

M.COM SYLLABUS

I YEAR

BUSINESS ENVIRONMENT FOR STRATEGIC MANAGEMENT

Module 1:

Nature of business environment – external environment, internal environment. Analysis of environment – framework of analysis – scanning, monitoring, forecasting, assessing, Nature of Strategic management, strategic management process.

Module 2 :

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

Module 3:

Economic environment with reference to India's economy, Growth Strategy, Economic Planning – Analysis of economic environment, forecasting, assessing, economic markets, natural and per capita income, economic reforms, consequences.

Module 4:

Cultural environment – nature of Culture, interface between culture and business, Cross – culture management, social responsibility of business, Business ethics, Analysis, forecasting and assessment of cultural environment – social audit.

Module 5:

Political – legal environment – political Philosophies, political institutions, Constitution of India, government policies towards industry, lab our, agriculture, Legal framework, Proction of intellectual properties, Analysis, forecasting and assessment of political – legal environment.

Module 6:

Technological environment – nature of technology, interface between technology and business, Management of technology transfers. Analysis, forecasting and assessment of technological environment.

Module 7:

Natural environment- nature of physics environment – interface between business and its physical environment.

BOOKS FOR REFERENCE:

1. Fahey and Narayanan, Macro-environmental Analysis for Strategic Management, West Publishing.
2. Francis Cherunilam, Business Environment, Himalaya Publishing House.
3. Aswathappa, K.Business Environment for Strategic Management, HPH.
4. Barry M.Richman and Mevgn Copen: International Management and Economic Development.

5. Mussehnan and Hughes: Introduction to Modern Business – Issues and Environment, PHI.
6. S.S,Khera: Govt. in Business.
7. William F Blueck and Lawrence P.Janch Business Policy and Strategic Management.
8. Stephen J.K.Wallers. Eulerprise, Government and the Public, McGraw Hill.
9. Ruddar Dutt & KPM Sundaram: Indian Economy, S.Chand & Co.
10. Bimal Jalan: India's Economic Crisis, Oxford.
11. A.I.Basham: The Wender that was India.
12. William F Frederic, etal. Business and Society, McGraw Hill.

1.2: ECONOMICS FOR BUSINESS DECISIONS

Module- 1 : Macro economics

Introduction to economics, macro-economics, and its interface with business and Industry Resources and goals of economic systems, free market and mixed economy, National income concept, Computation of national income and expenditure method, Problems in computation of national income.

Module – 2: Consumption Function

Consumption, Savings, investment, marginal propensity to consume, Marginal Propensity to save, Multiplier, paradox of thrift, income and employment determination.

Module -3: Investment Function

Introduction: The Marginal efficiency of capital, the Marginal efficiency of capital – Measures to stimulate private investment: pathic investment, theories of interest.

Module – 4:

Concept of Multiplier – income on investment multiplier: uses of multiplier, leakages in multiplier, Acceleration concept, working of acceleration, limitations of the Acceleration.

Module – 5:

Money, Monetary system, role of credit, financial intermediates, interest and macro economic equilibrium, central bank monetary management and policy
Fiscal policy and the public debt, co-ordination of monetary and fiscal policies.

Module – 6:

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.

Module – 7:

Public Finance – distinction b/w public finance and private finance – importance of public finance – Role of Public finance in developed countries – Indian public finance – Revenues and Incomes of Central Government – Budgets of Central Govt.

Module – 8:

Balance of payments – meaning – Balance of Trade and Balance of payments, structure of BOP's : meaning of disequilibrium in BOP's.

Module – 9:

Foreign Exchange – Determination of Exchange Rate – Fixed vs Floating – Appreciation vs Depreciation, Revaluation and devaluation, Forex Reserves – Components of Forex Reserves.

Books for Reference:

1. Milton H. Spencer, “ Contemporary Macro- Economics” Worth Publishers.
2. Sanuelson, Paul, “ Economics”, McGrow Hill Publishing Company.

1.3: HUMAN RESOURCE MANAGEMENT**Module – 1:**

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

Module – 2:

Human Resource Planning, factors affecting planning, planning objectives, planning process, evaluation of planning.

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

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

Performance and appraisal: nature, importance, process of evaluation, challenges.

Employee promotions, basis of promotion, process of promotion, transfer, reasons for transfer, separation.

Motivation, importance, theories, leadership, theories, styles, communication, interpersonal, Organizational, barriers and ways of overcoming barriers.

Participative management, scope and way of participation, importance, requisites, limitations, practice.

Labour welfare, nature types, approaches, practices, empowerment- nature, need and practice, industrial relations, causes for industrial disputes, ways of resolving disputes, preventive and curative measures.

