

DEPARTMENT OF COMMERCE

PONDICHERRY UNIVERSITY

(SCHOOL OF MANAGEMENT)

M COM (BUSINESS FINANCE) (CBCS) DEGREE PROGRAMME

LIST OF COURSES OFFERED

SEM ESTE R	COURSE CODE	TITLE OF THE PAPER	HARD/S OFT	CREDIT S	SLOT
I	COMM411	Management Concepts & Organization Behaviour	H	3	F
	COMM 412	Financial & Cost Accounting	H	4	A
	COMM 413	Statistical Analysis	H	4	C
	COMM 414	Financial Management	H	3	D
	COMM 416	Managerial Economics	H	3	B
	COMM 415	Business Environment	S	3	E
	COMM 417	Marketing Management	S	3	L
	COMM 418 COMM 300	<i>Direct Taxes Law & Practice Accounting & Financial Analysis</i> <i>(For Non-Commerce Students)</i>	S S	4 4	G L2
II	COMM 421	Financial Institutions & Markets	H	3	B
	COMM 422	Accounting for Managerial Decisions	H	4	A
	COMM 423	Investment Management	H	3	C
	COMM 424	Security Market Operations	H	3	E
	COMM 428	<i>Working Capital Management</i>	S	3	L1
	COMM 425	Computer Applications in Business	S	4	L1
	COMM 426	Corporate Legal Framework	S	3	F
	COMM 427	Funds Mgt in Commercial Banks & Insurance	S	3	D
	COMM 517	Operations Research	S	4	L2
	COMM 400	<i>Stock Market Investment</i> <i>(for Non-Commerce Students)</i>	S	3	L2
III	COMM 511	Project Planning & Control	H	3	C
	COMM 512	Portfolio Management	H	3	B
	COMM 513	Corporate Tax Planning & Management	H	4	A
	COMM 514	International Finance	H	3	D
	COMM 515	Summer Project Report & Viva	H	4	-
	COMM 516	Financial Service Marketing	S	3	F
	COMM 518	<i>Forex Management</i>	S	3	E
	COMM 519	<i>Computer Aided Multivariate Data Analysis for Decision Making</i>	S	4	L1
	COMM 520	<i>Financial Statement Analysis</i>	S	3	L2
IV	COMM 521	Strategic Financial Management	H	3	B
	COMM 522	Multinational Financial Management	H	3	A
	COMM 523	Derivatives & Risk Management	H	3	C
	COMM 524	Indirect Taxes Management	H	3	E
	COMM 525	Management Information Systems	S	3	L1
	COMM 526	Strategic Management	S	3	F
	COMM 527	E-Commerce	S	4	L2
	COMM 529	<i>Emerging Accounting Techniques</i>	H	4	D

- *Addl. Subjects included to the UGC syllabus from the Academic Year 2004-05*

COMM 411: MANAGEMENT CONCEPTS AND ORGANISATIONAL BEHAVIOUR

HARD CORE
(3 CREDITS)

1. Schools of Management Thoughts: Scientific, process, human behaviour and social system school; Decision theory school; Quantitative and system school; Contingency theory of management; Functions of a manager.
2. Managerial Functions: Planning – Concept, significance, types; Organizing – concept, principles, theories, types of organisations, authority, responsibility, power, delegation, decentralization; Staffing; Directing; Coordinating; Control-nature, process, and techniques.
3. Organisational Behaviour: Organisational behaviour – concept and significance; Relationship between management and organisational behaviour; Emergence and ethical perspective; Attitudes; Perception; Learning; Personality; Transactional analysis.
4. Motivation: Process of motivation; Theories of motivation – need hierarchy theory, theory X and theory Y, two factor theory, Alderney's ERG theory, Mc Cleland's learned need theory, Victor Room's expectancy theory, Stacy Adams equity theory.
5. Group Dynamics and Team Development; Group dynamics – definition and importance, types of groups, group formation, group development, group composition, group performance factors; principle – centred approach to learn development.
6. Leadership: Concept; Leadership styles; Theories –trait theory, behavioural theory, Fielder's Contingency theory; Harsey and Blanchard's situational theory; Managerial grid; Likert's four systems of leadership.
7. Organisational Conflict: Dynamics and management; sources, patterns, levels, and types of conflict; Traditional and modern approaches to conflict; Functional and dysfunctional organisational conflicts; Resolution of conflict.
8. Interpersonal and Organisational Communication: Concept of two – way communication; Communication process; Barriers to effective communication; Types of organisational communication; Improving communication; Transactional analysis – in communication.
9. Organisational Development; Concept; Need for change, resistance to change Theories of Planned change; Organisational diagnosis; ODintervention.

