

M.Com Course Structure & Syllabus for 2016-2017 Admitted batch

I Semester:

- CM 1.1 : Business Management
- CM 1.2 : Business Environment & Legislation
- CM 1.3 : Business Economics
- CM 1.4 : Quantitative Techniques for Business Decisions
- CM 1.5 : Information Technology for Business (Revised)
- CM 1.6 : Entrepreneurship Development

II Semester:

- CM 2.1 : E - Commerce
- CM 2.2 : Financial Accounting and Packages
- CM 2.3 : Research Methodology & Business Analytics
- CM 2.4 : Financial Management
- CM 2.5 : Marketing Management
- CM 2.6 : Human Resources Management

III Semester:

Group A: (Accounting, Auditing & Taxation)

- CM 3.1(A) : Advanced Cost Accounting
- CM 3.2 (A): Advanced Management Accounting
- CM 3.3 (A): Auditing and Assurance
- CM 3.4(A) : Advanced Auditing
- CM 3.5 (A): Direct Taxes
- CM 3.6(A): Indirect Taxes – I (Revised)

Group - B: (Banking & Insurance)

- CM 3.1(B): Advanced Banking
- CM 3.2(B): Banking and Technology
- CM 3.3(B): Insurance Products and Management
- CM 3.4 (B): Principles of Life Insurance
- CM 3.5(B): Financial Markets and Services
- CM 3.6(B): Security Analysis and Investment Management

Group-C: (International Business)

- CM 3.1(C): Theory of International Trade and WTO
- CM 3.2(C): International Business Environment
- CM 3.3(C): International Financial Management
- CM 3.4(C): International Marketing Management
- CM 3.5(C): International Human Resource Management
- CM 3.6(C): Foreign Exchange & Risk Management

IV Semester:

Group A: (Accounting, Auditing & Taxation)

- CM 4.1 (A): Financial Reporting
- CM 4.2 (A): Strategic Financial Management
- CM 4.3 (A): Information System Control and Audit
- CM 4.4 (A): Advanced Auditing and Professional Ethics
- CM 4.5 (A): Indirect Taxes – II
- CM 4.6 (A): Corporate Tax Law and Planning

Group - B: (Banking & Insurance)

- CM 4.1(B): Banking Law & Practice
- CM 4.2 (B): Bank Management
- CM 4.3 (B): Insurance & Risk Management
- CM 4.4(B) : Insurance: Actuarial
- CM 4.5(B) : Portfolio Management
- CM 4.6(B) : Financial Derivatives

Group-C: (International Business)

- CM 4.1(C) : International Accounting
- CM 4.2(C) : International Business Law and Taxation
- CM 4.3(C) : International Business Negotiations
- CM 4.4(C) : Global Supply Chain Management
- CM 4.5(C) : India's Foreign Trade & EXIM Management
- CM 4.6(C) : International Commodity Markets

I Semester
CM 1.1: BUSINESS MANAGEMENT

Unit – I: **INTRODUCTION:** Management, Concept, Significance, Levels, Skills, Functions & Principles. Management as an Art, Science and Profession – Social responsibilities of business.

Unit – II: **PLANNING:** Nature, Purpose, Process of Planning, Types of Plans – Premising & Forecasting, Decision Making: Concept, Process, Rationality in Decision; Management By Objectives: Concepts, Process, and Preconditions.

Unit – III:**ORGANIZING:** Nature, Purpose, Process; Formal and Informal Organizations; Departmentation: Importance-Methods of Departmentation; Span of Control; V.A. Graicuna's Theory; Factors Determining Span of Control; Delegation: Concept, Process, Advantages and Principles of Effective Delegation; Decentralization: Concept, When to Decentralize and How to Decentralize; Line and Staff: Concept-Reasons for Conflicts between Line and Staff and Measures to Overcome; Committees, Reasons for using Committees, Conditions for Successful Operations of Committees.

Unit – IV: **STAFFING:** Nature and Importance of Staffing, Factors in Selecting Lower, Middle and Upper Level Managers. **DIRECTING:** Meaning, Assumptions of Human Behaviour by Douglas Mc Gregor, Edgar Shien and Elton Mayo.

Unit – V: **MOTIVATION:** Significance, Process - Theories of Maslow, Herzberg, McClelland, Porter and Lawler; Leadership: Trait Approach to Leadership, Leadership Styles, Managerial Grid; Communication: Importance, Process, Media, Channels, Barriers, Principles of Effective Communication. **CONTROLLING:** Basis Control Process, Pre-Requisites, Requirements of adequate Control.

Suggested Books:

1. Koontz, H and Wihrich.H, *Management*, 10th ed., McGraw, New York 1995.
2. Stoner, J.etc., *Management*, 6th ed., Pearson Education, 1995.
3. Thomas S. Bateman, Scott A. Snell, *Management*, Tata McGraw Hill.
4. Maital Seshadri, *Innovation Management*, Sage Publications.
5. Stonner, Freeman, Gilbert, *Management*, Prentice Hall of India.
6. Stephen P. Robbins, *Management*, Pearson Publications.
7. Tripathi, Reddy, Principles of Management, SAGE
8. JS Chandran, Management: concepts and strategies, Vikas Publishing House Pvt. Ltd.

CM 1.2: Business Environment & Legislation

Unit -I: Theoretical Framework of Business Environment: Concepts, Significance and Nature of Business Environment; Elements of Environment – Internal and External; Changing Dimensions of Business Environment; Techniques of Environmental Scanning and Monitoring.

Unit -II: Economic Environment of Business: Significance for Business – Economic Planning – Objectives and Achievements; Government policies – Industrial policy of 1991; Fiscal policy; Foreign Trade Policy; Economic Reforms and LPG – Human Development in India.

Unit- III: Political and Legal Environment of Business: Political Institutions – Legislature, Executive and Judiciary – Changing Dimensions of Legal Environment in India; Patents Act-1970, SICA-1985, Consumer Protection Act-1986, FEMA-1999, IT Act-2000, Competition Act-2002, SEZ Act-2005.

Unit -IV: Cultural and Technological Environment: Elements of Socio – Cultural Environment; Impact on Business – Social Audit - Technological Environment in India; Technology Transfer – Technology Policy.

Unit -V: International and Recent Issues in Environment: Multinational Corporations; Foreign Collaborations and Indian Business; International Economic Institutions: WTO, World Bank, IMF and their importance to India; Foreign Trade Policies.

Suggested Books:

1. Francis Cherunilam, *Business Environment*, Himalaya Publishing House, Mumbai.
2. Fernando, A.C., *Business Environment*, Pearson.
3. Suresh Bedi, *Business Environment*, Excel Books, New Delhi,
4. Adhikary.M. *Economic Environment of Business*, Sultan Chand & Sons, New Delhi.
5. Alag, Yoginder.K., *Indian Development Planning and Policy*, Vikas Publishers, New Delhi.
6. G.Prasad, *Business and Corporate Laws*, Jai Bharathi Publishers.
7. Gulshan S.S. and G K Kapoor, *Business Law Including Company Law*, NEW AGE.
8. Aswathappa.K., *Essentials of Business Environment*, Himalaya Publishing House, Delhi.
9. Chakravarthi., S., *Development Planning*, Oxford University Press, Delhi.
10. Govt. of India, *Economic Survey*, Various Issues.
11. Justin Paul, *Business Environment*, Text and Cases, Tata McGraw Hill.
12. Saleem Shaik, *Business Environment*, Pearson Education, Delhi.
13. Ruddar Dutt & KPM Sundaram, *Indian Economy*, S. Chand & Co., Delhi.
14. Krishna Rao,P, *WTO-Text & Cases*, PSG Excel Series.
15. R.S.N. Pillai, Bagavathi, “*Legal Aspects of Business*”, S.Chand, New Delhi.
16. H.L.Ahuja, “*Economic Environment of Business*” S.Chand, New Delhi.

CM 1.3: Business Economics

Unit I: Introduction – Definition, Nature and Scope of Managerial Economics; Economic Goals of a Business Firm: Profit Maximization Vs Wealth Maximization, Sales Revenue Maximization

Unit II: Consumer Equilibrium under Cardinal and Ordinal Utility Theories – Indifference Curve Analysis – Income Substitution and Price Effects – Demand Analysis – Law of Demand – Demand Function and determinants of Market Demand – Concept of Price, Cross, Income and Promotional Elasticity; their measurement and relevance in Managerial Decision – Making Methods of Demand Forecasting.

Unit III: Firm's Equilibrium – Isoquant and Isocost analysis; concept of Least – Cost Combination of inputs – The law of Diminishing Marginal Returns in Production – concept of Production Function – Total Product, Marginal and Average Product Curves, their derivation and inter – relationships – Cobb –Douglas Production Functions and its relevance in allocation decisions. Concepts of Scale and proportion, Cost Functions – Derivation of total, marginal and average cost functions – Long run cost curves – Managerial uses of Cost concept: Fixed, Variables, Historical, Replacement, Opportunity Costs, Out of Pocket Costs, Sunk and Incremental Costs.

Unit IV: Market Structures and their characteristics – Pricing and output decisions of firm under different market structures – Perfect Competitions, Pure Monopoly, Oligopoly, Monopolistic / Imperfect Competition under short and long runs. Discriminative Monopoly and its extensions in managerial decision – making; Regulation of Monopoly through Prices and Taxes; King Demand Curve and Prices rigidity under Oligopoly – Non-Price Competition under Monopolistic Competition: Selling Costs and Products Differentiation – Evaluation of Market Structures from Social Perspective.

Unit V: Pricing Practices of Firms – Objectives of Pricing Policy – Approaches to Pricing New Products; Skimming Price, Penetration Pricing, Costs Plus Pricing, Managerial Cost Pricing, Psychological Pricing, Odd Number Pricing, Regulated Pricing, Predatory Pricing. Price – Quality Strategies for New Products; Premium Strategy, Good Value Strategy, over charging Strategy and Economy Strategy.

Suggested Books:

1. William Baumol, "Economic theory and Operations Analysis", PHI.
2. Paul G. Keat, Philip K.Y. Young and S. Benerjee, "Managerial Economics - Tools for Today's Decision Makers", Pearson.
3. Mark Hirschey, Managerial Economics: An Integrated Approach, Cengage Learning.
4. James R. McGvigan, R.Charles Moyer and Harris, "Managerial Economics: Application, Strategy and Tactics", Cengage Learning.
5. Suma Damodaran, "Managerial Economics", Oxford University Press.
6. G.S. Gupta, "Managerial Economics", Tata McGraw-Hill
7. Atmanand, "Managerial Economics", Excel Books.
8. H. Craig Peterson, Lewis and Jain, "Managerial Economics, Pearson.
9. Chirstopher R. Thomas, S. Charles Maurice, "Managerial Economics: Concepts and Applications", Tata McGraw-Hill.
10. E.F. Brigham and J.L. Pappas, "Managerial Economics", The Dryden Press.
11. D.D. Chaturvedi, S.L. Gupta, Sumitra Paul, "Business Economics: Text and Cases", Galgotia Publishing Company.
12. Donald S. Watson, "Price Theory and Its Uses", Scientific Book Agency.
13. Ahuja, H.L., Managerial Economics, S.Chand.

CM 1.4: QUANTITATIVE TECHNIQUES FOR BUSINESS DECISIONS

(w.e.f. the batch of students admitted - 2015-16)

UNIT-I: PROBABILITY: Concept of Probability: Definitions of Probability, Addition Theorem of Probability, Conditional Probability and Multiplication theorems of Probability, Baye's Theorem of Probability and its Applications.

UNIT- II: THEORETICAL DISTRIBUTIONS: Binomial Distribution, Poisson Distribution and Normal Distribution – their Properties and Applications.

UNIT -III: TESTING OF HYPOTHESIS: Concept of Testing of Hypothesis, Types of Errors, Standard deviations and Proportions, Z- test for Means, T-test, F-test for two variances and Chi-Square test for goodness of fit and independent of Attributes and their Applications - Confidence intervals.

UNIT -IV: CORRELATION AND REGRESSION: Multiple Linear Regression, Multiple Correlation Coefficient, Partial Correlation Coefficient, Goodness of Fit of the model.