Module – 3:

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

BOOKS FOR REFERENCE:

1. William .B. Weather & Keith Davis : Human Resource & Personnel Management, McGraw Hill.
2. Terry L. Leap & Michael D. Crino: Personnel / Human Resource Management, Maxwell Macmillan.
3. Friedman, Milton, “ Role of Monetary Policy”, McGraw Hill.
4. Ahuja.H.L, “ Macro Development Economics – Analytical Approach”, Sultan Chand.
5. Bobber.S, “ The Economics of Cycles and Growth”.
6. J.N.Bhagawat, “ Economics of Underdeveloped Countries”, All India Traveller Book Seller Publishing Company.
7. Johnson.M & Hrvey J, “ Introduction to Macro Economics”, Mc Millan.
8. A.N.Agarwal, “Indian Economics – Problems of Development and Planning”, D.R.Publishers.
9. VKRV Rao, “ National Income of India – 1950 to 1980”, Sage Publishers.
- 10.M.Adhikari, “ Economic Environment of Business”, Sultan Chand & Sons.

1.4: MARKETING MANAGEMENT

Module – 1:

Modern concept of marketing, marketing management – Philosophies, approaches in the study of marketing, systems concepts in marketing, rapid adoption of marketing in business sector, international sector, non-profit sector, Marketing management process – strategic marketing process, marketing mix strategy.

Module – 2:

Marketing environment and consumer behaviour, company's macro environment, company's micro-environment, buying motives, buying decision behaviour and process, models of buyer behaviour, purchase decision process, Howard Seth model, industrial buyer behaviour, market segmentation strategy.

Module – 3:

Product planning, product mix decisions, product planning process, new product development strategy, product life cycle concept, product positioning, branding, packaging and labeling decisions, pricing considerations and approaches, general pricing objectives and methods, new product pricing strategies, product mix, pricing strategies, price adjustment strategies.

Module – 4:

Promotional strategies, promotional mix and budgeting, advertising, media planning and evaluation, sales promotion management, sales force strategy, sales force structure size and compensation, marketing research.

Channel management, factors affecting the choice of channel, channel design decisions objectives and constraints, channel management decisions, physical distribution decisions, retailer marketing decisions, wholesaler marketing decisions.

Module – 5:

Marketing control, annual plans, profitability control and strategic control, marketing audit, service marketing, features and strategies, person marketing, place marketing, idea marketing, marketing in non-business organizations, societal marketing.

BOOKS FOR REFERENCE:

1. Philip Kotler, Principles of Marketing, Prentice Hall of India.
2. William J. Stanton, et al, Fundamentals of Marketing, McGraw Hill.
3. Geoff Lancaster, Essentials of Marketing, McGraw Hill.
4. Boyd & Westfall, Marketing Research.
5. Cundiff W.F & Still R.R, Basic Marketing.
6. J.C.Gandhi, Marketing : A Managerial Introduction.
7. S.Neelamegham, Marketing Management & The Indian Economy, Vikas Publishing House.
8. Subash Mehta & Keshav Prasad, Marketing: Environment, Concepts and cases, Tata McGraw Hill Pub.Co., Ltd.
9. Britt & Boyal, Marketing Management & Administration.
10. H.John Bernardin and Joyce E.A. Russei, Human Resource Management an Experimental Approach, McGraw Hill.

1.5: INDIAN FINANCIAL SYSTEMS

Module – 1:

Nature and role of financial system, structure of financial system, equilibrium in financial markets, financial system and economic development, financial intermediation, role and patterns.

Module – 2:

Non-Banking financial institutions in India, a critical review of the working of NDFC's insurance companies, UTI and mutual funds, state financial corporations, housing finance companies, venture capital funds.

Module – 3:

Introduction to financial markets, call money market, market for commercial paper and certification of deposit, government securities market, discount market, discount and finance house of India its role and functions.

Module – 4:

Regulatory frame work for financial markets and institutions, regulation v/s deregulation, role of reserve bank of India, and its bank rate and open market operations policies, Interest rate structure, various theories, interest rate of India.

Module – 5:

Financial Services, leasing factoring, venture capital consumer finance, and merchant banking, international finance.

BOOKS FOR REFERENCE:

1. L.M.Bhole : Financial Institutions & Markets, Tata McGraw Hill, New Delhi.
2. Edminister.R.O : Financial Institutions, Markets & Management, McGraw Hill, New York.
3. Karkal G.C : Unorganised money markets in India, Lalwani, Bombay.
4. Khan.M.Y. Indian Financial System, Vikas.
5. Machiraju: Indian Financial System, Vikas Pub. House.
6. E.Gorden & K.Nataraj, Financial Markets and Services, Himalaya Publishing house.
7. A Financial Services, ICAI, Publication.
8. G.S.Patel, Capital Market, Functioning and Trends, ICFAI Pulication.
9. J.N.Dhonkar, A Treatise an Merchant Banking, Skylark Pub. Delhi.
10. Vinod Kothari, Leasing, Hirepurchase and Consumer Credit, Wadhwa and Co.

1.6: ENTREPRENEURSHIP DEVELOPMENT

Module – 1:

Institutional promotion of small industry, role of central and state governments in the promotion of small industry, Role of financial institutions in the development of small scale industries, Industrial policy of government of India and Karnataka for the promotion of small scale industries.

Module – 2:

Steps to start small scale unit, Concept of idea generation, preparation of feasibility reports, project objectives, design, appraisal format for report, network analysis, clearance form pollution control board, etc, Identification of resources, location & Organization of SSUs.

