export and import finance.

### **BLOCK I: BASICS OF INTERNATIONAL BANKING AND FOREIGN EXCHANGE**

- UNIT1      Meaning of Foreign Exchange – Administration of foreign exchange– Functions of a foreign exchange department.
- UNIT2      Foreign currency accounts: Definition – Scope – Uses – Onshore and off shore: Nostro Account - Vostro Account – Loro Account
- UNIT3      Foreign Exchange Transactions: Spot and forward deals for the purchase or sale of foreign currencies – Selection of buying and selling rates and calculation of appropriate forward rates
- UNIT4      Causes of fluctuations in exchange rates – Effects – Liberalised Exchange Rate Mechanism (LERMS) – Full convertibility of currency – Unified Exchange Rate System (UERS) – Full convertibility – SWIFT.

### **BLOCK II: LETTER OF CREDIT**

- UNIT5      Exchange Control: Objectives – Methods – Exchange control regulations relating to exports and imports
- UNIT6      Foreign Exchange Management Act, 1999 – India's foreign exchange problems – India's recent foreign trade policy.
- UNIT7      Methods of International Payments: Instruments issued by correspondent banks – Foreign traveller's cheques – Foreign inward remittance payment system – Methods of settling debts in international trade
- UNIT8      Letter of Credit: Meaning – Features – Mechanism – Advantages – Responsibilities and liabilities of parties – Evaluation of Letter of credit : To the exporter , to the

importer.

### **BLOCK III: EXPORT INCENTIVES**

- UNIT9      Uniform customs and practice for documentary credits -Types of Letter of Credit – Payment, Acceptance and Negotiation Credits- Revocable and Irrevocable credit, Confirmed and Unconfirmed Credits.
- UNIT10     Financing Foreign Trade: Financing exports – Packing credit advances– Purchase and negotiation of bills – Collection of export bills – Advance against bills under collection

### **BLOCK IV: EXIM BANK**

- UNIT11     Export Incentives : Duty drawback, excises rebate , Duty entitlement Pass book , Export promotion capital goods scheme. Financing deferred payment and turnkey projects – Other services to exporters.
- UNIT12     Financing of Imports: Opening a letter of credit – Payment of import bills – Import trust receipt - Deferred payment imports – Loan syndication
- UNIT13     Export Credit Guarantee Corporation of India-Policies to exporters- Standard policy - Specific policies : Specific shipment policy , supply contracts policy , export turnover policy, Buyers exposure policy, Consignment export policy , services policies- Guarantees to Banks
- UNIT14     EXIM bank – Lending to Indian exporters : Facilities for export capability creation- facility for joint ventures abroad – non lending services –Lending to foreign Government/Companies – Lending to Indian Banks.

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## **33041- COMPUTER AND BANKING**

### **Objectives:**

- To know the basic concept of computers and banking
- To explain the software and hardware system

### **BLOCK I: BASICS OF COMPUTER AND BANKING**

- UNIT 1 Introduction to Computers: What is a computer? - Functions of computer – Advantages and disadvantages.
- UNIT 2 Brief history of computers: – Early computers - Generations of computers – Types of Computer - Applications of computers.
- UNIT 3 Data Representation: Simple computer system – Basic concepts of data processing – Data – Information – Data Processing cycle.
- UNIT 4 Number system : Decimal Number System -Binary number system – Octal and Hexadecimal – Representation of non- numeric data.

### **BLOCK II: HARDWARE & SOFTWARE**

- UNIT 5 Computer Number Conversion : Decimal to other base system – Other base system to Decimal – Other base system to non decimal system.
- UNIT 6 Hardware: Anatomy of computer – CPU –ALU-Memory and its types– Peripheral controllers – Peripherals – Input / Output devices – Biometric devices.
- UNIT 7 Software: What is software? - Need for software – Types of software - Systems software – Operating systems– Application Software and its features – Software relevant to banking.
- UNIT 8 Languages and translators :Machine Language - Assembly Language – High Level Languages – types – Compilers – interpreters

### **BLOCK III: COMPUTERIZATION IN BANKS**

- UNIT 9 Computer Networks : What is computer Network – Characteristics – types of network – LAN –WAN –MAN- Intranet –Internet - Browsing – email communication.

UNIT 10      Computerization in Banks: Stand alone – Computer system – LAN –  
Local processing with batch updates – Teller Terminals

UNIT 11      Net Banking: Inter branch reconciliation – Core Banking – functions -  
Web based Banking - Client - Server – User Authentication

#### **BLOCK IV: ELECTRONIC TRANSACTIONS & SECURITY CONSIDERATIONS**

UNIT 12      Electronic Transactions: Account Management – EDI - ATMs –  
Home banking – EFT –MICR – Phone Banking – Internet Banking –  
Mobile Banking – Mobile Banking Apps.

UNIT 13      Security considerations – Accidental damage – backup – firewall -  
cyber security in banking – cyber crime in banking

UNIT 14      Power failures and malicious damage – Virus – Anti Virus - WORMS  
– Bombs - malware attacks - Operational problems.

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## **33042 - INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT**

### **Objectives:**

- To know the basic concept of investment analysis
- To identify the various techniques in Portfolio management
- To evaluate the performance of portfolio.

### **BLOCK I: BASICS OF INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT**

- UNIT 1 Investment: Investment Concepts and Goals – Types of investment – Financial – Real, business, Personal and Institutional investments.
- UNIT 2 Comparison of investments, speculation, gambling – Hedging – Concepts of portfolio and portfolio management – Goals – Risk and return trade off.
- UNIT 3 Financial investment avenues – Fixed income Securities– Varying income securities – Derivative Instruments: Options, Swaps, Forward, Futures.
- UNIT 4 Investment Analysis: Aspects of Analysis – Return analysis – Concepts, measures and computation of return of individual security and portfolio.

### **BLOCK II: RISK ANALYSIS**

- UNIT 5 Risk analysis: Concepts, types, measure, computation of risk of individual security and portfolio – Valuation analysis – Share valuation – Bond value – Price earnings analysis.
- UNIT 6 Approaches to Investment Analysis: Fundamental analysis – Concept and components – Tools of economy analysis.
- UNIT 7 Industry and company analysis - I – Technical analysis – Concept and tools – Assumption – Theories – Dow theory – Contrary opinion.
- UNIT 8 Industry and company analysis – II: The confidence index, breadth of market and strength analysis – Moving average analysis – Chart patterns.

### **BLOCK III: CAPITAL ASSET ANALYSIS**

- UNIT 9 Portfolio Construction and Choice: Markowitz diversification – Efficient frontier – Risk-return indifferent curves.
- UNIT 10 Portfolio choice – Sharpe's Single and two factorial models – Lagrange multiplier method.
- UNIT 11 Capital Asset Pricing Model: Assumptions and application – Capital market line and security market line

### **BLOCK IV: PORTFOLIO AUDIT ANALYSIS**

- UNIT 12 Efficient market hypotheses - The weakly efficient, semi strongly efficient and strongly efficient market forms – Random-Walk theory.

UNIT 13 Portfolio Performance: Measures: Sharpe, Treynor and Jenson.

UNIT 14 Portfolio audit and Portfolio revision – Need and methods – Formula plans.

#### REFERENCE

1. Francis J.C, Investment.
2. Francis J.C, Management of Investments.

## 33043 - PROJECT FINANCE

### Objectives:

- To explain the basic concept of project finance
- To understand about the various sources of project finance
- To understand the evaluating techniques in project finance

### *BLOCK I: BASICS OF PROJECT FINANCE*

- UNIT1      Project meaning – Stages in a project cycle: Project identification, formulation: Technical appraisal, commercial appraisal , financial appraisal and economic appraisal.
- UNIT2      Project Implementation- meaning –stages in implementation - Project evaluation – types of evaluation -Role of consultants in projectmanagement:
- UNIT3      Sources of finance for a project: Public issue of shares, debentures, public deposits, leasing, internal generation of funds, commercial papers, global depository receipts, borrowings frombanks.
- UNIT4      FIs – Venture capital -- stages of venture capital financing-Innovative instruments in the capitalmarket- convertible debentures – Global depository receipts – Commercial papers.

### **BLOCK II: PROJECT FINANCE APPROACHES**

- UNIT5      Project financing – Estimating the total capital requirements – Factors determining the fixed capital.
- UNIT6      working capital – Judicious financing plan – Capitalgearing-Matching of requirements with available financial assistance fromvarious sources.
- UNIT7      Process of lending for a project:Sanction – Disburshment and followup of advances. Managerial appraisal- Evaluation of managerial skills, past records, management and working of other group companies –organization setup .
- UNIT8      Appraisal of technical aspects: evaluation of appropriative technology, availability or raw materials and utilities and safeguards against pollution, effluentdisposal/treatment.

### **BLOCK III: EVALUATION AND FINANCIAL ASPECTS**

- UNIT9            Commercial appraisal – Evaluation of commercial aspects: Estimation of demand supply gap, distribution channels and selling arrangements
- UNIT 10        Evaluation of financial aspects: Debt equity ratio, current ratio, debt service coverage ratio, return on investment, security margin, internal rate of return and breakeven analysis.
- UNIT11        Economic appraisal – Economic analysis: Economies of scale, employment generation, contribution to government revenue, political stability, priority and evaluation of international competitiveness.

### **BLOCK IV: INDUSTRIAL SICKNESS AND MONITORING**

- UNIT12        Social cost benefit analysis: Significance- social cost-social benefits – social rate of return
- UNIT13        Project monitoring – Objectives of monitoring – methods of monitoring – Recovery mechanism : Legal measures and non legal measures.
- UNIT14        Industrial sickness: Warning signals and causes – Rehabilitation of a sick industrial unit – Role of the board for industrial and financial reconstruction (BIFR)

### **REFERENCE**

1. B.B. Goel, Project Management: A Development Perspective, Deep and Deep Publications, New Delhi
2. A.K. Sengupta, Bank Credit to Industry, Skylark Publications, New Delhi.
3. Prasanna Chandra, Projects Preparations, Appraisal, Budgeting and Implementation, Tata McGraw Hill, New Delhi.



## **33044 - MUTUAL FUND MANAGEMENT**

### **Objectives:**

- To know the basic concept and mechanism of mutual funds
- To give information about mutual fund scheme and institutions
- To know about the functioning of mutual fund in India.