References

1. Griffin, Ricky W: Organisational Behaviour, Houghton Million Co., Boston.
2. Hellreigel, Don, John W. Slocum, Jr., and Richard W. Woodman; Organizational Behaviour, South Western College Publishing, Ohio.
3. Heresy, Paul, Kenneth H. Blanchard and Dewey E. Johnson: Management of organisational Behaviour; Utilising Human Resources, Prentice Hall, New Delhi.
4. Ivancevich; John and Micheol T. Matheson: Organisational Behaviour and Management, Business Publication Inc., Texas.
5. Koontz, Harold, Cyril O'Donnell, and Heinz Woihrich; Essentials of Management, Tata McGraw – Hill, New Delhi.
6. Luthans, Fred: Organizational Behaviour, McGraw-Hill, NewYork.
7. Newstrom, John W. and Keith Davis: organizational Behaviour; Human Behaviour at work, Tata McGraw-Hill, New Delhi.
8. Robbins, Stephen P, and Marry Coulter: Management, Prentice Hall, New Delhi.
9. Robbins, Stephen P; Organizational Behaviour, Prentice Hall, New Delhi.
10. Steers, Richard M. And J. Stewart Black: Organizational Behaviour, Harper Collins College Publishers, New York.
11. Sukla, Madhukar: Understanding Organisations: Organisation Theory and Practice in India, Prentice Hall, New Delhi.

COMM 412 FINANCIAL AND COST ACCOUNTING

HARD CORE
(4 CREDITS)

A. Financial Accounting (Weightage 40 Marks)

1. Introduction: Nature, scope and importance of financial accounting; Basic accounting concepts and conventions; Recognition of revenues and expenses; Accounting cycle and accounting equation; GAAP and accounting standards – Indian and international.
2. Valuation of Goodwill and Shares
3. Holding Company Accounts: Preparation of Consolidated Balance Sheet – Minority Interest – Capital Profit – Revenue Profit – Cost of Control – Inter Company Balance – Revaluation of Assets and Liabilities – unrealised Inter Company Profits
4. Double Account System: Receipts and Expenditure on Capital Accounts – General Balance Sheet – Revenue Account – Net Revenue Account – Replacement of an Asset.

B. Cost Accounting (Weightage 30 marks)

1. Cost Accounting: Meaning, importance and scope of cost accounting; Elements of cost material, labour and overhead costs; Method and types of costing; Cost classification; Cost sheet.
2. Cost Ascertainment: Unit Costing; Job Costing; Process Costing; Contract Costing.
3. Differential costing: Incremental costing; Product line costing
4. Reconciliation of cost and financial accounts.

References

1. Beams, F.A: Advanced Accounting, Prentice Hall New Jersey.
2. Dearden , J and S.K. Bhattacharya: Accounting for Management, Vikas Publishing House, New Delhi.
3. Engler. C.L.A Bernstein, and K.R. Lambert: Advanced Accounting, Inwin, Chicago.
4. Fisher, P.M.W.J Taylor and J.A.Leer: Advanced Accounting, South-Western, Ohio.
5. Gupta, R.L. Advanced Financial Accounting, S. Chand &Co., New Delhi.
6. Horngren, Charles, T. George Foster and Srikant M.Datar: Cost Accounting: A managerial emphasis, Prentice Hall India, Delhi.
7. Keiso D.E. And J.J Weygand: Intermediate Accounting, John Wiley and Sons, NY.
8. Monga.J.R: Advanced Financial Accounting, mayor Paperbacks, Noida.
9. Naryanaswamy, R: Financial Accounting: A Managerial Perspective, Prentice Hall, And Delhi.
10. Needles Jr. B.E., H.R. Anderson and J.C Caldwell: Financial and Managerial Accounting. Houghton Million Co. Boston.
11. Shukla. M.C. and T.S. Grewal : Advanced Accountancy, S.Chand & Co., New Delhi.
12. Warrern,C.S. and P.E, Fess: Principles of Financial and Managerial Accounting, South-Western,Ohio.
13. Neigs,R.F: Financial Accounting, Tata McGraw Hill, New Delhi.