Module – 3:

Agencies for promotion of SSU, Industrial estate, DICs, small industries development corporation, small industries marketing corporation, Industrial area development board and KSSIDC.

Module – 4:

Financial assistance of SSUs: Role of KSFC, nationalized banks, SIDBI, NSIC, IFCI, Role of venture capital funds in promoting small sector, marketing assistance and assistance to ancillary industries, schemes in the backward Areas including tax concessions.

Module – 5:

Management of SSUs: Production Management, marketing management, human resources management, financial management, export management, Sickness in SSUs causes and remedies.

Module – 6:

Entrepreneurship: Types, inherent qualities including leadership qualities, culture of entrepreneurship in India, Motivation techniques, importance of entrepreneurship development (EDP) role of the government in the development of entrepreneurship.

Module – 7:

Role of small enterprises in global scenario, Role of small enterprises in services sector and information technology sector, BOPs.

BOOKS FOR REFERENCE:

1. S. Shivaram : Entrepreneurship and Enterprise Growth, Seema Publications, New Delhi.
2. Meck Philip a : Small Enterprise Development Policies and Programme, ILO, Geneva.

3. B.C.Tandon : Environment and Entrepreneurship, Chugh Publishers, Delhi.
4. Ram K.Vepa : Small Industry in Nineties, Vikas Publishing House, 1989.
5. Vasant Desai : Management of SSI, Himalaya Publishing House, Bombay.
6. Hans Schollhuner and Arthur H.Kanlloff : Entrepreneurship and Small Business Management, John Wiley.
7. Joseph R. Manuso : How to Start finance and Manager. Your own small Business, Prentice Hall, New- Delhi.
8. Gupta and Srinivasan : Entrepreneurial Development, Sultan Chand, New Delhi.
9. Holt : Entrepreneurship : New Venture Creation, Prentice Hall, New Dellhi.
10. Zimmerer & Scarborough : Essentials of Entrepreneurship and Small Business Management, Prentice Hall, New Delhi.

1.7: BUSINESS INFORMATION SYSTEMS

Module – 1:

Information systems in business – definition, Operations support systems, management support systems, expert systems, Business information systems – marketing, HR, Production, Accounting and financial information systems, Developing information systems – systems analysis and design, International Information systems.

Module – 2:

Information Technology – a managerial overview, Computer systems – Components, peripherals, software, telecommunications, technology alternatives, internet worked enterprises. The Internet, E-Commerce.

Module -3:

Internet and E-Commerce, E-Commerce tools, website, security – encryption, contemporary applications, electronic stock trading, e-banking, trading product & services on the internet.

Module – 4:

Introduction to operating system software, Spread sheet software, range formulas, functions, graphics, accounting software.

Module – 5:

Database definition, types of structures, DBMS software – creating, editing, modifying, scarching and sorting databases, creating and printing formatted reports, designing custom screen displays, multiple data files.

BOOKS FOR REFERENCE:

1. O'Brien James – A Management Information Systems, Tata McGraw Hill, New Delhi.
2. Laudon and Laudon – Management Information Systems, Prentice Hall of India, New Delhi.

3. Gordon B Davis – Management Information Systems, Mc Graw Hill International
4. Sadagopan S – Management Information Systems, Prentice Hall of India.
5. Martin J – Management Information Systems, Prentice Hall of India.
6. Murthy.CVS, Management Information System, Himalaya Pub. House.
7. Effy.OZ, Management Information System, Golgotia Publications Pvt. Ltd.
8. Stair R.S. Raynolds George, Principles of Information Systems, Thomson Course Technology.
9. For Modules 4 and 5 latest appropriate books are recommended.
10. Prasad L.M. and Usha Prasad, Management Information Systems, Sultan Chand & Sons.

1.8: ADVANCED FINANCIAL MANAGEMENT

Module – 1:

The Finance function, Its nature and importance, goals of financial management, financial environment changing role of financial management.

Financing Decisions : Measure of leverage , effect of leverage, BBII – EPS analysis, capital structure planning and factors affecting capital structure decisions, cost of capital, specific cost of capital, overall cost of capital, marginal cost of capital.

Module – 2:

Sources of long-term finance: Ownership securities, creditor ship securities, ADR & GDR issue etc. marketing of securities and SEBI guidelines.

Module – 3:

Investment decision : Capital budgeting and its importance in decision making, estimating cash flows, techniques of investment appraisal, NPV, IRR, Problem of multiple IRR's, extended yield discounted payback, measurement of risk, evaluation of risky projects, multiperiod probabilities analysis, decision tree analysis, sensitivity analysis.

Module – 4:

Dividend Decisions – relevance and irrelevance theories, types of dividend policies, behavioral models of dividend policy, signaling theory, clientele effects, factors influencing dividend policy, corporate dividend practices in India.

Module – 5:

Working capital management, planning, control and policy, management of various components cash, receivables and inventory, financing of working capital.

Module – 6:

International Financial Management : The Foreign Exchange market – Exchange rate determination – foreign exchange risk hedging – options, futures, forwards and swaps – International capital investment analysis.