UNIT- V: INTRODUCTION TO OPERATIONS RESEARCH: Need of Operations Research Techniques in Business Decisions - Linear Programming: Basic concepts of LPP – Graphical solutions – Simplex Method.

Suggested Books:

1. Sharma, J.K., Fundamentals of Business Statistics, Pearson.
2. Sancheti, Dc & VK Kapoor, Business Mathematics, Sultan Chand.
3. Arora, P. N., S. Arora Comprehensive Statistical Methods, S. Chand.
4. Sharma, J.K., Quantitative Methods- Theory & Applications, MacMillan.
5. Sharma JK., Operations Research: Theory & Applications, Mc Milan India Ltd.
6. Miller, Introduction to Operations Research, TMH.
7. Finite Mathematics, Scham Series.

CM: 1.5 Information Technologies for Business

(Comes into force w.e.f the Academic year 2016-17)

Max marks: 100

Class Room performance (5Marks) + Attendance (5 Marks)-10 marks

Internal (written) -20 marks

Practical – 20 marks

External (Written) - 50 marks

Unit I- Introduction:

Evolution of Computers- Generations; types of Computers- Hardware and software – Types of software –Storage Devices data representation for Computers

Unit II- Computer Networks:

Types of Networks- LAN, WAN, MAN- Network Topologies- introduction to Internet- E- Commerce; ERP Evaluation and Growth

Unit III- MS Word & Excel

MS-Word: Creation of Document – Format Document – Text Editing and Saving – Organizing information with tables and outlines – Mail merge – Index-Printing

MS Excel: Creating and Editing Worksheets – Cell Formatting – Creating and using formulas and functions – Use of Macros – Sorting and Querying data – Working with Graphs and Charts. **(Theory & Practicals)**

Unit IV -Power Point:

Features of power Point- Creation of slides – Use of templates and slide designs – Slide master- Animation Timings Action buttons **(Theory & Practicals)**

Unit V- : MS Access: Create Databases, Tables, Relationships – Create forms to enter data – filter data – use of queries in data manipulation – Generating Reports. **(Theory & Practicals)**

References:

1. Introduction to Computers and Communications, Peter Norton-Sixth Edition-Tata McGraw Hill, 2009.
2. V.Rajaraman – Introduction to Information Technology, Prentice Hall India, 2008.
3. Carver: Doing Data Analysis with SPSS 16.0, 3/e, Cengage, 2009.
4. George: SPSS for Windows Step by Step, 6/e, Pearson Education, 2009.
5. Cox et al – 2007 Microsoft Office System Step – by – Step, First Edition, PHI, 2007.
6. Winston-Microsoft Office Excel 2007 Data Analysis and Business Modeling, First Edition, Prentice Hall India, 2007.
7. Anita Goel, “Computer Fundamentals”, Pearson.
8. Sanjay Saxena & P Chopra, Computer Applications in Management, Vikas.

CM 1.6 ENTREPRENEURSHIP DEVELOPMENT

(w.e.f. the batch of students admitted - 2015-16)

Unit- I: Introduction: Entrepreneurship – Meaning, importance- Entrepreneur characteristics- Women entrepreneurs; Classification of entrepreneurs - Myths about Entrepreneurship- Entrepreneur Vs Intrapreneur- Management Vs Entrepreneurship.

Unit -II: Idea Generation and Opportunity Assessment: Importance of Ideas in entrepreneurship- Sources of New Ideas – Techniques for generating ideas- Steps in assessing business potential of an idea- Opportunity Recognition- sources and process- Steps in tapping opportunity

Unit- III: Project Formulation and Appraisal: Meaning and significance of Project Report - Content; Guidelines for Report preparation- Project Appraisal- Methods-Economic Analysis; Financial Analysis; Market Analysis; Technical Feasibility- Sources of Finance- Term loans and Short term Finance.

Unit- IV: Institutions Supporting Small Business Enterprises: Introduction- Central level Institutions- KVIC; SIDO; NSIC Ltd; National Productivity Council (NPC); EDII - State level Institutions- DIC- SFC-SSIDC- Industry Associations- CII ; FICCI; ASSOCHAM.

Unit- V: Government Policy and Taxation Benefits: Government Policy for SSIs- Need for tax benefits- Tax Holiday; Rehabilitation allowance ; Investment Allowance; Tax concessions for SSIs in Rural and Backward areas.

Recommended Books:

1. Arya Kumar, Entrepreneurship, Pearson, Delhi, 2012.
2. Poornima M. Ch., Entrepreneurship Development- Small Business Enterprises, Pearson, Delhi, 2009
3. Michael H. Morris, et. al., Entrepreneurship and Innovation, Cengage Learning, New Delhi, 2011
4. Kanishka Bedi, Management and Entrepreneurship, Oxford University Press, Delhi, 2009
5. Anil Kumar, S., et. al., Entrepreneurship Development, New Age International Publishers, New Delhi , 2011
6. Khanka, SS, Entrepreneurial Development, S. Chand, New Delhi. 2011

CM 2.1 E-COMMERCE

Unit-1: History of E-Commerce-Early Business Information Interchange Efforts-Emergence of Internet & World Wide Web-Infrastructure for EC-Advantages & Disadvantages of E-Commerce. Business Models for E-Commerce –E-Business models based on relationship of Transaction parties-B2C, B2B, C2C & C2B. E-Business modes based on the relationship of transaction- Brokerage, Aggregation models

Unit-2: Technologies of the World Wide Web- Internet client-server application-Telnet, PTP, IRC, Chat, ICQ & MIME, Networks. Software Agents, & ISP Broad Band Technologies, Hyper Text, Java Script & XML - e-commerce web site-Website goals & Objectives Strategies for website Development

Unit -3: E-marketing- Traditional Marketing, online marketing- Advantages of online Marketing - Advertisements in E-commerce- various means of advertising-advertisement strategies Push Technology & Intelligent Agents

Unit-4: E-CRM-Customer Relationship Management Technology support-E-CRM tool kit-customer life cycle- CRM capabilities and the customer life cycle-Privacy issues and CRM-Data mining in CRM - e-Supply Chain- Old ways of managing supply and information flow-new way of managing supply chain- Objectives of supply chain management-seven ways to reduce inventory- Real time benefits of E_SCM- E- Supply Chain Components & Architecture.

Unit -5: E-Commerce payment systems-Electronic payments and protocols-Security schemes in Electronic payment systems-Electronic credit card system on the Internet-Electronic Fund Transfer and debit cards on the Internet-E-Cash-Properties of E-Cash-E-Cash in Action- Using Digital Currency-Operational Risk & E-Cash-Legal issues and E-Cash- E-Cheque- Risk and E-Payments Systems- Data Protection Risks from Mistake and Disputes-Privacy – Managing E-Credit Risk

Reference Books:

1. E-Commerce, An Indian Perspective, PT Joseph SJ PHI (third)
2. E-Commerce, A Management Perspective—Efraim Turban, Joe Lee, David Kind-H Michael Chung, Pearson Education Asia- (Third)
3. Pandey US & Shukla Er.S., E-Commerce & M- Commerce Technology, S.Chand & Company New Delhi edition-2010
4. Gary P. Schneider, e-commerce strategy Technology & Implementation, Cengage Learning, New Delhi-2009
5. Trepper e-commerce strategies PHI -2006
6. Jonathan Reynolds, E-Business A Management Perspective, Oxford

CM 2.2 FINANCIAL ACCOUNTING AND PACKAGES

Unit-I: Introduction to Accounting: Concept – Importance and scope – Generally Accepted Accounting Principles – Objectives, Nature and Scope of Financial Accounting. – Cost Accounting – Management accounting.

Unit-II: Preparation of Financial statements: Income statement and Balance sheet – Bank Reconciliation Statement – Inventory valuation and Depreciation.

Unit-III: Analysis of Financial Statements: Objectives; Financial Ratios – Funds Flow & Cash Flow Analysis.

Unit- IV: Management Accounting: Marginal Costing – CVP analysis – Standard costing and Variance analysis.

Unit- V: Accounting Package- Tally (Theory and practical)

Suggested Books:

1. G. Prasad & V. Chandra Sekhara Rao, *Accounting for Managers*, Jai Bharat Publications,
2. Meigs & Meigs, *Accounting the Basis for Business Decisions*, Tata McGraw Hill, New Delhi.
3. Pankaj Gupta, *Management Accounting*, Excel Books, New Delhi, 2006.
4. Bhattacharya S.K. & Dearoon.J., *Accounting for Management – Text and Cases*, New Delhi, Vikas,
5. Narayana Swamy, *Financial Accounting: A Managerial Perspective*, Prentice Hall of India.
6. Ashish k., Bhattacharya, *Cost Accounting for Business managers*, Elsevier
7. Bhattacharya, *Financial Accounting for Business Managers – Perspective*, Prentice Hall of India.
8. MC Shukla, TS Grewal, *Cost Accounting*, S. Chand
9. I.M. Pandey: *Management Accounting*, Vikas Publishing House.
10. Chakraborty & Hrishikesh – *Management Accountancy*, Oxford University Press.
11. Khan and Jain, *Management Accounting*, Tata McGraw Hill, Delhi.
12. Rajsekharan, *Financial Accounting*, Pearson
13. J.C. Varshney: *Financial and Management Accounting*, Wisdom Publication.
14. Tulsian, P.C., “*Cost Accounting*”, S.Chand
15. Paresh Shah, *Management Accounting*, Oxford University Press
16. Sahaf, M.A., *Management Accounting*, Vikas Publishing House.
17. Rajesh Khothari & A. Godha, *Management Accounting*, MACMILLAN, 2007.
18. B. Parvathiswara Rao, *Accounting for Management*, Duvvuri’s Publications

CM – 2.3: RESEARCH METHODOLOGY & BUSINESS ANALYTICS
(w.e.f. the batch of students admitted - 2015-16)

UNIT – I : MEANING OF RESEARCH

Nature and Scope of Research Methodology – Problem Formulation, Research Objectives – Hypotheses, Characteristics of good hypotheses, Research Design – Types of Research Design

UNIT – II: SOURCES AND COLLECTON OF DATA

Primary and Secondary Sources – Methods of Data Collection – Questionnaire Design – Attitude Measurement Techniques – Motivation Research Techniques – Administration of Surveys – Sample Design and Sampling Techniques.

UNIT – III: AUTOMATED DATA ANALYSIS:

SPSS Applications – Tabulation and Cross Tabulation of Data: Univariate, Bivariate Data Analysis and Tests of Hypothesis.

UNIT – IV: MULTIVARIATE ANALYSIS

Advanced Techniques for Data Analysis: ANOVA, Discriminate Analysis, Factor Analysis, Conjoint Analysis, Multidimensional Scaling and Clustering Techniques, Report Writing.

UNIT – V: BUSINESS ANALYTICS

Evolution - Business Analytics as Solution for Business Challenges - Master Data Management: Data Warehousing and kinds of Architecture – Data Extraction – Transformation and Up-loading of Data – Data Mining – Meta Data – Data Marts – Concept of Creating Data Marts – Data Integration – Concept of OLTP and OLAP.

Suggested Books:

1. Bhattacharya D. K., “Research Methodology”, Excel Books, New Delhi.
2. Cooper, “Business Research Methods”, Tata McGraw Hill, New Delhi, 2010.
3. C.R.Kothari, “Research Methodology: Methods and Techniques”, New Age International Publishers, New Delhi, 2006.
4. Gupta S.P. “Statistical Methods”, Sultan Chand, New Delhi, 2010.
5. K.V. Rao, “Research Methodology in Commerce and Management”, Sterling Publishers, New Delhi, 2012.
6. T.S. Wilkinson & P.L. Bhandarkar, “Methodology and Techniques of Social Research”, 2010.
7. Richard A.Johnson & Dean W.Wichern, “Applied Multivariate Statistical Analysis”, Prentice Hall International Inc., 2007.
8. R.N Prasad and Seema Acharya, “Fundamentals of Business Analytics”, Wiley India Publication.
9. Pang-Ning Tan, Michael Steinbach & Vipin Kumar, “Introduction to Data Mining”, Pearson, 2009.
10. Alex Berson, Stephen Smith & Kurt Thearling, “Building Data Mining Application for CRM”, Tata McGraw Hill, New Delhi, 2000.

