

MBA (CORPORATE MANAGEMENT)

E) INSTRUCTIONAL DESIGN**MBA CORPORATE MANAGEMENT**

Course Code	Title	CIA Max.	ESE Max.	TOT Max.	C
I Semester					
35611	Management – Principles and Practices	25	75	100	4
35612	Organizational Behaviour	25	75	100	4
35613	Managerial Economics	25	75	100	4
35614	Quantitative Techniques	25	75	100	4
35615	Financial and Management Accounting	25	75	100	4
Total		125	375	500	20
II Semester					
35621	Research Methods	25	75	100	4
35622	Business Environment	25	75	100	4
35623	Business Laws	25	75	100	4
35624	Management Information System	25	75	100	4
35625	Human Resource Management	25	75	100	4
Total		125	375	500	20
III Semester					
35631	Marketing Management	25	75	100	4
35632	Financial Management	25	75	100	4
35633	Company Law and Practice	25	75	100	4
35634	Global Business & MNCs	25	75	100	4
35635	Securities Laws and Financial Markets	25	75	100	4
Total		125	375	500	20
IV Semester					
35641	Corporate Social Responsibilities and Ethics	25	75	100	4
35642	Corporate Finance and Tax Management	25	75	100	4
35643	Corporate Governance	25	75	100	4
35644	Corporate Audit and Compliance Management	25	75	100	4
35645	Corporate Restructuring	25	75	100	4
Total		125	375	500	20
Grand Total				2000	80

35611 -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.

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99. Weihrich and Koontz, Management: A Global Perspective, McGraw Hill, 1988
100. Peter F. Drucker, Management, 2008.
101. Gene Burton and Manab Thakur, Management Today: Principles and Practice, Tata McGraw Hill.
102. Ricky W. Griffin, Management, South-Western College Publications, 2010
103. Stephen P. Robbins and Mary Coulter, Management, 9th Edition, 2006.
104. Kaplan and Norton, The Strategy-Focused Organization: How Balanced Scorecard Companies Thrive in the New Business Environment, HBP, 2000.

35612- 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

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89. Judith R. Gordon, Organizational Behavior: A Diagnostic, Prentice Hall, 2001.
90. K. Aswathappa, Organizational Behaviour, Himalaya Publishing, Mumbai, 2010
91. Judith R. Gordon, A Diagnostic Approach to Organizational Behaviour, Allyn & Bacon, 1993.

35613 - 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.

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132. Dominick Salvatore, Managerial Economics in a Global Economy, Oxford University Press, 2011.
133. Ivan Png and Dale Lehman, Managerial Economics, Wiley-Blackwell, 2007.
134. Truett Lila J., Truett, Dale B. and Truett J. Lila (2006), Managerial Economics: Analysis Problems, Cases, 8th Edition, John Wiley & Sons.
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139. Varshney and Maheswari, Managerial Economics, Sultan Chand and Sons.
140. Mehta P L, Managerial Economics, Sultan Chand and Sons.
141. Joel Dean, Managerial Economics, Prentice-Hall.

35614 - 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

131. David R. Anderson, et al, An Introduction to Management Science: Quantitative Approaches to Decision Making, Cengage Learning, 2008.
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138. V.K. Kapoor, Operations Research.
139. Dharani Venkatakrishnan, Operations Research: Principles and Problems.
140. Hamdy A. Taha, Operations Research: An Introduction, Prentice Hall, 2002.

35615 - 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-Managerial 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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125. S.N. Maheswari, Management Accounting & Management Accounting, Vikas Publishers.
126. Manmohan & Goyal, Principles of Management Accounting, Shakithabhavan Publication.
127. N. K. Prasad, Advanced Cost Accounting, Book Syndicate Pvt. Ltd., Calcutta.
128. Andrew A Haried, Advanced Accounting, Atlantic Publishers.

35621 - 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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2. Anderson et-al, Thesis and Assignment Writing, Wiley, New Delhi, 1989.
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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

35622 - 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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97. Francis Cherunilam, Business Environment and Development, Himalaya Publishing House, 2008.
98. Maheswari & Gupta, Government, Business and Society.

35623 - 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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35624 - 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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35625 - 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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35631- 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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35632 - 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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5633 - COMPANY LAW AND PRACTICE

Objectives:

- To know the basic concept of Company law
- To understand the various corporate practices in law
- To acquire knowledge of the practical and procedural aspects of the Companies Act
- To encourage the development of students' skills in legal reasoning and analysis through study of statutes, case law and regulatory practice relating to Company Law.