COMM 413 STATISTICAL ANALYSES

HARD CORE
(4CREDITS)

1. Univariate Analysis: An overview of central tendency, dispersion, and skewness.
2. Probability Theory: Probability – Classical, relative, and subjective probability; Addition and multiplication probability models; Conditional probability and Baye's theorem
3. Probability Distributions: Binomial, Poisson, and normal distributions; their characteristics and applications.
4. Statistical Decision Theory: Decision environment; Expected profit under uncertainty and assigning probabilities; Utility theory.
5. Sampling and Data Collection: Sampling and sampling (probability and non-probability) methods; Sampling and non-sampling errors; Law of Large Number and Central Limit Theorem; Sampling distributions and their characteristics.
6. Data Sources – primary and secondary; Primary data collection techniques – schedule, questionnaire, and interview.
7. Statistical Estimation and Testing: Point and interval estimation of population mean, proportion and variance; Statistical testing – hypotheses and errors; Sample size; Large and small sampling tests – Z tests, T tests, and F tests.
8. Non Parametric Tests: Chi-square tests; Sign tests Wilcoxon Signed – Rank tests; Wald – Wolfowitz tests; Kruskal – Wallis tests.
9. Correlation and Regression Analysis: Two Variables Case.
10. Index Numbers: Meaning and types; Weighted aggregative indices – laspeyre's and Paasch's indices; Laspeyre's and Paasch'S indices compared; Indices of weighted average of (price – quantity) relatives: Tests of adequacy; Special problems – shifting the base; splicing overlapping index series; Uses and Problems.
11. Statistical Quality Control: Causes of variations in quality characteristics; Quality control charts – purpose and logic; Constructing a control chart – computing the control limits (X and R Charts); Process under control and out of control; Warning limits; Control charts for attributes- fraction defectives and number of defects; Acceptance sampling.

References

1. Hooda, R.P: Statistics for Business and Economics, Macmillan, New Delhi.
2. Heinz, Kohleer: Statistics for Business & Economics, Harper Collins, New York.
3. Hein, L.W: Quantitative Approach to Managerial Decisions, Prentice Hall, New Jersey.
4. Lawrence B. Morse: Statistics for Business & Economics, Harper Collins, New York.
5. Levin, Richard I. and David S Rubin: Statistics for Management, Prentice Hall, Delhi.
6. Watsnam Terry J. And Keith Parramor: Quantitative Methods in Finance, International Thompson Business Press London.

COMM 414 FINANCIAL MANAGEMENT

HARD CORE
(3 CREDITS)

1. Financial Management: Meaning, nature and scope of finance; financial goal – profit Vs. wealth maximisation; Finance functions – investment, financing and dividend decisions.
2. Capital Budgeting: Nature of investment decisions; Investment evaluation criteria – net present value. Internal rate of return, Profitability index, payback period, accounting rate of return; NPV and IRR comparison; Capital rationing; Risk analysis in capital budgeting.
3. Cost of Capital: Meaning and significance of cost of capital: Calculation of cost of debt, preference capital, equity capital and retained earnings; Combined cost of capital (weighted); Cost of equity and CAPM.
4. Operating and Financial Leverage: Measurement of Leverages; Effects of operating and financial leverage on profit; Analysing alternate financial plans; Combined financial and operating leverage.
5. Capital Structure Theories: Traditional and M.M. hypotheses – without taxes and with taxes; Determining capital structure in practice.
6. Dividend Policies: Issues in dividend decisions, Walter's model, Gordon's model, M-M hypothesis, dividend and uncertainty, relevance of dividend; Dividend policy in practice; Forms of dividends; Stability in dividend policy; Corporate dividend behaviour.
7. Management of Working Capital: Meaning, significance and types of working capital; Calculating operating cycle period and estimation of working capital requirements; Financing of working capital and norms of bank finance; Sources of working capital; Factoring services; various committee reports on bank finance; Dimensions of working capital management.
8. Management of cash, receivables and inventory.