BOOKS FOR REFERENCE:

1. Weston & Brigham, “ Essentials of Managerial Finance”. The Dryden Press. 6th Edition 1992.
2. James Vanhorns, “ Fundamentals of Financial Management” Prentice Hall Inc., 1981.
3. John Hampton, “ Financial Decision Making Concepts, Problems and Cases.”

**M.COM SYLLABUS
II YEAR**

2.1: BUSINESS ETHICS

Module – I:

Ethics in Business : Definition of business ethics – A model 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 – II:

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 – ethical climate in companies.

Module – III:

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 – IV:

Ethics in Human Resources Management: Human resource system – psychological competency 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 applications, security threats – computer crime – computer viruses – software piracy – hacking – computer crime prevention – ethical dilemmas and considerations.

BOOKS FOR REFERENCE:

1. S.K.Chakraborty, Foundations of Managerial Work Contributions from Indian Thought, Himalaya Publishing House, Bombay.
2. V.S.Mahesh : Thresholds of Motivation, Tata McGraw Hill.
3. Pradip N. Khandwalla : Organisational Designs for Excellence, Tata McGraw Hill.
4. Theophane A. Mathias : Corporate Ethics, (Ed) Allied, Publishers.
5. Beauchamp Tom L : Ethical Theory and Business, Prentice Hall.
6. Behram Kack N : Essays on Ethics in Business and the Professions, Prentice Hall.
7. Blanchard, Kenneth : The Power of Ethical Management, EM of Co.

8. Borchert, Donald M : Exploring Ethics, Macmillan Pub.Co
9. Bowie, Norman E : Business Ethics, Prentice Hall.
10. Brady, F. Neil : Ethical Managing, Macmillon Pub. Co.

2.2: INTERNATIONAL BUSINESS

Module – 1:

Nature of International Business (IB), Drivers of IB, IB and domestic business compared Routes of globalization, players in International Business, Evolution of IB.

Theories of IB. Mercantalism, 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 – formulator of strategies – implementation of strategies – evaluation and control.

Organizational designs for IB, Factors affecting designs, Global product design, Global are design, Global functional design, International division structure.

Module – 3:

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

International operations Management: Nature – operations management and competiti advantages. Strategic issues – Sourcing v/s vertical integration, facilities location, Strategic role 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 investments decisions.

International financial accounting – national differences in accounting, attempts to harmor differences.

Module – 4:

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

Module – 5:

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

Module – 6:

WTO- functions, structure, agreements, implications for India, International Strategies alliances – Nature – Benefits, Pitfalls, scope, managing alliances.

Gats : TRIPS: TRIMS

BOOKS FOR REFERENCE:

1. Darrell Mahoriy, etal, International Business, Longman.
2. Charles W.L.Hill, International Business, McGraw – Hill.
3. Czinkota, etal, Global business, Dryden Press.
4. John D.Daniels, etal, International Business, Pearson Education.
5. Don Ball and Wendell McCulloch, International Business, McGraw – Hill.
6. A.V.Vedipurishwar, The Global CEO, Vision Books.
7. Aswathappa.K., International Business, Tata McGraw Hill (In Press).

2.3: MANAGERIAL COMMUNICATION**Module – 1:**

Communication and Management, Communication as a process, Exploring the nature of the Human Communication Process, The Communication Process and Organization, A Framework for Managerial Analysis.

Module – 2:

Management of Interpersonal Communication: An Introduction and Overview, Interpersonal Foundations for Interpersonal Communication, Models of understanding, Interpersonal Relationships.

Module – 3:

Styles of Human Communication, Barriers to Communication, Gateways to Effective Interpersonal Communication, Communication for interpersonal influence.

Module – 4:

Resolving Interpersonal Conflict. An External – Internal Systems, Orientation to the Management of Communication within small groups. Elements of Group Behaviour and the Communication process, Group Communication Networks.

Module – 5:

Group Communication and performance, The Relationship of Leadership Behaviour with Communication, Formal Organization and Communication, Management and Communication problems of the formal organization, Informal Communication systems as commensators, The External and Internal System, Mix and Approaches to Organization Communication, Managing Organizational Communication.

BOOKS FOR REFERENCE:

1. Anderson & others, Thesis Writing.
2. Jane Whney Gibson, Organisational Communication – A Management Perspective.
3. Lindaur, Communication in Business, W.D.Sunder and Co.
4. Richar C.Huseman, Jamesm Latiff 7 John Chatfield, Business Communication, Sanndeo International Editor.
5. Brown L, Business Communication – Facts and Ideas.
6. C.S.Rayeed, Communication.
7. L.A.Wookort & W.R.Unwin, Mastering Business Communication, Mcmillan, UK.

2.4: BRM & VIVA-VOCE**Module – 1:**

Research: Meaning, purpose, Scientific method, types of research: scope of business research. Review of literature: need, purpose, notes taking.

Module – 2:

Selection and formulation of a research problem, formulation of hypothesis, operational definition of concepts, sampling techniques.
Research Design: Meaning, nature, process of preparation, components of research design.

