

## M. Com – Matrix

Paper	Subject	No. of Hours of Work	Inst. Asst.	Unit Exam	Total
<b>FIRST SEMESTER</b>					
1.1.	Organizational Behavior	5	20	80	100
1.2.	Monetary System	5	20	80	100
1.3.	Consumer Behavior and Marketing Research	5	20	80	100
1.4.	Macro Economics for Business Decisions	5	20	80	100
1.5.	Information System and Computers	5	20 (Practical)	80	100
<b>SECOND SEMESTER</b>					
2.1.	Human Resources Management	5	20	80	100
2.2.	Advanced Financial Management	5	20	80	100
2.3.	E-Commerce	5	20	80	100
2.4.	Business Environment	5	20	80	100
2.5.	Operations Research & Quantitative Techniques	5	20	80	100
<b>THIRD SEMESTER</b>					
3.1.	International Business	5	20	80	100
3.2.	Business Ethics and Corporate Governance	5	20	80	100
3.3.	Elective Paper – I	5	20	80	100
3.4.	Elective Paper – II	5	20	80	100
3.5.	Elective Paper – I	5	20	80	100
<b>FOURTH SEMESTER</b>					
4.1.	Elective Paper – IV	5	20	80	100
4.2.	Elective Paper – V	5	20	80	100
4.3.	Elective Paper – VI	5	20	80	100
4.4.	Project Report and Viva	5	20	80	100
4.5.	[150 + 50]				
<b>Grand Total</b>					<b>2000</b>

# Course Structure

## **I Semester**

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

## **II Semester**

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

## **III Semester**

- 3.1. International Business
- 3.2. Business Ethics and Corporate Governance

## **Electives:**

### **Group – I**

#### **Accounting and Taxation**

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

### **Group – II**

#### **Finance**

- F. 1 Financial Markets
- F. 2 Securities Analysis
- F.3 Commodity Markets – I
- F.4 Financial Services
- F.5 Port Folio Management
- F.6 Commodity Markets - II

### **Group – III**

#### **Human Resource Management**

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

### **Group – IV**

#### **Marketing Management**

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

### **Group – V**

#### **Small Business and Entrepreneurship Management**

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

### **Group VI**

#### **Banking and Insurance**

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

## 1.1 ORGANIZATIONAL BEHAVIOR

### Objectives

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

### Module – 1

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

### Module – 2

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

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

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

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

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

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

### Module – 3

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

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

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

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

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

Interpersonal communication: Essentials, process, interpersonal networks, information technologies.

### Module – 4

Organization culture: Nature of culture, how is culture created and sustained, benefits of organizational culture.

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

## **1.2. MONETARY SYSTEM**

### **Objectives:**

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

### **Module – 1**

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

### **Module – 2**

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

### **Module – 3**

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

### **Module – 4**

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

### **Module – 5**

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

## **1.3. Consumer Behavior and Marketing Research**

### **Objectives**

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

### **A. Consumer Behavior**

#### **Module –1**

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

## **Module – 2**

Consumer Attitudes and Attitude Change; Influence of personality and self concept on buying behavior; psychographic and Life style; Reference Group Influence. Diffusion of Innovation and Opinion Leadership Family Decision Making. Industrial Buying Behavior; Models of Consumer Behavior Consumer Behavior Audit; Consumer Behavior studies in India.

## **B. Marketing Research**

### **Module – 3**

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

### **Module –4**

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

### **Module – 5**

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

## **1.4 Macroeconomics for Business Decisions**

### **Objectives:**

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

### **Module – 1**

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

### **Module -2**

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

### **Module – 3**

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

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

**Module – 4**

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

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

**1.5. Information systems and Computers****Objectives:**

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

**Module – 1**

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

**Module – 2**

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

**Module – 3:**

Introduction to network operating system software, Spreadsheet software, statistical logical and financial functions, charts. Introduction to SPSS, Accounting software, fund flow cash flow statement, ration analysis, Introduction to make up languages.