References

1. Bhattacharya, Hrishikas: Working Capital Management: Strategies and Techniques, Prentice Hall, New Delhi.
2. Brealey, Richard A and Steward C. Myers: Corporate Finance, McGraw Hill, int.Ed., New York.
3. Chandra, Prasanna: Financial Management, Tata Mc Graw Hill, Delhi.
4. Hampton, John: Financial Management, Vikas Publishing House, Delhi.
5. Pandey, I.M: Financial Management, Vikas Publishing House, Delhi.
6. Van Horne, J.C. and J.M Wachowicz Jr.: Fundamentals of Financial Management, Prentice – Hall, Delhi.
7. Pinches, George E: Essentials of Financial Management; Harper and Row, New York.
8. Khan MY, Jain PK: Financial Management; Tata McGraw Hill, New Delhi.
9. Archer, Stephen. H. Choate G Marc. Racetle. George; Financial Management; John Wiley, New York.
10. Block, Stanley B, Geoffrey A Hill: Foundations of Financial Management; Richard D. Irwin, Homewood, Illinois.

COMM 415: BUSINESS ENVIRONMENT

SOFT CORE
(3CREDITS)

1. Theoretical Framework of Business Environment: Concept, significance and nature of business environment; Elements of environment – internal and external; Changing dimensions of business environment; Techniques of environmental scanning and monitoring.
2. Economic Environment of Business: Significance and elements of economic environment; Economic systems and business environment; Economic planning in India; Government policies – industrial policy, fiscal policy, monetary policy, EXIM policy; Public Sector and economic development; Development banks and relevance to Indian business; Economic reforms, liberalisation and structural adjustment programmes.
3. Political and Legal Environment of Business: Critical elements of political environment; Government and business; Changing dimensions of legal environment in India; MRTP Act, FEMA and licensing policy; Consumer Protection Act.
4. Socio-Cultural Environment: Critical elements of socio-cultural environment; social institutions and systems; Social values and attitudes; Social groups; Middle class; Dualism in Indian society and problems of uneven income distribution; Emerging rural sector in India; Indian business system; Social responsibility of business; consumerism in India.
5. International and Technological Environment: Multinational corporations; Foreign collaborations and Indian business; Non – resident Indians and corporate sector; International economic institutions – WTO, World Bank; IMF and their importance to India; Foreign trade policies; Impact of Rupee devaluation; Technological environment in India; Policy on research and development; Patent laws; Technology transfer.

References:

1. Adhikary , M: Economic Environment of Business, Sultan Chand & Sons, New Delhi.
2. Ahluwalia. I.J: Industrial Growth in India, Oxford University Press, Delhi.
3. Alagh, Yoginder K: Indian Development Planning and Policy, Vikas Publication, New Delhi
4. Aswathappa,K.Legal Environment of Business, Himalaya Publication, New Delhi.
5. Chakravarty, S: Development Planning, Oxford University Press, Delhi.
6. Ghosh, Biswanath: Economic Environment of Business, Vicks Publication New Delhi Govt of India : Survey, Various issues.
7. Raj Agrawal and Parag Diwan, Business Environment: Excel Books, New Delhi.
8. Ramaswamy, V.S.and Nama Kumari: Strategic Planning for Corporate Success, Macmillian, New Delhi.
9. Sengupta, N.K: Government and Business in India, Vikas Publication, New Delhi.

COMM 416: MANAGERIAL ECONOMICS

SOFT CORE
(3 CREDITS)

