

PROGRAMME PROJECT REPORT
MBA BANKING AND FINANCE



DIRECTORATE OF DISTANCE EDUCATION
ALAGAPPA UNIVERSITY
KARAIKUDI – 630 003

PROGRAMME PROJECT REPORT MBA BANKING AND FINANCE

a) PROGRAMME MISSION AND OBJECTIVES

Business Studies have fascinated humans for two reasons, namely generating interest and augmenting essentials of running a firm effectively. That is why their study is enchanting and glorifying. The primary objective of this programme is to provide ample exposure to subjects from the fields of business legacy and accountancy, equip the Students for entry level jobs in industry and to contribute to the economic development of the country.

b) RELEVANCE OF THE PROGRAMME WITH HEI'S MISSION AND GOALS:

The Alagappa University is functioning with following Vision and Mission:

Mission: Achieving Excellence in all spheres of Education, with particular emphasis on 'PEARL'- Pedagogy, Extension, Administration, Research and Learning

Vision: Affording High Quality Higher Education to the learners so that they are transformed into intellectually competent human resources that will help in the uplift of the nation to Educational, Social, Technological, Environmental and Economic Magnificence.

Therefore, the introduction of MBA BANKING AND FINANCE programme in the Directorate of Distance Education will contribute substantially in fulfilling the mission of Alagappa University. Such a higher education in subject with appropriate Practical Exposer will enrich the human resources for the uplift of the Nation to Educational, Social, Technological, Environmental and Economic Magnificence (ESTEEM).

c) NATURE OF PROSPECTIVE TARGET GROUP OF LEARNERS

- Working Professionals
- Entrepreneurs
- ServicePersonnel
- AcademicFaculty
- GovernmentOfficials
- Researchers
- Homemakers
- UnemployedGraduates

d) APPROPRIATENESS OF PROGRAMME

To Attain Leadership in spearheading qualitative and responsible academic programs relevant to the society through cost effective off-campus distance mode of education. Knowledge and understanding, skills, qualities and other attributes in the following areas:

- The fundamental concepts of Management
- The higher-level taxonomy and diversity of Business Studies.
- How principles of Business can be applied to problems
- Internship training in Industry
- Undertake Inter tasks and techniques.
- Inter-disciplinary knowledge like statistics, Mathematics, Computer and E-Banking.
- Using the SPSS package for the analysis of data
- It also improves the Intellectual skills of the students.
- In nutshell, these skills will improve the performance of the students parameters.

E) INSTRUCTIONAL DESIGN MBA BANKING AND FINANCE

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

Course Code Legend:

3	3	0	Y	Z
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330- M.B.A Programme Y -Semester Number

Z- Course Number in the Semester

CIA: Continuous Internal Assessment, ESE: End Semester Examination,

TOT: Total, C: Credit Points, Max.: Maximum

No. of Credits per Course (Theory) - 5	Total No. of Credits per Semester- 20
	Total Credits for the Programme- 20 X 4 = 80

33011- MANAGEMENT PRINCIPLES AND PRACTICES

Objectives:

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

BLOCK I: BASIC CONCEPTS OF MANAGEMENT

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

BLOCK II: RECRUITMENT AND SELECTION

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

BLOCK III: FUNCTIONS OF MANAGEMENT

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

BLOCK IV: BUSINESS ETHICS WITH NEW PERSPECTIVES IN MANAGEMENT

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

REFERENCES

1. Stoner, et-al, Management, Prentice Hall, 1989.
2. Koontz and O'Donnell, Management: A Systems Approach, McGraw Hill, 1990
3. **Wehrich and Koontz**, Management: A Global Perspective, McGraw Hill, 1988
4. Peter F. Drucker, Management, 2008.
5. Gene Burton and Manab Thakur, Management Today: Principles and Practice, Tata McGraw Hill.
6. Ricky W. Griffin, Management, South-Western College Publications, 2010
7. Stephen P. Robbins and Mary Coulter, Management, 9th Edition, 2006.
8. Kaplan and Norton, The Strategy-Focused Organization: How Balanced Scorecard Companies Thrive in the New Business Environment, HBP, 2000.

33012 - ORGANIZATIONAL BEHAVIOUR

Objectives:

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

BLOCK I: BASICS OF ORGANISATIONAL BEHAVIOUR

UNIT 1 Organizational Behaviour: History – Meaning Elements – Evolution, Challenges and opportunities – Trends – disciplines – Approaches – Models – Management functions relevance to organizational Behaviour – Global Emergence of OB as a discipline.

UNIT 2 Personality – Determinants, Structure, Behaviour, Assessment, Individual Behaviour: Personality & Attitudes- Development of personality – Nature and dimensions of attitude – Trait Theory – Organizational fit – Organizational Commitment

UNIT 3 Emotions – Emotional Intelligence – Implications of Emotional Intelligence on Managers – EI as Managerial tool – EI performance in the organization – Attitudes: Definitions – Meaning – Attitude relationship with behaviour – Types – Consistency

UNIT 4 Individual Behaviour and process of the organization: Learning, Emotions, Attitudes, Perception, Motivation, Ability, Job satisfaction, Personality, Stress and its Management – Problem solving and Decision making – Interpersonal Communication - Relevance to organizational behaviour.

BLOCK II: ORGANISATIONAL SOURCES AND MANAGEMENT

UNIT 5 Group Behaviour: Group Dynamics - Theories of Group Formation - Formal and Informal Groups in organization and their interaction - Group norms – Group cohesiveness – Team: Importance and Objectives - Formation of teams – Team Work- Group dynamics – Issues - Their relevance to organizational behaviour.

UNIT 6 Organizational Power: Organizational Power: Definition, Nature, Characteristics - Types of powers - Sources of Power - Effective use of power – Limitations of Power – Power centre in Organization.

UNIT 7 Organizational Politics: Definition – Political behaviour in organization - Factors creating political behaviour – Personality and Political Behaviour - Techniques of managing politics in organization – Impact of organizational politics.

UNIT 8 Organizational Conflict Management: Stress Management: Meaning – Types –

Sources and strategies resolve conflict – Consequences – Organizational conflict: Constructive and Destructive conflicts - Conflict Process - Strategies for encouraging constructive conflict - Strategies for resolving destructive conflict.