CM 2.4: FINANCIAL MANAGEMENT

Unit- I: FINANCIAL MANAGEMENT: - Financial Management and the goals of the firm – Organization of finance function –Time Value of Money-Agency conflict

Unit-II: INVESTMENT DECISIONS: Capital budgeting – Types of Capital budgeting process – Cash flows estimation and measurement – Investment criterion – Methods of appraisal: Traditional Techniques and Discounted Cash Flow Methods – NPV vs IRR - Capital rationing – Risk analysis in capital budgeting.

Unit-III: FINANCE DECISIONS: Leverage – Concept of leverage – Operating Leverage – Break-even analysis – Financial leverage – EBIT – EPS analysis – Combined leverage. **CAPITAL STRUCTURE:** Capital Structure Theories – Net Income approach – Net operating income approach – Traditional view – MM Hypothesis. **COST OF CAPITAL:** Cost of debt – cost of preference capital – Cost of equity capital – cost of external equity – Cost of retained earnings - Weighted average cost of capital.

Unit-IV: DIVIDEND DECISIONS:– Dividend Theories – Traditional position – Walter’s Model – Gordon’s Model – M-M Hypothesis.

Unit-V: WORKING CAPITAL MANAGEMENT: Concepts of working capital – Determinants of working capital – Optimum level of current assets – Liquidity Vs. Profitability – Risk – Return tangle – Estimating working capital needs – Financing and control of working capital – Inventory Management – Cash Management.

SUGGESTED READINGS:

1. Sheeba Kapil. Financial Management, Pearson, 2011.
2. Jonthan Berk Financial Management, Pearson, 2010.
3. Van Home. James C. “Financial Management”, Prentice Hall of India (P) Ltd, Delhi.
4. Hampton, John J. “Financial Decision Making”, Prentice Hall of India (P) Ltd, New Delhi.
5. Salmon,Ezra and Pringle, John.J. “An Introduction to Financial Management “, Prentice Hall of India (P) Ltd, New Delhi.
6. Khan, M.Y. & Jain P.K “Financial Management”, Tata McGraw Hill Pub. Co. Ltd New Delhi.
7. Panday, I.M. “Financial Management”, Vikas Publishing House (P) Ltd.
8. Chandra, Prasanna “Financial Management”, Tata McGraw Hill, New Delhi.
9. Kulkarni, P.V. “Financial Management”, Himalaya Publishing House.
- 10 Maheswari S.N. “Principles of Financial Management”, S Chand & Sons.
- 11 Srivatsava R.M. “Essentials of Business Financial”, Himalaya Publishing House,
- 12 Tulsan, P.C. “Financial Management”, S. Chand & Co. New Delhi.
- 13 Alice C Lee, J C Lee, C F Lee “Financial Analysis, Planning and Forecasting”, Cambridge University Press.

CM 2.5 MARKETING MANAGEMENT

Unit-I: Importance of Marketing – Concepts – Approaches to the Study of Marketing – Marketing Environment.

Unit-II: Consumer Behaviour – Market Segmentation – Market Targeting and Positioning – Marketing Information System and Research.

Unit-III: Marketing Mix: Product Planning – New Product Development – Product Life Cycle – Branding Packaging – Product Mix Management.

Unit-IV: Pricing: Objectives – Methods and Strategies – Distribution – Channel Selection and Management Retail Management.

Unit-V: Promotion: Integrated Marketing Communications: Personal Selling – Advertising – Sales Promotion, Publicity and Public Relations – Direct Marketing: Evaluation of Communication Effort.

Suggested Books:

1. Philip Kotler and Kevin Lane Keller: Marketing Management, Prentice Hall of India / Pearson Education, New Delhi.
2. William J Stanton & Futrell: Fundamentals of Marketing.
3. V. J. Ramaswami and S. Namakumari: Marketing Management, Macmillan Business Books, Delhi.
4. S. Jayachandran: Marketing Management, Text and Cases, Excel Publications.
5. Tapan K. Panda, marketing management, Excel.
6. Zinkota & Kotabe: Marketing Management, Prentice Hall of India.
7. Joel R. Evans & Barry Berman: Marketing, Wiley India, New Delhi.
8. Mukesh Dhunna: Marketing Management, Wisdom Publication.
9. Rajiv Lal, John A. Quelch & V. Kasturi Rangan, Marketing Management, Tata McGraw Hill.

CM 2.6: HUMAN RESOURCE MANAGEMENT

Unit- I: Human Resource Management: Nature and significance, functions of HRM, Qualities and Role of HR Manager, HRM Model, HRM in a changing Environment. Job Analysis – Objectives and methods of job analysis.

Unit-II: Human Resource Planning: Objectives, process, factors affecting HR Planning, Requisites for successful HR Planning. Recruitment – purpose, factors influencing, sources of recruitment. Selection – significance, process, placement, induction and socialization.

Unit-III: Employee Training: Significance, Methods: Management Development Programmes, Performance appraisal – Objectives, methods, developing and administering an Appraisal programme, limitations to its effectiveness.

Unit-IV: Job Evaluation – Significance, Methods and Problems: Career Planning and Development: Concept, need, process. Counseling – Significance and key elements- Disciplinary procedure and Grievance procedure.

Unit - V: Quality of Work Life (QWL): Meaning, conditions, specific issues in QWL, strategies for improvement of QWL.

Suggested Books:

1. Aswathappa.K., *Human Resource and Personnel Management*, 2nd Edition, Tata McGraw Hill, New Delhi, 2001.
2. De Cenzo. & Stephen P.Robbins, *Personnel/ Human Resource Management*, Pearson Publications,
3. Edwin B.Flippo, *Personnel Management*, McGraw-Hill
4. Dessler, *Human Resource Management*, 10th Edition, Pearson Education.
5. P.Subba Rao, *Human Resource Management and Industrial Relations*, Himalaya Publishing House, New Delhi.
6. V.S.P.Rao, *Human Resources Management*, Excel Books, New Delhi.
7. David Lepak, *Human Resource Management*, Pearson Publications.
8. Kenneth M. York, *Applied Human Resource Management*, Sage Publications.
9. H. John Bernardin, *Human Resource Management*, Tata McGraw Hill.
10. T.V. Rao, “*Performance Management & Appraisal Systems*”, SAGE Publications.
11. Peter J Dowling, “*International HRM*”, CENAGE Learning.
12. Kaushal H, *Case Study Solutions Human Resource Development*, MACMILLAN.
13. Michael Muller- Camen, *Human resource Management*. Jaico Publishing House
14. Lain Henderson, *Human Resource Management*, University Press

III SEMESTER
(Accounting, Auditing & Taxation)
CM 3.1(A) ADVANCED COST ACCOUNTING

- UNIT – I : Overview of basic concepts in Accounting:**
Elements of Cost: Material, Labour and Overheads, Material Purchase procedure, Storage and Inventory control - Methods of pricing of issues, Methods of inventory control, Labour - Classification of Labour, Principles and Methods of Remuneration, Accounting for Labour Cost. Overheads - Meaning, classification, allocation, apportionment and absorption.
- UNIT – II : Methods of Costing**
Job Costing, Batch Costing, Unit Costing and Process Costing
- UNIT – III : Operating Costing**
Operating Costing i.e., Costing and Service Industry – Hospital, Hotel, Transportation, Electricity, Power House and Telecommunication
- UNIT – IV : Treatment of certain items**
General Principles of Treatment of Depreciation, Amortization, interest on capital, Cost of Finance, Research and Development Cost, Material Losses, Waste, Scrap, Spoilage, Defectives.
- UNIT – V : Cost Book Keeping and Reconciliation between Cost and Financial Accounts**
Cost Book-Keeping, Cost Ledgers, Interlocking and Integral Accounts, Reconciliation of Cost and Financial Accounts, Reasons, Need, Methods

Suggested Books:

- 1) M.N. Arora, Accounting for Management, Himalaya Publishing House New Delhi 2010
- 2) Periaswamy, Financial Cost & Management Accounting , Himalaya Publishing House New Delhi 2011
- 3) Jain S.P. Advanced Cost Accounting Kalyan Publishers, Ludhiana 1992
- 4) Mitra J.K. Advanced Cost Accounting New Age International Pvt. Ltd. 2009 New Delhi.

CM 3.2(A) ADVANCED MANAGEMENT ACCOUNTING

UNIT – I : Management Accounting.

Management Accounting, Nature – Scope- Functions – Differences between Management Accounting and Financial and Cost Accounting – Emerging Trends in Management Accounting

UNIT – II : Cost Management

- (a) Techniques for profit improvement, cost reduction and value analysis
- (b) Activity based costing.
- (c) Target costing; cost ascertainment and pricing of products and services

UNIT -III : Cost Volume Profit Analysis

- (a) Relevant cost
- (b) Product sales pricing and mix
- (c) Limiting factors

UNIT – IV : Pricing Decisions

- (a) Theory of price
- (b) product pricing
- (c) New product pricing
- (d) Pricing strategies
- (e) Pricing of services

UNIT – V : Budgets and Budgetary Control

Budget manual, Preparation and monitoring procedures, Budget variances, Flexible budgets, preparation of functional budget -operating and non-operating functions, cash budgets, Capital expenditure budget, Master budget, Principal budget factors.

Suggested Books:

- 1) Shasi K. Gupta & R.K. Sharma, Accounting for Managerial Decisions, Kalyani Publishers, New delhi
- 2) RSN Pillai, Bagarathi & S. Uma, Fundamentals for Advanced Accounting, Vol I & II S, Chand, New Delhi, 2006.
- 3) Bhattacharya S.K. Accounting for Management, Vikas Publication, New Delhi.
- 4) Ramachandran T. Accounting for Management, SciTech Publications, Hyderabad 2009.
- 5) Madigovda, Accounting for Managers, Himalaya Publishing House New Delhi 2010

**C.M. 3.3. (A) AUDITING AND ASSURANCE
(w.e.f. the batch of students admitted - 2015-16)**

UNIT-I: INTRODUCTION: Basic Principles of Auditing: Evolution of Auditing - Development of Auditing since Independence; Accounting and Auditing; Objectives of an Audit; Ethical Principles of Auditing, Detection and Prevention of Errors and Fraud. Qualities of an Auditor.

UNIT-II: AUDITING AND ASSURANCE STANDARDS: An Overview, Standards-setting process, Guidance Notes, Auditing and Assurance Standards in India; Differences between Auditing & Assurance Standards and International Standards of Auditing; Role of Auditing and Assurance Standards Board of India.

UNIT-III: ORGANISATION OF AUDIT: Audit Planning, Letter of Engagement; Preparation for Audit, Audit Program, Audit Note Book, Audit Working Papers, Audit Files, Audit Manual and Audit Evidence, Delegation and Supervision of Audit work.

UNIT-IV: INVESTIGATION OF ACCOUNTS: Differences between Auditing and Investigation - Investigation Features and Reasons, Guiding Principles and Stages of Investigation - Representation by Management as Audit Evidence, Documentation of Representation by Management.

UNIT-V: AUDITOR'S REPORT AND LIABILITIES: Object and Importance, Audit Report and Audit Certificate, Types of Audit Reports, Contents of Audit Report, Special matters to be considered in Auditing Report; Requisites of a good Audit Report; Liability of Joint Auditors, Liability of Honorary Auditor, Liability of an Auditor appointed by Private and Public Limited Company, Specimen of Qualified Audit Report, Legal views as regard Audit Report.

Recommended Books:

1. Kamal Gupta & Ashok Gupta, "Fundamentals of Auditing", McGraw Hill Education, New Delhi, 2004.
2. R.G. Saxena, "Principles and Practice of Auditing", Himalaya Publishing House, New Delhi, 2011.
3. Spicer and Pegler. "Practical Auditing", Allied Publications, 5th Edition, New Delhi.
4. Ghatalia, Principles of Auditing, PHI, New Delhi.

C.M. 3.4. (A): ADVANCED AUDITING
(w.e.f. the batch of students admitted - 2015-16)

UNIT – I: INTRODUCTION: Auditing – Origin, Meaning, Nature & Scope, Definition; Advantages of an Audit, Qualities and Qualifications of an Auditor, Independence of an Auditor; Critical appraisal of Auditing.