1. Nature and Scope of Managerial Economics: Objective of a firm; Economic theory and managerial theory; Managerial economist's role and responsibilities; Fundamental economic concepts – incremental principle, opportunity cost principle, discounting principle equi- marginal principle.
2. Demand Analysis: Individual and market demand functions; Law of demand, determinants of demand; Elasticity of demand- its meaning and importance; Price elasticity; income elasticity and cross elasticity; Using elasticity in managerial decisions.
3. Theory of Consumer Choice: Cardinal utility approach, indifference approach, revealed preference and theory of consumer choice under risk; Demand estimation for major consumer durable and non durable products; Demand forecasting techniques.
4. Production Theory: Production function – production with one and two variable inputs; Stages of production; Economies of scale; Estimation of production function; Cost theory and estimation; Economic value analysis; Short and long run Cost functions – their nature, shape and inter – relationship; Law of variable proportions; Law of returns to scale.
5. Price Determination under Different Market Conditions: Characteristics of different market structures; Price determination and firm's equilibrium in short-run and long-run under perfect competition, monopolistic competition, oligopoly and monopoly.
6. Pricing Practices: Methods of price determination in practice: Pricing of multiple products; Price discrimination; International price discrimination and dumping; Transfer pricing.
7. Business Cycles: Nature and phases of a business cycle; Theories of business cycles – psychological, profit, monetary, innovation, cobweb, Samuelson and Hicks theories.
8. Inflation: Definition, Characteristics and types; Inflation in terms of demand – pull and cost – push factors; Effects of inflation.

References

1. Baumol, William J: Economic theory and Operations Analysis, Prentice Hall, London.
2. Baya, Michael R: Managerial Economics and Business Strategy, McGraw Hill Inc. New York.
3. Chopra, O.P: Managerial Economics, Tata McGraw Hill, Delhi.
4. Dean, Joel : Managerial Economics, Prentice Hall, Delhi.
5. Dholakia, R.H. and A.L.Oza: Micro Economics for Management Students, Oxford University Press, New Delhi.
6. Eaton, B.Curtis and Diane Faton; Micro Economics, Prentice Hall, New Jersey.
7. Gough, J. and S. Hill: Fundamentals of Managerial Economics, MacMillan London.
8. Haynes, W.W. V.L. Mote and S.Paul: Managerial Economics, Analysis and Cases, Prentice Hall, Delhi.
9. Petersen, H.Carig and W. Cris Lewis: Managerial Economics, Prentice Hall, Delhi.
10. Salvatore, Dominick: Managerial Economics in a Global Economy, McGraw Hill, New York.
11. Varian, H.R. International Microeconomics; A Modern Approach, East West Press, New Delhi.
12. Varsheny RL and Maheshwari KL: Managerial Economics; Sultan Chand and Sons, New Delhi,
13. Dwivedi DN: Managerial Economics, Vikas Publishing House, New Delhi.
14. Adhikary M. Business Economics, Excel Books, New Delhi.

COMM 417: MARKETING MANAGEMENT

SOFT CORE
(3 CREDITS)

1. Introduction: Concept, nature, scope and importance of marketing; Marketing concept and its evolution; Marketing mix; Strategic marketing planning – an overview.
2. Market Analysis and Selection: Marketing environment – macro and micro components and their impact on marketing decisions; Market segmentation and positioning; Buyer behaviour; Consumer versus organisational buyers; Consumer decision – making process.
3. Product Decisions: Concept of a product; Classification of products; major product decisions; product line and product mix; Branding; Packaging and labelling; Product life – cycle – strategic implications; New product development and consumer adoption process.
4. Pricing Decisions: Factors affecting price determination; Pricing policies and strategies; Discounts and rebates.
5. Distribution Channels and Physical Distribution Decisions; Nature, functions, and types of distribution channels; Distribution channel intermediaries; Channel management decisions; Retailing and wholesaling.
6. Promotion Decisions: communication process; Promotion mix – advertising, personal selling, sales promotion publicity and public relations; Determining advertising budget; Copy designing and its testing; Media selection; Advertising effectiveness; Sales Promotion – tools and techniques.
7. Marketing Research: Meaning and scope of marketing research; Marketing research process.
8. Marketing Organisation and Control: Organising and, controlling marketing operations.
9. Issue and Developments in marketing: Social, ethical and legal aspects of marketing; Marketing of Services; International marketing; Green marketing; Cyber marketing; Relationship marketing and other developments in marketing.