BLOCK III: ORGANISATIONAL CLIMATE AND CULTURE

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

UNIT 10 Organizational Culture: Meaning, significance – Theories – Organizational Climate – Creation, Maintenance and Change of Organizational Culture – Impact of organizational culture on strategies – Issues in Organizational Culture.

UNIT 11 Inter personal Communication: Essentials, Networks, Communication technologies – Non-Verbal communications Barriers – Strategies to overcome the barriers. Behavioral Communication in organization - Uses to Business

BLOCK IV: CHALLENGES AND ORGANISATIONAL DEVELOPMENT

UNIT 12 Organizational Change: Meaning, Nature and Causes of organizational change Organizational Change –Importance – Stability Vs Change – Proactive Vs. Reaction change – the change process – Resistance to change – Managing change.

UNIT 13 Organizational Behaviour responses to Global and Cultural diversity, challenges at international level, Homogeneity and heterogeneity of National cultures, Differences between countries.

UNIT 14 Organizational Development: Meaning, Nature and scope – Features of OD – OD Interventions- Role of OD – Problems and Process of OD – process OD and Process of Intervention - Challenges to OD- Learning Organizations - Organizational effectiveness Developing Gender sensitive workplace

REFERENCES

1. Fred Luthans, Organizational Behaviour, McGraw-Hill/Irwin, 2006.
2. Stephen P. Robbins, Organizational Behaviour, Prentice Hall; 2010
3. Keith Davis, Organizational Behavior: Human Behavior at Work, McGraw Hill, 2010
4. Griffin and Moorhead, Organizational Behavior: Managing People and Organizations, 2006.
5. Judith R. Gordon, Organizational Behavior: A Diagnostic, Prentice Hall, 2001.
6. K. Aswathappa, Organizational Behaviour, Himalaya Publishing, Mumbai, 2010
7. Judith R. Gordon, A Diagnostic Approach to Organizational Behaviour, Allyn & Bacon, 1993.

33013 - MANAGERIAL ECONOMICS

Objectives:

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

BLOCK I: BASICS OF MANGERIAL ECONOMICS

UNIT 1 Economics: Introduction – Meaning, nature and scope of Managerial Economics – General Foundations of managerial Economics – Economic Approach – Working of Economic system - Circular flow activities - Economics & Business Decisions - Relationship between Economic theory and Managerial Economics.

UNIT 2 Business Decisions: Role of managerial Economics in Decision making – Decision making under Risk and Uncertainty - Concepts of Opportunity cost, - Production possibility curve – Incremental Concepts - Cardinal and Ordinal approaches to consumer Behaviour Time Value of Money –

UNIT 3 Consumer Behaviour: Marginalism – Equilibrium and Equi-marginalism and their role in business decision making. – Equi-Marginal principles – Utility analysis – Total and Marginal Utility – Law of diminishing marginal utility – Marshallian approach and Indifference curve analysis.

UNIT 4 Demand analysis: Meaning, Functions - Determinants of demand-Law of Demand – Demand Estimation and Forecasting - Applications of demand in analysis - Elasticity of Demand: Types, Measures and Role in Business Decisions.

BLOCK II: DEMAND AND SUPPLY MANGEMENT

UNIT 5 Supply Analysis: Determinants of supply- Elasticity of Supply- Measures and Significance - Derivations of market demand – Demand Estimation and Forecasting- Demand and Supply equilibrium – Giffen Paradox

UNIT 6 Production Functions: Managerial uses of production function - Cobb-Douglas and other production functions - Isoquants – Short run and long run production function – Theory of production – Empirical estimations of production functions.

UNIT 7 Forms of Markets: Meaning and Characteristics - Market Equilibrium: Practical Importance, Market Equilibrium and Changes in Market Equilibrium. Pricing Functions: Market Structures - Pricing and output decisions under

different competitive conditions: Monopoly Monopolistic completion and Oligopoly

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

BLOCK III: COST AND BREAK FROM POINTS

UNIT 9 Cost and Return: Cost function and cost output relationship – Economics and Diseconomies of scale - Cost control and cost reduction- Cost Behaviour and Business Decision- Relevant costs for decision-making- Traditional and Modern theory of Cost.

UNIT 10 New Product Penetrative Decision and Skimming the cream Pricing- Government control over pricing - Concept of Profit- Types and Theories of Profit by Knight (Uncertainty), Schumpeter (Innovation), Clark (Dynamic) and Hawley (Risk) - Profit maximization – Cost volume profit analysis – Risk and Return Relationship.

UNIT 11 Profit and Investment Analysis: Meaning – Measurement of profit – Theories of Pricing- Profit planning and forecasting- Profit and Wealth maximization – Cost volume profit analysis – Investment analysis and Evaluation: IRR, NPV and APV techniques.

BLOCK IV: MACRO ECONOMICS AND REGULATIONS

UNIT 12 Macro-economic Factors: Nature, Importance ; Economic Growth and Development - Business cycle – Phases and Business Decision- Inflation - Factors causing Inflation and Deflation - Control measures – Balance of payment Trend and its implications in managerial decision.

UNIT 13 National Income: Introduction Meaning – Theories – Methods of Measurement - Sectoral and Population distributions – Per capita Income: Definition – Calculations – Uses – Limitations – GDP – GNP - Recent developments in Indian Economy.

UNIT 14 Economic Regulations of Business: Introduction – Antitrust theory and Regulations – The structure – Conduct – Performance paradigm – Concentration: Overview – Measuring concentration – Regulation of Externalities.

REFERENCES

1. Dominick Salvatore, Managerial Economics in a Global Economy, Oxford University Press, 2011.
2. Ivan Png and Dale Lehman, Managerial Economics, Wiley-Blackwell, 2007.
3. Truett Lila J., Truett, Dale B. and Truett J. Lila (2006), Managerial Economics: Analysis Problems, Cases, 8th Edition, John Wiley & Sons.

4. Atmanand (2008), Managerial Economics, 2nd Edition, Excel Books.
5. Christopher R Thomas & S Charles Maurice (2008), Managerial Economics, 9th edition, McGraw Hill Co.
6. Petersen, H. C., Cris, L W and Jain, S.K. (2008), Managerial Economics, 1st edition Pearson
7. Gupta G S, Managerial Economics, Tata McGraw-Hill.
8. Varshney and Maheswari, Managerial Economics, Sultan Chand and Sons.
9. Mehta P L, Managerial Economics, Sultan Chand and Sons.
10. Joel Dean, Managerial Economics, Prentice-Hall.