**Module – 4:**

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

## 2.1. Human Resources Management

### **Objectives:**

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

### **Module – 1**

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

### **Module – 2**

Human resources planning, factors affecting planning, planning objective, planning process, evaluation of planning

Job analysis and design – need for and process of job analysis and design

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

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

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

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

### **Module – 3**

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

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

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

### **Module – 4**

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

Ethical issues in HRM – HR ethical issues, managing ethics

## 2.2. Advanced Financial Management

### **Objectives:**

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

### **Module – 1**

Introduction - Finance Functions - Financing decisions – Capital Structure theories – net income approach, Net operating income approach – The Traditional approach – Modighani – Miller hypothesis – capital structure EBIT – EPS approach, Valuation approach, cash flow approach.

### **Module – 2**

Investment Decisions – Capital Budgeting decisions – Nature – type – Evaluation criteria – DCF – NPV – IRR – Reinvestment assumption and modified IRR – Varying opportunity cost of capital – investment decision under inflation – Investment Analysis under inflation. Complex investment decisions – Projects unit, different project lives, investment timing and duration – Replacement of an existing asset – Investment decisions under capital rationing.

### **Module – 3**

Risk Analysis in Capital Budgeting – Nature of Risk/statistical techniques for risk analysis – Risk analysis in practice – sensitivity analysis – Scenario analysis simulation analysis – Decision trees for sequential investment decisions – Utility theory and capital budgeting

### **Module – 4**

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

### **Module – 5**

Derivatives for managing financial risk, Introduction – Derivatives & Risk hedging – Hedging instruments – Options, Futures, forwards & swaps – use of derivatives. A survey of software packages for Financial Decisions making.

### 2.3. E-Commerce

#### **Objectives:**

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

#### **Module – 1**

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

#### **Module – 2**

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

#### **Module – 3**

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

#### **Module – 4**

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

#### **Module – 5**

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

### 2.4. Business Environment

#### **Objectives:**

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

#### **Module – 1**

Nature of business environment, external environment, internal environment. Analysis of environment – SWOT analysis – Framework of analysis – scanning, monitoring, forecasting, assessing, benefits of study of business environment and problems of study, nature of strategic management, strategic management process.

#### **Module – 2**

Global environment-nature of globalization, why firms go global, roots of globalization, active players in global business FDI, India's experience, WTO-benefits and problems for India, trading blocks, Analysis of global environment-scanning, monitoring, forecasting, assessing global environment.

**Module – 3**

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

**Module – 4**

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

**Module – 5**

Political – legal environment-political philosophies, political institutions, constitution of India, government policies towards industry labour, agriculture, Legal framework-protection of intellectual properties; Analysis, forecasting and assessment of political legal environment.

**Module – 6**

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

**2.5. Operations Research & Quantitative Techniques****Objectives;**

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

**Module -1**

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

**Module – 2**

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

**Module – 3**

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

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

#### **Module – 4**

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

### **3.1. International Business**

#### **Objectives:**

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

#### **Module – 1**

Nature of International Business (IB)\_ Drivers of IB. IB and domestic business compare. Routes of globalization, players in International Business. Evolution of IB Theories of IB. Mercantilism. Theory of Absolute Advantage. Theory of Comparative Advantage. National Competitive Advantage Environment of IB. Political, legal, technological, cultural, economic factors

#### **Module – 2**

International Strategic Management – nature, process – scanning global environment- formulation of strategies – implementation of strategies – evaluation and control. Organizational designs for IB. Factors affecting designs. Global product design. Global area design. Global functional design. International division structure.

#### **Module – 3**

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

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

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

International financial accounting – national differences in accounting, attempts to harmonize differences

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

## **Module – 4**

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

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

### **3.2. Business Ethics and Corporate Governance**

#### **Objectives:**

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

## **Module -1**

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

## **Module – 2**

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

## **Module – 3**

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

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

## **Module – 4:**

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

**Ethics and Information Technology:** Ethical issues relating to computer application; security threats – computer crime – computer viruses – software privacy – hacking – computer crime prevention –ethical dilemmas and considerations.

**Module – 5:**

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

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

## 1. Accounting and Taxation

### A.1. Strategic Cost Management – I

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

**Module – 1**

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

**Module – 2**

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

**Module – 3**

Activity Based costing: Inadequacies of traditional methods of overhead absorption, ABC Kaplan and Coopers approach to ABC cost drivers and cost pools, allocation of overheads under ABC, Characteristics of ABC, benefits from adaptation of ABC System.