Module – 3:

Data: Sources of data, methods, of collection: Observation interviewing mailing: tools for collection data: interview schedule, interview guide, questionnaire, rating scale, socio metry, check list: pre-testing of tools, pilot study.
Processing of data: checking editing, coding, transcription, tabulation, preparation of tables, graphical representation.

Module – 4:

Analysis of data, simple and advanced statistical techniques and their uses. Use of SPSS and other ststistical software packages. Advanced Techniques for Data Analysis – ANOVA Discriminant Analysis, Factor Analysis, Conjoint Analysis, Muti – ddimensional scaling and clustering methods, Testing of Hypothesis, Research Applications, Market survey.

Report – Writing, Planning report writing work – target audience, type of report, style of writing, synoptical outline of chapters, steps in drafting the report.

BOOKS FOR REFERENCE:

1. Moses, C.A. Survey Methods in Social Investigation.
2. Goode & Hatt, Methods in Social Investigation.
3. William Emory, Business Research Methods.
4. Vernon Colver & H.L. Balsleg, Business Research Meth
5. Krishnaswamy O.R. Methodology of Research in Social Sciences, Himalaya Publishing House.
6. Kothari, C.R. Methodology of Research, Vikas Publishing House.
7. K.R. Sharma, Research Methodology, National Publishers, Jaipur.
8. Ilkinson & Bhandarkar, Methodology and Techniques of Social Research.
- Cooper. D.R. and P.S. Schindler, Business Research Methods, Tata McGraw Hill.

ACCOUNTING & TAXATION

2.5: COST MANAGEMENT

Module – 1:

Importance of analyzing and managing costs.

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, strategic analysis of cost, Business process, re-engineering.

Module – 3

Activity based costing, inadequacy of traditional methods of overhead absorption, concept of ABC, Kaplan and Cooper's approach to ABC Cost drivers and cost pools, main activities and its cost drivers, allocation under ABC – Characteristics, steps implementation and benefits of ABC.

Module – 4:

Pricing decisions product profitability decisions and cost management, major influences on pricing, product cost categories, costing and pricing approaches, cost plus pricing target costing for target pricing, transfer prices and budgeting planning and control, multinational pricing market –based transfer prices, cost based transfer prices.

Module – 5:

Life style Costing- activities and phases in product life cycle, short product and extension of product life cycle, just in time approach, concept, Philosophy of JIT,

sources of waste, aims and objectives of JIT methodology in implementation of JIT, Limitations of JIT Costing Value Chain analysis and TQM

BOOKS FOR REFERENCE:

1. S.K.R.Paul, Management Accounting, New Central Book Agency Private Ltd., Calcutta.
2. Charles T.Horngren, George Foster, Srikant, M.Data, Cost Accounting, A Managerial Emphasis, Prentice Hall of India, New Delhi.
3. Roger Cowe, Hand Book of Management Accounting, A Grower Handbook.
4. S.Mukherjee & A.P.Roychowdhury, Advanced Cost and Management Accountancy, New Central Book Agency, Calcutta.
5. Anthony.R.N., Management Accounting Principles, Grawin Publishing.
6. Batty J.Mc Donald & Evans, Management Accountancy, London.
7. Bierman.H. & Drabin.A.R., An Introduction Managerial Accounting, McMillan Company, New York.
8. Broad.H.W. & Carmichael.K.S, a Guide to Management Accounting, HFL(Pub) Ltd., London.
9. Brown & Haward, Mac Donald, Evans, Principles of Management, Accountancy, London.
10. De Pauls, Management Accounting in Practice, F.C.Europe Pub.Ltd., London.
11. Keith Ward, Strategic Management Accounting, Butterworth Heirmann Pub.
12. John.K.Shank, Cases in Cost Management, A Strategic Emphasis, South-Western Publishing, Thomson learning.

2.6: ACCOUNTING FOR MANAGERIAL DECISION

Module – 1:

Management Accounting its nature and scope, comparison with cost accounting, utility of management accounting tools of management, accounting limitations of management accounting, installation of management accounting system.

Module – 2:

Accounting Standards – Definition, Benefits – Management and standard setting – Standard setting process – Difficulties in Standard setting – Types of Accounting Standard – Accounting Standard issued by ASB of ICAI till date.(only theory)

Module – 3:

Corporate reporting, objectives, legal requirements, Contemporary issues in accounting, Corporate social accounting, human resources accounting, cash flow basis of accounting.

Module 4:

Cost Volume profit analysis and marginal costing, ascertainment of cost volume, profit relations, marginal costing, features and limitations, absorption costing and marginal costing, contribution, profit – volume ratio, key or limiting factors, break even analysis, multiproduct break even chart, applications of marginal

costing, fixation of selling price, problem of key factor, diversification of product, selection of most profitable product mix, make or buy decision, alternative methods of production, effect of changes in selling price, shutdown or continue decision, alternative courses of action.

Module – 5:

Standard costing and budgetary control, variance analysis, material cost variances, labour cost variance, overheads variances, sales variances, profit variance, budgetary control techniques cash sales, purchase and production budgets, fixed and flexible budgets, performance budgeting, project budgeting and evaluation, master budgets, responsibility accounting, zero base budgeting.