UNIT – II : VERIFICATION AND VALUATION OF ASSETS: Meaning and Objectives of Verification; Process of Verification – Auditor’s position as regards valuation of Assets.

UNIT – III : INTERNAL CONTROL, INTERNAL CHECK AND INTERNAL AUDIT: Objectives of Internal Control – Distinction between Internal Control, Internal Check and Internal Audit - Evaluation of Internal Control Procedures, Techniques, Co-ordination between Internal Audit and External Audit.

UNIT – IV: AUDIT OF LIMITED COMPANIES: Preliminaries to the Audit of a Limited Company, Audit of Pre-incorporation profit, Share Capital, Debentures, Audit of Divisible Profits and Dividends, Special requirements of company audit.

UNIT –V: AUDIT OF SPECIAL ENTITIES: Special Audits like, Audit of Banks, Insurance Companies, Educational Institutions, Stock and Commodity Exchanges, Financial Institutions, Mutual Funds and Co-operative Societies.

Suggested Books:

1. R.G. Saxena, “Auditing”, Himalaya Publishing House, New Delhi, 2011.
2. Basu, S. K., “Auditing Principles and Techniques”, Pearson Education, New Delhi, 2007.
3. Basu, S. K., “Fundamentals of Auditing, Pearson Education, New Delhi, 2008.
4. T. N. Tandon, “Practical Auditing”, Kalyani Publishers, New Delhi.
5. Jagadish Prakash. “Principles and Practice of Auditing”, Kalyani Publishers, New Delhi.

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CM 3.5(A) DIRECT TAXES
(w.e.f. the batch of students admitted - 2015-16)

- UNIT -I** : Concept of Taxation; Residential Status and incidence of tax, Incomes exempted from tax u/s 10, Income Tax Act of 1961.
- UNIT-II** : Heads of Income of Individuals; Salaries- income from house property and gain from business or profession, capital gains, income from other sources, clubbing up of income set off and carry forward of losses, deductions from gross total income, computation of total income and tax liability.
- UNIT-III** : Assessment of Individuals, Hindu Undivided Families, Firms, Association of Persons, Cooperative Societies.
- UNIT- IV** : Tax Administration; Income Tax Authorities, Assessment procedure, collection and recovery of tax, refunds, penalties and procedures, appeals and revisions.
- UNIT – V** : Wealth Tax, Chargeability, incidence of tax, valuation of assets, Return of wealth and assessment.

Suggested Books:

1. Singhania, C.K., *Direct Taxes*, Taxmann Publications, New Delhi.
2. Lal B.B., *Direct Taxes*, Pearson Education, New Delhi.
3. Girish Ahuja and Ravi Gupta, *Direct Taxes*, Bharat Publications.
4. Gaur and Narang, *Direct Taxes*, Kalyani Publications.
5. Manoharan T.N., *Direct Taxes*, Snow White Publications.

CM 3.6(A) INDIRECT TAXES - I

(W.e.f. the batch of students admitted - 2016-17)

- UNIT – I** : **An overview of Indirect Taxes:** Rationale of Indirect Taxes - Differences Between Direct Taxes and Indirect Taxes - Constitutional validity - Khelkar Committee on Tax Reforms.
- UNIT-II** : **Central Excise:** Basic chargeability -- Duties of Central Excise - Goods, Manufacture, Classification rules
- UNIT-III** : **Valuation of Excisable Goods:** Valuation of Excisable goods - Specific issues and case studies- Assessment procedure, Exemption, Payment, Recovery and Refunds of Duties.
- UNIT-IV** : **CENVAT** - Credit Rules- Case Studies.
- UNIT-V** : **Service Tax:** Introduction - Law relating to Service Tax as contained in the Finance Act, 1994, Procedures of Service Tax- Applicability and implication of the Service tax.

Suggested Books:

- 1) Datey V.S. Indirect Taxes Law and Practice, Taxman Publication New Delhi 2005
- 2) Nagarjuna Viswanath Indirect Taxes, Asia Law House Hyderabad. 2011.
- 3) Kumar Sanjeeva “Systematic Approach top Indirect Tax, Bharat Law House

Group B: Banking, Insurance and Financial Services
CM 3.1(B) ADVANCED BANKING

- UNIT – I** : Central Banking Concept – Central Banking Policy in Developed and Developing Economies – Functions – Note issues – Banker to the Government; Banker to Commercial Banks – Credit Control – Techniques
- UNIT – II** : Structure and Organization of Central Bank in India, USA and UK – Objectives – Central Banking Policy in Developed and Less Developed Countries – A Critical Study of Theory and Practice of Central Banking in India, USA and UK.
- UNIT – III** : Development of Commercial Banking in UK, USA and India – Study of Nature and Structure of Commercial Banking in India and Abroad – Theories of Asset Management – Commercial Banks, Recent Developments in Commercial Banking in USA, UK and India.
- UNIT – IV** : Objectives of Monetary Policy – Choosing Between Conflicting Objectives – Monetary Policy and Economic Stabilization – Fiscal Policy and Economic Stabilization – Interdependence on Monetary and Fiscal Policies – Debt Management Policy.
- UNIT – V** : Emerging Trends – Technological Advancement in Banking Sector – Challenges and Issues – Next Generation Banking.

Suggested Books:

1. Hawtrey, *The art of Central Banking*, Sugustus M Kelley Publishers, 1970, New York.
2. Narendra Kumar, *Bank Nationalism of India – A Symposium*, Lalvani Publishing House, 1969, Mumbai.
3. Pal Panadlkar & N.C.Mehra, *Rural Banking*, National Institute of Bank Management, Mumbai.
4. Vasant Desai, *Indian Banking – Nature and Problems*, Himalaya Publishing House, Mumbai.
5. Benjamin H Bankhurt, *Money Banking System*, Times of India Press, Mumbai.
6. Charless L Prather, *Money & Banking*, Richard Inc., Illinois.
7. Prof. N. Vijaya Ratnam & Prof. B. Mohan, *Financial Services – Banking & Insurance*, Telugu Academy, Hyderabad.

CM 3.2(B) BANKING AND TECHNOLOGY

UNIT – I : IT In Banking

Information Technology and its implications – Information Technology – Indian Banking Scenario – Initiatives and Trends.

UNIT – II : Applications in Banking

Computer based information System for Banking and Electronic Banking, Electronic Fund Management.

UNIT – III : Enabling Technologies of Modern Banking

Electronic Commerce and Banking – Customer Relationship Management – Integrated Communication Networks for Banks

UNIT – IV : Security and Control Systems

Computer Security and Disaster Management System - Audit and Computer Crime – Security and Control Aspects of Emerging Banking Technologies.

UNIT – V : Planning and Implementation of Information System

Security and Control Aspects of Emerging Banking Technologies – Data Warehousing and Data Mining – Designing and Implementing Computerization in Banking Sector.

Suggested Books

1. Hawtrey, *The art of Central Banking*, Augustus M Kelley Publishers, 1970, New York.
2. Vasant Desai, *Indian Banking – Nature and Problems*, Himalaya Publishing House, Mumbai.
3. Khan M.Y – *Indian Financial System*, Tata Mc.Graw Hill Publishing Company Limited, New Delhi, 2004
4. R.G.Murdick J.E. Ross and J.R Clagget, *Information Systems for Modern Management*, PHI
5. Charlie Kaurman, Radha Periman and Mike Dpeciner, *Network Security*, Private Communication a Public World, Pearson/PHI.
6. Steve Hedley, *Statutes on IT & E-Commerce*, Oxford University Press.

CM 3.3(B) INSURANCE PRODUCTS AND MANAGEMENT

- UNIT – I** : Life Insurance Concept – Basic Principles of Life Insurance Utmost Blood Faith – Insurance Interest – Types of Insurance – Variations of Whole Life Insurance – Other types of Life Insurance.
- UNIT – II** : Life insurance Contractual Provisions – Dividend Options – Non Forfeiture Options – Settlement Options – Additional Life Insurance Benefits – Insurance Pricing– Rate Making in Life Insurance-objectives.
- UNIT – III** : Health and Disability – Income – Insurance – Types of Individual Health Insurance Coverage – Individual Medical Expense, Contractual – Group Insurance Plans – Group Medical Expense Insurance.
- UNIT – IV** : Employee Benefits – Retirement Plans – Fundamentals of Private Retirement Plans – Types of Qualified Retirement Plans – Profit Sharing Plans – Self Retirement Plans for Employed – Single Retirement Plans – Simplified Retirement Pension.
- UNIT – V** : Re-insurance: Reasons for Reinsurance – Types of Reinsurance – Alternatives to Traditional Reinsurance – Functions of Reinsurance – Advantages and Disadvantages of Reinsurance.

Suggested Books:

1. George E Rejoa, *Principles of Risk Management and Insurance*, Pearson Education, New Delhi, 2004.
2. Black Jr Skipper Jr. *Health Insurance*, Pearson Delhi, 2003.
3. M.N.Mishra, *Insurance Principles and Practices*, S.Chand, New Delhi, 2003.
4. M.J.Mathew, *Insurance Principles and Practices*, RBSA Publishers, Jaipur, 2005.
5. M.Y. Khan “Financial services, Tata Mcgraw Hill, New Delhi, 2008
7. Prof. N. Vijaya Ratnam & Prof. B. Mohan, *Financial Services – Banking & Insurance*, Telugu Academy, Hyderabad.

CM 3.4(B) PRINCIPLES OF LIFE INSURANCE

UNIT – I : Introduction

Need for Security against economic difficulties, risk and uncertain individual life insurance – Nature and uses of life insurance, Life insurance as a collateral, measure of financing business continuation, as protection of property, and as a measure investment.

UNIT – II : Life Insurance Contract

Distinguishing characteristics – Utmost good faith – Insurable interest – Caveat emptor – Unilateral and allegory nature of contract – Proposal and application form – Warranties – Medical examination – Policy construction and delivery – Policy provision – Lapse, Revival – Surrender value – Paid-up policies – Maturity, nomination and assignment – Suicide and payment of insured amount – Loan to policy holders.

UNIT – III : Life Insurance Risk

Factors governing sum assured – Types of risks – Methods of calculating economic risk in life insurance proposal – Measurement of risk and morality tables, Calculation of premium – Treatment of sub-standard risks – Life insurance fund – Valuation and investment surplus – Payment of bonus.

UNIT – IV : Life Insurance Policies

Applications in different situations – Important Life insurance Policies – Life insurance annuities – Important legal provisions and judicial pronouncements in India – ULIPS & Traditional Insurance, LIC Act, 1956, IRDA Act.

UNIT – V : Rules of agency – Essential qualities of an ideal insurance salesman – Rules to canvas business from prospective customers – After sale service to policy holders – Recent Trends in Agency system.

Suggested Books:

1. Mishra M.N., *Insurance Principles and Practices*, S.Chand and Co. Ltd., New Delhi.
2. Life Insurance Corporation Act, 1956, G.O.I.
3. Gupta O.S. *Life Insurance*, Frank Brothers, New Delhi.
4. Balachandran S., *Customers-Driven Services Management*, Response Books (A Division of Sage Publications) New Delhi.

CM 3.5(B) FINANCIAL MARKETS AND SERVICES

- UNIT – I** : Structure of Financial System – Role of Financial System in Economic Development – Financial Markets and Financial Instruments – Capital Markets – Money Markets – Primary Market Operations – Role of SEBI – Secondary Market Operations Regulation – Functions of Stock Exchanges – Listing – Formalities – Financial Services Sector Problems and Reforms.
- UNIT – II** : Financial Services – Concept Nature and Scope of Financial Services – Regulatory Framework of Financial Services – Growth of Financial Services in India – Merchant Banking – Meaning – Types – Responsibilities of Merchant Bankers in Issue Management – Regulation of Merchant Banking in India.
- UNIT – III** : Venture Capital – Growth of Venture Capital in India – Financing Pattern under Venture Capital – Legal aspects and Guidelines for Venture Capital Leasing – Types of Leases – Evaluation of Leasing Option Vs. Borrowing.
- UNIT – IV** : Credit Rating – Meaning, Functions – Debt Rating System of CRISIL, ICRA and CARE Factoring, Forfeiting and Discounting – Types of Factoring Arrangements – Factoring in the Indian Context.
- UNIT – V** : Mutual Funds – Concept and Objectives, Functions and Portfolio Classification, Organization and Management Guidelines – Mutual Funds Working of Public and Private Mutual Funds in India. Debt Securitization – Concept and Application – De-Services – need and Operations.
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Suggested Books

1. I.M.Bhole, *Financial Institutions and Market*, Tata Mc.Graw Hill.
2. V.A.Avadhani, *Marketing of Financial Services*, Himalaya Publishers, Mumbai.
3. Vasant Desai, *Indian Financial System*, Himalaya Publisher.
4. Benton E.G., *Financial intermediaries An introduction*
5. Edminister R.C *Financial Institution, Marketing and Management*
6. West Lake M. Factoring
7. N.Vinaykan A Profile of Indian Capital Market
8. Gordon & Natarajan, *Financial Markets & Services*, Himalaya Publishers, new Delhi
8. Prof. N. Vijaya Ratnam & Prof. B. Mohan, *Financial Services – Banking & Insurance*, Telugu Academy, Hyderabad.