### **BLOCK I: BASICS OF MUTUAL FUND MANAGEMENT**

- UNIT1 Mutual Fund: Concept – Genesis – Classification of mutual fund – Portfolio classification: Equity fund – Debt fund- Growth fund – Balanced fund.
- UNIT2 Operational classification – Open ended fund- closed ended fund-Advantages of investing in mutual funds- Constrains in investing in mutual funds.
- UNIT3 Role of mutual funds in the development of capital market and the economy- Growth of Mutual funds in India- Structure of mutual funds in India
- UNIT4 Constitution and Organization of Mutual Funds: Sponsors-Roles and responsibilities - Trustees – Duties and responsibilities of trustees– Trust Deed

### **BLOCK II: OPERATIONAL ACTIVITIES OF MUTUAL FUND**

- UNIT5 Custodians: Role and responsibilities – Asset Management Company - Functions of an AMC- working mechanism of AMC –SEBI requirements of AMC.
- UNIT6 Operational Activities of Mutual Fund: Designing of schemes- Launching of a new scheme - marketing of schemes
- UNIT7 Portfolio management – Objectives - Process - Investment strategies
- UNIT8 Regulation of Mutual Funds: Securities Exchange Board of India SEBI (MF) Regulations –Role of Association of Mutual Funds Industry (AMFI)- Policy developments relating to mutual funds.

### **BLOCK III: MUTUAL FUND IN INDIA**

- UNIT9 Accounting norms – Revenue account – Balance sheet – Disclosure norms
- UNIT10 Net Asset Value (NAV) – Valuation system for NAV Pricing

of units and NAV.

UNIT11      Mutual Funds in India: Schemes of Public sector mutual funds  
in      India- Performance of major public sector mutual funds .

#### **BLOCK IV: PRIVATE SECTOR MUTUAL FUNDS**

UNIT12      Private sector mutual funds – Schemes of private sector  
mutual      in India -      Performance of major private sector  
mutual funds.

UNIT13      The UTI: Origin – Objectives – Schemes of the UTI – US 64  
imbroglio – Present status ofUTI

UNIT14      Challenges for mutual funds in India in the  
liberalizedenvironment.

#### **REFERENCES**

1. Lalit K Bansal, Mutual Funds: Management andWorking.
2. Machiraju H R, Merchant Banking: Principles andPractice.

## **33045 - MERCHANT BANKING**

### **Objectives:**

- To understand the concept of merchant bankingfinance
- To explain about various financial services provided by merchantbankers
- To understand the role of SEBI in merchant bankers

### **BLOCK I: BASICS OF MERCHANT BANKING**

- UNIT1 Merchant Banking: Meaning – Evolution -Importance – Activities of a merchant banker – Project counselling – Loan syndication – Management of public issues – Underwriting, bankers to issue and otherservices
- UNIT2 Growth of merchant banking in India – Categories of merchant bankers in India -merchant banking and economic growth- Role of merchant banking in the development of capital market- SEBI regulations for merchant bankers.
- UNIT3 Stock exchanges in India- BSE –NSE -OTCEI – Regulations - trading mechanism – members – Contract procedures – Guidelines – Recent developments andChallenges.
- UNIT4 Project related activities of a merchant banker: Identification of project ideas- Feasibility Study – Technical feasibility -market survey –Financial viability – Feasibility report - Problem areas of an enterprise- Corporate counselling

### **BLOCK II: CORPORATE SECURITIES**

- UNIT5 Merchant banker – roles – significance – Advisory guidelines – custodial services merchant banking institutions – membership - Licensing.
- UNIT6 Loan Syndication: Meaning and scope – Steps in syndication- Guidelines – mechanism – Documentations –participants.
- UNIT7 Corporate securities – Definitions –Types:Equity shares- Preference shares –Debentures-other securities- Characteristics – market issue progress - participants.
- UNIT8 Capital Issue related activities of a merchant banker: Capital market -Changing structure of Indian Capital Market – Primary market –Types of issue Management of pre-issueactivities

### **BLOCK III: SERVICE ORIENTED ACTIVITIES**

- UNIT9            Marketing of corporate securities – Steps to be taken by the issuing company and the lead manager –Underwriting- Indian scenario- SEBI Guidelines.
- UNIT10          Management of post-issue activities –Marketing of Issues- Pricing of issue Processing of data – Reporting to SEBI – Under subscription – Bridge loans – Allotment of shares – Listing of securities.
- UNIT11          Service oriented activities of a merchant banker: Mergers and Amalgamations: Meaning – Purpose – Types of mergers- Indian scenario of mergers and amalgamation– Regulation of mergers and amalgamation in India

#### **BLOCK IV: MUTUAL FUNDS ACTIVITIES**

- UNIT12          Role of merchant bankers in mergers –Portfolio Management: Functions of portfolio managers – Explanation to risk – CAPM Approach to market operations.
- UNIT13          Miscellaneous activities of a merchant banker: Venture capital – Origin – Administration of venture capital fund – Mutual fund
- UNIT14          Advantages – Classification of mutual funds – Factoring – Mechanism and types of factoring.

#### **REFERENCES**

1. Machiraju H R, Merchant Banking: Principles and Practice.
2. Dr.Verma J C, Bharat's Manual of Merchant Banking.

# **MBA CORPORATE SECRETARYSHIP**

**E) INSTRUCTIONAL DESIGN**  
**MBA CORPORATE SECRETARYSHIP**

<b>Course Code</b>	<b>Title</b>	<b>CIA Max.</b>	<b>ESE Max.</b>	<b>TOT Max.</b>	<b>C</b>
<b>I Semester</b>					
33111	Management – Principles and Practices	25	75	100	4
33112	Organizational Behaviour	25	75	100	4
33113	Managerial Economics	25	75	100	4
33114	Quantitative Techniques	25	75	100	4
33115	Financial and Management Accounting	25	75	100	4
Total		125	375	500	20
<b>II Semester</b>					
33121	Research Methods	25	75	100	4
33122	Business Environment	25	75	100	4
33123	Business Laws	25	75	100	4
33124	Management Information System	25	75	100	4
33125	Human Resource Management	25	75	100	4
Total		125	375	500	20
<b>III Semester</b>					
33131	Marketing Management	25	75	100	4
33132	Financial Management	25	75	100	4
33133	Labour and Industrial Laws	25	75	100	4
33134	Securities Laws and Financial Markets	25	75	100	4
33135	Indirect Taxes	25	75	100	4
Total		125	375	500	20
<b>IV Semester</b>					
33141	Company Secretarial Practice	25	75	100	4
33142	Corporate Restructuring: Law and Practice	25	75	100	4
33143	Drafting and Conveyancing	25	75	100	4
33144	Economic Legislations	25	75	100	4
33145	Secretarial and Management Audit	25	75	100	4
Total		125	375	500	20
<b>Grand Total</b>				<b>2000</b>	<b>80</b>

## **33111- MANAGEMENT PRINCIPLES AND PRACTICES**

### **Objectives:**

- To introduce the basic concepts of Management functions and principles
- To learn the scientific decision making and modern trend in the management process
- To understand the contemporary practices and issues in management

### **BLOCK I: BASIC CONCEPTS OF MANAGEMENT**

- UNIT 1 Management: Definition – Nature, Scope and Functions – Evolution of Management – Management thought in modern trend – Patterns of the management analysis – Management Vs. Administration - Management and Society: The external Environment, Social Responsibility and Ethics.
- UNIT 2 Management Science and Theories : Contributions of FW Taylor, Henri Fayol, Elton Mayo, Roethlisberger, H.A.Simon and P.F Drucker - Universality of Management - Relevance of management to different types of organization.
- UNIT 3 Planning: Nature and Purpose – Principles and planning premises – Components of planning as Vision, Mission, Objectives, Managing By Objective (MBO) Strategies, Types and Policies -Planning and Decision Making: Planning process.
- UNIT 4 Decision making: Meanings and Types – Decision-making Process under Conditions of Certainty and Uncertainty – Rational Decision Making Strategies, Procedures, Methods, Rules, Projects and Budgets.

### **BLOCK II: RECRUITMENT AND SELECTION**

- UNIT 5 Organizing: Nature, Importance, Principles, purpose and Scope - Organizing functions of management – Classifications of organization – Principles and theories of organization – Effective Organizing – Organizational Culture and Global Organizing.
- UNIT 6 Organizational Structure – Departmentalization – Span of control – Line and staff functions – Formal and Informal Groups in Organizations - Authority and responsibility - Centralization and decentralization – Delegation of authority – Committees – Informal organization.
- UNIT 7 Staffing: General Principles of Staffing- Importance, techniques, Staff authority and Empowerment in the organization – Selection and Recruitment - Orientation - Career Development - Career stages – Training – Performance Appraisal.
- UNIT 8 Creativity and Innovation – Motivation - Meaning – Importance – Human factors of Motivation – Motivation Theories: Maslow, Herzberg, Mc Gregor (X&Y), Ouchi (Z) ,Vroom, Porter-Lawler, McClelland and Adam – Physiological and psychological aspects of motivation .

### **BLOCK IV: FUNCTIONS OF MANAGEMENT**

- UNIT 9 Directing : Meaning, Purpose, and Scope in the organization – Leadership: Meaning, Leadership styles, Leadership theories: Trait, Contingency, Situation,

Path-Goal, Tactical, Transactional, Transformational and Grid. Leaders: Type, Nature, Significance and Functions, Barriers, Politics and Ethics. Leader Vs. Manager.

UNIT 10 Communications: Meaning – Types – Process – Communication in the decision making – Global Leading - Effective communication in the levels of management. – Uses of Communication to Planning, Organizing, coordinating and controlling.

UNIT 11 Co-ordination: Concept; Meaning, Characteristics, Importance in the organization, Co-ordination process and principles - Techniques of Effective co-ordination in the organization - Understanding and managing the group process.

#### **BLOCK IV: BUSINESS ETHICS WITH NEW PERSPECTIVES IN MANAGEMENT**

UNIT 12 Business ethics: Relevance of values in Management; Holistic approach for managers indecision-making; Ethical Management: Role of organizational culture in ethics – Ethics Committee in the organization.