**Module – 4**

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

**Module – 5**

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

## **A.2. Accounting Standards and Corporate Reporting**

### **Objectives:**

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

### **Module – 1**

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

### **Module – 2**

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

### **Module – 3**

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

### **Module – 4**

Disclosure of accounting policies – depreciation – inventory – research and development – deferred taxation – current cost accounting – post balance sheet events contingencies – foreign currency translations – change in financial position. A brief survey of accounting software packages.

## **A.3. Direct Taxes**

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

### **Module – 1**

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

**Module – 2**

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

**Module – 3**

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

**Module – 4**

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

**Module – 5**

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

**Module – 6**

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

### **A.4. Indirect Taxation**

**Objective:** To familiarize the students with the indirect tax laws.

**Module – 1**

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

**Module – 2**

Customs: History of Customs Act, 1962, customs tariff, valuation, customs valuation (determination of price of imported goods) Rules 1988, levy and expectations, prohibition on import and export, special provisions regarding baggage, goods imported and exported by post, offences and penalties, adjudication, appeal, revision and draw back.

**Module – 3**

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

### **A.5. Accounting for Managerial Decisions**

**Objectives:** To enable students to apply cost accounting theory decision making in business

#### **Module – 1**

Decision making process, Database for decision making, cost-based Decision-making

#### **Module – 2**

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

#### **Module – 3**

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

#### **Module – 4**

Uniform Costing and Inter firm-comparison: Steps and techniques

#### **Module – 5**

Cost audit, aspects, scope, cost audit scheme under the Companies Act 1956, procedure for cost audit, cost audit report, cost audit c/s financial audit, management audit, and statutory audit.

A brief survey of accounting software packages

### **A.6. strategic Cost Management – II**

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

#### **Module –1**

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

## **Module – 2**

Transfer pricing: Necessity, methods of transfer pricing, benefits of transfer pricing, guarding principles in the fixing transfer prices international transfer pricing.

## **Module – 3**

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

## **Module – 4**

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

## **F.1. Financial Markets**

**Objective:** To provide understanding of working of financial markets in India and abroad

### **Module – 1**

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

### **Module –2**

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

### **Module –3**

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

### **Module –4**

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

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

## **F.2. Securities Analysis**

**Objectives:** To enable the students develop skills in analyzing various types of securities

### **Module – 1**

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

### **Module – 2**

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

### **Module – 3**

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

### **Module – 4**

Technical analysis – Dow's theory, charts – Efficient market hypothesis and its implications, Tax aspects of investment, Securities Trading Procedure.  
A critical survey of software packages for security analysis.

## **F. 3 Commodity Markets – I**

**Objectives:**

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

### **Module – 1**

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

### **Module – 2**

International Commodity Agreements. Implications of WTO Provisions in Commodity Trading

### **Module – 3**

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

**Module – 4**

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

**Module – 5**

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

**F.4. Financial Services**

**Objective:** To expose the students to wide variety of emerging financial services.

**Module – 1**

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

**Module –2**

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

**Module –3**

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

**Module – 4**

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

**Module – 5**

Securitization Definition and concept, players involved, Instrument of securitization, process of securitization.

Depository Services: Meaning and definition, types, determination of NAV, Advantages and disadvantages of mutual funds.

**F.5. Portfolio Management**

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

**Module – 1**

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

**Module – 2**

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

**Module – 3**

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

**F.6 Commodity Markets – II****Objectives:**

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

**Module – 1**

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

**Module – 2**

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

**Module –3**

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

**Module – 4**

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

**Module – 5**

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

## **Elective – 3**

### **HUMAN RESOURCE MANAGEMENT**

#### **H.1. International Human Resource Management**

**Objective:** The objectives of this course are to familiarize the students with the various concepts and issues relating to management of human resources in international business.

##### **Module – 1**

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

##### **Module – 2**

Human resource planning in IHRM – recruitment and selection – issues in staff selection – selection of expatriates  
Training and development – expatriate training- developing international staff and multinational teams

##### **Module – 3**

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

##### **Module – 4**

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

##### **Module – 5**

Labour relations – key issues in international relations – strategic choices before firms – strategic choices before unions – union practices.