BOOKS FOR REFERENCE:

1. Jawaharlal, Accounting Theory, Himalaya Publishing House.
2. L.S.Porwal, Accounting Theory, Tata McGraw Hill.
3. I.M.Pandey, Management Accounting, Vikas Pub.
4. S.N.Maheshwari, Management Accounting and Financial Control, Sultan Chand, New Delhi.
5. Bhattya.J, Management Accounting, ELBS.
6. Khan and Jain, Management Accounting, Tata McGraw Hill.
7. Horngren C.T, Management Accounting Prentice Hall of India.
8. ICAI, Compendium of Statements and Standards on Accounting.
9. Myer J.N. Financial Statement Analysis.
10. Anthony R.N., Management Accounting Principles.

2.7: DIRECT TAXES

Module -1:

Basic framework 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, deductions/allowances, disallowances and depreciation.

Module – 3:

Computation of taxable income of companies – set – off and carry forward of losses – deductions under Section 80G, 80IA, 80IB, 80IC.

Module -4:

Tax, Management of Tax deduction/collection at source, fringe benefit tax, under corporate tax Minimum alternate tax, dividend distribution tax, planning with respect to amalgamation and mergers, multinational companies, double taxation

treaties, ventures and foreign collaborations-tax consideration in making or buy, own or lease, sources of capital.

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 – exempt wealth, computation of net wealth tax planning.

BOOKS FOR REFERENCE:

7. Dr.Bhagwathi Prasad : Direct Taxes Law & Practice, Whishwa Prakashan, Delhi.
8. Vinod – Singhania : Direct Tax Law and Practice, Taxman.
9. Agarwal P.K. : Tax Planning for Companies. Hind Law Publishers, New Delhi.
10. Dr.H.C.Mehrotra and Dr.S.P.Goyal : Income Tax Law & Practice, Sahithya Bhavan, Agra.
11. Sukumar Bhattacharya, Tax Planning in India.
12. Sharat Bargava : Direct Taxes.
13. Income Tax Act.

2.8: INDIRECT TAXES

Module – 1:

Introduction: Special features of indirect tax levied, all pervasive nature, contribution to Government Revenues, fiscal preference as instrument or planning and development – role of indirect tax laws.

Module – 2:

Central Excise and salt Act 1944: Nature of levy of excise duty classification of excisable goods, price lists and their significance, valuation of excisable goods, central excise licensing, detailed procedure.

Clearance of excisable goods – procedure under physical control, compounded levy scheme and self removal procedures, personal ledger account and daily stock accounts.

Exemption from excise duty – nature and types of exemption notifications.

Procedure for clearance of samples, semi finished goods and return and retention of duty paid goods, CENVAT, CENVAT on capital goods.

Significance of the levy, exemption and clearance procedure.

Duty drawback claims eligibility, procedure and formalities for compliance.

An overview of accounts, records and returns to be maintained/ filed under the act.

Adjudication and appeals – detailed procedure before various excise authorities and the appellate tribunal – Transfer pricing.

Module – 3:

Customs Act 1962, Details of procedure in relation to the levy, collection and exemption from customs duties – documents to be prepared and presented to customs authorities valuation of goods, clearance of imported and exported goods procedure.

Detailed procedure in relation to transportation and warehousing – relevant rules and regulations.

Drawback of customs duties paid, preparation and submission of drawback claim forms.

Adjudication and appeals before the customs authorities and the appellate Tribunal.

Module – 4:

Central Sales Tax Act – 1956, Constitutional background of CST, Inter state trade and commerce restriction of powers of taxation on sales by state – liability of sales tax – inter – state sale – occasions movement of goods, sale by transfer of documents, sale under CST – transactions which are not sales – persons liability of sales tax.

Persons liable to pay CST – exemptions from CST – sales outside the state – sale in course of import/export – declared goods, forms of declaration. VAT, advantages, disadvantages Ect.

Module – 5:

State VAT

Module – 6:

Service Tax

BOOKS FOR REFERENCE:

1. L.K.Jain, Central Excise Manual, Contay Publishers P.itd.
2. D.N.Khole, B.N.Sharma etal, Customs Tariff, Census Publishers.
3. V.S.Datey, Indirect Tax Law and Practice, Taxmann Publications.
4. Karnataka – VAT 2004

b) BANKING AND FINANCE

2.5: FINANCIAL SERVICE & MARKETS

Module – 1:

Nature and role of financial system, structure of financial system, equilibrium in financial markets, financial system and economic development, financial intermediation, role and patterns, Savings, Investment functions in the economy interest rate structure – theories of interest.

Module – II:

Banking in collections – commercial banks, coop banks, Industrial banks – IFC, IDBI, SDBI, Non-banking, financial institutions in India, a critical review of the working of NBFC's Insurance companies, UTI and mutual funds, state financial corporations, housing finance companies, NHB venture capital funds.