BLOCK I: BASICS OF COMPANY LAW AND PRACTICE

- UNIT 1 Meaning and Characteristics: Company Law Administration – Classification of Companies – Lifting the corporate veil. Memorandum of Association – Contents and Alteration of Memorandum.
- UNIT 2 Doctrine of Ultra Vires – Articles of Association – Contents and Alteration of Articles –Constructive Notice of Articles and Memorandum – Doctrine of Indoor Management
- UNIT 3 Prospectus - Definition, Registration of Prospectus - Contents of prospectus; Offer for sale – Deemed prospectus – Statement in lieu of prospectus – Misrepresentation in prospectus – Liability for Misstatement in prospectus.
- UNIT 4 Shares and Bond/Debentures Issues/Redemption: Share – Meaning and types– Issue of shares at premium, at discount, underwriting commission and brokerage – Allotment of shares and return of allotment.

BLOCK II: MODE OF OBTAINING MEMBERSHIP AND SHARE WARRANTS

- UNIT 5 Share warrants – Forfeiture and surrender of shares – Further issue of shares and bonus issues – Redemption of redeemable preference shares – Alteration of capital – Reduction of capital.
- UNIT 6 Mode of obtaining membership – Cessation of members - Rights and liabilities of members – Annual return - Debenture: Kinds of debentures – Issue, redemption and conversion of debentures – Register of debenture holders.
- UNIT 7 Management: Director – Share qualifications – Disqualifications of a director – Vacation of office – Appointment of directors –Power, duties and liabilities of directors - Removal and resignation.
- UNIT 8 Loan to directors – Holding office or place of profit – Managing Director – Appointment – Managerial remuneration.

BLOCK III: MEETINGS OF BOARD DIRECTORS

- UNIT 9 Meetings: General Meetings of shareholders – Statutory meetings – Annual general meeting – Extra-ordinary meeting and Class meeting.
- UNIT 10 Meetings of the Board of Directors – Requisites of a valid meeting – Notice – Agenda – Quorum – Chairman – Minutes – Proxies – Voting – Poll and resolution.
- UNIT 11 Corporate Accountability: Accounts and Audit – Quarterly Reporting, Annual Reporting and Segmental Reporting- Statutory books- Disclosure practices.

BLOCK IV: MAJORITY POWER AND MINORITY RIGHTS

- UNIT 12 Appointment, resignation, removal of auditors – Rights, duties and liabilities of auditors – Profits and dividends – Divisible profits.
- UNIT 13 Majority Powers and Minority Rights: Law relating to majority powers and minority rights – Shareholder remedies – Prevention of oppression and mismanagement
- UNIT 14 Corporate collapse – Winding up – necessity, types, process of winding up – Role of liquidators – Consequences of winding up.

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35634 - GLOBAL BUSINESS & MNCs

Objectives:

- To understand the global business environment
- To understand the International Trade Procedure and Facilitation and evaluation
- To acquire knowledge in MNC , FDI and WTO

BLOCK I: BASICS OF GLOBAL BUSINESS & MNC'S

- UNIT 1 International Business Environment and Effect: International business – An overview – Concept of international business – Classification of international business
- UNIT 2 Factors influencing international business – Economic and policy environment – Regulation of international business – Foreign Direct Investment – Foreign Portfolio Investment – Foreign Technology Transfer.
- UNIT 3 Global Economic Integration, Trade and Global Development – Global Meltdown and Coping with Contagion Effect.
- UNIT 4 International Trade Procedure and Facilitation: Export-Import Procedure - offer and receipt of orders - Shipment procedure - Banking Procedure- Export Documentation - Framework - Standardized pre-shipment Export Documents - Commercial and Regulatory Documents - Export credit instruments and procedures: Letters of credit and types.

BLOCK II: MNC'S AND INDIAN COMPANIES

- UNIT 5 Documents required for export credit- Export credit insurance - Services of Export Credit and Guarantee Corporation in export credit insurance - Specific Policy and Small Exporters Policy - Guarantees - Procedure for availing credit insurance and necessary documents.
- UNIT 6 Multinational Corporations (MNCs): Concept, strategy and organization – Foreign direct Investment (FDI) and MNCs: Concept, Theories - Need - Factors influencing FDI – FDI and Technology Transfer by MNCs.
- UNIT 7 Evaluation of FDI – APV and International IRR - Global Trend - Indian efforts to attract FDI and Trends.
- UNIT 8 MNCs and Indian Companies: Contours and consequences of competition- Arguments of Level Playing field - Forms of Foreign Collaborations - Strategic Alliance- Strategic Acquisition- Strategic Sale- Strategic Merger.