CM 3.6(B) SECURITY ANALYSIS AND INVESTMENT MANAGEMENT

- UNIT – I** : Investment – Nature of Investment – Objectives of Investment – Investment Process – Investment Environment – Investment Alternatives – Securities Issues and Trading
- UNIT – II** : Concept of Risk and Return – Risk Return Trade Off – Type of Risks – Measurement of Risk and Return – Financial Arithmetic for Enquiry and Bonds
- UNIT – III** : Security Valuation – Approaches to Valuation – Basic Valuation Models – Equity Valuation – Preference Share Valuation – Valuation of Bonds / Debentures – Risk Management in Bonds – Bond Duration.
- UNIT – IV** : Security Analysis – Fundamental Analysis – Economy, Industry and Company Analysis – Credit Rating – Technical Analysis: Tots and Techniques – Dow Theory – Elliot Wave Theory – Technical Indicators.
- UNIT – V** : Capital Market Theory : Efficient Market Hypothesis – Random Walk Theory – Capital Asset Pricing Model (CAPM) – Arbitrage Pricing Theory (APT)

Suggested Books:

1. Bhalla V.K. *Investment Management : Security Analysis : A Portfolio Management*, Sultan Chand, New Delhi.
2. Bhat, *Security Analysis and Portfolio Management*, Excel Books, New Delhi.
3. Fischer, Donald E and Ronald J. Jordan, *Security Analysis and Portfolio Management* Prentice Hall of India, New Delhi.
4. Fuller, Russell J and Farrell, James L, *Modern Investment and Security Analysis*, McGraw Hill, New York.
5. Huang, Stanley S.C and Randall, Naury R. *Investment Analysis and Management*, Allyn and Bacon, London.
6. Kevin S., *Security Analysis and Portfolio Management*, Prentice Hall of India, New Delhi.
7. Prasanna Chandra: *Investment Management*, Tata McGraw Hill Publishing House, New Delhi.
8. Punithavarthy Pandian, *Security Analysis and Portfolio Management*, Vikas Publishing House Pvt. Ltd., New Delhi.
9. Ranganathan M and Madhumathi R., *Investment Analysis and Portfolio Management*, Pearson Education, New Delhi.

(International Business Specialization)

CM 3.1(C): THEORY OF INTERNATIONAL TRADE AND WTO

UNIT – I: THEORY OF INTERNATIONAL TRADE: Meaning and Importance of International Trade – Salient Features of International Trade – The pure theory of International Trade – Theories of Absolute Advantage, Comparative Advantage and Relatively Costs, Hecksher – Ohlin Theory of International Trade.

UNIT – II: MEASUREMENT OF GAINS and THEORY OF INTERVENTIONS: Measurement of Gains from Trade and Distribution – Concepts of Terms of Trade, their uses and limitations – Secular Deterioration in Terms of Trade.

UNIT – III: BALANCE OF PAYMENTS: Meaning and Components of Balance of Payments- Equilibrium disequilibrium in Balance of Payments – The process of adjustment of balance of payments – Foreign Trade multiplier – Foreign exchange rate - Merits and demerits of fixed and flexible exchange rates.

UNIT – IV: WTO: GATT to WTO: Brief outline of GATT – its rounds of negotiations – Formation of WTO and basic principles of WTO – Tariff cuts and Bindings General Elimination of Quantitative Restrictions - Agreement on Agriculture -Implementation of Anti – dumping Agreement-Agreement on Subsidies and Countervailing Measures. Trade-Related Aspects of Intellectual Property Rights - Agreement on Trade- Related Investment Measures – Agreement on Technical Barriers to Trade. Agreement on Safeguards – Agreement on Textiles and Clothing – General Agreement on Trade in Services.

UNIT – V: INTERNATIONAL FINANCIAL INSTITUTIONS: International Monetary Fund (IMF) – The World Bank (IBRD) - International Finance Corporation (IFC) – International Development Association (IDA)

READING LIST

1. Soderstrom, Bo (1991), International Economics, The Macmillan Press Ltd., London.
2. Francis Cherunilam (2007), International Business, (4th Edition) PHI
3. Bhagwati, J. (Ed.) (1981), International Trade, Selected Readings, Cambridge University press, Massachusetts.
4. Kindleberger, C.P. (1973), International Economics, R.D. Irwin, Homewood.
5. Carbaugh, R.J. (1999), International Economics, International Thompson Publishing, New Delhi.
6. Dana, M.S. (2000), International Economics; Study, Guide and Work Book (5th Edition) Routledge Publishers, London.
7. Carbaugh, International Economics, 9th Edition 2004.

CM 3.2(C):: INTERNATIONAL BUSINESS ENVIRONMENT

UNIT – I

International Business: An overview – Types of International Business; The External Environment; The Economic and Political Environment, The Human Cultural Environment; Influence on Trade and Investment Patterns; Recent World Trade and Foreign Investment Trends; Balance of Payments Accounts and Macroeconomic Management;

UNIT – II

Theories and Institutions: Trade and Investment – Government Influence on Trade Investment; Regional Blocks; International production; Internationalisation of Service Firms; Operation Management in International Firms;

UNIT – III

World Financial Environment: Foreign Exchange Market Mechanism; Determinants of Exchange Rates; Euro – currency Market; Offshore Financial Centers; International Banks; Non- Banking Financial Service Firms; Stock Markets; Global Competitiveness;

UNIT – IV

Export Management; Licensing; Joint Ventures Technology and Global Competition; Globalisation and Human Resource Development; Globalisation with Social Responsibility; World Economic Growth and the Environment; Country Evaluation and Selection;

UNIT – V

International Business Diplomacy: Negotiating an International Business, Issues in Asset Protection; Multilateral Settlements; Consortium Approaches; External Relations Approach.

Suggested Readings:

1. Alworth, Julian S. The Finance, Investment and Taxation Decisions of Multinationals. London, Basil Blackwell, 1988.
2. Bhalla, VK and S. Shivaramu. International Business Environment and Business. New Delhi, Anmol, 1995
3. Bhalla, VK. International Economy; Liberalisation Process. New Delhi, Anmol, 1993
4. Daniel, John D and Radebanh, Lee H International Business. 5th ed., New York, Addison Wesley, 1989.
5. Eiteman, D K and Stopnehill, Al. Multinational Business Finance. New York, Addison Wesley, 1986.
6. Johnston, R B. The Economics of the Euromarket. History, Theory and Practice. New York, Macmillan, 1983.
7. Parks, Yoon and Zwick, Jack. International Banking in Theory and Practice. New York, Addison – Wesley, 1985.

CM 3.3(C):: INTERNATIONAL FINANCIAL MANAGEMENT

UNIT – I

Finance function in an International Context. Additional dimensions in achieving the wealth maximization goal – Scope & relevance to different business entities - Understanding foreign currency risk and exposure – Nature and types of Exposures

UNIT – II

Foreign Exchange Markets: Nature, Functions, Transactions, Participants, Exchange rates, Exchange rate Arithmetic. - Fundamental parity relations – Purchasing Power Parity, Covered and Uncovered Interest Rate Parity – their influence on determining the exchange rates.

UNIT – III

A brief exposition of significant theories of Exchange Rate determination, Forecasting of Exchange Rates - International Capital Markets, Sources of International Finance, Debt and Equity markets.

UNIT – IV

Export Finance in India, Forfeiting, Role of EXIM Bank - International Capital Structure and Cost of Capital.

UNIT – V

International Capital Budgeting. Key Issues, Calculating of Cashflows, Adjusted Present value approach - International Cash Management, techniques, Centralised Vs Decentralised.

REFERENCE BOOKS:

1. Eun & Resnick, *International Financial Management*, Tata McGraw Hill Co. Ltd. (3rd Edition) – TEXT – I
2. Maurice D. Levi, *International Finance*, McGraw Hill, Inc.
3. Alan C Shapiro, *Multinational Financial Management*, John Wile Y & Sons.
4. C. Jeevanandam, *Foreign Exchange & Risk Management*, Sultan Chand Publishers
5. P. G. Apte, *International Financial Management*, Tata McGraw Hill Co. Ltd.

CM 3.4(C):: INTERNATIONAL MARKETING MANAGEMENT

UNIT – I

International Marketing : Meaning, Importance and Challenges - Evolution from Exporting to Global Marketing - Concept of Trans National Corporations – participation in the Global Supply Chains - Interconnections between Domestic and International Marketing Strategies

UNIT – II

International Market Selection Decisions: Screening and Evaluation of markets - Selection and Prioritization - International Market Entry: Modes of Entry into Foreign Markets - Selecting the Appropriate Entry Mode - Entry Modes of SMEs, corporate manufacturing and service organizations: The Indian Experience

UNIT – III

International Product Strategy: Global Standardization Versus Localization - Differences in standards, consumer preferences and environmental factors – Globalization - Building International Brands – Global Branding

UNIT – IV

Pricing Decisions for International Markets: Methods of Export Pricing - Role of Non – Price Factors in International Marketing - Pricing Issues for Developing Countries - Strategies for Managing Competitive Export Pricing ; - International Distribution Decisions: Structure of International Distribution System - Determinants of Distribution Channel - International Retailing - Developing an International Distribution Strategy

UNIT – V

International Communication Decisions: Integrated Marketing Communications for International Marketing - Methods of International Promotion - Trade Fair selection and Participation - Role of technology in International Promotion; - Designing and Implementing International Marketing Plan

Suggested Readings:

1. Keegan, Warren J., Global Marketing Management. New Delhi: Prentice Hall of India Pvt. Ltd.
2. Jeannet, Jean Pierre and Hennessey, Hubert D. (2001), Global Marketing Strategies, Jaico publishing, Mumbai.
3. B. Bhattacharyya, Going International, Response Strategies of the Indian Corporate Sector, Wheeler Publishing, India.
4. Bhattacharyya, B. Export Marketing Strategies for Success, New Delhi: Global Business Press.
5. Dana – Nicoleta Lascu, International Marketing – Managing Worldwide Operational in a Changing International Environment, Biztantra.

6. Business India, Business Today
7. Economic Times, Business Line
8. International Business Week
9. Fortune
10. International Market Review
11. Journal of International Business Studies

Journal of International Marketing

CM 3.5(C):: INTERNATIONAL HUMAN RESOURCE MANAGEMENT

UNIT – I: Introduction : Need for International HRM – Role of IHRM in the Management of MNCs - Distinction between domestic and International HRM – An integrated approach in developing an IHRM Model. Factors affecting an MNEs IHRM Policies and practices.

UNIT – II: Recruitment, Selection and Staffing in International Context: – Approaches to multinational staffing decisions – Recruitment Methods – Selection Criteria and techniques – Process of International Staffing Policy – other issues in International Staffing.

UNIT – III: Training and Developing in International Context : Training and development of International Staff – Types of expatriate training – career development.

UNIT – IV: Compensation Management in International Context : Form of Compensation and factors that influence compensation policy – compensation practices across the Countries – Social Security Schemes in different Countries – Performance Management – Industrial Relations in International Context.