UNIT 13 Controlling: Objectives and Process of control Devices of control – Integrated control – Special control techniques- Contemporary - Perspectives in Device of Controls

UNIT 14 New Perspectives in Management - Strategic alliances – Core competence – Business process reengineering – Total quality management – Six Sigma- Benchmarking- Balanced Score-card.

#### **REFERENCES**

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26. Koontz and O'Donnell, Management: A Systems Approach, McGraw Hill, 1990
27. **Wehrich and Koontz**, Management: A Global Perspective, McGraw Hill, 1988
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29. Gene Burton and Manab Thakur, Management Today: Principles and Practice, Tata McGraw Hill.
30. Ricky W. Griffin, Management, South-Western College Publications, 2010
31. Stephen P. Robbins and Mary Coulter, Management, 9th Edition, 2006.
32. Kaplan and Norton, The Strategy-Focused Organization: How Balanced Scorecard Companies Thrive in the New Business Environment, HBP, 2000.

#### **33112 - ORGANIZATIONAL BEHAVIOUR**



**Objectives:**

- To understand the personality traits and influence on the organization.
- To imbibe the necessary conceptual understanding of behaviour related people
- To learn the modern trends, theories and changes in organizational Behaviour.

**BLOCK I: BASICS OF ORGANISATIONAL BEHAVIOUR**

- UNIT 1 Organizational Behaviour: History – Meaning Elements – Evolution, Challenges and opportunities – Trends – disciplines – Approaches – Models – Management functions relevance to organizational Behaviour – Global Emergence of OB as a discipline.
- UNIT 2 Personality – Determinants, Structure, Behaviour, Assessment, Individual Behaviour: Personality & Attitudes- Development of personality – Nature and dimensions of attitude – Trait Theory – Organizational fit – Organizational Commitment
- UNIT 3 Emotions – Emotional Intelligence – Implications of Emotional Intelligence on Managers – EI as Managerial tool – EI performance in the organization – Attitudes: Definitions – Meaning – Attitude relationship with behaviour – Types – Consistency
- UNIT 4 Individual Behaviour and process of the organization: Learning, Emotions, Attitudes, Perception, Motivation, Ability, Job satisfaction, Personality, Stress and its Management – Problem solving and Decision making – Interpersonal Communication - Relevance to organizational behaviour.

**BLOCK II: ORGANISATIONAL SOURCES AND MANAGEMENT**

- UNIT 5 Group Behaviour: Group Dynamics - Theories of Group Formation - Formal and Informal Groups in organization and their interaction - Group norms – Group cohesiveness – Team: Importance and Objectives - Formation of teams – Team Work- Group dynamics – Issues - Their relevance to organizational behaviour.
- UNIT 6 Organizational Power: Organizational Power: Definition, Nature, Characteristics - Types of powers - Sources of Power - Effective use of power – Limitations of Power – Power centre in Organization.
- UNIT 7 Organizational Politics: Definition – Political behaviour in organization - Factors creating political behaviour – Personality and Political Behaviour - Techniques of managing politics in organization – Impact of organizational politics.
- UNIT 8 Organizational Conflict Management: Stress Management: Meaning – Types – Sources and strategies resolve conflict – Consequences – Organizational conflict: Constructive and Destructive conflicts - Conflict Process - Strategies for encouraging constructive conflict - Strategies for resolving destructive conflict.

**BLOCK III: ORGANISATIONAL CLIMATE AND CULTURE**

- UNIT 9 Organizational Dynamics: Organizational Dynamics – Organizational Efficiency, Effectiveness and Excellence: Meaning and Approaches – Factors affecting the organizational Climate.

- UNIT 10 Organizational Culture: Meaning, significance – Theories – Organizational Climate – Creation, Maintenance and Change of Organizational Culture – Impact of organizational culture on strategies – Issues in Organizational Culture.
- UNIT 11 Inter personal Communication: Essentials, Networks, Communication technologies – Non-Verbal communications Barriers – Strategies to overcome the barriers. Behavioral Communication in organization - Uses to Business

#### **BLOCK IV: CHALLENGES AND ORGANISATIONAL DEVELOPMENT**

- UNIT 12 Organizational Change: Meaning, Nature and Causes of organizational change Organizational Change –Importance – Stability Vs Change – Proactive Vs. Reaction change – the change process – Resistance to change – Managing change.
- UNIT 13 Organizational Behaviour responses to Global and Cultural diversity, challenges at international level, Homogeneity and heterogeneity of National cultures, Differences between countries.
- UNIT 14 Organizational Development: Meaning, Nature and scope – Features of OD – OD Interventions- Role of OD – Problems and Process of OD – process OD and Process of Intervention - Challenges to OD- Learning Organizations - Organizational effectiveness Developing Gender sensitive workplace

#### **REFERENCES**

22. Fred Luthans, Organizational Behaviour, McGraw-Hill/Irwin, 2006.
23. Stephen P. Robbins, Organizational Behaviour, Prentice Hall; 2010
24. Keith Davis, Organizational Behavior: Human Behavior at Work, McGraw Hill, 2010
25. Griffin and Moorhead, Organizational Behavior: Managing People and Organizations, 2006.
26. Judith R. Gordon, Organizational Behavior: A Diagnostic, Prentice Hall, 2001.
27. K. Aswathappa, Organizational Behaviour, Himalaya Publishing, Mumbai, 2010
28. Judith R. Gordon, A Diagnostic Approach to Organizational Behaviour, Allyn & Bacon, 1993.

### **33113 - MANAGERIAL ECONOMICS**

#### **Objectives:**

- To understand the economic principles and its applications in business
- To develop economics based analytic skills for business
- To make the learners to strong in economical approach

#### **BLOCK I: BASICS OF MANGERIAL ECONOMICS**

- UNIT 1 Economics: Introduction – Meaning, nature and scope of Managerial Economics – General Foundations of managerial Economics – Economic Approach – Working of Economic system - Circular flow activities - Economics & Business Decisions - Relationship between Economic theory and Managerial Economics.
- UNIT 2 Business Decisions: Role of managerial Economics in Decision making – Decision making under Risk and Uncertainty - Concepts of Opportunity cost, - Production possibility curve – Incremental Concepts - Cardinal and Ordinal approaches to consumer Behaviour Time Value of Money –
- UNIT 3 Consumer Behaviour: Marginalism – Equilibrium and Equi-marginalism and their role in business decision making. – Equi-Marginal principles – Utility analysis – Total and Marginal Utility – Law of diminishing marginal utility – Marshallian approach and Indifference curve analysis.
- UNIT 4 Demand analysis: Meaning, Functions - Determinants of demand-Law of Demand – Demand Estimation and Forecasting - Applications of demand in analysis - Elasticity of Demand: Types, Measures and Role in Business Decisions.

#### **BLOCK II: DEMAND AND SUPPLY MANGEMENT**

- UNIT 5 Supply Analysis: Determinants of supply- Elasticity of Supply- Measures and Significance - Derivations of market demand – Demand Estimation and Forecasting- Demand and Supply equilibrium – Giffen Paradox
- UNIT 6 Production Functions: Managerial uses of production function - Cobb-Douglas and other production functions - Isoquants – Short run and long run production function – Theory of production – Empirical estimations of production functions.
- UNIT 7 Forms of Markets: Meaning and Characteristics - Market Equilibrium: Practical Importance, Market Equilibrium and Changes in Market Equilibrium. Pricing Functions: Market Structures - Pricing and output decisions under different competitive conditions: Monopoly Monopolistic completion and Oligopoly
- UNIT 8 Strategic Behaviour of the firms and Game Theory - Nash Equilibrium: Implications – Prisoner's Dilemma: Types of strategy – Price and Non price competition – Relation to the firm behaviour.

### **BLOCK III: COST AND BREAK FROM POINTS**

- UNIT 9 Cost and Return: Cost function and cost output relationship – Economics and Diseconomies of scale - Cost control and cost reduction- Cost Behaviour and Business Decision- Relevant costs for decision-making- Traditional and Modern theory of Cost.
- UNIT 10 New Product Penetrative Decision and Skimming the cream Pricing- Government control over pricing - Concept of Profit- Types and Theories of Profit by Knight (Uncertainty), Schumpeter (Innovation), Clark (Dynamic) and Hawley (Risk) - Profit maximization – Cost volume profit analysis – Risk and Return Relationship.
- UNIT 11 Profit and Investment Analysis: Meaning – Measurement of profit – Theories of Pricing- Profit planning and forecasting- Profit and Wealth maximization – Cost volume profit analysis – Investment analysis and Evaluation: IRR, NPV and APV techniques.

### **BLOCK IV: MACRO ECONOMICS AND REGULATIONS**

- UNIT 12 Macro-economic Factors: Nature, Importance ; Economic Growth and Development - Business cycle – Phases and Business Decision- Inflation - Factors causing Inflation and Deflation - Control measures – Balance of payment Trend and its implications in managerial decision.
- UNIT 13 National Income: Introduction Meaning – Theories – Methods of Measurement - Sectoral and Population distributions – Per capita Income: Definition – Calculations – Uses – Limitations – GDP – GNP - Recent developments in Indian Economy.
- UNIT 14 Economic Regulations of Business: Introduction – Antitrust theory and Regulations – The structure – Conduct – Performance paradigm – Concentration: Overview – Measuring concentration – Regulation of Externalities.

### **REFERENCES**

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38. Varshney and Maheswari, Managerial Economics, Sultan Chand and Sons.
39. Mehta P L, Managerial Economics, Sultan Chand and Sons.
40. Joel Dean, Managerial Economics, Prentice-Hall.

## **33114 - QUANTITATIVE TECHNIQUES**

### **Objectives:**

- To help develop analytical skills based on problem solving approach
- To learn quadrature problems solving of business issues.
- To acquire the knowledge in statistics and their use in business decision making.