BLOCK III: ANTI-DUMPING DUTIES

- UNIT 9 Joint Ventures – Negotiating foreign collaborations- Restrictive clauses in the foreign collaboration/ joint venture – UN Code of conduct of transfer of technology – Indian joint ventures abroad.

- UNIT 10 World Trade Organization and Regional Trade Blocks: Origin and Goals-Structure, functions and areas of operations –World Trade Organization and Global Trade, Global Investment and Global Development – WTO and Dispute settlement under WTO
- UNIT 11 Anti-dumping duties – Countervailing duties – Environmental aspects in international trade – Trade related aspects of intellectual property rights

BLOCK IV: MULTINATIONAL INSTITUTIONS

- UNIT 12 Competition and trade in services- Regional Trade Associations – NAFTA, European Union, SAPTA and ASEAN- WTO Vs Regional Blocks.
- UNIT 13 Multilateral Institutions: World Bank: Functions and Contribution to Global Business – IMF: Organization and Contribution to Global Business – International Finance Corporation and Global Private Sector Development
- UNIT 14 Multilateral Investment Guarantee Agency and Global Investment – International Development Association and Development of Less Developed Nations- International commercial arbitration and Settlement of International Commercial Disputes – World Intellectual Property Organization and Global Innovations.

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35635 - SECURITIES LAWS AND FINANCIAL MARKETS

Objectives:

- To understand the financial market and market players
- To gain knowledge about SEBI and NSE

BLOCK I: BASICS OF SECURITIES LAW AND FINANCIAL SYSTEMS

- UNIT 1 Financial System: Concept and Constituents of financial system- Significance and growth of financial markets in India – Financial reforms and present scenario – Overview of Regulatory authorities governing financial market.
- UNIT 2 Sub-sets of Financial Market: Money Market- Capital Market – Foreign Exchange Market -Significance and Functions- Capital market vis-à-vis money market.
- UNIT 3 Market players: Investors, Companies, Intermediaries and Regulators – Types of Investors and Services Needed – Companies as service providers and benefiter of financial market.
- UNIT 4 Intermediaries in financial market: Types of Intermediaries in financial market and functions- Regulators: SEBI and RBI: Functions and powers –An overview of International Capital Market.

BLOCK II: FINANCIAL INSTRUMENTS

- UNIT 5 Capital market instruments: Equity, preference shares, debentures, sweat equity shares, non-voting shares – New instruments of capital market – Pure, hybrid and derivatives.
- UNIT 6 Global Depository Receipts: American Depository Receipts, Money Market Instruments, Treasury Bills, Commercial Bills, Certificate of Deposits – Credit Rating and Evaluation of Risk – Concepts, Scope and Significance – Benefits to Investors
- UNIT 7 Regulatory framework – Credit rating agencies in India: Processes of Rating methodologies for various instruments – Evaluation of risk.
- UNIT 8 Primary Market: Meaning significance and scope – Developments in primary market – IPO and SPO – Process of floatation – Road-show, Book building and Green shoe options.

BLOCK III: MARKET AND INTERMEDIARIES

- UNIT 9 Role and Functions of Intermediary agencies and institutions involved in primary market: Merchant Bankers, Registrars, Underwriters, Bankers to Issue.
- UNIT 10 Portfolio Managers: Debenture Trustees: Role, Regulations and Code of Conduct Framed By SEBI.
- UNIT 11 Secondary Market: Meaning, significance, functions and scope of secondary market – Functions and significance of stock exchanges: Regulatory framework and control.