UNIT - V: Organisational Dynamics and HRM: Special Issues in IHRM : Characteristics & Competencies of a Global Manager – Adoptability to the global business environment – Tactical planning for cross-cultural negotiation - Role of Global HR Manager – HRM in cross Border Strategic Alliances / Mergers - Hiring Inpatriate and Expatriate Managers – Managing Ethical Issues in HRM

Reference Books:

1. Dr. Nilanjan Sengupta and Dr. Mousumi S Bhattacharya” International Human Resource Management” EXCEL Books, New Delhi, 2007
2. MONIR H. TAYEB” International Human Resource Management” Oxford University Press, New Delhi
3. Peter J. Dowling and Denice E. Welch” International Human Resource Management” CENGAGE Learning, New Delhi
4. R PMohanty” Human Resource Management “ EXCEL Books, New Delhi, 2007
5. International HRM – Aswathappa – Tata McGrawHill
6. International Human resource Management 5th Edition, Dowling Peter, Thomson South – Western College Pub – 2007
7. Global HRM Concepts and Cases : KODwani, AMitabh / Kumar, Senthil S. ICFAI University Press – 2006.

CM 3.6(C):: FOREIGN EXCHANGE RISK MANAGEMENT

UNIT – I: FRAMEWORK OF FOREIGN EXCHANGE: Foreign exchange-sources and uses - foreign trade and foreign exchange - balance of payments of India

UNIT- II: INTERNATIONAL EXCHANGE SYSTEMS: Fixed and Floating Exchange Rates - Exchange Rate System Prior to IMF – Exchange Rate Systems Under IMF – European union – External Value of Rupee – Convertibility of Rupee – South East Asian Currency Crisis

UNIT-III: ADMINISTRATION OF FOREIGN EXCHANGE: History of Exchange Control in India – Foreign Exchange Management Act, 1999 – Administrative Set-Up-Organization of an Authorized Dealer – Foreign Exchange Markets

UNIT-IV: EXCHANGE ARITHMETIC: Ready or Spot Exchange Rates – Ready rates Based on cross Rates – Forward Exchange Contracts – Forward Exchange Rates Based on cross Rates – Inter Bank Deals Swap Deals - Execution of Forward Contract – Cancellation / Extension of Forward Contract

UNIT –V: RISK MANAGEMENT: Exchange Dealings – Futures and options – Exchange Risk: Transaction Exposure – Exchange Risk: Translation and Economic Exposures – Interest Rate Risk – Managing interest Rate Risk

RECOMMENDED BOOKS:

1. David S. Kidwell, Richard L. Peterson, David W. Blackwell: Financial Institutes, Market and Money, Harcourt Brace Jovanovion, 1993
2. H.P Bhardwaj: Foreign Exchange Handbook, Wheeler publishing, 1994.
3. Treasury and Risk Management in Banks – 11 BF Taxmann- 2006.
4. Bibek Debroy: The Convertible Rupee & How to Profit from it, Global Business Press.
5. C. Jeevanandam: Foreign Exchange, New Delhi, Sultan Chand & Sons 1994.
6. A Guide to Forex Delaing and Operating, Published by State Bank of Hyderabad, 1993.

FOURTH SEMESTER
GROUP – A : ACCOUNTING, AUDITING & TAXATION

CM 4.1(A) - FINANCIAL REPORTING

- UNIT – I** : Corporate Financial Reporting – Issues and problems with special reference to published financial statements
- UNIT – II** : Accounting for Corporate Restructuring (including inter – company holdings)
- UNIT – III** : Consolidated Financial Statements of Group Companies - Concepts of a Group, purposes of consolidated financial statements, minority interest, Goodwill, Consolidation procedures – minority interests, Goodwill, Treatment of pre-acquisition and post-acquisition profit.
- UNIT – IV** : Consolidation with two or more subsidiaries, consolidation with foreign subsidiaries, Consolidated profit and loss account, balance sheet and cash flow statement.
- UNIT – V** : Accounting and Reporting of Financial Instruments – Meaning, recognition, derecognition and offset, compound financial instruments – Measurement of Financial instruments

Suggested Books

- 1) RSN Pillai, Bagarathi & s. uma, Fundamentals of Advanced Accounting, Vol. 1, S.Chand, New Delhi.
- 2) Nehru J. Financial Reporting by diversified companies vision Books, New Delhi.
- 3) Hawkins David Financial Statements corporations Dow Jones- Irwin Homewood 1973.

CM 4.2(A) - STRATEGIC FINANCIAL MANAGEMENT

- UNIT – I** : Financial Goals and Strategy – Shareholder Value Creation (SCV) : Market Value Added (MVA) – Market-to-Book Value (M/BV) – Economic Value Added (EVA) – Managerial implications of shareholders, Value creation.
- UNIT – II** : Financial Strategy for Capital Structure: Leverage effect and Shareholders' Risk – Capital Structure Planning and policy – Financial Options and Value of the Firm – Dividend Policy and Value of the Firm.
- UNIT – III** : Investment Strategy – Techniques of Investment Appraisal Under Risk and Uncertainty – Risk Adjusted Net Present Value – Risk Adjusted Internal Rate of Return – Capital Rationing – decision Tree Approach for Investment Decisions.
- UNIT – IV** : Merger Strategy – Theories of Mergers – Horizontal and Conglomerate Mergers – Merger Procedure – Valuation of Firm – Financial Impact of Merger – Merge and Dilution effect on Earnings per Share – Merger and Dilution Effect on Business Control.
- UNIT – V** : Takeover Strategy – Types of takeovers – Negotiated Hostile Bids – Take over Procedure – Takeover Defenses Takeover Regulations of SEBI – Distress Restructuring Strategy – Sell offs – Spin Offs – Leveraged Buyouts.

Suggested Books

1. Coopers & Lybrand, *Strategic Financial: Risk Management*, Universities Press (India) Ltd.
2. Robichek, A, and Myers, S., *Optimal Financing Decisions*, Prentice Hall Inc.
3. James T. Gleason, *Risk: The New Management Imperative in Finance*, A jaico Book.
4. Van Horn JC. *Financial Management and Policy*, Prentice Hall.
5. Prasanna Chandra, *Financial Management Theory and Practice*, Tata McGraw Hill.
6. Weston JF, Chung KS & Hoag SE., *Mergers, Restructuring & Corporate Control*, Prentice Hall
7. Pandey IM, *Financial Mangement*, Vikas.
8. Shiva Ramu, S., *Corporate Growth through Mergers & Acquisitions*, Response Books (A Division of Sage Publications)
9. Khandawalla PN, *Innovative Corporate Turnarounds*, Sage Publications.

CM 4.3(A) INFORMATION SYSTEM CONTROL AND AUDIT

UNIT – I : Information Systems Concepts

Nature and types of Information systems, Attributes of information. Management Information System – Role of information within business information systems – various types of information systems.

UNIT – II : Systems Development Life Cycle Methodology

Introduction to SDLC/Basics of SDLC Requirements analysis and systems design techniques Strategic considerations: Acquisition decisions and approaches Software evaluation and selection/ development - Alternate development methodologies – RAD, Prototype etc. Hardware evaluation and selection.

UNIT – III : Control objectives

(a) Information Systems Controls – Need for control – Effect of computers on internal Audit – Responsibility for control – Management IT personnel, auditors – Cost effectiveness of control procedure – Control Objectives for Information and related Technology (CPBIT)

UNIT – IV : Information Systems Control Techniques

Control Design: Preventive and detective controls, Computer – dependent control, Audit trails, User Controls (Control balancing, Man follow up), Non – Computer – dependent (user) controls: Error identification controls, Error investigation controls, Error correction controls, Processing recovery controls

UNIT – V : Controls over System Selection, Acquisition / Development

Standards and controls applicable to IS development projects – Developed / acquired systems – Vendor evaluation – Structured analysis and design.

Suggested Books

1. CSV Murthy, Management Information system Himalaya Publishing House
2. S. Sadagopam, Prentice House Learning Pvt. Ltd.
3. Jaiswal, Information system, Oxford.

CM.4.4 (A) - ADVANCED AUDITING AND PROFESSIONAL ETHICS
(w.e.f. the batch of students admitted - 2015-16)

UNIT-1: VOUCHING: Definition– Objectives - Procedure- Extent- Importance- Principles of Vouching - Types of Vouching- Routine Checking Vs. Vouching- Points to Be Noted in Vouching – Cash Transactions- Trading Transactions- Vouching Impersonal Ledger – Distinction between verification and valuation of different types of assets – Problems in valuation.

UNIT-II: OBJECTIVE BASED AUDITING: Management Auditing – Techniques - Management Audit Report- Tax Auditing- Compulsory Tax Auditing- Persons Covered by Section 44AB- Approach to Conduct a Tax Audit- Selective Tax Audit (Section 142(2A) (2D))- Tax Audit Report -Cost Auditing- Statutory Provisions as Regards Cost Audit- Cost Audit Programme- Points Receiving Special Attention While Conducting Cost Auditing- Distinction between Cost Auditing and Management Auditing.

UNIT – III: SPECIAL AUDIT TECHNIQUES:

- A) Selective Verifications- Statistical Sampling-Special Audit Procedure- Physical Verifications of Asset- Direct Confirmation of Debtors and Creditors
- B) Analytical Review and Creditors
- C) Risk Based Auditing

UNIT – IV: AUDITING IN EDP ENVIROMENT: Division of Auditing in EDP Environment- Online Computer Systems- Documentation under CAAT- Using CAAT in Small Business Computer Environments- Limitations of EDP Audit

UNIT – V: PROFESSIONAL ETHICS: Meaning of Professional Ethics - Code of Ethics with special reference to The Chartered Accountants of India Act, 1949 and the Regulations there under - Enquiry into Charges of Misconduct of Chartered Accountants.

References:

1. Saxena R. G., “Principles and Practices of Auditing”, Himalaya Publishing House, New Delhi, 2014.
2. Jagadesh Prakash, “Principles and Practices of Auditing”, Kalyani Publications, New Delhi.
3. Mortuz “Fundamentals of Auditing”, Newark 1994.
4. Rajram. M “Constitution of India and Professional Ethics”, New Age International (P) Ltd.

CM 4.5(A) - INDIRECT TAXES - II
(w.e.f. the batch of students admitted - 2015-16)

- UNIT –I** **Customs Laws** – nature of customs duty, Types of customs duty, Classification for Customs and rate of duty. Valuation for customs duty, Provisions regarding baggage, Courier, Postal articles and stores - Exemptions - Remissions - Offences - Penalties.
- UNIT-II** **Central Sales Tax** – Inter-state sales – Intra-state sales – Goods – Dealers – Registration – Forms for declaration – Quantum of CST – Offenses and Penalties – Commercial Tax Authorities & Powers.
- UNIT-III** **Value Added Tax:** Backdrop of State – Level of VAT in India - Taxonomy of VAT- Input Tax Credit, Tax invoice - Small dealers and Composition scheme
- UNIT-IV** **VAT Procedures:** VAT in relation to incentive schemes, works contract, lease transactions and hire purchase transactions - VAT and Central Sales Tax.
- UNIT – V** : **Indirect Taxes Administration:** Administrative Procedures - CBEC - Authorities - Powers - Export Incentives - Incentives to SMEs.

Suggested Books

1. Ahuja, G.K. & Gupta, Ravi, *Systematic Approach to Income Tax*. Allahabad, Bharat Law House.
2. Datta V.S: *Indirect Taxes*, Taxmann Publications, New Delhi
3. Bhagwati Prasad, *Direct Taxes Law & Practice*, Wishwa Prakashanm.
4. Kanga, J.B. and Palkhivala, N.A., *Income Tax*, Bombay, N.M. Tripathi.
5. Singhanian V.K., Singhanian Kapil, Singhanian Monica: *Direct Taxes Law and Practice*, Taxmann Publications, New Delhi.