### **BLOCK I: BASICS OF QUANTITATIVE TECHNIQUES**

- UNIT 1 Basic Quantitative Concepts: Place of quantitative analysis in the practice of management – Problem definition: Models and their development. Variables notion of Mathematical models – concept of trade off – Notion of constants – concept of Interest.
- UNIT 2 Basic Concept of differentiation – integration – Optimization concepts – use of differentiation for optimization of business problem Optimization Statistics: Meaning and Applications of Statistics in business decision making and research - Collection, Tabulation and presentation of data - Measures of central tendency: Mean, Median and Mode. Measures of dispersion
- UNIT 3 Variables and function: Linear and Non-linear –Graphical representation of functions and their applications in cost and revenue behavior. Slope and its relevance –Use of functional relationships to understand elasticity of demands, Relationship between costs and level of activity, Decisions on Minimizing Costs and Maximizing output/profits.
- UNIT 4 Linear Programming: Introduction to the linear programming – Concepts of optimization- Formulation of different types of linear programming –Standard form of LP problems - Importance and practical implementation in Industry

### **BLOCK II: LINEAR PROGRAMMING PROBLEMS**

- UNIT 5 Simple regression and Correlation analysis: Introduction, Correlation, Correlation analysis, linear regression analysis and Co-efficient. Duality and sensitivity analysis for decision-making- Solving LP using graphical and simplex method (only simple problems) – Interpreting the solution for decision-making
- UNIT 6 Special Algorithms of LPP: Transportation Algorithm - Balanced and Unbalanced Problem Formulation and solving methods: North West Corner, Vogel's Approximation-MODI method- Assignment and Travelling Executive Algorithms
- UNIT 7 Theory of Probability: Introduction to the Concept – Development of probability – Areas and Utilisation of probability theories in the Business – Sample space – terminology – Types of probability.
- UNIT 8 Theoretical Probability Distributions: Introduction - Concept of events – Probability of events – Joint, conditional and marginal probabilities Probability

distributions: Binomial, Poisson and Normal – Features and Applications – Use of Normal Tables.

### **BLOCK III: OPERATIONAL RESEARCH AND SIMULATION TECHNIQUES**

UNIT 9 Operational research for Decision Making: Historical background and Developments – Definition – Phases in the use of Operations research – Models – Characteristics of quantitative methods - Benefits and Limitations of Quantitative methods.

UNIT 10 Sequencing /Scheduling Methods : Concepts – terminology – Notations – Assumption for scheduling models – Job sequencing priorities – Processing the job and Mass production system.

UNIT 11 Simulation Techniques: Introduction to simulation as an aid to decision-making- Advantages and Disadvantages of Simulation – Applications of simulations models – Types: Inventory, Cash, and Project – Random Numbers.

### **BLOCK IV: QUERY AND DECISION TREE ANALYSIS**

UNIT 12 Queuing Theory: Introduction – Definition – Queue priorities Product launching problems using Monte Carlo simulation- Queuing Theory: M/M/1 queuing model and applications.

UNIT 13 Decision Analysis: Concepts – Definition – Decision Tables Pay-off and Loss tables – Expected value of pay-off – Expected value of Perfect Formation – decision making process

UNIT 14 Decision Tree Analysis: Decision making environments – Concept of Posterior probabilities Decision Tree approach to choose optimal course of action Criteria for decision – Mini-max, Maxi-max, Minimizing Maximal Regret and their applications.

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## **33115 - FINANCIAL AND MANAGEMENT ACCOUNTING**

### **Objectives:**

- To enable the students to learn basic accounting principles, concepts.
- To practice Financial and Management accounting applications
- To make the learners familiarize in managerial decision making.

### **BLOCK I: BASICS OF FINANCIAL AND MANAGEMENT ACCOUNTING**

- UNIT 1     Accounting: Definition – Accounting for historical function and managerial function - Types of Accounting- Management, Management and Cost accounting – Scope for Accounting-Manual Uses of Management accounting and Financial Accounting.
- UNIT 2     Accounting Concepts and Conventions – Accounting standards - Financial Accounting Definitions – Principles – Accounting standards - Double entry system of accounting: Accounting books – Preparation of journal and ledger, subsidiary books.
- UNIT 3     Preparation of Trial Balance – Errors and rectification – Classifications of capital and Revenue – Fixed Assets and Depreciation accounting – Preparation of Manufacturing accounting- Preparation of Final Accounts - Accounting from incomplete records – Statements of affairs methods
- UNIT 4     Conversion methods – Preparation of Trading, Profit & Loss Account and Balance Sheet from incomplete records – Depreciation methods - Straight line method, Written down value method, Sinking fund method.

### **BLOCK II: FINANCIAL RATIO ANALYSIS**

- UNIT 5     Financial Statement Analysis - Objectives - Reorganizing the Financial Statement information -Techniques of Financial Statement Analysis: Comparative Statements, Common – Size statement, Trend Percentage -
- UNIT 6     Management Statement Analysis: Management statements – Nature of management statements – Limitations of management statements – Analysis of interpretation -Types of analysis- Tools of analysis: Trend analysis, Common size statements and Comparative statements;
- UNIT 7     Accounting Ratios: Construction of balance sheet using ratios (problems) – Financial ratios – Types: Profitability ratios – Turnover ratios – Liquidity ratios – Proprietary ratios – Market earnings ratios- Uses and limitations of ratios - Dupont analysis.
- UNIT 8     Fund Flow Analysis: Need and meaning – Preparation of schedule of changes in working capital and the fund flow statement – Workings for                      Computation of various sources and uses - Preparation of Fund Flow Statement

### **BLOCK III: CASH FLOW ANALYSIS**

- UNIT 9 Cash flow Analysis: Meaning and importance Managerial uses of cash flow statement – Differences between fund flow and cash flow analysis - Uses and limitation of fund flow statement- Preparation of cash flow statement
- UNIT 10 Cost Accounting: Cost Accounting - Meaning - Distinction between Financial Accounting and Cost Accounting - Cost Terminology: Cost, Cost Centre, Cost Unit - Elements of Cost - Cost Sheet – Problems - Overhead Cost Allocations: Over and under Absorption. Job and Contract Costing,
- UNIT 11 Operating Costing: Material Cost Accounting, Perpetual Inventory Control, Inventory Valuation, EOQ, ABC Analysis, Setting of Reorder Level, Maximum Level, Minimum Level, Labour Cost Accounting, Remuneration and Incentive Schemes- Reconciliation of Financial and Cost Accounting

### **BLOCK IV: COSTING AND CAPITAL BUDGETING**

- UNIT 12 Marginal Costing: Definition – Difference between marginal costing and absorption costing – Break- even point Analysis - Contribution, p/v Ratio, margin of safety - Decision making under marginal costing system-key factor analysis, make or buy decisions, export decision, sales mix decision-Problems
- UNIT 13 Budgeting and Budgetary Control: Concept and Need for Budgeting- Classification of budgets – Preparation of Sales, Production, Material, Purchase and Cash Budgets –Budgetary control system – Mechanism – Master budget.
- UNIT 14 Capital Budgeting System: Importance – Methods of capital expenditure appraisal – Payback period method – ARR method – DCF methods – NPV and IRR methods – Their rationale – Capital rationing.

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### **33121- RESEARCH METHODS**

#### **Objectives:**

- To Understand the basic principles of research and design
- To practice the research process, tools and techniques
- To facilitate managerial decision making

#### **BLOCK I: FUNDAMENTALS OF RESEARCH**

- UNIT 1 Research Bases: Definition and applications of business research; Types of research –descriptive, exploratory, correlational, explanatory, quantitative, qualitative; Steps in the research process; establishing operational definitions
- UNIT 2 Research scope - Recent advancements in research. Distinction between Pure & Applied, Historical & Futuristic, Analytical & Synthetic, Descriptive & Prescriptive, Survey & Experimental and Case & Generic Researches
- UNIT 3 Planning of Research: Research problem – Identification, selection and formulation of research problem – Review of literature in the field of business - Identifying objectives of the research.
- UNIT 4 Economic management: Use in identifying Research Gaps and Techniques – Hypothesis – Meaning – Sources and Types of Hypothesis – Hypothesis Formulation for testing – Research design – Factors affecting research design – Evaluation of research design

#### **BLOCK II: SAMPLING AND ITS TYPES**

- UNIT 5 Variables construction for Hypothesis: Identifying variables - Constructing hypotheses – functions, characteristics, types of hypotheses - Significance of research in social sciences – Induction and deduction.
- UNIT 6 Sampling Design: Census method and sampling method for investigation – Principle of sampling – Essentials of a good sampling – sampling frame; Methods of sampling: Probability, non-probability, mixed sampling designs;
- UNIT 7 Construction of sampling for Finite and Infinite populations – Sample size determination– Calculations - Factors affecting the size of the sample – Biased sample – Sampling and non-sampling errors.
- UNIT 8 Sources and Collection of Data: Sources of data – Primary and secondary data – Modes of data collection – Observation: Types and Techniques –Interview: Types and conduct – Preparation for an interview – Effective interview techniques – Limitations of interview

#### **BLOCK III: TOOLS OF DATA COLLECTION**

- UNIT 9     Schedule: Meaning and kinds – Essentials of a good schedule – Procedure for the formulation of a schedule – Questionnaire: Meaning and types – Format of a good questionnaire– Schedules Vs. Questionnaires
- UNIT 10    Scaling techniques: Meaning, Importance, Types of measurement scales – Nominal, Ordinal, Interval, Ratio; Methods of their construction of Questionnaires or Schedules – Pre-testing of Data Collection Tools- Validity and Reliability – Methods.
- UNIT 11    Processing and Analysis of Data: Meaning – Importance – Process of data analysis – Editing – Coding – Tabulation – Diagrams – Univariate, Bivariate and Multi-variant analysis

**BLOCK IV: HYPOTHESIS AND REPORT WRITING**

- UNIT 12    Test of Significance: Fundamentals on Test Procedure- Testing for significance of Mean/Proportion and difference between Means/Proportions- F Test for Means and Chi-square test Contingency Table - Parametric Test: T test, F Test and Z test
- UNIT 13    Non-parametric Test: Concept and Types: Mann Whitney Test- Test, Kruskal Wallis, sign test. Multivariate analysis-factor, cluster, MDS, Discriminant analysis - The process of interpretation of Test Results– Guidelines for making valid interpretation

UNIT 14      Report Writing : Role and types of reports – Contents of research report – Steps involved in drafting reports – Principles of good report writing – Grammatical Quality – Language flow- Data Support- Diagrammatic Elucidation- References and Annotations – Clarity and Brevity of expressions- Features of a good Report- Criteria for evaluating research reports/ research findings.