##### **Module – 6**

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

#### **H.2. Organizational Culture, Change and Development**

##### **Objectives:**

To familiarize the students with the concepts of organizational culture, change and development

##### **Module – 1**

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

##### **Module – 2**

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

**Module – 3**

Multiculturalism – multicultural manager – implications of cross-cultural management – models to aid cross cultural manager – (Value orientation model and Hofstadter model)

**Module – 4**

Nature of change – levels of change – type of change – reasons for change – resistance to change - models of change – change process. OD techniques.

**Module – 5**

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

**Module – 6**

Innovation – Managing the innovation process – creating a culture for innovation

### **H.3 Learning Organization and Leadership**

**Objectives:**

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

**Module – 1**

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

**Module – 2**

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

**Module – 3**

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

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

**Module – 4**

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

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

## **Module -5**

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

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

## **Module – 6**

Leaders and followers – the Leader – member exchange model  
The attribution approach: Leaders' explanations of follower's behavior  
Transformational Leadership: Leadership with Charisma

### **H. 4. Employee Relations Management**

#### **Objectives:**

The objectives of this course are:

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

#### **Module – 1**

Performance appraisal -appraisal process – organizational strategy and performance appraisal – challenges of appraisal

#### **Module – 2**

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

#### **Module – 3**

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

#### **Module – 4**

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

#### **Module – 5**

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

#### **Module – 6**

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

Trade unions – trends in union movement

## **H.5 Compensation Management**

### **Objectives:**

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

### **Module – 1**

An objective of performance appraisal – organizational uses of performance appraisal steps in appraising performances

### **Module – 2**

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

### **Module – 3**

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

### **Module – 4**

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

### **Module – 5**

Theories of wages – Maslow's Hierarchy of needs – Herzberg two factor theory of motivation, porter and Lawler model of motivation, subsistence theory, Wage fund theory, Surplus Value theory, Residual claimant theory, Marginal productive theory, Bargaining theory & Behavioral theories. Expectancy theories, Equity theories.

### **Module – 6**

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

### **Module – 7**

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

### **Module – 8**

Wage structure – wage fixation – flat rate, merit rate  
Wge payment – wage payment policies – wage payment systems – wage incentive plans, Blue Collar Employee, White Collar Employee

**Module – 9**

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

**Module – 10**

Performance based rewards or compensation – Intrinsic rewards – Extrinsic rewards – Performance related pay in link with performance appraisal. Performance appraisal methods and techniques or reviewing performance – comparative method – absolute method – critical evident techniques.

**H.6. Labour Legislation**

Objectives:

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

**Module – 1**

Emergence and objectives of Labour laws labour issues.

**Module – 2**

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

**Module – 3**

Social security laws – Laws relating to workmen's Compensation, Employees' State Insurance, Provident Fund, Gratuity and Maternity Relief; Wages and Bonus Laws – The law of Minimum Wages, Payment of Wages, payment of Bonus

**Module – 4**

Laws relating to working conditions – The laws relating to factories, Establishment and contract labour; Interpretations of Labour Laws, their working and implications for Management, Union, Workmen; The Economy and the Industry.

**Module – 5**

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

# MARKETING MANAGEMENT

## M.1 Business Marketing

### Objectives

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

### Module – 1

#### Nature of Business Marketing

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

#### Business Markets, Products, and Environment

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

### Module – 2

#### Organisational Buying and Buying Behaviour

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

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

#### Buyer –Seller Relationship

Buyer and Sales representatives Interaction; Relationship Marketing; Sales Presentation;

Negotiation; Reciprocity; Dealing with Customers' Customer; Customer Service; Management of Major and National Accounts.

Relationship marketing, Managing Buyer Seller Relationship , Customer Relationship Management.

Defining E-Commerce, Key Elements Supporting E-Commerce, Internal Strategy implementation.