BLOCK IV: MUTUAL FUNDS, SEBI ; NSB

- UNIT 12 Secondary market intermediaries: Stock brokers, sub-brokers, advisors, their rules, regulations and code of conduct framed by SEBI, Electronic trading in securities.
- UNIT 13 Mutual Funds and Exchange Traded Funds: Nature, Types and Risk-return aspects of Mutual Funds and Exchange Traded Funds.
- UNIT 14 Performance evaluation – SEBI and RBI regulations for mutual funds and exchange traded funds

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35641 – CORPORATE SOCIAL RESPONSIBILITIES AND ETHICS

Objectives :

- To know the basic concept of CSR
- To understand Corporate Social Responsibility Approaches
- To understand the Indian ethos, value and holistic management

BLOCK I: BASICS OF CORPORATE SOCIAL RESPONSIBILITIES

- UNIT 1 Corporate Social Responsibility Concerns: Business and Society: The Symbiotic Relationship- Need for Monitoring Business Responsibility to society- Abuse of Power and Absence of Regulations
- UNIT 2 Environmental Degradations and Child labour: Environmental Degradations and no care attitude of businesses- Child labour and Business insensitivity – Corporate Espionage and Corruption
- UNIT 3 Tax Evasion, Market Manipulation, Window Dressing, Insider Trading, Transfer Pricing and Fraudulent Practices harming consumers- Moral Collapse and Governance Deficit.
- UNIT 4 Corporate Social Responsibility Need: Relationship between business and Society – Need for social Responsibility – Nature and assumptions of social responsibility – Dimensions of social Responsibility

BLOCK II: BUSINESS ETHICS

- UNIT 5 Myths and reality of Corporate Social Responsibility: Arguments for and against Social Responsibility of Business - Social Accountability – social responsibility tools – Social Accounting Social Audit.
- UNIT 6 Corporate Social Responsibility Approaches: Approaches to CSR – Corporate Social Accountability - Economic issues of CSR – Legislations governing CSR - Indian Examples – Corporate Social Reporting
- UNIT 7 Contribution of NGOs to CSR – Corporate Governance and Corporate Social responsibility – Corporate Social Accountability – CSR Voluntary Guidelines, 2009- Fulfillment Levels of CSR.
- UNIT 8 Business Ethics: Meaning – Objectives of ethics – Business ethics – Business ethics and profits – Nature and Ethical need for Business Ethics – Characteristics of business ethics – Arguments for and against business ethics

BLOCK III: INDIAN ETHOS

- UNIT 9 Business ethics as a field of study - Corporate corruption – Abuse of power by corporate: Areas and Abetments for abuse – Ethical Decay and Governance Dilution – Consequences.
- UNIT 10 Indian Ethos for Management: Basic Principles of Management as per ancient Indian wisdom and insight – Work life in Indian philosophy

UNIT 11 Indian ethos for the work life – Indian values for the work place – Respect for elders – Respect for hierarchy and status – Rights and duties – Quality of work life in Indian philosophy and status.

BLOCK IV: EXPLOITATION OF NATURE

UNIT 12 Rights and duties – Quality of work life in Indian philosophy – Code of conduct for corporate.

UNIT 13 Value Oriented Holistic Management : Importance of character – values – wholeness – Goodness – Courage – Self discipline – Living by inner truth – Dharma of organization / management – Value driven management

UNIT 14 Exploitation of nature – Man machine equation – Indian culture and wisdom ethical / spiritual values – Management effectiveness based on values – Need of value based holistic in Management in India.

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35642 - CORPORATE FINANCE AND TAX MANAGEMENT

Objectives :

- To know the basic concept of Corporate Finance and Tax management
- To gain knowledge on cost , capital budgeting and Tax

BLOCK I: BASICS OF CORPORATE FINANCE AND TAX MANAGEMENT

- UNIT 1 Financial Management: Concept, nature, evaluation and significance – Finance Functions: Managerial and operative
- UNIT 2 Investment Function: Meaning and scope – Financing Function: Meaning and scope – Dividend function – Risk return trade off – Financial planning
- UNIT 3 Global financial environment- Finance and Tax Management Nexus- Tax Avoidance and Tax evasion- Tax incentive and business decisions.
- UNIT 4 Long-term Capital Resources: Equity and debt sources – Equity share, preference shares and debentures as sources of long-term capital – Bridge finance, loan syndication, Book building

BLOCK II: FINANCIAL LEVERAGE

- UNIT 5 Borrowings from the term lending institutions and International capital market- Tax considerations in Financing decision areas.
- UNIT 6 Cost of Capital and Determinants of capital structure: Concept of cost of capital- Cost of debt, equity, preference share capital, retaining earning – Weighted average cost: Computation of overall cost of capital.
- UNIT 7 Tax and cost of capital- Capital structure: Concept and Types- Optimum capital structure – Theories of capital structure –Net income and net operative income theories – M.M. theory – Traditional theory – Their assumptions, Significance and limitations.
- UNIT 8 Financial leverage operating leverage – Combined leverage – EBIT –EPS Analysis- Tax, Capital structure and Value nexus.