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## 33122 - BUSINESS ENVIRONMENT

### Objectives:

- To understand the concepts and constituents of Business environment
- To know the environmental issues in the business context
- To analyze the changes in the global environmental relating to business

## BLOCK I: BASICS OF BUSINESS ENVIRONMENT

UNIT 1      Business Environment: Introduction: Concepts – Significance - Dynamic factors of environment – Importance of scanning the environment – Macro and Micro

Environment – Micro and Macro Economics to the business – Constituents of Business environment

- UNIT 2 Fundamental issues captured in PESTLE– Political, Economic, Socio-cultural, Technological, Legal and Ecological environment- Opportunities and Threats as environmental issues to address by Businesses.
- UNIT 3 Political Environment: Government and Business – Political Systems, Political Stability and Political Maturity as conditions of business growth - Role of Government in Business: Entrepreneurial, Catalytic, Competitive, Supportive, Regulative and Control functions
- UNIT 4 Government and Economic planning: Industrial policies and promotion schemes – Government policy and SSI – Interface between Government and public sector - Guidelines to the Industries – Industrial Development strategies; salient features, Role of public and private sectors, Comparative cost dynamics.

## **BLOCK II: ECONOMIC AND INTERNAL ENVIRONMENT**

- UNIT 5 Economic Environment: Phase of Economic Development and its impact- GDP Trend and distribution and Business Opportunities – capacity utilisation – Regional disparities and evaluation - Global Trade and investment environment.
- UNIT 6 Financial System and Business capital: Monetary and Fiscal policies - Financial Market structure – Money and Capital markets – Stock Exchanges and Its regulations – Industrial Finance - Types, Risk - Cost-Role of Banks; Industrial Financial Institutions - Role of Management Institutions
- UNIT 7 Role of Central Bank- Fiscal System: Government Budget and Taxation Measures- Fiscal Deficits and Inflation- FDI and collaboration –Foreign Capital tapping by businesses- Export-Import policy – Foreign Exchange and Business Development.
- UNIT 8 Labour Environment: Labour Legislation – Labour and social securities – Industrial Relations – Trade Unions – Workers participation in management – Exit Policy – Quality Circles.

## **BLOCK III: SOCIAL AND TECHNOLOGICAL ENVIRONMENT**

- UNIT 9 Social and Technological Environment: Societal Structure and Features- Entrepreneurial Society and its implications for business – Social and cultural factors and their implications for business- Technology Development Phase in the Economy as conditioner of Business Opportunities
- UNIT 10 Technology Environment: Technology Policy- Technology Trade and transfer- Technology Trends in India- Role of Information Technology – Clean

Technology. – Time lag in technology – Appropriate technology and Technology adoption- Impact of technology on globalization.

- UNIT 11 Legal and Ecological Environment: Legal Environment as the all-enveloping factor from inception, location, incorporation, conduct, expansion and closure of businesses – IDRA and Industrial licensing – Public, Private, Joint and Cooperative Sectors.

#### **BLOCK IV: NEW ECONOMIC POLICY AND LEGAL ENVIRONMENT**

- UNIT 12 Legal Aspects of Entering Primary and Secondary Capital Markets- Law on Patents- Law on Consumer Protection- Law on Environmental Protection- Need for Clean energy and Reduction of Carbon footprint.
- UNIT 13 New Economic Policy Environment in India: Liberalization, Privatization and Globalization (LPG): Efficiency Drive through Competition- Facets of Liberalization and impact on business growth
- UNIT 14 Aspects of Privatization and impact on business development– Globalization and Enhanced Opportunities and Threats – Extended competition in Input and Output Markets Role of WTO, IMF and World Bank in global economic development.

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## **33123 - BUSINESS LAWS**

### **Objectives:**

- To understand the legal structure and provision for running a business
- To learn various acts, enactments and amendments of mercantile law
- To know the various aspects of Business law for legal process.

### **BLOCK I: BASICS OF BUSINESS LAW**

- UNIT 1 Indian Contract Act 1872: Contract – Meaning – Essential elements – Nature and formation of contract: Nature, elements, Classifications of Contracts on the basis of Validity, Formation and Performance– offer and acceptance
- UNIT 2 Offer and Acceptance: Introduction – Proposal – acceptance – Communications of offer, Acceptance and Revocations – Offer and acceptance by Post.
- UNIT 3 Consideration: Definitions, Types of consideration – essentials of Consideration – Privity of Contracts: Exceptions – Capacity: Consent – Legality of object – Quasi contract Discharge of contract - Remedies for breach of contract – Quasi contracts.
- UNIT 4 Special Contracts: Contract of Indemnity and Guarantee – Bailment and Pledge – Law of Agency-Definition – Rights of Surety -Discharge of Surety – Bailment and Pledge: Introduction, Classifications, Duties and Rights of Bailer and Bailee – termination of Bailment -

### **BLOCK II: PARTNERSHIP AND COMPANY ACT**

- UNIT 5 Formation of contract under Sale of Goods Act, 1930: Contract of sale - Conditions and Warranties - Transfer of property - Performance of the contract: Essentials of valid tender performance, Performance reciprocal promise- Rights of an unpaid seller.
- UNIT 6 Laws on Carriage of Goods: Duties, Rights and Liabilities of Common Carriers under: (i) The Carriers Act, 1865. (ii) The Railways Act, 1989, (iii) The Carriage of Goods by Sea Act, 1925, (iv) The Carriage by Air Act, 1972 and (v) The Carriage By Road Act, 2007
- UNIT 7 Negotiable Instruments Act, 1881: Negotiable Instruments: Features – Types- Parties – Material alteration – Parties to negotiable instruments – Presentations of negotiable instrument.
- UNIT 8 Insurance: Definition and sources of Law – Judicial set up in India — Insurance as a contract -History of Insurance Legislation in India - Legal principles - Fundamental Principles of Life Insurance Fire Insurance and Marine Insurance.

### **BLOCK III: IIPR AND IT**



- UNIT 9 Indian Partnership Act, 1932: Meaning and test of partnership – registration of firms Life Insurance Corporation Act 1956 – General Insurance Business Nationalization Act 1973.
- UNIT 10 Partners Relations: Introduction – Eligibility to be a partner – Registration of change in partner – Limited Liabilities of partnership - Dissolution of firms - Characteristics – Kinds – Incorporation of Companies – Memorandum of Association – Articles of Association
- UNIT 11 Companies Act 1956: Nature and kinds of companies – Prospectus – Disclosure Needs - Management and Administration – Director – Appointment, Powers and Duties

#### **BLOCK IV: MSME**

- UNIT 12 Formation of a Company : Introduction – process - Minutes and Resolutions – E-Filing of documents under Ministry of Corporate Affairs (MCA) 21- Management of companies –Meetings- Types- Requirements -AGM and EGM – Board Meeting
- UNIT 13 Law of Information Technology: Introduction – Rationale behind IT act 2000 – Information technology Act 2000: Scheme of the IT Act 2000: Digital signature: attribution; Acknowledgement and dispatch of Electronics Record – Regulation certifying authorities.
- UNIT 14 Protection of minority interest: Introduction - Methods of Winding-up - The Right to Information Act, 2005 Right to know, Salient features of the Act, obligation of public Authority, Designation of Public Information officer, Request for obtaining information,

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## **33124 - MANAGEMENT INFORMATION SYSTEM**

### **Objectives:**

- To learn the principles of Management Information System for organizations
- To understand the uses , function of application MIS in organization
- To analyze the scope of MIS for business organizations

### **BLOCK I: BASICS OF MIS**

- UNIT 1 Foundations of Information System: Information system: Meaning, Role – System concepts – Organization as a system – Components of Information system – Various activities of IS and Types of IS
- UNIT 2 Information System: Concepts of Information System and Management information systems design and development-Implementation testing and conversion- Evolution and element of MIS
- UNIT 3 MIS : Definition – Characteristics and basic requirements of MIS – Structure of MIS- Approaches to MIS development- Computerized MIS- Pre-requisites of an effective MIS- Limitations of MIS.
- UNIT 4 MIS and Decision support System (DSS): MIS Vs. data processing – MIS and decision support system – MIS and information resource management – DSS and AI – Overview of AI - DSS models and software.

### **BLOCK II: COMMUNICATION USAGE OF MIS**

- UNIT 5 MIS and Operations Research- Executive information and Decision support systems – Artificial intelligence and expert system – Merits and De Merits – Pitfalls in MIS.
- UNIT 6 MIS in Indian organizations – Recent developments in information technology - Installation of Management Information & Control System in Indian organization
- UNIT 7 Computers and Communication: Information technology and Global integration –On-line information services – Electronic bulletin board systems – The internet, electronic mail, interactive video
- UNIT 8 Communication Channels: Advantages disadvantages – Communication networks – Local area networks – Wide area networks – Video conferencing- Relevance to MIS- Usage in Business process.

### **BLOCK III: MIS FUNCTIONS AND FEATURES**

- UNIT 9 Functional Information systems: MIS for Research Production - MIS for Marketing - MIS for Personnel - MIS for Finance - MIS for Inventory- MIS for Logistics- MIS for Product Development- MIS for Market Development.

- UNIT 10 Client/ Server Computing: Communication servers – Digital networks – Electronic data interchange and its applications - Enterprise resource planning systems (ERP Systems) – Inter-organizational information systems – Value added networks – Networking.
- UNIT 11 Electronic Commerce and Internet: E-Commerce bases – E-Commerce and Internet – M-Commerce- Electronic Data Inter-change (EDI) - Applications of internet and website management - Types of Social Media - uses of social media in business organization

#### **BLOCK IV: COMPUTER SYSTEMS AND ETHICAL CHALLENGES OF MIS**

- UNIT 12 Computer System and Resources: Computers systems: Types and Types of computer system processing - Secondary storage media and devices – Input and output devices – Hardware standards – Other acquisition issues.
- UNIT 13 Managing Information Technology: Managing Information Resources and technologies – IS architecture and management - Centralized, Decentralized and Distributed - EDI, Supply chain management & Global Information technology Management.
- UNIT 14 Security and Ethical Challenges: IS controls - facility control and procedural control - Risks to online operations - Denial of service, spoofing - Ethics for IS professional - Societal challenges of Information technology

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## **33125 - HUMAN RESOURCE MANAGEMENT**

### **Objectives:**

- To understand the concepts and methods and techniques of Human Resource Management
- To know the Human resource management theories and real time practices
- To identify the contemporary issues in human resource management

### **BLOCK I: BASICS OF HUMAN RESOURCE MANAGEMENT**

- UNIT 1: Introduction to Human Resource Management: Concept, Definition, Objectives, Nature and Scope of HRM - Functions of HRM – Evolution of human resource management - Role and structure of Human Resource Function in organizations- Challenges in Human Resource Management
- UNIT 2 Human Resource Management Approaches: Phases of human resource Management- The importance of the human factor – Competitive challenges of HRM – HRM Models – Roles and responsibilities of HR department.
- UNIT 3 Human Resource Planning: Personnel Policy - Characteristics - Role of human resource manager – Human resource policies – Need, Scope and Process – Job analysis – Job description – Job specification- Succession Planning.
- UNIT 4 Recruitment and Selection Process: Employment planning and forecasting Sources of recruitment- internal Vs. External; Domestic Vs. Global sources- Selection process Building employee commitment : Promotion from within - Sources, Developing and Using application forms – IT and recruiting on the internet.