#### Supply Chain Management

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

### **Module-3**

#### Marketing Research and Marketing Intelligence

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

#### Strategic Planning, Implementing and Controlling in Industrial Marketing

Role of Marketing in Strategic Planning; Strategic Planning at Corporate Level; Strategic Planning Process at Business Unit Level; Developing Industrial Marketing Plan; Implementing and Controlling Marketing Plan; Industrial Market Segmentation, Target Marketing and Positioning.

### **Module-4**

#### Product Strategies and New Product Development

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

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

### **Module-5**

#### Distribution Channels and Marketing Logistics

Alternative structures of Industrial Channels; Types of Business Intermediaries; Channel Design; Managing Channel Members. Business Logistics System; Tasks of physical Distribution; Total Distribution Cost and Customer Service.

### **Module-6**

Pricing Strategies and Policies Factors that Influence Pricing Decision; Pricing Strategies Competitive/Tender Bidding, Pricing New Products; Pricing across product Life- Cycle. Pricing Policies- Application of Discount, Geographical Pricing; Role of Leasing.

### **Module-7**

Business Communication

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

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

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

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

## **M. 2 Advertising Management**

### **Objectives**

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

#### **Module- 1:**

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

#### **Module-2:**

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

#### **Module-3:**

Campaign Planning; Media Planning; Budgeting; Evaluation- rationale of Testing Opinion and Aptitude Test, Recognition, recall, Experimental Designs.

#### **Module-4:**

Advertising Organization- Selection Compensation and Appraisal of an Agency; Electronic Media Buying. Advertising campaign- Advertising v/s Consumer behavior;

Sales promotion – Role of Creative strategies; Advertising- Retail, National, Co-operative, Political, International, Public Service Advertising.

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

## **M.3 International Marketing**

### **Objectives**

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

#### **Module-1**

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

**Module-2**

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

**Module-3:**

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

**Module-4:**

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

**Module-5:**

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

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

### **M. 4 Sales and Distribution Management**

**Objectives**

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

**Module-1:**

Nature and Scope of Sales Management; Setting and Formulating Personal Selling Objectives; recruiting and Selecting and Sales Personnel; developing and Conducting Sales Training Programmes; Designing and Administering Compensation Plans; Supervision of salesman.

### **Module-2**

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

### **Module-3**

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

### **Module-4**

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

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

## **M.5 Services Marketing**

### **Objectives:**

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

### **Module-1**

The Emergencies of Service Economy ; Nature of Services; Service Marketing; Origin and Growth- Classification of services, Goods and Services Marketing; Marketing Challenges in Service Businesses.

### **Module-2**

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

### **Module-3**

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

**Module-4:**

Marketing of financial services- The Indian scene- Designing of Service strategy.  
The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of course.

**M.6 Brand Management****Objectives:**

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

**Module-1**

Understanding Brands- Brand Hierarchy, Brand Personality, Brand Image, Brand Identity, Brand Positioning, Brand Equity.

**Module-2:**

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

**Module-3:**

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

**Module-4:**

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

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

## **ELECTIVE-5:**

### **SMALL BUSINESS AND ENTREPRENEURSHIP MANAGEMENT**

#### **S.1 Government Business Interface**

##### **Objectives:**

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

##### **Module-1:**

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

##### **Module-2:**

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

##### **Module-3:**

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

##### **Module-4:**

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

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

## **S.2 Small Business Marketing**

### **Objectives:**

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

### **Module-1:**

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

### **Module-2:**

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

### **Module-3:**

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

### **Module-4:**

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

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

## **S.3 Financing of Small Business**

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

### **Module-1**

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

### **Module-2**

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

**Module-3:**

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

**Module-4:**

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

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

### **S.4 New Enterprise Management**

**Objectives:**

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

**Module-1**

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

**Module-2**

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

**Module-3:**

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

**Module-4:**

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

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

## **S.5 Entrepreneurial development**

### **Objective:**

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

### **Module-1**

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

### **Module-2:**

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

### **Module-3:**

Entrepreneurial input; Entrepreneurial Behaviors and Entrepreneurial motivation. N- Achievement and Management success, Entrepreneurial success in rural area.

### **Module-4:**

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

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

## **S.6 Small Business Environment & Management**

### **Objectives:**

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

### **Module-1**

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

**Module -2:**

Technological know how and Appropriate technology: Quality Circles & Productivity and linkage between Small and Big Business. Organizational Structure and other Characteristics of Small firms.