33014 - QUANTITATIVE TECHNIQUES

Objectives:

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

BLOCK I: BASICS OF QUANTITATIVE TECHNIQUES

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

BLOCK II: LINEAR PROGRAMMING PROBLEMS

- UNIT 5** Simple regression and Correlation analysis: Introduction, Correlation, Correlation analysis, linear regression analysis and Co-efficient. Duality and sensitivity analysis for decision-making- Solving LP using graphical and simplex method (only simple problems) – Interpreting the solution for decision-making
- UNIT 6** Special Algorithms of LPP: Transportation Algorithm - Balanced and

Unbalanced Problem Formulation and solving methods: North West Corner, Vogel's Approximation-MODI method- Assignment and Travelling Executive Algorithms

- UNIT 7 Theory of Probability: Introduction to the Concept – Development of probability – Areas and Utilisation of probability theories in the Business – Sample space – terminology – Types of probability.
- UNIT 8 Theoretical Probability Distributions: Introduction - Concept of events – Probability of events – Joint, conditional and marginal probabilities Probability distributions: Binomial, Poisson and Normal – Features and Applications – Use of Normal Tables.

BLOCK III: OPERATIONAL RESEARCH AND SIMULATION TECHNIQUES

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

BLOCK IV: QUERY AND DECISION TREE ANALYSIS

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

REFERENCES

1. David R. Anderson, et al, An Introduction to Management Science: Quantitative Approaches to Decision Making, Cengage Learning, 2008.
2. Lucey, Quantitative Techniques Cengage Learning Business Press, 2002
3. Sharma, Operations Research: Theory and Applications.
4. Richard I Levin, & C. Atkinson Kirkpatrick, Quantitative Approaches to Management, McGraw-Hill.
5. K. Gupta and D.S. Hira, Operations Research.
6. Srivastava, Shenoy and Sharma, Quantitative Techniques for Managerial Decision-making, New Age International, 2006.
7. N.D. Vohra, Quantitative Techniques in Management, Tata McGraw-Hill Education.
8. V.K. Kapoor, Operations Research.
9. Dharani Venkatakrishnan, Operations Research: Principles and Problems.
10. Hamdy A. Taha, Operations Research: An Introduction, Prentice Hall, 2002.

33015 - FINANCIAL AND MANAGEMENT ACCOUNTING

Objectives:

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

BLOCK I: BASICS OF FINANCIAL AND MANAGEMENT ACCOUNTING

UNIT 1 Accounting: Definition – Accounting for historical function and managerial function - Types of Accounting- Management, Management and Cost accounting – Scope for Accounting-Managerial Uses of Management accounting and Financial Accounting.

UNIT 2 Accounting Concepts and Conventions – Accounting standards - Financial Accounting Definitions – Principles – Accounting standards - Double entry system of accounting: Accounting books – Preparation of journal and ledger, subsidiary books.

UNIT 3 Preparation of Trial Balance – Errors and rectification – Classifications of capital and Revenue – Fixed Assets and Depreciation accounting – Preparation of Manufacturing accounting- Preparation of Final Accounts - Accounting from incomplete records – Statements of affairs methods

UNIT 4 Conversion methods – Preparation of Trading, Profit & Loss Account and

Balance Sheet from incomplete records – Depreciation methods - Straight line method, Written down value method, Sinking fund method.

BLOCK II: FINANCIAL RATIO ANALYSIS

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

BLOCK III: CASH FLOW ANALYSIS

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

BLOCK IV: COSTING AND CAPITAL BUDGETING

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

appraisal – Payback period method – ARR method – DCF methods – NPV and IRR methods – Their rationale – Capital rationing.

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1. Arulanandam & K.S. Raman, Advanced Accounting, Himalaya Publishing House.
2. Gupta & Radhasamy, Advanced Accounting, Sultan Chand & Sons.
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4. Jain & Narang, Advanced Cost Accounting, Kalyani. Publications.
5. Ravi M. Kishore, Cost Management, Taxman Publications
6. S.N. Maheswari, Management Accounting & Management Accounting, Vikas Publishers.
7. Manmohan & Goyal, Principles of Management Accounting, Shakithabhavan Publication.
8. N. K. Prasad, Advanced Cost Accounting, Book Syndicate Pvt. Ltd., Calcutta.
9. Andrew A Haried, Advanced Accounting, Atlantic Publishers.
10. Hoyle, Advanced Accounting, McGraw Hill.

33021 - RESEARCH METHODS

Objectives:

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

BLOCK I: FUNDAMENTALS OF RESEARCH

UNIT 1 Research Bases: Definition and applications of business research; Types of research –descriptive, exploratory, correlational, explanatory, quantitative, qualitative; Steps in the research process; establishing operational definitions

UNIT 2 Research scope - Recent advancements in research. Distinction between Pure & Applied, Historical & Futuristic, Analytical & Synthetic, Descriptive & Prescriptive, Survey & Experimental and Case & Generic Researches

UNIT 3 Planning of Research: Research problem – Identification, selection and formulation of research problem – Review of literature in the field of business - Identifying objectives of the research.

UNIT 4 Economic management: Use in identifying Research Gaps and Techniques – Hypothesis – Meaning – Sources and Types of Hypothesis – Hypothesis Formulation for testing – Research design – Factors affecting research design

– Evaluation of research design

BLOCK II: SAMPLING AND ITS TYPES

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

BLOCK III: TOOLS OF DATA COLLECTION

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

BLOCK IV: HYPOTHESIS AND REPORT WRITING

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

reports/ research findings.