Module – III:

Introduction to financial markets, call money market treasury bill market, market for commercial paper and certification of deposit, government securities market, discount market, discount and finance house of India its role and functions.

Module – IV:

Regulatory framework for financial markets and institutions, regulation Vs deregulation, role of reserve bank of India and its techniques of monetary policy, Interest rate structure, various theories, interest rate of India.

Module – V:

Industrial Securities Markets – Securities Contract – Constitution & working of NASDAQ, RSE, NSE, OTCEI, SEBI – role and functions with regard to secondary markets.

BOOKS FOR REFERENCE:

- 1.M.Bhole: Financial Institutions and Market, Tata McGraw Hill, New Delhi.
- 2.Edminister.R.O: Financial Institutions, Markets, Markets and Management, McGraw Hill, New York, 1986.
- 3.Karkal.G.C: Unorganised money markets in India, Lalwani, Bombay.
- 4.Khan.M.Y: Indian Financial System, Vikas 1980.

2.6: SECURITIES ANALYSIS AND PORTFOLIO MANAGEMENT

Module – 1:

Investment vs speculation, overview of different financial assets(securities), corporate securities, govt. securities, insurance products, social security schemes,

mutual funds international securities, sources of investment information, risk in investment.

Module – 2:

Debt instruments – various types, risks, valuation of bond, convertible debenture, yield to maturity, yield curves, bond duration, Equity and valuation Derivatives – options, futures and their valuation.

Module – 3:

Fundamental Analysis – economy analysis, industry analysis, company analysis – financial and non financial, Technical analysis – charts and analysis using charts. Efficient market hypothesis and empirical evidence there on.

Module – 4:

Portfolio return, risk – diversification, Markowih2 model, optional portfolio with lending and borrowing, single index madel, Capital asset pricing model – risk reward relationship, capital market line, security market line, Arbitrage pricing theory.

Module – 5:

Portfolio and portfolio management process, specification of portfolio objectives, selection of asset mix, portfolio strategies, rebalancing and portfolio evaluation.

Module – 6:

Portfolio management – mutual funds, bank funds, Insurance funds, International securities, International investment, International portfolio management, emerging trends.

BOOKS FOR REFERENCE:

1. Donald E.Fischer and Ronald J.Jordon: Security Analysis & Portfolio Management, Prentice Hall.
2. Timoty E.Johnson: Investment Principles, Prentice Hall, New Jersey.
3. J.C.Francis: Investment Analysis and Management.
4. Graham B.D.Dodd and S.Bolts: Securities Analysis, McGraw Hill, Newyork.
5. Pandyan Puneethavathy, Securities Analysis and Portfolio Management, Vikas Pub.House.
6. Singh Preeti, Investment Management, HPH.
7. Chandra Prasanna, Managing Investments, Tata McGraw Hill.
8. Ranganatham & Madhumati, Investment Analysis and Portfolio Management, Pearson Education.
9. Alexander J.Sharpe W.F.etal, Fundamentals of Investments, Pearson Education.
10. Haugen, Modern Investment theory, Pearson Education.
11. Shapiro Alan, C.Multinational Financial Management, Allyn and Pacon ICO Boston.

2.7: BANK OPERATIONS & RISK MANAGEMENT

Module – 1:

Regulatory policies influencing bank operations – an overview (Basel Committee, prudential norms, FEMA – Banker's compliance)

Resource Mobilization – Deposits – types, classification and pricing, management or reserves, management of NRI funds, Liability Management.

Module – 2:

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

Monitoring and Follow-up, IRAC Norms (i.e., Income recognition and Asset Classification norms), Non-performing Assets, Securitisation Act.

Module – 3:

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

E-banking, payment System, Settlement System, Business and profit planning.

Module – 4:

Introduction to risk Management – evolution of risk types steps in risk management, RBI Guidelines.

Credit Risk

Credit Risk Management Models – Introduction, Motivation, Functionality of good Credit, Risk Management Model – Review of Markowitz portfolio selection theory- credit risk pricing model – capital and regulation – conclusion – Risk Management of credit derivatives.

Module – 5:

Market Risk (includes Asset Liability Management)

Yield Curve Risk Factors – Domestic and global contexts – handling multiple risk factors – principal component analysis – Value at Risk (VAR) – Implementation of a VAR system – Additional Risks in fixed income markets – Stress testing – Bank testing.

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 – operational risk systems/solutions.

Module – 6:

Tools of Risk Management, Derivatives, Futures, Options, Swaps, ECCC.

Books for Reference:

The Professional's Handbook of Financial Risk Management by Mare Lox and Lev Dorodorsky.

2.8: MARKETING OF BANK PRODUCTS

Module – 1:

Financial services with special reference to banking products, role, concept, nature and characteristics, Financial services marketing v/s products marketing financial services marketing triangle, Strategic financial services marketing planning – an overview, marketing environment, Analysing financial services marketing environment – macro and micro components – understanding the customer service 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 service product – product levels major product decisions, branding and product mix decisions, customer service strategy, product life cycle and new 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 retail products – communication process – Promotion mix planning – advertising personal 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 in banks – CRM.