**Module -3:**

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

**Module -4:**

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

## **ELECTIVE -6:**

### **BANKING AND INSURANCE**

#### **Paper – B.1: Banking Operations Management**

##### **Module -1**

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

##### **Module-2:**

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

##### **Module -3:**

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

##### **Module -4:**

Monitoring and Follow-up: IRAC Norms (i.e., Income recognition and asset Classification norms ): Non-performing Assets. Securitizations' Act.

##### **Module -5:**

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

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

## **Paper –B.2: Life Insurance**

### **Objectives:**

#### **This paper aims at giving students**

- i. Conceptual Knowledge of insurance
- ii. And knowledge of working of life insurance

#### **Module-1**

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

#### **Module -2**

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

#### **Module -3**

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

#### **Module -4**

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

**Module -5:**

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

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

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

Consumer Protection Act, Insurance Act, IRDA –Rules and regulations.

Personal Financial planning and insurance.

## **Paper – B.3: General Insurance**

### **Objectives: The Course aims at**

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

### **Module -1**

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

### **Module -2**

The following as related to Force, Marine and Miscellaneous.

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

### **Module -3**

Factors for Rating – Tariff –Market Agreement, and other –underwriting aspects and  
procedures. Reinsurance-objective-methods of reinsurance-payment of premiums.

### **Module -4**

Claims Management –Documents-survey procedure-loss control measures-IRDA  
regulations-intermediaries and their functions.

### **Module -5**

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

## **Paper-B.4: Risk Management in Banking**

### **Module -1**

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

### **Module -2**

Credit Risk

Credit risk Management Models – Introduction-motivation-Functionally of good credit-Risk Management Model-Review of Mearkowitz's portfolio selection theory-credit risk pricing model-capital and regulation-conclusion-Risk management of credit derivatives.

### **Module -3:**

Market Risk (includes Asset Liability Management)

Yield Curve Risk Factors-Domestic and global contexts-handling multiple risks

factors-principal component analysis-Value at Risk (VAR)-Implementation of a VAR system-Additional Risks in fixed income markets-Stress testing-Bank testing .

### **Module -4:**

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

### **Module-5:**

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

## **Paper-B.5: Management of Insurance Companies**

### **Objectives:**

This paper aims at

- i. Giving an insight into the working of an insurance company.
- ii. High-lightens the managerial issues in different functional; areas of management like H R, Finance, Marketing and Operations.

### **Module-1**

Organization structure of insurance business: HR practices in insurance business, training and development, compensation, incentives.

### **Module -2**

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

### **Module -3**

Accounting and Finances

Accounting for insurance business - compliance with IRDA rules -Taxation.

Investments, evaluation of investments-Capitals structure-cost of capital, solvency

Margin and compliance . Financial ratios-critical ratios and analysis, control system.

Insurance company output and cost .

Difference in Accounting Practices between Life and General Insurance - Reserve funds - investment -capital structure-solvency margin-deposits with Government.

### **Module-4**

Insurance Operations

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

### **Module-5**

Regulations of insurance-Insurance Act (1938). IRDA-salient features.

Laws relating to insurance, GIBNA, Insurance Act, W.C Act, ESI Act, Compulsory

PLI Act, M.V. Act, Marine insurance Act, Carriage of Goods by Sea Act, Carriers' Acts, Law of Contract, Foreign Exchange Regulations.

## Paper – B.6 : Marketing of Bank Products

### **Module -1**

Financial services with special references to banking products, role, concept, nature and characteristics. Financial services marketing v/s products marketing financial services marketing triangle. Strategic financial services marketing environment-macro and micro components-understanding the customer services quality, GAP model and quality dimensions.

### **Module-2**

Market segmentation and positioning-segmenting financial services markets need and bases. Marketing mix strategy, concept of financial services product-product levels major product decisions, branding and product development, innovation, diffusion and adoption.

### **Module-3**

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

### **Module-4:**

Marketing research in financial services industry-steps in marketing research process-demand analysis, advertising effectiveness, motivation research.

Marketing control system banks-CRM.