References

1. Kotler, Philip and Gary Armstrong: Principles of Marketing, Prentice Hall, New Delhi.
2. Kotler, Philip: Marketing Management – Analysis, planning, implementation and control, Prentice Hall , New Delhi.
3. Majumdar, Rananuj; Product Management in India, Prentice hall, New Delhi.
4. MC Carthym E. jenone and William D perreault Jr;Basic MARKETING; MANAGERIAL approach, Richard D.irwn, Homewood , Illiois.
5. Ramaswamy, V.S and namakumari,s; Marketing management, Macmillan India, New Delhi.
6. Srinivasan, R;case studies in marketing; the Indian context, Prentice Hall, New Delhi.
7. Stanton, William J. and charies futrell; fundamentals of marketing; McGraw hill publishing co., New York.
8. Still .Richard R,Edward W.Cundiff and Norman A.P Govoni Sales Management: Decisions, Strategies and cases, Prentice Hall, New Delhi.

- UNIT I Financial Accounting – Meaning – Accounting Concepts and Conventions – Recording of Business Transactions – Double Entry System – Journal – Ledger – Trial Balance – Preparation of Final accounts .
- UNIT II Cost Accounting – Basic Concepts – Classification of Cost – Preparation Of Cost sheet – Management and Cost Accounting – Budgets and Budgetary control Preparation of budgets.
- UNIT III Financial Analysis – Meaning of financial analysis – Need for Financial Analysis Horizontal and vertical analysis – Tools of financial analysis – Ratio Analysis – Computation and Interpretation of Ratios.
- UNIT IV Funds Flow Analysis – Preparation of funds flow statement – Cash Flow Analysis – Preparation of Cash flow statement – Evaluation of Funds and cash flow analysis.
- UNIT V Marginal Costing – Break even analysis – Cost – Volume Profit analysis – Standard Costing and Variance analysis – Calculation of Material Cost Variance and Labour Cost Variance – Utility of Variance analysis.

Reference Books

1. Gupta R.L. and Radhaswamy M: Advanced Accounts, Vol 1 Sultan Chand & Sons New Delhi.
2. Jain & Narang: Advanced Accounts Kalyani Publishers, Ludhiana.
3. Jain & Narang: Cost Accounts, Kalyani publishers, , Ludhiana
4. Maheswari S.N. Management Accounting and Financial Control, Sultan Chand& Sons, New Delhi.
5. Shukla M.C and Grewal T.S Advanced Accounts, Volume I S. Chand & Co. New Delhi.

Distribution of Marks:

Theory 40%
Problems 60%

COMM 418: DIRECT TAXES LAW AND PRACTICE

4 CREDITS
(Hard Core)

- UNIT I** Income Tax Act 1961 – Concept of Income – Residence and Tax Liability – Incomes exempt form Tax – Computation of Income under Salaries – Income from House Property.
- UNIT II** Computation of Income from Profits and Gains of Business or Profession Income from Capital Gains – Income from other sources.
- UNIT III** Clubbing of Income – set off and carry forward of losses – Deductions from Gross Total Income – Relief and rebate in respect of Income Tax
- UNIT IV** Assessment of Individuals – HUFs – Firms Thrust Tax Administration – Income Tax Authorities – Procedure for Assessment
- UNIT V** Wealth Tax Act 1957 – Incidence of Tax – Net Wealth Assets – Deemed Assets – Exempted Assets – Computation of Wealth Tax liability.

Reference Books

1. Bhagawati Prasad, “Direct Taxes Law & Practice” – Wishwa Prakashan, New Delhi.
2. Dinkar pagare, “Direct Taxes”, Sultan Chand & Sons, New Delhi.
3. B.B Lal, “Direct Taxes”, Konark Publishers (P) Ltd, Delhi.
4. Dr. V.K. Singhanian, “Direct Taxes Law & Practice”, Taxman Publications (P) Ltd.