### **BLOCK II: RECRUITMENT & SELECTION**

- UNIT 5 Employee Testing & selection : Selection process, basic testing concepts, types of test, work samples & simulation, selection techniques, interview, common interviewing mistakes, Designing & conducting the effective interview, small business applications, computer aided interview.
- UNIT 6 Training and Development: Orientation & Training: Orienting the employees, the training process, need analysis, Training techniques, special purpose training, Training via the internet. - Need Assessment - Training methods for Operatives and Supervisors
- UNIT 7 Executive Development: Need and Programs - Computer applications in human resource management – Human resource accounting and audit. On-the - job and off-the-job Development techniques using HR to build a responsive organization
- UNIT 8 Employee Compensation : Wages and Salary Administration – Bonus – Incentives – Fringe Benefits –Flexi systems - and Employee Benefits, Health and Social Security Measures,

### **BLOCK III: EMPLOYEES APPRAISALS**

- UNIT 9 Employee Retention: Need and Problems of Employees – various retention methods– Implication of job change. The control process – Importance – Methods – Employment retention strategies for production and services industry
- UNIT 10 Appraising and Improving Performance: Performance Appraisal Programs, Processes and Methods, Job Evaluation, Managing Compensation, Incentives Performance appraisal: Methods - Problem and solutions - MBO approach - The appraisal interviews - Performance appraisal in practice.
- UNIT 11 Managing careers: Career planning and development - Managing promotions and transfers - Sweat Equity- Job evaluation systems – Promotion – Demotions – Transfers- Labour Attrition: Causes and Consequences

#### **BLOCK IV: APPRAISAL AND TRAIL UNION**

- UNIT 12 Employee Welfare, Separation: Welfare and safety – Accident prevention – Employee Grievances and their Redressal – Industrial Relations - Statutory benefits - non-statutory (voluntary) benefits – Insurance benefits - retirement benefits and other welfare measures to build employee commitment
- UNIT 13 Industrial relations and collective bargaining: Trade unions – Collective bargaining - future of trade unionism - Discipline administration - grievances handling - managing dismissals and workers Participation in Management- Separation: Need and Methods.
- UNIT 14 Human Resource Information System- Personnel Records/ Reports- e-Record on Employees – Personnel research and personnel audit – Objectives – Scope and importance.

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### **33131- MARKETING MANAGEMENT**

#### **Objectives:**

- To help the learners understand markets, consumers and marketing principles.
- To understand the buyer behaviour and influencing factors
- To learn marketing plan, pricing, promotion and distribution in global context

#### **BLOCK I: BASICS OF MARKETING MANAGEMENT**

- UNIT 1 Introduction to Marketing: Meaning and Scope of Marketing; Marketing Philosophies; Marketing Management Process-an overview; Modern Marketing Concept: Social marketing concept – Approaches to the study of marketing.
- UNIT 2 Marketing segmentation: Meaning – Bases for segmentation, benefits – Systems approach - Four Ps of Product and Seven Ps Service marketing mix and Extensions- Targeting and Positioning - meaning and importance.
- UNIT 3 Marketing Environment: Internal and External and Demographic factors – Adopting marketing to new liberalized and globalized economy – Digitalization – Customization and E business settings.
- UNIT 4 Consumer Behaviour : Meaning and importance – Consumer buying process – Determinants and Theories of consumer behaviour – Psychological, sociological determinants – Theories and their relevance to marketing-

#### **BLOCK II: MARKETING RESEARCH AND PROCESS**

- UNIT 5 Marketing Research: Procedure. Meaning – Objectives – Process- Demand Forecasting- Marketing Information System – Strategic marketing plan and organization – Changing marketing practices.
- UNIT 6 Product Mix Management: Product planning and development – Meaning and process – Test marketing – Product failures – Product line management: Practices – Implications and Strategies for current market condition.
- UNIT 7 Product life cycles: Meaning and Stages – Strategies – Managing PLC- Product-Market Integration: Strategies – Product positioning – Diversification – Product line simplification – Planned obsolescence – Branding Policies and Strategies – Packing.
- UNIT 8 Price Mix Management: Pricing and pricing policies – Objectives – Procedures – Bases for and Methods of price fixing. Cases for Free Pricing, Administered and Regulated pricing – Pricing and product life cycle

#### **BLOCK III: DISTRIBUTION MIX**

- UNIT 9 Physical Distribution Mix: Types of physical Distribution - Importance of Physical Distribution- Distribution channel policy – Logistics Decisions – Methods – Strategic alliance for Logistic cost reduction.
- UNIT 10 Marketing Channel system: Marketing channel decisions: Choice considerations– Managing Conflict and Cooperation in channels – Middlemen functions- Modern Trends in Retailing- Malls and Online.

- UNIT 11 Promotional Mix: Personal selling Vs. impersonal selling – Personal selling – Process – Steps in selling – Management of sales force – Recruitment and selection – Training – Compensation plans – Evaluation of performance

**BLOCK IV: ADVERTISING AND COMPETITOR ANALYSIS**

- UNIT 12 Integrated marketing communication Process: Advertising and sales promotion – Online Sales promotional activities – Public relationships – Direct marketing: Meaning, Nature, Growth and Channels.
- UNIT 13 Advertising: Importance – Objectives – Media planning and selection – Factors influencing selection – Advertisement copy – Layout – Evaluation of advertising – Advertising budget – Sales promotion – Methods and practices.
- UNIT 14 Competitor analyses: Identifying and analyzing the competitors – Types of Competitors – Competitive strategies framing for leaders, challengers, followers and nichers. Customer relationship marketing: Customer data base, Data ware housing and data mining

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## **33132 - FINANCIAL MANAGEMENT**

### **Objectives:**

- To help the students to know the basic concepts of financial management
- To understand capital structure, dividend policy and working capital management.
- To learn the various concepts of financial management along with applications

### **BLOCK I: BASICS OF FINANCIAL MANAGEMENT**

- UNIT 1 Introduction: Financial management: objectives - Concept, nature, evaluation and significance – Finance Functions: Managerial and operative – Role of Financial management in the organization – Indian Financial system.
- UNIT 2 Financial System: Legal and Regulatory frame work – Financial Functions: Meaning and scope – Finance and Tax Management Nexus- Tax Avoidance and Tax evasion- Tax incentive and business decisions.
- UNIT 3 Investment Function: Meaning and scope - Time value of Money concepts and applications –Risk return relationship - Dividend function – Risk return trade off – Management planning- Global management environment
- UNIT 4 Long-term Capital Resources: Equity and debt sources – Equity share, preference shares – types of preference share - debentures – types - sources of long-term capital.

### **BLOCK II: CAPITAL STRUCTURE**

- UNIT 5 Capital Issues: Meaning, Nature, Purpose – Roles and Guidelines of SEBI in capital issues- Bridge finance, loan syndication, Book building – Borrowings from the term lending institutions and International capital market- Tax considerations in financing decision areas.
- UNIT 6 Cost of Capital : Concept of cost of capital- Cost of debt, equity, preference share capital, retaining earning - Weighted average cost: EBIT –EPS Analysis- Tax, Capital structure and Value nexus - Computation of overall cost of capital – Tax and cost of capital.
- UNIT 7 Capital structure: Determinates - Concept and Types- Optimum capital structure – Theories of capital structure – Net income and net operative income approach – M.M. Approach – Traditional theory – Their assumptions – Significance and limitations – Management leverage operating leverage – Combined leverage.
- UNIT 8 Capital budgeting: Meaning, Nature and Types of Capital Investment- Methods of appraisal under certainty conditions: PBP, ARR, IRR and NPV techniques - Basic and International capital budgeting.

### **BLOCK III: SOURCES OF FINANCE**

- UNIT 9 Uncertainty and Risk models: Simulation Analysis- Sensitivity analysis- Decision tree analysis- Certainty equivalent and risk-adjusted return measures-



Tax considerations in Investment Decisions Cost of capital and Investment Decisions.

UNIT 10 Working Capital Management: Definitions and Objectives - Concept and types – Determinants – Financing approaches – Conservative approaches - Sources of working capital finance Factors affecting working capital requirements- Working capital financing by commercial banks – Types of assistance

UNIT 11 Inventories and receivables Management under conditions of certainty and uncertainty – Operating cycle – Planning of funds through the management of assets – Various techniques used.

#### **BLOCK IV: WORKINGCAPITAL AND DIVIDEND POLICY**

UNIT 12 Cash and liquidity management: Credit Management and evaluation alternative credit variables Methods and Functions- Tax considerations in Remittances and Purchases.

UNIT 13 Dividend Theories: Valuation under Gordon and Walter theories – Dividend irrelevance under M.M. Theory – Assumptions – Limitations - Implications and contributions of theories in financial decision making process.

UNIT 14 Dividend Policy: Types – Share valuation practices – Factors affecting dividend decision – Tax considerations in dividend decision when tax is levied at the hands of companies and recipients.

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### **33133 - LABOUR AND INDUSTRIAL LAWS**

#### **Objectives:**

- To Identify of corporate environment and uncertain conditions
- To know Existence of Independent Management units

#### **BLOCK I: BASICS OF LABOUR AND INDUSTRIAL LAWS**

UNIT 1      Factories Act, 1948: Provisions relating to health, safety, welfare, working hours, leave etc. of workers approval

UNIT 2      Licensing and registration of factories – Manager and occupier – Their obligations under the Act – Powers of the authorities under the Act – Penalty provisions.