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3. William Josiah Goode and Paul K. Hatt, Methods of Social Research, McGraw Hill, 1981.
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8. Bryman & Bell: Business Research Methods, OUP.
9. Pauline V Young, Scientific Social Surveys and Research, Prentice-Hall, (Digitalized) 2007.
10. C.R.Kothari, Research Methodology: Methods and Techniques, 2009

33022 - BUSINESS ENVIRONMENT

Objectives:

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

BLOCK I: BASICS OF BUSINESS ENVIRONMENT

- UNIT 1 Business Environment: Introduction: Concepts – Significance - Dynamic factors of environment – Importance of scanning the environment – Macro and Micro Environment – Micro and Macro Economics to the business – Constituents of Business environment
- UNIT 2 Fundamental issues captured in PESTLE– Political, Economic, Socio-cultural, Technological, Legal and Ecological environment- Opportunities and Threats as environmental issues to address by Businesses.
- UNIT 3 Political Environment: Government and Business – Political Systems, Political Stability and Political Maturity as conditions of business growth - Role of Government in Business: Entrepreneurial, Catalytic, Competitive, Supportive, Regulative and Control functions
- UNIT 4 Government and Economic planning: Industrial policies and promotion

schemes – Government policy and SSI – Interface between Government and public sector - Guidelines to the Industries – Industrial Development strategies; salient features, Role of public and private sectors, Comparative cost dynamics.

BLOCK II: ECONOMIC AND INTERNAL ENVIRONMENT

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

BLOCK III: SOCIAL AND TECHNOLOGICAL ENVIRONMENT

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

BLOCK IV: NEW ECONOMIC POLICY AND LEGAL ENVIRONMENT

- UNIT 12 Legal Aspects of Entering Primary and Secondary Capital Markets- Law on Patents- Law on Consumer Protection- Law on Environmental Protection- Need for Clean energy and Reduction of Carbon footprint.
- UNIT 13 New Economic Policy Environment in India: Liberalization, Privatization and Globalization (LPG): Efficiency Drive through Competition- Facets of Liberalization and impact on business growth

UNIT 14 Aspects of Privatization and impact on business development– Globalization and Enhanced Opportunities and Threats – Extended competition in Input and Output Markets Role of WTO, IMF and World Bank in global economic development.

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7. Maheswari& Gupta, Government, Business and Society.

33023 - BUSINESS LAWS

Objectives:

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

BLOCK I: BASICS OF BUSINESS LAW

UNIT 1 Indian Contract Act 1872: Contract – Meaning – Essential elements – Nature and formation of contract: Nature, elements, Classifications of Contracts on the basis of Validity, Formation and Performance– offer and acceptance

UNIT 2 Offer and Acceptance: Introduction – Proposal – acceptance – Communications of offer, Acceptance and Revocations – Offer and acceptance by Post.

UNIT 3 Consideration: Definitions, Types of consideration – essentials of Consideration – Privity of Contracts: Exceptions – Capacity: Consent – Legality of object – Quasi contract Discharge of contract - Remedies for breach of contract – Quasi contracts.

UNIT 4 Special Contracts: Contract of Indemnity and Guarantee – Bailment and Pledge – Law of Agency-Definition – Rights of Surety -Discharge of Surety – Bailment and Pledge: Introduction, Classifications, Duties and Rights of Bailor and Bailee – termination of Bailment -

BLOCK II: PARTNERSHIP AND COMPANY ACT

UNIT 5 Formation of contract under Sale of Goods Act, 1930: Contract of sale - Conditions and Warranties - Transfer of property - Performance of the contract: Essentials of valid tender performance, Performance reciprocal promise- Rights of an unpaid seller.

UNIT 6 Laws on Carriage of Goods: Duties, Rights and Liabilities of Common Carriers under: (i) The Carriers Act, 1865. (ii) The Railways Act, 1989, (iii) The Carriage of Goods by Sea Act, 1925, (iv) The Carriage by Air Act, 1972 and (v) The Carriage By Road Act, 2007

UNIT 7 Negotiable Instruments Act, 1881: Negotiable Instruments: Features – Types- Parties – Material alteration – Parties to negotiable instruments – Presentations of negotiable instrument.

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

BLOCK III: IPR AND IT

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

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

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

BLOCK IV: MSME

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

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

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

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33024 - MANAGEMENT INFORMATION SYSTEM

Objectives:

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

BLOCK I: BASICS OF MANAGEMENT INFORMATION SYSTEM

UNIT 1 Foundations of Information System: Information system: Meaning, Role – System concepts – Organization as a system – Components of Information system – Various activities of IS and Types of IS

UNIT 2 Information System: Concepts of Information System and Management information systems design and development-Implementation testing and conversion- Evolution and element of MIS

UNIT 3 MIS : Definition – Characteristics and basic requirements of MIS – Structure of MIS- Approaches to MIS development- Computerized MIS- Pre-requisites of an effective MIS- Limitations of MIS.

UNIT 4 MIS and Decision support System (DSS): MIS Vs. data processing – MIS and decision support system – MIS and information resource management – DSS

and AI – Overview of AI - DSS models and software.

BLOCK II: COMMUNICATION USAGE OF MIS

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

BLOCK III: MIS FUNCTIONS AND FEATURES

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

BLOCK IV: COMPUTER SYSTEMS AND ETHICAL CHALLENGES OF MIS

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

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1. James O'Brien & George Marakas, Management Information Systems, McGraw Hill, 2011.
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3. Lisa Miller, MIS Cases: Decision Making with Application Software, Prentice Hall, 2008.
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9. Stephen Haag, Management Information Systems, 2008.

33025 - HUMAN RESOURCE MANAGEMENT

Objectives:

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

BLOCK I: BASICS OF HUMAN RESOURCE MANAGEMENT

UNIT 1: Introduction to Human Resource Management: Concept, Definition, Objectives, Nature and Scope of HRM - Functions of HRM – Evolution of human resource management - Role and structure of Human Resource Function in organizations- Challenges in Human Resource Management

UNIT 2 Human Resource Management Approaches: Phases of human resource Management- The importance of the human factor – Competitive challenges of HRM – HRM Models – Roles and responsibilities of HR department.

UNIT 3 Human Resource Planning: Personnel Policy - Characteristics - Role of human resource manager – Human resource policies – Need, Scope and Process – Job analysis – Job description – Job specification- Succession Planning.

UNIT 4 Recruitment and Selection Process: Employment planning and forecasting Sources of recruitment- internal Vs. External; Domestic Vs. Global sources- Selection process Building employee commitment : Promotion from within - Sources, Developing and Using application forms – IT and recruiting on the internet.