CM 4.6(A) - CORPORATE TAX LAW AND PLANNING
(w.e.f. the batch of students admitted - 2015-16)

- UNIT- I** : **Introduction:** Nature and Scope of Corporate Tax Management – Need for and significance – Problems in Tax Management - Types of Companies - Widely Held Company, Closely held company, Residential Status of a Company and incidence of tax.
- UNIT- II** : **Procedure for Assessment** – Deduction of tax at Source, Advance payment of Tax, Tax returns, refunds appeals and revision.
- UNIT-III** : **Tax Administration** – Concept, Tax administration with reference to setting up of new business, Financial management decisions & Employees remuneration.
- UNIT- IV** : **Computation of Taxable Income of Companies** – Computation of taxable income under different heads of income – House property, Profit and gain from business, Capital gain and income other sources, carry forward and set off of losses in case of companies. Deduction from Gross Total income. Minimum Alternative Tax.
- UNIT – V** : **Tax Planning** – Tax avoidance and tax evasion. Tax planning with corporate dividend, Dividend policy – Bonus shares. Tax planning with reference to specific managerial decisions – Make or Buy, Own or Lease, Purchase by installment or by Hire, Repair, Replace, Renewal or Renovation, shut down or continue.
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Suggested Books

1. Direct taxes – Dr. H.C. Mehrotra and Dr. S.P. Goyal Sahitya Bhavan New Delhi.
2. Direct Taxes law and practice – Bhagavathi Prasad, Vishva Prakashana, New Delhi.
3. Direct Taxes Aggarwal P.K “Tax Planning for Companies” Hind Law Publishers, New Delhi.
4. Corporate Tax Planning and management, Lakhota, Vision Publishers.
5. Taxman’s direct Tax Laws and Practice, Dr. Vinod K.Singhania and Kapil Singania Taxman’s Publications(p)Ltd., New Delhi.

GROUP-B – BANKING, INSURANCE & FINANCIAL SERVICES

CM - 4.1(B)- BANKING LAW & PRACTICE

UNIT-I

Banker – Customer Relationship definition and meaning of Banker & Customer, permitted activities of Commercial Banks in India – General & Special features of their relationship – Rights & Duties.

UNIT-II

Deposit Accounts – Opening operations and closure of fixed deposit accounts, recurring account, Savings Account, Current and Deposit Schemes for N.R.I's.

UNIT-III

Banking Investments – Negotiable instruments (NI) – Types parties to NI's – Crossing, Endorsements, Payments and Collection of Cheques, Bouncing of Cheques – Implications, various laws affecting bankers.

UNIT-IV

Banking Services – Safe custody, MICR clearing, ATM's, Credit Cards, Debit Cards, Travelling Cheques, Ombudsman and Customer services, Fraud Detection and control.

UNIT-5

Emerging Trends and Issues – International banking, Euro Banks and Offshore Banking, overview of Banking risks, Corporate governance, Credit Risk Management in Banks – Liquidity Risk Management – Asset Liability Management.

Suggested Books

1. Hawtrey, *The art of Central Banking*, Sugustus M Kelley Publishers, 1970, New York.
2. Narendra Kumar, *Bank Nationalism of India – A Symposium*, Lalvani Publishing House, 1969, Mumbai.
3. Pal Panadlkar & N.C.Mehra, *Rural Banking*, National Institute of Bank Management, Mumbai.
4. Vasant Desai, *Indian Banking – Nature and Problems*, Himalaya Publishing House, Mumbai.
5. Benjamin H Bankhurt, *Money Banking System*, Times of India Press, Mumbai.
6. Charless L Prather, *Money & Banking*, Richard Inc., Illinois.

CM - 4.2(B) BANK MANAGEMENT

Unit – I

Nature of Banking Business: official regulation and control over banks in India: Banking Regulation Act, 1949, Reserve Bank of India Act, 1934, Banking Companies Act, 1970

Unit – II

Forms of Banking: Branch Banking, Unit Banking, Group Banking, Chain Banking, Business, Correspondent Banking. Process of Bank Management; Branch location policies and decisions, organizational Structure of Commercial Banks in India

Unit – III

Bank Balance Sheet: Management of Assets and Liabilities in banks – Profit, Profitability and Productivity in banks – Management of large sized branches and rural branches. Internal control and Performance budgeting system – Management Information system Income Recognition and asset classification norms

Unit – IV

Human Resource Development in Banks: Manpower Planning, Recruitment, Training, Promotion, Motivation, Bank Marketing: Product Planning and Development. Computerization of Banks: Need, application, progress, problems.

Unit – V

E-Banking – Aspects of E-Banking – Traditional Vs. E-Banking Models – Advantages and constraints – Security Methods – Risk Management – Outsourcing E-Banking – Legal and Regulatory Compliance.

Suggested Books

- 1) Hawtrey, *The art of Central Banking*, Sugustus M Kelley Publishers, 1970, New York.
- 2) Narendra Kumar, *Bank Nationalism of India – A Symposium*, Lalvani Publishing House, 1969, Mumbai.
- 3) Pal Panadlkar & N.C.Mehra, *Rural Banking*, National Institute of Bank Management, Mumbai.
- 4) Vasant Desai, *Indian Banking – Nature and Problems*, Himalaya Publishing House, Mumbai.
- 5) Benjamin H Bankhurt, *Money Banking System*, Times of India Press, Mumbai. Charless L Prather, *Money & Banking*, Richard Inc., Illinois.

CM - 4.3 (B) INSURANCE & RISK MANAGEMENT

UNIT-I

Risk & Risk Management process – Risk Identification, Evaluation -Risk Management Techniques, Selecting and Implementing Risk Management Techniques – Risks in our Society – Insurance and Risk.

UNIT-II

Commercial Liability Insurance – Commercial Risk Management Applications – Property – Liability – Commercial Property Insurance, Different policies and contracts – Business Liability and Risk Management – Workers compensation and Risk Financing.

UNIT-III

Property and Liability Insurance Coverage – Personal Risk Management Applications – Property – Liability – Risk Managements for Auto Owners – Risk Management for Home Owners.

UNIT-IV

Risk Management Applications – Loss of Life – Loss of Health – Retirement Planning and annuities – Employee Benefits – Financial and Estate Planning.

UNIT-V

Risk Management Environment – Industry – Functions and organisation of Insurers – Government Regulation of Insurance Sector – IRA – Privatization of Insurance – Changes in Insurance Acts – Insurance Intermediaries – Insurance Product pricing and Claim valuation – Financial Analysis – Bank Assurance – Foreign Insurers in India.

References:

1. McNamara principles of Risk Management and Insurance, Addison- Wesley,
2. Dorfman, Introduction to Risk Management and Insurance, PHI.
3. Anand Ganguly Insurance Management PHI, New Delhi,2005
4. George E Resda, Risk Management and Insurance

CM-4.4(B) INSURANCE: ACTUARIAL

1. Basic Mathematics: Basic Functions, Annuities – Certain, Loans repayable by installments, Simple Methods of determining the rate of interest in a transaction, Capital redemption assurance, Valuation of simple loans and debentures.
- 2 Mortality tables – Probabilities of Survival and Death – Computation of mortality rates- Preparation of mortality tables – Mortality tables for insurance and for annuities. Valuation of Life Insurance Risks-Principles underlying it.
- 3 Determination of Life Reserves –Meaning, Methods of calculation of Life Reserve – Terminal, Initial and mean reserves. Actuarial Analysis of pension plans.
- 4 Joint – life Annuities and Assurances: Value of and premiums for joint –life and contingent annuities and assurances.
- 5 Regression Theory –Computation of Partial and Multiple Linear regressions - Liability Cash Flows-Modeling Liability Cash Flows.

Suggested readings:

1. Donald D.W.A. '*Compound Interest and Annuities – Certain*' 2nd Ed., Cambridge [Eng.] Published for the institute of Actuaries and the Faculty of Actuaries at the University Press, 1970.
2. R.E. Underwood, '*The Elements of Actuarial Science*' 4th Edition, Pitman.
3. Harry Freeman, '*Mathematics for Actuarial Studies*', Cambridge at the University Press.1949.
4. Hossack, LB: JH Pollard and B Zehnawirh, *Introductory Statistics with Applications in General Insurance*, Cambridge University Press; Cambridge, England.
5. Babbel, David F and Graig B Merrill, *Valuation of Interest , Sensitive Financial Instruments* , Society of Actuaries, Maringale.
6. Whatsham: *Futures & Options in Risk Management*, Thomson.
7. Morgan , JP *Introduction to Credit Metrics* JP Morgan, New York.
8. Bell, David E and Authur Shleifer Jr. *Risk Management*.
9. Course material and books published by 'Insurance Institute of India;, Munbai.

CM - 4.5 (B) PORTFOLIO MANAGEMENT

UNIT-I Introduction: Portfolio Analysis – Traditional Vs. Modern Portfolio Analysis – Risk and Investor Preferences – Measurement of Portfolio Risk and Return – Diversification of Risk.

UNIT-II Portfolio Selection: Traditional Portfolio Selection – Markowitz Portfolio Model – Sharpe Single Index Model – Portfolio of Two and Three Securities.

UNIT-III Portfolio Performance Evaluation: Methods of Performance Evaluation – Sharpe's – Treynor's and Jensen's Measure for Portfolios Performance – FAMA's Decomposition.

UNIT-IV Performance Evaluation of Managed Portfolios: Mutual Funds – Exchange Traded Mutual Funds – Net Asset Value – Methods of Computing Portfolio Return – Evaluating Fund Performance.

UNIT-V Portfolio Revision: Techniques of Portfolio Revision – Portfolio Revision Strategies – Formula Plans – Corporate Portfolio Management in India.

References:

1. Bhalla. V.K. Investment Management: Security Analysis and Portfolio Management, Sultan Chand, New Delhi.
2. Bhat, Security Analysis and Portfolio Management, Excel Books, New Delhi.
3. Fischer, Donakl E. and Ronald J. Jordan, Security Analysis and Portfolio Management, Prentice Hall of India, New Delhi.
4. Herry, M. Markowitz., Portfolio Selection – Effective Diversification of Investments, John Wily, New York.
5. Kevin S., Security Analysis and Portfolio Management, Prentice Hall of India, New Delhi.
6. Parthieswara Rao. B., Portfolio Management, Excel Books, New Delhi.
7. Punithavathy Pandian, Security Analysis and Portfolio Management, Vikas Publishing House Pvt. Ltd., New Delhi.
8. Ranganathan, M. and Madhumathi, R., Investment Analysis and Portfolio Management, Pearson Education, New Delhi.
9. Steven E. Bolton: Security Analysis and Portfolio Management, Rinehart and Winston Inc.
10. William F Sharp., Portfolio Theory and Capital Markets, McGraw Hill, New York.

CM - 4.6(B) FINANCIAL DERIVATIVES

UNIT-I Introduction: Financial Derivatives – Products and Participants in Derivative Markets – Forward Contracts – Forward Contracts Vs. Future Contracts – Types of Futures – Other Financial Derivatives - Derivatives Trading in India.

UNIT-II Options Contracts: Call and Put Options – Determinants of Option Price – Stock and Index Option Properties and Mechanics – Options Trading in India – Warrants and Convertible Securities.

UNIT-III Option Trading Strategies: Basic of Option Positions – Strategies involving Options – Covered Call, Protective Put, Spread, Combinations and Other Strategies.

UNIT-IV Options Valuation: Binomial Options Pricing Model – The Black-Scholes Options Pricing Model – Log-normal Property of Stock Prices – Volatility – Causes of Volatility.

UNIT-V Financial Swaps: Currency Swaps – The Structure of Swaps – Interest Rate Swaps – Equity Swap – Valuation of Financial Swaps – Credit Derivatives – Caps and Floors – Hedging & speculation in Futures, Index futures.

References:

1. Bhalla, V.K. Financial Derivatives, Sultan Chand, New Delhi.
2. Bishnu Priya Mishra, Financial Derivatives, Excel Books, New Delhi.
3. Don M. Chance & Robert Brooks, Derivatives and Risk Management Basics, Cengage, New Delhi.
4. John C, Hull: Options, Futures and Other Derivatives Pearson, New Delhi.
5. Franklin Edwards and Cindy Ma: Futures and Options, Tata McGraw Hill, New Delhi.
6. Gupta S. L., Financial Derivatives: Theory, Concepts and Problems, Prentice Hall of India, New Delhi.
7. Sundaram Janakiraman, Derivatives and Risk Management, Pearson, New Delhi.
8. Redhead: Financial Derivatives: An Introduction to Futures, Forwards, Options, Prentice Hall of India, New Delhi.
9. Rene M. Stulz., Risk Management & Derivatives, Cengage, New Delhi.
10. Satyanarayana Chary T., Financial Derivatives, Excel Books, New Delhi.
11. Siddaiah Thumuluri Siddaish International Financial Management, Pearson, New Delhi.