##### **UNIT 3      *Workmen's Compensation Act, 1923***

Employer's liability for compensation – Amount of compensation method of calculating wages; review; distribution of compensation – Notice and claims –

UNIT 4      Statements regarding facts, accidents – Medical examination – Remedies of employer against stranger – Returns as to compensation – Commission for workmen's compensation.

#### **BLOCK II: INDUSTRIAL AND INSURANCE ACT**

UNIT 5:      Industrial Dispute Act, 1947  
Industrial disputes – Authorities of settlement of industrial disputes – Reference of industrial disputes – Procedures; power and duties of authorities – settlement and strikes – Lock-outs – Lay-off

UNIT 6      Retrenchment – Transfer and Closure – Unfair labour practices – Miscellaneous provision offences by companies – Conditions of service to remain unchanged under certain circumstances, etc

UNIT 7      Employee's State Insurance Act, 1948  
Registration of Factories and Establishments – The Employee's State Insurance Corporation – Standing Committee and Medical Benefit Council – Provisions relating to contributions

UNIT 8      Inspectors – Their functions and disputes and claims – Offences and penalties – Miscellaneous provisions.

#### **BLOCK III: GRATUITY AND APPOINTMENT OF INSPECTORS**

UNIT 9      Employee's Provident Fund and Miscellaneous Provisions Act, 1952: Employee Provident Fund and other schemes – Determination and recovery of money due from employer

UNIT 10      Appointment of Inspectors and their duties – Provisions relating to transfer of accounts and liability in case of transfer of establishment – Exemption under the Act – Court's power under the Act.

UNIT 11      Payment of Gratuity Act, 1972: Payment of Gratuity – Exemption – Nomination – Determination and recovery of the amount of gratuity.  
Payment of Wages Act, 1936: Object – Definitions – Rules for payment of wages – Deductions from wages – Maintenance of registers and records.

#### **BLOCK IV: BONUS ACT AND UNION ACT**

UNIT 12      Trade Union Act, 1926: Registration of Trade Unions – Rights and liabilities of trade unions – Procedure – Penalties.

UNIT 13      Payment of Bonus Act, 1965: Computation of available surplus calculation of direct tax payable by the employer – Eligibility for bonus and payment of bonus – Deduction from bonus payable

UNIT 14      Adjustment of customary or interim bonus payable – Set on and set off allocable surplus – Presumption about accuracy of balance sheet and profit and loss account.

#### **REFERENCE BOOKS :**

1. Kapoor N D, Industrial Law.
2. Shukla M C, Mercantile Law.
3. Kalra and Batra, Industrial Law.

## **33134 - SECURITIES LAWS AND FINANCIAL MARKETS**

### **Objectives:**

- To know securities laws and financial market
- To understand the features and other factor financial markets

### **BLOCK I: BASICS OF SECURITIES LAW AND FINANCIAL SYSTEMS**

- UNIT 1: An Overview of Financial System-Constituents of financial system, significance, development and growth of financial and capital markets in India – Financial reforms and present scenario
- UNIT 2 Regulatory authorities governing financial and capital market
- UNIT 3 An introduction- meaning and significance of capital market – Capital market vis-à-vis money market.
- UNIT 4 Market players – Investors and companies – Securities laws/regulatory framework governing Indian capital market – SEBI – Role and powers

### **BLOCK II: FINANCIAL INSTRUMENTS**

- UNIT 5 Role and functions of depository – Depository participants – An overview of international capital market.
- UNIT 6 Financial Instruments-Capital market instruments – Equity, preference shares, debentures, sweat equity shares, non-voting shares – New instruments of capital market
- UNIT 7 Pure, hybrid and derivatives, global depository receipts, American depository receipts, money market instruments, treasury bills, commercial bills, certificate of deposits – Credit Rating and Evaluation of Risk
- UNIT 8 Concepts, scope and significance – Benefits to investors – regulatory framework – Credit rating agencies in India; their processes

### **BLOCK III: MARKET AND INTERMEDIARIES**

- UNIT 9 Rating methodologies for various instruments – Evaluation of risk.
- UNIT 10 Primary Market-Meaning significance and scope – Developments in primary market – Various agencies and institutions involved in primary market
- UNIT 11 Role of intermediaries – Merchant bankers, registrars, underwriters, bankers to issue, portfolio managers – Debenture -Trustees – Their rules, regulations and code of conduct framed by SEBI.

### **BLOCK IV: MUTUAL FUNDS, SEBI ; NSB**

- UNIT 12      Secondary Market-Meaning, significance, functions and scope of secondary market – Functions and significance of stock exchanges; their regulatory framework and control
- UNIT 13      Secondary market intermediaries – Stock brokers, sub-brokers, advisors, their rules, regulations and code of conduct framed by SEBI, Electronic trading in securities.
- UNIT 14      Mutual Funds-Introduction – Definition – Types – Risks involved – performance evaluation – SEBI and RBI regulations for mutual funds.

REFERENCE BOOKS:

1.      Balakrishnan&Narta S S, Securities Market in India.
2.      Machiraju H R, Merchant Banking.
3.      Gordon & Natarajan, Financial Services.
4.      ICSI Study Material, Securities Laws and Regulation of Financial Markets.

## 33135 - INDIRECT TAXES

### Objectives:

- To Identify the concept of Indirect taxes and other risk
- To analysis the application of various provision relating to Indirect Tax

### BLOCK I: BASICS OF INDIRECT TAXES

Government revenues – role of indirect taxation - Merits and demerits of indirect taxation

UNIT 2 Reforms in indirect taxation – Meaning of Central Excise - Nature of levy of excise duty - Bases of excise duty - Kinds of excise duty

UNIT 3 Administrative set up of Excise department - Central Excise Tariff Act, 1985 - Manufacture and manufacturer - Excisable goods.

UNIT 4 Valuation of excisable goods - Essentials - Excise duty based on MRP - Registration - Procedure for registration

### BLOCK II: MODVAT AND CENVAT

UNIT 5 Amendments to certificate of registration – Clearance of excisable goods – Types – records.

UNIT 6 Value Added Tax – objectives – VAT in India – Advantages – CENVAT – objectives and scope – Method of availing CENVAT benefit – advantages

UNIT 7 MODVAT and CENVAT -Difference– – Service Tax – levy and collection – applicability

UNIT 8 Service tax for management services and Professional services – Tax Planning in Excise.

### BLOCK III: CUSTOMS ACT

UNIT 9 Service Tax: Levy and collection – Applicability – Service tax for management services and professional services – Tax planning in excise and service tax.

UNIT 10 The Customs Laws-Objectives – Scope – Levy and collection of customs duty - Types of customs duty - Prohibition of importation and exportation of goods –

UNIT 11 Special business for detection and prevention of illegal import and export. - Valuation of goods under Customs Act - Warehousing of goods- Customs duty drawback - Tax planning in customs.

### BLOCK IV: CST AND LAWS

- UNIT 12      Sales Tax Laws Objectives and Scope – Levy and collection of CST - Inter-State sale and Intra-State sale - Sale in the course of export/ import
- UNIT 13      Penultimate sale - Registration of dealers - Registration procedure - Taxable turnover - Rate of tax - Goods of special importance
- UNIT 14      various forms used in CST Act - Tax planning under CST

**REFERENCE BOOKS:**

1. Jain R K, Central Excise Manual, Central Publications, New Delhi.
2. Bhatnagar SP, Customs Law and Procedure, Centax Publications, New Delhi.
3. Donakia, Central Sales Tax, Bharat Law Book House, New Delhi.
4. Balachandran V, Indirect Taxation, Sultan Chand & Sons, New Delhi.
5. Datey V S, Indirect Taxes, Taxmann Publications, New Delhi.
6. Arvid P Dattar, Central Excise Law and Practice, WadwaPubl, New Delhi.
7. Ragunathan, Central Excise Law and Procedures, CentaxPubl, New Delhi.

## **33141 - COMPANY SECRETARIAL PRACTICE**

### **Objectives:**

- To know the concept of Corporate Secretaryship practices
- To understand the company secretaryship practices issues , challenges

### **BLOCK I: BASICS OF COMPANY SECRETARIAL PRACTICE**

UNIT1	Incorporations And Conversion Of Companies - Procedure for incorporation of Private / Public Ltd. Companies - Commencement of business
UNIT 2	Issue of certificate of incorporation and Commencement of business - Specimen resolutions.
UNIT3 shares -	Share Capital, Transfer and Transmission - Procedure for allotment of Issue of share certificates and share warrants
UNIT 4	Procedures relating to transfer of shares and transmission –Forfeiture of shares - Checklists and specimen resolutions.

### **BLOCK II: COMPANY MEETINGS AND PROCEDURE**

UNIT 5	Company Management - Procedures for the appointment - Re-appointment - Removal of directors including managing and
UNIT 6	Whole-time directors, managers, company auditors and sole selling agents - Specimen resolutions.
UNIT 7	Company Meetings - Calling and conducting meetings of Board, its committees, shareholders and others
UNIT 8 and	Post meeting formalities including writing of minutes - Specimen notices resolutions

### **BLOCK III: INCOME AND EXPENDITURE STATEMENT AND BALANCE SHEET**

UNIT 9	Directors responsibility statement and compliance certificate.
UNIT 10	Accounts and Audit - Preparation of Balance Sheet – Profit and Loss Account
UNIT 11	Income and Expenditure statement – Auditor’s report – Director’s report



## **BLOCK IV: WINDING UP COURT AND RESOLUTIONS**

UNIT 12 Maintenance of books of accounts – Statutory registers and returns.

UNIT 13 Winding up - Procedures for various modes of winding up – Members and creditors voluntary winding up

UNIT 14 Compulsory winding up by Court – Specimen resolutions.

### **REFERENCE BOOKS:**

1. Tandon B.N, A Manual on Secretarial Practice.
2. Shanbhogue K.V, Company Law Procedures.
3. Ghosh P.K & Balachandran.V, Company Secretarial Practice.
4. Pattenshetti & Reddy P.R, Company Secretarial Practice.