BLOCK II: RECRUITMENT & SELECTION

UNIT 5 Employee Testing & selection : Selection process, basic testing concepts, types of test, work samples & simulation, selection techniques, interview, common interviewing mistakes, Designing & conducting the effective interview, small business applications, computer aided interview.

UNIT 6 Training and Development: Orientation & Training: Orienting the employees, the training process, need analysis, Training techniques, special purpose training, Training via the internet. - Need Assessment - Training methods for Operatives and Supervisors

UNIT 7 Executive Development: Need and Programs - Computer applications in human resource management – Human resource accounting and audit. On-the-job and off-the-job Development techniques using HR to build a responsive organization

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

and Social Security Measures,

BLOCK III: EMPLOYEES APPRAISALS

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

BLOCK IV: APPRAISAL AND TRAIL UNION

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

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33031 - MARKETING MANAGEMENT

Objectives:

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

BLOCK I: BASICS OF MARKETING MANAGEMENT

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

BLOCK II: MARKETING RESEARCH AND PROCESS

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

BLOCK III: DISTRIBUTION MIX

- UNIT 9 Physical Distribution Mix: Types of physical Distribution - Importance of

Physical Distribution- Distribution channel policy – Logistics Decisions – Methods – Strategic alliance for Logistic cost reduction.

UNIT 10 Marketing Channel system: Marketing channel decisions: Choice considerations– Managing Conflict and Cooperation in channels – Middlemen functions- Modern Trends in Retailing- Malls and Online.

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

BLOCK IV: ADVERTISING AND COMPETITOR ANALYSIS

UNIT 12 Integrated marketing communication Process: Advertising and sales promotion – Online Sales promotional activities – Public relationships – Direct marketing: Meaning, Nature, Growth and Channels.

UNIT 13 Advertising: Importance – Objectives – Media planning and selection – Factors influencing selection – Advertisement copy – Layout – Evaluation of advertising – Advertising budget – Sales promotion – Methods and practices.

UNIT 14 Competitor analyses: Identifying and analyzing the competitors – Types of Competitors – Competitive strategies framing for leaders, challengers, followers and nichers. Customer relationship marketing: Customer data base, Data ware housing and data mining

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1. Etzel, Walker and Stanton, Fundamentals of Marketing, McGraw Hill, 2004
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33032 - FINANCIAL MANAGEMENT

Objectives:

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

BLOCK I: BASICS OF FINANCIAL MANAGEMENT

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

BLOCK II: CAPITAL STRUCTURE

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

BLOCK III: SOURCES OF FINANCE

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

BLOCK IV: WORKINGCAPITAL AND DIVIDEND POLICY

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

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33033 - BANKING LAW AND PRACTICE

Objectives:

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

UNIT1	Banking – Definition – Functions of commercial banks – Commercial banks and economic development - Nationalization of commercial banks.
UNIT2	Indian commercial banking system – Scheduled commercial banks- Non scheduled commercial banks- Public sector banks – private banks and foreign banks.
UNIT3	Definition of a customer –KYC norms -Relationship between banker and customer- General relationship :Debtor and Creditor relationship ,; Banker as agent – Banker as trustee- Special relationship : mandate , power of attorney .
UNIT4	Obligations of a banker: Obligation to honor cheques- Garnishee order – Obligation to maintain secrecy of account : Disclosure of information required by law –Disclosure permitted by banker's practices and usages..
UNIT5	Bankers' Rights: Right of general lien, Set off, Appropriation and to charge interest and incidental charges.
UNIT6	Customers' accounts with the banker:Fixed deposit- Recurring deposits - NRI deposits-Innovative deposit schemes
UNIT7	Savings and Current accounts – Opening, operation and closing of such accounts – Legal aspects of entries in the passbook
UNIT8	Management of bank funds – Factors determining cash reserves of banks – Principles of sound lending : Safety , Liquidity , Profitability , Purpose of the loan and The principles of diversification of risks – Collection of credit information about borrowers.
UNIT9	Different types of borrowers such as individuals, joint account holders, limited companies, partnership firms, trustees, local authorities and co-operative societies.
UNIT10	Different types of securities – their suitability or otherwise as banking cover – different methods of charging them – precautionary measures to be taken in respect of advances against goods,
UNIT11	documents of title to goods, stock exchange securities, life policies, real estate, FDR and book debts - Documentation

in respect of various types of borrowers and securities.

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

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

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

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1. M.L. Tannan, Banking Law and Practice in India, Thacker & Co.Ltd., Bombay.
2. Varshney and Sundaram, Banking Theory, Law and Practice, Sultan Chand & Sons, New Delhi.
3. M. Radhaswami and S.V. Vasudevan, A Textbook of Banking, S.Chand & Company Ltd., New Delhi.

33034 - CENTRAL BANKING AND MONETARY MANAGEMENT

Objectives:

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

BLOCK I: BASICS OF CENTRAL BANKING AND MONETARY MANAGEMENT

UNIT1 Money Market – Meaning – Composition of the money market- Importance of money markets-Instruments of money markets

UNIT2 Characteristics of developed and underdeveloped money market – The Indian money market-Structure –Deficiencies of the Indian markets

UNIT3 Central Banking – Evolution – Definition – Characteristics of a central bank- Difference between a central bank and commercial bank

UNIT4 Functions of a central bank : Central bank as bank of issue, government's banker, agent and adviser, custodian of cash reserves of the commercial banks, Bank of rediscount and lender of last resort and custodian of the nation's foreign exchange reserves.

BLOCK II: CREDIT CONTROL

UNIT5 Creation of credit by commercial banks – Central bank as the controller of credit - Quantitative weapons of credit control- Bank Rate: Mechanism, merits and demerits

UNIT6 Open market operations- meaning – merits and demerits - Variable cash reserve ratio – mechanism – merits and demerits

UNIT7 Qualitative weapons of credit control: Margin requirements, consumer credit regulation, credit rationing, control through directives and moral suasion – Role of central bank in a developing economy.

UNIT8 Monetary policy – Objectives: Exchange rate stability, Price stability, Neutrality of money, Full employment and economic growth – Choosing between conflicting objectives – Efficacy of monetary policy.