Note: In this paper the word financial services means banking and insurance products.

BOOKS RECOMMENDED FOR BANKING:

1. India's Banking and Financial sector in the New Millennium – Volume I & II.
2. Bala Shenmugam, Craig Turton, George Hempel: Bank Management.
3. How to form Banking and Financial Institutions, Nabhl Publication.

4. Mary P. Merrill: Financial Planning in the Bank.
5. Macmillan: The Bank Credit card business, The Indian Institute of Bankers.
6. B.R. Sharma: Bank Frauds – Prevention & Detection.
7. Risk Management systems in Banks, Guidelines by RBI.
8. Joel Bessis: Risk Management in Banking, John Wileysons, New York.
9. Mark Largan: Corporate Banking, Chartered Institute of Bankers, Scotland.
10. G.A. Penn, A.M. Shea and A. Arora: Law and Practice of International Banking.
11. Claude E. Barfield: International Financial Markets, Harmonization verses Competition.
12. Ethan B. Kapstein: Governing the Global Economy – International Finance and the State, Harward University Press.

INSURANCE & RISK MANAGEMENT

2.5: PRINCIPLES OF INSURANCE & IRDA

Module – 1:

History of Insurance, Pre nationalization of Insurance, Post Nationalization of Insurance, Liberalization of Insurance Sector, R.N. Malhotra Report, Passing of IRDA Act, Constitution of IRDA, Its powers and functions.

Module – 2:

Present scenario of Insurance Industry in India.

Module – 3:

Legal Environment, Various legislations governing Industry in India.

Module – 4:

Office Organization, Ideal Insurance organization, various activities of an Insurance Office.

Module – 5:

Customer Centric approach, Consumer Protection Act 1986, various forums under COPA, Their financial limits, Ombudsman.

Module – 6:

Financial planning & Taxation, Provisions of Income Tax Act & Wealth Tax & Gift Tax applicable to Insurance.

Module – 7:

Social responsibility of Insurance Sector, Legal provisions.

Module – 8:

On the job training in Insurance Company.

2.6: PRINCIPLES & PRACTICE OF LIFE INSURANCE

Module – 1:

Brief history of Life Insurance in India, Pre & Post nationalization Present position of Life Insurance Industry after liberalization.

Module – 2:

Basic Principles of Life Insurance, Contract and its essentials, Special features of Life Insurance Contract, Utmost good faith, Insurable interest, Special nature of Insurance Contract.

Module – 3:

Life Insurance Products, Basic plans & Traditional Products, Annuities and pension plans, Market linked products.

Module – 4:

Salient features of Group Insurance, various Group Insurance schemes.

Module – 5:

Underwriting of lives, Factors affecting Mortality, Various documents needed for assessment of risk Numerical method of underwriting, Treatment of Substandard lives, and Extra Mortality ratings.

Module – 6:

Structuring of Premium, Components of Premium, and Premium calculation, Theory of Valuation, Surplus and Bonuses and legal provisions as regards Valuation.

Module – 7:

Policy, Terms and conditions, Lapsation and Revival, Non forfeiture regulations, forfeiture in certain events, Duplicate policy, Alterations & Foreclosure. Various documents generated in Life Insurance Contract.

Module – 8:

Claims settlement, Maturity claims, Death claims, Documents needed for settlement of claims, Calculation of claim amount, Exchange Control regulations.

2.7: PRINCIPLES AND PRACTICE OF GENERAL INSURANCE

Module – 1:

Brief history of General Insurance, pre, post and liberalized scenario. Need and Scope for General Insurance in the development of the Country.

Module – 2:

Essentials of Contract Act as applicable to General Insurance, Special features Utmost Good faith, Insurable Interest, Proximate cause, Indemnity, Subrogation.

Module – 3:

Different branches of General Insurance, scope of cover in different Policies, exclusions, Tariff advisory Committee.

Module – 4:

Property Insurance – Standard Fire Policy, special peril Insurance, Marine (Dry & Wet) Insurance, Forms, Underwriting & Claim Procedure.

Module – 5:

Liability & Personal Insurances – Mediclaim Insurance, Personal Accident, Underwriting and claim procedure.

Module – 6:

Motor Insurance, Third Party & Comprehensive covers, Tariff and non tariff Business.

2.8: RISK MANAGEMENT IN INSURANCE

Module – 1:

Risk, Peril and Hazard, Types of Risk Pure & Speculative

Module – 2:

Risk Management, Techniques of Risk Management, Risk identification, evaluation, Avoidance, Reduction, Retention and Transfer Statistical methods, Theory of Probability, Insurance as method of Risk management.

Module – 3:

Environment scanning, Legal, Economic, Commercial, Financial, Social and Cultural environments.

Module – 4:

Accounting in Insurance, Preparation of Revenue Account, Balance sheet, Cost Ratios, Investment of Insurance Funds and the legal framework.

Module – 5:

Capital structure of an Insurance organization, Reserves, solvency margins.

Module – 6:

Marketing in Insurance, Distribution Channels, advisors, Brokers, Bancassurance, Consultatants, Loss assessors and valuers.

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