## 33142 - CORPORATE RESTRUCTURING: LAW & PRACTICE

### Objectives:

- To know the concept of corporate restructuring law & practice
- To analysis of corporate restructuring: law & practice

### **BLOCK I: BASICS OF CORPORATE RESTRUCTURING: LAW & PRACTICE**

- UNIT 1 Introduction - Meaning of corporate restructuring - Need, scope and modes of restructuring - Global scenario
- UNIT 2 National scenario – Strategic planning - Competitive advantage and core competence - Strategy formulation
- UNIT 3 Routes for executing strategy - Start up, mergers, acquisitions, takeovers, disinvestments and strategic alliances.
- UNIT 4 Mergers And Amalgamations-Concept need and reasons - Legal aspects - Procedural aspects relating to commencing of meetings and presentation of petition is including documentation.

### **BLOCK II: CORPORATE DEMERGES AND PAYMENTS**

- UNIT5 Securities Takeovers- Meaning and concept - Types of takeovers - Legal aspects - and Exchange Board of India takeover regulations
- UNIT 6 Takeover Code - Procedural aspects - Economic aspects - Financial aspects
- UNIT 7 Payment of consideration - Bail out takeovers - Takeover of sick units.
- UNIT 8 Corporate Demergers/ Splits and Divisions and Post Merger Re-Organisation - Difference between demergers and reconstruction modes of demerger

### **BLOCK III: MERGER AND ACQUISITION**

- UNIT 9 By agreement, under scheme of arrangement, by voluntary winding up
- UNIT 10 Tax aspects - Tax reliefs - Indian scenario - Reverse mergers.
- UNIT 11 Post Merger - Re-organisation - Accomplishment of objectives - Criteria of success - Profitability - Gains to post merger valuation

### **BLOCK IV: GOVERNMENT'S GUIDELINES**

UNIT 12 Measuring post-merger efficiency - Factors in post-merger re-organisation.

UNIT 13 Financial Restructuring - Buy-back of shares - Concept and necessity- Securities and Exchange Board of India guidelines

UNIT 14 Government's guidelines - Procedure and practice for buy-back of shares.

#### REFERENCE BOOKS:

1. Fred Weston J, Kwang S Chng& Susan E Hoag, Merger, Restructuring and Corporate Control.
2. Verma J C, Corporate Mergers, Amalgamations and Takeovers.
3. Machiraju H R, Merchant Banking.
4. BrojendraNath Banerjee, Company Takeover.
5. ICSI Study Material, Corporate Restructuring: Law and Practice.

## 33143 - DRAFTING AND CONVEYANCING

### Objectives:

- To know the concept of Corporate Drafting
- To understand in corporate conveyancing

### BLOCK I: BASICS OF DRAFTING AND CONVEYANCING

**UNIT 1**      **General Principles of Drafting: Rules for drafting - Use of appropriate words and expressions - Aids to clarity and accuracy - Legal implications and requirements**

**UNIT 2**      **General Principles of Conveyancing: Meaning - Basic requirements of deeds of transfers - Description of deed, practices, recitals testatum**

**UNIT 3**      **Consideration of operative words - Exceptions and reservations - Habendum - Testimonium - Signature and attestation - Endorsement and supplement deeds.**

**UNIT 4**      **Drafting of Orders and Contracts**

### BLOCK II: MORTGAGE DEEDS

**UNIT 5**      **Drafting Orders: Appointment orders - Suspension orders - Order of dismissal and discharge - Charge sheets - Apprenticeship agreements.**

**UNIT 6**      **Drafting of Contracts: Agreements to sell/ purchase - Dealership contracts - Building contracts - Agency contracts - Collaboration agreements - Arbitration agreements**

**UNIT 7**      **Deeds of Mortgages, Charges and Pledges**

**UNIT 8**      **Different types of mortgage deeds - Deeds of further charge in mortgaged property - Mortgage by deposit of title deeds - Deeds of floating charges - Deeds of appointment of receiver - Other charges - Memorandum of pledge of movables.**

### BLOCK III: DRAFTING DOCUMENTS

**UNIT 9**      **Deed of Assignment      Business debts - Shares in a company - Policies in insurance**

**UNIT 10**      **Patents, trademarks, copyrights - Business and goodwill and other rights and interests - Deed of exchange and gift deeds.**

**UNIT 11**      **Drafting of other Documents, Petitions and Applications**

### BLOCK IV: REVOCABLE – IRREVOCABLE – PARTICULAR AUTHORITY

- UNIT 12      Drafting of applications and petitions to public financial institutions, appellate authorities under taxation and other corporate legislations.
- UNIT 13      Deeds of Power of Attorney
- UNIT 14      Revocable - Irrevocable - General and Particular letters of authority - Appeals, writ petitions, special leave petition - Revision and review applications, affidavits.

**REFERENCE BOOKS:**

1. Bahl&Nagarnaiya, Business Communication.
2. Sharma R C & Krishna Mohan, Business Correspondence and Report Writing.
3. ICSI Study Material, secretarial Practice relating to Economic Laws.

## 33144 - ECONOMIC LEGISLATIONS

### Objectives:

- To know the concept of Economic Legislations
- To analysis as tasks of economic Legislations

### **BLOCK I: BASICS OF ECONOMIC LEGISLATIONS**

UNIT1 Industries (Development and Regulation) Act- Objects and definitions - An overview of current industrial policy; regulatory mechanism

UNIT 2 Registration and licensing of industrial undertakings, government agencies, exemption from licensing provisions - Substantial expansion - Investigation - Offences and penalties - Miscellaneous provisions

UNIT 3 Small scale and ancillary units - Policy and procedure for setting up SSI - An overview of infrastructure

UNIT 4 Fiscal and other support schemes far SSI – Setting up units in FTZ and 100% EOUS - Policy and procedure.

### **BLOCK II: FEMA & FERA**

UNIT 5 Competition Law - Definitions – Anti-Competitive agreements – Prohibition of abuse of dominant position – Combinations – Competition Commission of India

UNIT 6 Inquiry into certain agreements and dominant position – Inquiry into combination by commission – Procedure of inquiry on complaints u/s 19 – Power to grant interim relief power to award compensation

UNIT 7 Execution of orders of commission – Appeal – Duties of Director – General penalties – Competition advocacy.

UNIT 8 Foreign Exchange Management Regulation Act -Objectives and definitions under FEMA - Dealings in foreign exchange - Holding of foreign exchange etc.

### **BLOCK III: WATER POLLUTION CONTROL**

UNIT 9 Current account transactions, capital account transactions - Export of goods and services realization and repatriation of foreign exchange

UNIT 10 Exemptions authorised person - Penalties and enforcement - Compounding of offences - Directorate of enforcement - Appellate Tribunal etc.

UNIT 11 Pollution Control Water: Water and Environment (Protection) Law - Various Boards and their functions and powers; duties of occupier of specified industries to ensure adherence to standards; offences by companies.

#### **BLOCK IV: CONSUMER PROTECTION ACT**

UNIT 12 Air Pollution: Concept of sustainable development, Government policy regarding environment - Salient features of the Air (Prevention and Control of; Pollution) Law.

UNIT 13 Environmental Protection Legal and regulatory framework - procedures for obtaining various environment clearances - Role and functions of Environment Tribunal / Authority - Appearance before Environment Tribunal / Authority - Environment Audit.

UNIT 14 Consumer Protection Act -Genesis of the law - Objects and definitions - Rights of consumers under the Consumer Protection Act - Nature and scope of remedies – Consumer Protection - Appearance before Consumer Dispute Redressal Forums.

#### **REFERENCE BOOKS:**

1. Gushan& Kapoor, Economic and Other Legislations.
2. Taxmann Publication, Corporate Laws.
3. ICSI Study Material on Economic Laws.
4. Bare Acts.

## **33145 - SECRETARIAL AND MANAGEMENT AUDIT**

### **Objectives:**

- To Know the basic concept of Secretarial and Management Audit
- To understand the functioning and features of managerial audit

### **BLOCK I: BASICS OF SECRETARIAL AND MANAGEMENT AUDIT**

- UNIT 1      Company Secretary in Practice: Various recognitions and areas of practice – Advisory services rendered – Challenges before the profession
- UNIT 2      Professional standards and code of conduct – Exploring new horizons.
- UNIT 3      Secretarial Audit: Need, objectives and scope – Periodicity and format for secretarial audit report
- UNIT 4      Appointment, duties and powers of secretarial auditor – Check-list/ Worksheet for secretarial audit under various corporate laws and covenants of loan agreements entered into with financial institutions.

### **BLOCK II: SECURITIES AUDIT**

- UNIT 5      Search / Status Reports: Preparation of search and status reports from Registrar of Companies records for banks and financial institutions
- UNIT 6      Scope and importance – Verification of documents relating to charges – Requirements of various financial institutions and other corporate lenders
- UNIT 7      Secretarial standards – Compliance certificate.
- UNIT 8      Securities Audit: Meaning, need and scope – Ensuring proper compliance of provisions relating to issue and transfer of securities

### **BLOCK III: SYSTEMS AND MANAGEMENT AUDIT**

- UNIT 9      Preventing fraudulent and unfair trade practices including Securities and Exchange Board of India regulations framed thereon – Protecting the interest of investors.
- UNIT 10      Systems Audit: Nature – Significance and scope of systems audit – Steps involved in conducting systems audit.
- UNIT 11      Management Audit: Meaning, nature and scope – Principles and fundamentals of management audit



#### **BLOCK IV: COST AUDIT AND APPRAISAL**

- UNIT 12      Appraisal of management methods of performance – Organisational needs for management audit.
- UNIT 13      Cost Audit: Nature, objectives and scope – Cost audit distinguished from financial audit and management audit
- UNIT 14      Cost audit as an aid to management, shareholders and other external agencies and public – Cost audit report.

#### **REFERENCE BOOKS :**

1. Shanbhogue K V, Filing of Forms and Returns and Application under Company Law, Law Publishing House, Allahabad.
2. Datta C R, Company Directors, Eastern Law Home, Calcutta.
3. Dr. Balachandran V and Ravichandran K S, Secretarial and Management Audit, Bharat Law House, New Delhi.
4. Vashist and Saxena, Cost and Management Audit.
5. RamanathanAR, Management Audit.
6. ICSI Publications, Secretarial and Management Audit.