BLOCK III: OPERATION MANAGEMENT

UNIT9 The Reserve Bank of India – Evolution – Organization: -Central Board, local boards and departments in the central office

UNIT10 RBI as currency authority – RBI as banker to the government – RBI's supervision over commercial banks – Licensing of banks – Regulations relating to capital, Reserves and liquid assets – Inspection of banks

UNIT11 Control over methods of operation and management – Training of banking personnel and banking education – Deposit insurance.

BLOCK IV: RBI AND EXPORT CREDIT

UNIT12 Monetary policy of the RBI – Objectives – RBI's instruments of general credit control: Bank Rate, Reserve requirements- Open market operations

UNIT13 RBI's direct credit regulation – Moral suasion – Directives of RBI Regulation of non-banking institutions – Credit planning in India.

UNIT14 Promotional functions of the RBI : RBI and rural credit – RBI and industrial finance – RBI and export credit – RBI and exchange control.

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33035 - INTERNATIONAL BANKING AND FOREIGN EXCHANGE

Objectives:

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

BLOCK I: BASICS OF INTERNATIONAL BANKING AND FOREIGN EXCHANGE

UNIT1 Meaning of Foreign Exchange – Administration of foreign exchange– Functions of a foreign exchange department.

UNIT2 Foreign currency accounts: Definition – Scope – Uses – Onshore and off shore: Nostro Account - Vostro Account – Loro Account

UNIT3 Foreign Exchange Transactions: Spot and forward deals for the purchase of sale of foreign currencies – Selection of buying and selling rates and calculation of appropriate forward rates

UNIT4 Causes of fluctuations in exchange rates – Effects – Liberalised Exchange Rate Mechanism (LERMS) – Full convertibility of currency – Unified Exchange Rate System (UERS) – Full convertibility – SWIFT.

BLOCK II: LETTER OF CREDIT

UNIT5 Exchange Control: Objectives – Methods – Exchange control regulations relating to exports and imports

UNIT6 Foreign Exchange Management Act, 1999 – India's foreign exchange problems – India's recent foreign trade policy.

UNIT7 Methods of International Payments: Instruments issued by correspondent banks – Foreign traveller's cheques – Foreign inward remittance payment system – Methods of settling debts in international trade

UNIT8 Letter of Credit: Meaning – Features – Mechanism – Advantages – Responsibilities and liabilities of parties – Evaluation of Letter of credit : To the exporter , to the importer.

BLOCK III: EXPORT INCENTIVES

UNIT9 Uniform customs and practice for documentary credits -Types of Letter of Credit – Payment, Acceptance and Negotiation Credits- Revocable and Irrevocable credit, Confirmed and

Unconfirmed Credits.

UNIT10 Financing Foreign Trade: Financing exports – Packing credit advances– Purchase and negotiation of bills – Collection of export bills – Advance against bills undercollection

BLOCK IV: EXIM BANK

UNIT11 Export Incentives : Duty drawback, excises rebate , Duty entitlement Pass book , Export promotion capital goods scheme. Financing deferred payment and turnkey projects –Other services to exporters.

UNIT12 Financing of Imports: Opening a letter of credit – Payment of import bills – Import trust receipt - Deferred payment imports – Loan syndication

UNIT13 Export Credit Guarantee Corporation of India-Policies to exporters- Standard policy - Specific policies :Specific shipment policy , supply contracts policy , export turnover policy, Buyers exposure policy, Consignment export policy , services policies- Guarantees to Banks

UNIT14 EXIM bank – Lending to Indian exporters : Facilities for export capability creation- facility for joint ventures abroad – non lending services –Lending to foreign Government/Companies – Lending to Indian Banks.

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33041- COMPUTER AND BANKING

Objectives:

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

BLOCK I: BASICS OF COMPUTER AND BANKING

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

BLOCK II: HARDWARE & SOFTWARE

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

BLOCK III: COMPUTERIZATION IN BANKS

- UNIT 9 Computer Networks : What is computer Network – Characteristics – types of network – LAN –WAN –MAN- Intranet –Internet - Browsing – email communication.
- UNIT 10 Computerization in Banks: Stand alone – Computer system – LAN – Local processing with batch updates – Teller Terminals
- UNIT 11 Net Banking: Inter branch reconciliation – Core Banking –

functions - Web based Banking - Client - Server - User Authentication

BLOCK IV: ELECTRONIC TRANSACTIONS & SECURITY CONSIDERATIONS

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

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

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

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33042 - INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT

Objectives:

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

BLOCK I: BASICS OF INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT

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

BLOCK II: RISK ANALYSIS

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

BLOCK III: CAPITAL ASSET ANALYSIS

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

BLOCK IV: PORTFOLIO AUDIT ANALYSIS

UNIT 12	Efficient market hypotheses - The weakly efficient, semi strongly efficient and strongly efficient market forms – Random-Walk theory.
UNIT 13	Portfolio Performance: Measures: Sharpe, Treynor and Jensen.
UNIT 14	Portfolio audit and Portfolio revision – Need and methods – Formula plans.

REFERENCE

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

33043 - PROJECT FINANCE

Objectives:

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

BLOCK I: BASICS OF PROJECT FINANCE

UNIT1 Project meaning – Stages in a project cycle: Project identification, formulation: Technical appraisal, commercial appraisal , financial appraisal and economic appraisal.

UNIT2 Project Implementation- meaning –stages in implementation - Project evaluation – types of evaluation -Role of consultants in projectmanagement:

UNIT3 Sources of finance for a project: Public issue of shares, debentures, public deposits, leasing, internal generation of funds, commercial papers, global depository receipts, borrowings frombanks.

UNIT4 FIs – Venture capital -- stages of venture capital financing- Innovative instruments in the capitalmarket- convertible debentures –Global depository receipts – Commercial papers.

BLOCK II: PROJECT FINANCE APPROACHES

UNIT5 Project financing – Estimating the total capital requirements – Factors determining the fixed capital.

UNIT6 working capital – Judicious financing plan – Capitalgearing- Matching of requirements with available financial assistance fromvarious sources.

UNIT7 Process of lending for a project:Sanction – Disburshment and followup of advances. Managerial appraisal- Evaluation of managerial skills, past records, management and working of other group companies –organization setup .

UNIT8 Appraisal of technical aspects: evaluation of appropriative technology, availability or raw materials and utilities and safeguards against pollution, effluentdisposal/treatment.