FOURTH SEMESTER

CM – 4.1. (C) : INTERNATIONAL ACCOUNTING

UNIT – 1: INTERNATIONAL ACCOUNTING: AN OVERVIEW:

Development of International Accounting- Scope of International Accounting- Importance of International Accounting- Difficulties in International Accounting- GAAP – IAS and its adaptation in India.

UNIT - 2 : FOREIGN CURRENCY TRANSACTION AND TRANSLATION:

Definition of Foreign Currency transaction and Translation, Need for and issues involved in Foreign Currency Translation, Process of recording foreign (international) Transactions, Accounting Treatment of Forward Currency Translations, Techniques of Foreign Currency Translations, Treatment of Translation Gains and Losses. **CONSOLIDATION OF FINANCIAL STATEMENTS:** Need for Consolidation- Consolidation Techniques- IAS 27 and Consolidation- Indian Accounting Standard (AS 21) and Consolidation

UNIT – 3: ACCOUNTING FOR PRICE LEVEL CHANGES:

Concepts and Forms of Price Level Changes- Types of Price Level Changes- Common Phenomenon of Price Level Changes-Need for Price Level Changes Adjustments- Factors Causing Distortions to Accounting Profit vis-à-vis Financial statements- Consequences of Distorted Profits- Techniques of Price Level Adjustments. **HARMONIZATION OF ACCOUNTING PRACTICES:** Concept and Need For Harmonization- Harmonization Process- IAS 7 Vs AS 3- Institutional Efforts in Harmonization- Impediments to Harmonization

UNIT- 4: TRANSFER PRICING:

Need For Transfer Pricing- Factors Governing Transfer Pricing Policy- Methods of Transfer Pricing- Transfer Pricing Methods- Comparison- Transfer Pricing Methods in practice- Fixing a minimum Transfer Pricing - Transfer Pricing Methods for Services- **FOREIGN FINANCIAL STATEMENT ANALYSIS:** Techniques of Financial Statement Analysis-Process and utility of Horizontal, Vertical and Ratio Analysis- Modern Techniques used in Financial Statement Analysis- Difficulties in Analyzing Foreign Financial Statements

UNIT- 5: SEGMENT REPORTING:

International GAAP on Segment Reporting- Difference between Business, Geographical, Reportable Segment- Disclosure Requirements- Indian GAAP on Segment Reporting- Segment Reporting in Practice- Corporate Disclosure in Practice **INTERNATIONAL FINANCIAL REPORTING:** Provision of International GAAP on Interim reporting- IAS 34 on Interim Financial Reporting- Disclosures in Interim Financial Reporting- Comparative statements- Indian GAAP on Interim Financial Reporting- SEBI GUIDELINES ON Interim Reporting and Disclosure- Interim Reporting in Practice

References

1. A.K. Das Mohapatra, International Accounting, Prentice Hall of India, 2007.
2. Frederick D.S.Choi, Gary K. Meek, International Accounting, Pearson Education,2007
3. Shahrokh M. Saudagaran, International Accounting- A user Perspective, Thomson south-western,2007

CM – 4.2. (C): INTERNATIONAL BUSINESS LAW AND TAXATION

UNIT I : Legal Environment of International business: International Law and the world's legal system – International sales, credits and commercial transaction: sales contracts and excuses for nonperformance - the documentary sale and terms of trade – the carriage of goods and the liability for air and sea carriers – Bank collections, trade finance and letters of credit – UN convention on contracts for international sale of goods.

UNIT II : Basic principles of WTO – Laws governing access to foreign markets – regulating import competition and unfair trade – Imports, customs and Tariff law – the regulation of exports – Northern American free trade law – The European Union and other regional trade areas.

UNIT III : Regulations of the international market place : international marketing law – sales representatives, advertising and ethical issues – licensing agreement and the protection of Intellectual property rights – host country regulation :Corporate law, taxation and currency risk – Nationalization – Expropriation and Privatization – Labour and employment discrimination law – Environmental law – Regulating the competitive environment.

UNIT IV: International Taxation Theory - The evolution of international taxation; description and extensions of the capital income effective tax rate literature - Empirical modeling of spatial interdependence in tax competition - Labor mobility and income tax competition - Optimal International Taxation in Practice - Globalization, multinationals and tax base allocation: advance pricing agreements as shifts in international taxation; Documentation of transfer pricing.

UNIT V : Corporate tax competition and coordination in the European Union - Corporate taxation in Europe: competitive pressure and cooperative targets - The economics of taxing cross-border savings income: an application to the EU savings tax - Tax misery and tax happiness: a comparative study of selected Asian countries.

Reference

1. International Taxation Handbook : Policy, Practice, Standards and Regulation, Greg Gregoriou, Colin Read, CIMA Publishing, 2007
2. International business law: A transactional Approach “, Larry Dimatto, Lucien. J. Dhooge.
3. International Business Law 5th Edition , Ray .A.August, Don Mayer, Michael Bixby,
4. International Business Law and Environment, Richard Schaffer, Filiberto August, Lucien. J. Dhooge, Beverley Earle, 7th Edition, South Western Cengage Learning, 2009.

CM – 4.3. (C): INTERNATIONAL BUSINESS NEGOTIATIONS

UNIT I : Nature of International Business Negotiations : Framework for international business negotiations - Background factors - Impact of national culture, organizational culture and personality on buyer-seller interaction – a model of the negotiation process with different strategies and planning – Distributive bargain and integrative negotiations.

UNIT II : Cultural aspects of International Business negotiation- Hofstede's dimension of culture and their influence on International Business negotiation - cross culture communication : Issues and Implications – The role of time in International Business negotiation – The role of atmosphere in negotiations.

UNIT III : Negotiating sales, export transaction and agency agreements – negotiating licensing agreements – Negotiating international joint venture – project negotiations – Cooperative negotiation for mergers and acquisitions.

UNIT IV : Investment negotiations – Negotiating with Europe, China and other East Asian countries - Business Negotiations between Japanese and Americans – General Guidelines for negotiating international business.

UNIT V : Ethics in negotiations – Communication in negotiations – Negotiation power and relationships in negotiations – Best practices in negotiations – Business Etiquette – Assertive skills – Personality and negotiation skills.

References:

- 1) International Business Negotiations, Second Edition - Pervez. N.Ghauri (Editor), Jean-Claude Usunier (Editor), Pergamon, 2003.
- 2) Global Business Negotiations: A Practical Guide - Subhash Jain (Author) Claude Cellich, South-Western Educational Publishing.

CM – 4.4. (C): GLOBAL SUPPLY CHAIN MANAGEMENT

UNIT - I: Introduction: Meaning and importance of S.C.M – S.C.M in the Global Environment – Consequence of S.C.M: Creating Value, satisfaction, and Differential Advantage - Role of Marketing in S.C.M - Role of the Sales Function in S.C.M – R & D in S.C.M

UNIT- II: Supply Chain Sales Forecasting: Forecasting in the supply chain - **Evolution and growth of production in S.C.M :** Supply Chain Production – Standard Methods of Production

UNIT-III: Purchasing in a supply chain: Role of logistics in the supply chain - Evolution and Growth of information systems in S.C.M - Financial issues in S.C.M - Customer service in a S.C.M

UNIT-IV: Inter Functional Coordination in S.C.M: Inter -Corporate Corporation in S.C.M - Measuring Performance in the Supply Chain

UNIT – V: Managing the Supply Chain: Managerial and Research Implications.

Reference:

1. John T. Mentzer, Suplly chain Management – sage publications New Delhi, 2008.
2. Rahul v.altekar- Prentice/hall of India - New delhi-110001, 2005
3. Sunil chopra/peter meindl , Prentice/hall of India private limited ,New delhi-110001, 2007.
4. S.S Mishra, Taxmann’s Publication on Pvt, Ltd, New Delhi,2009.
5. Donald j bowersox ,Davi j closs, M bixby cooper Tata mcgraw hill publishing company limited New Delhi , 2008 - Supply Chain Logistics Management.

CM – 4.5. (C): INDIA’S FOREIGN TRADE AND EXIM MANAGEMENT

UNIT –I: Global trade and its growth – India’s relative position in World Trade - Trends in India’s Foreign Trade: Direction and composition of India’s foreign trade; India’s Balance of trade and Balance of Payments - Export – Import policy; Export promotion and institutional set-up; Deemed exports; Rupee convertibility and impact on foreign Trade.

UNIT –II: Instruments of Export Promotion: Export assistance and promotion measures; EPCG scheme; Import facilities; Duty exemption schemes; Duty drawback; Tax concessions; Marketing assistance; Role of export houses, trading houses and state trading organizations;

UNIT –III: Export-Import Procedure and Documentation: Basic documents used in international trade-export letter of credit - processing of an export order - excise duty and sales tax procedure - pre-shipment documentation - standardization procedure for export by sea, inland container depots, container freight stations, export by air, courier service, land and river, export by post. Collection, negotiation of export documents - registration, formalities with export promotion councils, FIEO, export promotion schemes, incentives to exporters - Registration formalities - opening of letter of credit for import. Retirement of import documents. Customs procedure for clearing of imported goods

UNIT-IV: Export-Import Finance: Export finance and payments - export credit - financing foreign receivables - advances against collections - discounting trade acceptance - institutional support for export finance in India - RBI guidelines - trade control - ECGC guidelines - FEDAI guidelines - International Chamber of Commerce. Stages of export finance - types of pre-shipment and post-shipment finance. Different stages of post shipment finance-types of post-shipment finance - New schemes of export financing - rediscounting of export bills -options for the exporters - forfeiting and factoring - finance for software exports - Import finance - import letter of credit-exchange control requirements - RBI guidelines - FEDAI & UCPDC provisions.

UNIT-V: Shipping, Insurance and Packaging: Shipping & Marine Insurance - General Information on Shipping - Types of Containers and Ships - Containerization - Marine Insurance - Air Transportation - Bill of Lading/Air Way Bill/Sea Way Bill - Maritime Fraud - Packaging Introduction - Mechanical tests - Climatic tests - Stretch Wrapping - Cushioning materials - Shrink packaging - packaging cost - Lab testing - International Care labeling code etc

REFERENCES:

1. Gupta, R.K.: Anti-dumping and Countervailing Measures, Sage Publications, New Delhi.
2. Nabhi's Exporter's Manual and Documentation, Nabhi Publication, New Delhi.
3. Soderstenm B.O: International Economics, McMillan, London.
4. Varsheny R.L. and B. Bhattacharya: International Marketing Management, Sultan Chand & Sons, New Delhi
5. Verma, M.L: International Trade, Commonwealth Publishers, Delhi.

CM – 4.6. (C): INTERNATIONAL COMMODITY MARKETS

UNIT I : Physical commodity market: An overview – Characteristics of Physical commodity market – world physical markets and derivatives markets for commodities – Commodity futures : Forwards and Futures - Organization of futures exchanges – Basis and effective hedging – Relationship between spot and commodity futures prices – Hedging strategies – Inventory management – Speculation and spreading – Relationship between futures and spot prices.

UNIT II : Options : Characteristics and markets – valuing options – Binomial approach to option pricing – The continuous time futures option model – futures option management tools – Hedging with options – Exotic options and other over-the-counter products – forwards and swaps – caps – floors – collars – swap options- Exotic options.

UNIT III: International commodity markets : managing commodity market information – forecasting commodity markets – commodity price forecasting for traders and market participants – commodities, market finance and corporate finance: Hedging and cash flow management – commodities and corporate finance.

UNIT IV: Management of physical commodity contracts – specific characteristics of commodity markets – Participants in physical commodity contracts– the attributes of commodity contracts – contracts attributes and risk sharing – Example of Commodity Contract – Example of Letter Of Intent (LOI).

UNIT V: Participants of commodity trading – international trading companies – problems and prospect in international commodity trading .

References:

1. “International Commodity Trading: Physical and derivative markets”, Ephraim Clark, Jean Baptiste Lesourd, Wiley Publishers, 2001.
2. Commodity market review, FAO, 1991.
3. “Agriculture and Commodity markets and trade, Alexander Sarris, David Hallam , FAO, 2006.