BLOCK III: TAX CONSIDERATIONS

- UNIT 9 Capital budgeting: Meaning, Nature and Types of Capital investment- Methods of appraisal under certainty conditions: PBP, ARR, IRR and NPV techniques
- UNIT 10 Uncertainty and Risk models: Simulation Analysis- Sensitivity analysis- Decision tree analysis- Certainty equivalent and risk-adjusted return measures.

UNIT 11 Tax considerations in Investment decisions Cost of capital and Investment Decisions- Leasing Vs. Investment: Evaluation and Tax implications.

BLOCK IV: DIVIDEND THEORIES

UNIT 12 Working Capital: Concept and types – Determinants – Financing approaches – Conservative – Aggressive and hedging approaches – Sources of working capital finance – Working capital financing by commercial banks.

UNIT 13 Inventory Management under conditions of certainty and uncertainty- Credit Management and evaluation alternative credit variables- Cash and liquidity management: Methods and Functions- Tax considerations in Remittances and Purchases.

UNIT 14 Dividend Theories: Valuation under Gordon and Walter theories – Dividend irrelevance under M.M. theory – Assumptions – Limitations – Dividend Policy: Different policies and 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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35643 - CORPORATE GOVERNANCE

Objectives:

- To know the basic concept of Corporate Governance
- To understand the corporate legal environment

BLOCK I: BASICS OF CORPORATE GOVERNANCE

- UNIT 1 Corporate Governance – Meaning – Nature and Evolution of Corporate Governance - need – objectives – Corporate Governance Models – Features consequences of mis-governance - need for voluntary compliance beyond regulations.
- UNIT 2 Requirements to strengthen Corporate Governance – Sustainability and Corporate Governance - Popularly espoused principles of corporate governance.
- UNIT 3 Governance Deficit in Corporates: Principal-Agent Problem- Major controlling interest and mal-governance for personal gain or corporate window-dressing
- UNIT 4 Creative accounting- Corporate scandals: Types and Examples- Lessons - Sarbanes-Oxley Act in 2002 of USA- Role of Auditors under scan.

BLOCK II: BOARD OF DIRECTORS

- UNIT 5 Regulation: Legal environment – General- Codes and guidelines- Parties to corporate governance: Ownership structures and elements, Family ownership and Institutional investors
- UNIT 6 Mechanisms and controls: Internal measures: Monitoring the Board, Internal checks and audit, Limits on Executive salary and Balance of Power
- UNIT 7 External corporate governance controls: Competition, Media, Government, Take-over threats, Accounting standards and Labour Unions- Systemic problems of corporate governance.
- UNIT 8 Board of Directors: Composition of the Board – Board structure – Building responsive boards - Selection of Members of the Board – Duties and Responsibilities of the Board.

BLOCK III: CHAIRMAN DUTIES AND RESPONSIBILITY

- UNIT 9 Functions of the Board – Management of the Board – Ethical and professional standards of Individual Directors- Governance and Role of different types of Directors – Inside Directors – Outside Directors – Nominee Directors.
- UNIT 10 Extended role of Nominee directors in ensuring governance greatness- Professional Directors – Managing Director – Independent Directors – Role and functions
- UNIT 11 Chairman of the Board and Board Efficiency: Functions and Responsibilities of Chairman of the Corporation- Various Committees on Corporate Governance –

Clause 49 of Listing Agreement – Features - Mandatory and Non Mandatory disclosures- CEO – Responsibilities

BLOCK IV: CORPORATE GOVERNANCE IN BANKING SECTOR

- UNIT 12 Role of SEBI in Corporate Governance – Audit Committees – Functions- Effectives of the Board – Evaluation of the Board – Effectiveness of the Board – Parameters judging the board effectiveness – Internal control system and risk management- Corporate Governance Award by ICSI- Criteria for Award.
- UNIT 13 Corporate Governance Practices: Corporate social Entrepreneurship –Corporate Social Responsibility- Corporate Transparency
- UNIT 14 Corporate Governance In banking and insurance sector – Governance in Public Sector Vs Private Sector – Current Practices – Issues and Challenges.