BLOCK III: EVALUATION AND FINANCIAL ASPECTS

UNIT9 Commercial appraisal – Evaluation of commercial aspects: Estimation of demand supply gap, distribution channels and selling arrangements

UNIT 10 Evaluation of financial aspects: Debt equity ratio, current ratio, debt service coverage ratio, return on investment, security margin, internal rate of return and breakeven analysis.

UNIT11 Economic appraisal – Economic analysis: Economies of scale, employment generation, contribution to government revenue, political stability, priority and evaluation of international competitiveness.

BLOCK IV: INDUSTRIAL SICKNESS AND MONITORING

UNIT12 Social cost benefit analysis: Significance- social cost-social benefits – social rate of return

UNIT13 Project monitoring – Objectives of monitoring – methods of monitoring – Recovery mechanism : Legal measures and non legal measures.

UNIT14 Industrial sickness: Warning signals and causes – Rehabilitation of a sick industrial unit – Role of the board for industrial and financial reconstruction (BIFR)

REFERENCE

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

33044 - MUTUAL FUND MANAGEMENT

Objectives:

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

BLOCK I: BASICS OF MUTUAL FUND MANAGEMENT

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

BLOCK II: OPERATIONAL ACTIVITIES OF MUTUAL FUND

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

BLOCK III: MUTUAL FUND IN INDIA

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

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

BLOCK IV: PRIVATE SECTOR MUTUAL FUNDS

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

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

UNIT14 Challenges for mutual funds in India in the liberalizedenvironment.

REFERENCES

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

33045 - MERCHANT BANKING

Objectives:

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

BLOCK I: BASICS OF MERCHANT BANKING

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

BLOCK II: CORPORATE SECURITIES

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

BLOCK III: SERVICE ORIENTED ACTIVITIES

UNIT9 Marketing of corporate securities – Steps to be taken by the issuing company and the lead manager –Underwriting- Indian scenario- SEBI Guidelines.

UNIT10 Management of post-issue activities –Marketing of Issues- Pricing of issue Processing of data – Reporting to SEBI – Under subscription – Bridge loans – Allotment of shares – Listing of securities.

UNIT11 Service oriented activities of a merchant banker: Mergers and Amalgamations: Meaning – Purpose – Types of mergers- Indian scenario of mergers and amalgamation– Regulation of mergers and amalgamation in India

BLOCK IV: MUTUAL FUNDS ACTIVITIES

UNIT12 Role of merchant bankers in mergers –Portfolio Management: Functions of portfolio managers – Explanation to risk – CAPM Approach to market operations.

UNIT13 Miscellaneous activities of a merchant banker: Venture capital – Origin – Administration of venture capital fund – Mutual fund

UNIT14 Advantages – Classification of mutual funds – Factoring – Mechanism and types of factoring.

REFERENCES

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

3. DURATION OF THE PROGRAMME

The course shall consist of two academic years divided into four semesters.

4. Faculty and Support Staff Requirements

This programme requires the following faculty and supporting staffs

Staff Category	Required
Core Faculty *	3
Faculty for Specialization*	2
Clerical Assistant	1

*At least Assistant Professor Level (Either permanent or part time)

5. Instructional Delivery Mechanism

Each semester there will be one contact programme of 80 hours duration in theory. The SLM (Self Learning Material) will be supplied to the students in print form as well as in CD form. The face-to-face contact sessions of the programme for theory courses will be held at the headquarter / learning centres. The conduct of end semester examinations, evaluation and issuance of certificates will be done by office of the Controller of examinations, Alagappa University, Karaikudi.

F) PROCEDURE FOR ADMISSION, CURRICULUM

TRANSACTION, AND EVALUATION

Procedure of Admission

A candidate who has passed any Bachelor Degree from a recognized University in the Pattern of 10+2+3 shall be permitted to appear and qualify for the programme.

Curriculum Transactions:

The class room teaching would be through conventional lecture, use of OHP, power point presentation and novel innovative teaching ideas like television and computer aided instruction. Student seminars would be arranged to improve

their awareness and communicative skill.

Face to face contact session will be conducted as given in below table.

Course Type	Face to Face Contact Session/semester (inHours)
5 Theory courses with 4 credits	80
Total	80

Evaluation

The examinations shall be conducted separately for theory and practical's to assess the knowledge acquired during the study. There shall be two systems of examinations viz., internal and external examinations. In the case of theory courses, the internal evaluation shall be conducted as Continuous Internal Assessment via. Student assignments preparation and seminar, etc. The internal assessment shall comprise of maximum 25 marks for each course. The end semester examination shall be of three hours duration to each course at the end of each semester. In the case of Practical courses, the internal will be done through continuous assessment of skill in demonstrating the experiments and record or report preparation. The external evaluation consists of an end semester practical examinations which comprise of 75 marks for each course.

f. 3.2. Distribution of Marks in Continuous Internal Assessments:

The following procedure shall be followed for awarding internal marks for **theory** courses

Component	Marks
Assignments(2) (12.5+12.5)	25
Total	25

Question paper pattern (Theory)

- The question paper carries a maximum of 75marks.
- The question paper consists of three sections namely Part-A, Part-B andPart-C.

- Part-A consists of 10 questions of 2 marks each ($10 \times 2 = 20$ marks) with no choice. The candidate should answer all questions.
- Part-B consists of 5 either or choice questions. Each question carries 5 marks ($5 \times 5 = 25$ marks).
- Part-C consists of 5 questions. Each question carries 10 marks. The candidate should Answer any three questions ($10 \times 3 = 30$ marks).

Passing Minimum

- For internal Examination, the passing minimum shall be 40% (Forty Percentage) of the maximum marks (25) prescribed for UG and PG Courses.
- For External Examination, the passing minimum shall be 40% (Forty Percentage) of the maximum marks (75) prescribed for UG and PG Courses.
- In the aggregate (External + Internal), the passing minimum shall be 40% for UG and 50% for PG courses.

Marks and Grades:

The following table gives the marks, grade points, letter, grades and classification to indicate the performance of the candidate.

Range of Marks	Grade Points	Letter Grade	Description
90-100	9.0-10.0	O	Outstanding
80-89	8.0-8.9	D+	Excellent
75-79	7.5-7.9	D	Distinction
70-74	7.0-7.4	A+	Very Good
60-69	6.0-6.9	A	Good
50-59	5.0-5.9	B	Average
00-49	0.0	U	Re-appear
ABSENT	0.0	AAA	ABSENT

C_i = Credits earned for the course i in any semester

G_i = Grade Point obtained for course i in any semester.

n refers to the semester in which such courses were credited

For a semester;

$$\text{Grade Point Average [GPA]} = \frac{\sum_i C_i G_i}{\sum_i C_i}$$

Grade Point Average = Sum of the multiplication of grade points by the credits of the courses / Sum of the credits of the courses in a semester

For the entire programme;

$$\text{Cumulative Grade Point Average [CGPA]} = \frac{\sum_n \sum_i C_{ni} G_{ni}}{\sum_n \sum_i C_{ni}}$$

CGPA = Sum of the multiplication of grade points by the credits of the entire programme / Sum of the credits of the courses for the entire programme

CGPA	Grad	Classification of Final Result
9.5-10.0 9.0 and above but below 9.5	O+ O	First Class-Exemplary*
8.5 and above but below 9.0 8.0 and above but below 8.5 7.5 and above but below 8.0	D++ D+ D	First Class with Distinction*
7.0 and above but below 7.5 6.5 and above but below 7.0	A++ A+	First Class
6.0 and above but below 6.5	A	
5.5 and above but below 6.0 5.0 and above but below 5.5	B+ B	Second Class
0.0 and above but below 5.0	U	Re-appear

*The candidates who have passed in the first appearance and within the prescribed semester of the PG Programme are eligible.

Maximum duration for completion of the course

The maximum duration for the programme shall not exceed five years after the completion of the minimum duration of the programme.

Commencement of this regulation

These regulations shall come into effect from the academic year 2018-19 for students who are admitted to the first year of the course during the academic year 2018-19.

Fee structure

Sl. No.	Fees Detail	Amount in Rs.	
		First Year	Second Year
1	Admission Processing Fees	300.00	-
2	Course Fees	13200.00	13200.00
3	ICT Fees	150.00	150.00
	TOTAL	13650.00	13350.00

G) REQUIREMENT OF THE LIBRARY RESOURCES: LIBRARY RESOURCES

The Central Library is one of the important central facilities of Alagappa University. It has text book, reference books, conference proceedings, back volumes, standards, and non-book material such as CD-ROMs and audios. The central Library procured several e-books in different areas. The library also subscribes to about 250 current periodicals. The Directorate of Distance Education of Alagappa University has adequate number of copies of books related to Management Programme.

COST ESTIMATE OF THE PROGRAMME AND THE PROVISIONS:

Sl. No.	Nature of Expenditure	Amount in Rs. (Approx.)
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1	Programme Development	10,00,000/-
2	Programme Delivery	20,00,000/-
3	Programme Maintenance	3,00,000/-

i) QUALITY ASSURANCE MECHANISM AND EXPECTED PROGRAMME OUTCOMES

- The feedback from students on teaching will be collected every semester using standard formats.
- Feedback on the curriculum will also be collected from the experiences of the students which help teachers in fine tuning of deliverables in the classroom.
- It helps in improving the standard of teaching as expected by the students.
- Exit survey feedback on various parameters to improve and quality of the programme and support services like course material, library and infrastructure.
- It helps to Strengthen the contents of the program to meet the requirements of the employment market and keep the curriculum as a treasure of knowledge.
- This programme provides Opportunities for students to develop and demonstrate knowledge and understanding, skills, qualities and other attributes.

ALAGAPPA UNIVERSITY

[Accredited with 'A+' Grade by NAAC (CGPA:3.64) in the Third Cycle]

KARAIKUDI

Minutes of the Meeting of the Board of Studies in Management (Distance Education) held at the Directorate of Distance Education, Alagappa University, Karaikudi – 630 003, on 06.09.2017 at 11.00 am.

Members Present

1. Dr. S. Kaliyamoorthy - Chairman
2. Dr.G. Jayabal - Member
3. Dr.R. Perumal - Member
4. Dr.S. Rajmohan - Special Invitee
5. Mr.S. Prabhu - Special Invitee


At the outset, the Chairman has extended a warm welcome to all the Members of the Board and briefed the need and purpose of the meeting.

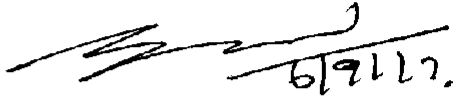
The board has considered and scrutinized the Regulations and Syllabi for the following UG, PG and PG Diploma Programmes in the field of Management to be offered through ODL mode.


S.No.	U.G. Programmes	P.G. Programmes	PG Diploma Programmes
1.	BBA	M.A.(Public Administration)	Hospital Administration
2.	B.A. (Public Administration)	M.A.(Personnel Management & Industrial Relations)	Human Resource Management
3.	BBA(Banking)	M.B.A (General)	Business Management
4.	-	MBA(International Business)	Personnel Management & Industrial Relations
5.	-	MBA(Corporate Secretaryship)	-
6.	-	MBA(Banking & Finance)	-
7.	-	MBA(Project Management)	-
8.	-	MBA(Hospital Management)	-
9.	-	MBA (HumanResourceManagement)	-
10.	-	MBA(Education Management)	-
11.	-	MBA(Retail Management)	-
12.	-	MBA(Technology Management)	-
13.	-	MBA(Logistics Management)	-
14.	-	MBA(Corporate Management)	-
15.	-	MBA(Financial Management)	-
16.	-	MBA(Marketing Management)	-
17.	-	MBA(System Management)	-
18.	-	MBA(Production and OperationManagement)	-
19.	-	MBA (Tourism)	-
20.	-	MBA (Cooperative Management)	-
21.	-	MBA Five Years Integrated	-

The board has unanimously resolved to approve the Regulations and Syllabi of the various above mentioned UG, PG and PG Diploma Programmes proposed to be offered through ODL mode. The approved Regulations and Syllabi of the above mentioned programmes are provided in the Annexure-I

Finally the meeting came to end with a formal vote of thanks.


(R. PERUMAL) 6/9/2017


(G. JAYABAL) 6/9/17.


(S. PRABHU)


(R.S. RAJMOHAN)


(S. KALIYAMOORTHY) 6/9/17