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35644 - CORPORATE AUDIT AND COMPLIANCE MANAGEMENT

Objectives:

- To know the basic concept of Corporate audit
- To understand types of audit and its importance
- To gain knowledge on securities and compliance management

BLOCK I: BASICS OF CORPORATE AUDIT AND COMPLIANCE MANAGEMENT

UNIT 1	Auditing Types: Nature and scope of auditing – Auditing techniques and practices – Generally acceptable auditing standards – Accreditation services.
UNIT 2	Internal check and Internal control- Audit Plan- Operational Audit- Analytical Procedures- Types of Audit: Internal and External audits- Internal check and Internal control.
UNIT 3	Financial Audit- Management Audit - Cost Audit- Statutory audit- Corporate audit- Auditing quality needs enhancements.
UNIT 4	Compliance Management: Concept and significance – Systems approach in compliance management – Process of establishment of compliance management system- Certification,

BLOCK II: CORPORATE LAWS CHECKLIST

UNIT 5	Due diligence and Signing: Meaning and scope of certification – Due diligence and signing of various documents under corporate and security laws including signing of declaration with respect to incorporation of companies and commencement of Business
UNIT 6	Signing of Annual returns – Certification under buy back of securities rules - Certification of occasion of transfer of deeds
UNIT 7	Secretarial Audit – Need objectives and scope – Secretarial Audit Process- Periodicity and format,
UNIT 8	Checklist under various Corporate Laws & Share transfer audit- Secretarial Audit of Registrar and Transfer Agents (RTAs).

BLOCK III: CAPITAL ISSUE WORK

UNIT 9	Compliance Certificate: Concept and deed, Appraisal of secretarial compliances – Specimen compliance Certificate.
UNIT 10	Securities management and compliances: Meaning, Need and Scope – Mechanism for self regulations.
UNIT 11	Due diligence of Pre-capital issue work: Appraisal of documents relating to issue of capital viz. prospectus, Letter of offer and other documents to be filed with securities and Exchange Board of India.

BLOCK IV: FILING COMPLIANCE

- UNIT 12 Registrar of companies – Stock Exchange and other authorities – Ensuring compliance of listing and other requirements – Insider Trading – Prevention of Fraudulent Practices.
- UNIT 13 Due diligences of Post capital issue work: Approval of post capital issue compliances including dispatch of refund order / Certificate to investors
- UNIT 14 Filing compliance certificate with SEBI and other authorities – Ensuring compliance of listing Guidelines.

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35645 - CORPORATE RESTRUCTURING

Objectives:

- To know the scenario of the global corporate
- To understand the procedure for merger acquisition

BLOCK I: BASICS OF CORPORATE RESTRUCTURING

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 – Routes for executing strategy
UNIT 3	Start up - mergers - Causes for Merging - Acquisitions - Takeovers, dis-investments and strategic alliances.
UNIT 4	Mergers and Amalgamations Concept - Need for M&A– Legal aspects – Importance of M&A- benefits

BLOCK II: DEMERGERS AND REVERSE MERGERS

UNIT 5	Procedural aspects relating to commencing of meetings and presentation of petition including documentation.
UNIT 6	Takeovers -Meaning and concept – Types of takeovers – Legal aspects – Securities and Exchange Board of India takeover regulations
UNIT 7	Takeover Code – Procedural aspects – Economic aspects – Financial aspects – Payment of consideration – Bail out takeovers – Takeover of sick units.
UNIT 8	Demergers & Reverse mergers - Corporate Demergers / Splits and Divisions and Post Merger Re-Organization- Difference between demergers and reconstruction modes of demerger

BLOCK III: POST MERGER RE-ORGANIZATION

UNIT 9	By agreement, under scheme of arrangement, by voluntary winding up - Procedures – types of voluntary winding up Tax aspects.
UNIT 10	Tax reliefs – Indian scenario – Reverse mergers- effects on Share price- reverse takeover – merits and demerits.
UNIT 11	Post Merger Re-organization - Accomplishment of objectives – Criteria of success – Profitability – Gains to post merger valuation

BLOCK IV: GOVERNMENT’S GUIDELINES

UNIT 12	Post merger – meaning- integration frame work- issues - efficiency – Factors in post merger re-organization.
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 –
Procedure- reasons for buy-back of shares.

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