COMM 421: FINANCIAL INSTITUTIONS AND MARKETS

HARD CORE
(3 CREDITS)

1. **Introduction:** Nature and role of financial system; Financial system and financial markets; Financial system and economic development; Indian financial system - an overview
2. **Financial markets:** Money and capital markets; Money markets - meaning, constituents, functions of money market; Money market instruments - call money, treasury bills, certificates of deposits, commercial bills, trade bills etc; Recent trends in Indian money market; Capital market - primary and secondary markets; Depository system; Government securities market; Role of SEBI - an overview; Recent developments.
3. **Reserve Bank of India:** Organization, management and functions; Credit creation and credit control; monetary policy.
4. **Commercial Bank:** Meanings, functions, management and investment policies of commercial banks, Present structure; E-banking and e trading; Recent developments in commercial banking.
5. **Development Banks:** Concepts, objectives and functions of development banks; Operational and promotional activities of development banks; IFCI, ICICI, IDBI, IRBI, SIDBI; state development banks, state financial corporations.
6. **Insurance Sector:** Objectives, role, investment practices of LIC and GIC; Insurance Regulatory and Development Authority-role and functions.
6. **Unit Trust of India:** Objectives, functions and various schemes of UTI; Role of UTI in industrial finance.
7. **Non-Banking Financial Institutions:** Concept and role of non-banking financial institutions; source of finance; Functions of non-banking financial institutions; Investment policies of non-banking financial institutions in India.
8. **Mutual funds:** concept, performance appraisal, and regulation of mutual funds (with special reference to SEBI guidelines) Designing and marketing of mutual funds schemes; Latest mutual funds schemes in India – an overview.
9. **Merchant Banking:** Concept, functions and growth; Government policy on merchant banking services; SEBI guidelines; Future of merchant banking in India.
10. **Interest Rate Structure:** Determinants of interest rate structure; differential interest rate recent changes in interest rate structure.
11. **Foreign Investments:** Types, trends and implications; Regulatory framework for foreign investment in India.

REFERENCES

1. Avdhani: Investment and security market in India, Himalaya publications, Delhi.
2. Bhole L.M.: financial markets and markets and Institutions, Tata McGraw Hill Delhi.
3. Ghosh, D Banking Policy in India Allied publications Delhi.
4. Giddy, I.H; GLOBAL Financial Markets, A.I.T.B.S., Delhi.
5. Khan, M.Y.: India Financial system, Tata McGraw Hill Delhi.
6. Reserve Bank of India, various Report, RBI Publication, Mumbai.
7. Varshey, P.N. Indian Financial System, Sutlan Chand &sons, New Delhi.
8. Averbach, robert D: Money Banking and financial Markets; MacMillan, London.
9. Srivastava R.M; Management of Indian Financial Institution; Himalaya Publication house Mumbai
10. Verma JC. Guide to mutual Funds and Investments portfolio, Bharat Publishing House New Delhi.

COMM 422: ACCOUNTING FOR MANAGERIAL DECISIONS

HARD CORE
(4 CREDITS)

1. **Introduction to accounting:** Management accounting as an area of accounting; objective, nature, and scope of financial accounting, cost accounting and management accounting; Management accounting and managerial decisions; Management accounts position role and responsibilities.
2. **Accounting Plan and Responsibility:** meaning and significance of responsibility accounting; Responsibility centre, cost centre, profit centre and investment centre; Problem in transfer pricing; objective and determinants of responsibility centre.
3. **Budgeting:** definition of budget; Essentials of budgeting, types of budgets-functional masters etc., Fixed and flexible budgetary control; Zero base budgeting performance budgeting.
4. **Standard costing and variance Analysis:** standard costing as a control technique; setting of standards and their revision; Variance analysis - meaning and importance kinds of variance and their uses -material Labour and overhead variance; Disposal of variances; Relevance of variance budgeting to budgeting and standard costing.
5. **Marginal costing and Breaking-even Analysis:** Concept of marginal cost; Marginal costing and absorption costing; Marginal costing versus direct costing; cost-volume-profit analysis; Break-even analysis; Assumptions and practical applications of break-even analysis; decisions regarding sales-mix make or buy decision and discontinuation of a product line etc.
6. **Analysis financial statements:** Horizontal; vertical and ratio analysis; Cash flow analysis.
7. **Contemporary Issues in Management accounting:** Value chain analysis; activity based costing; Quality costing; target and life cycle costing.
8. **Reporting to Management:** Objective of reporting, reporting needs at different managerial levels; Types of reports, modes of reporting, reporting at different levels of management.

REFERENCES

1. Anthony, Robert; Management accounting, Tarapore-warla, Mumbai,
2. Barfield, Jessie, celly A. raiborn and Michael R. Kenney: traditions and Innovations south Western College Publishing, Cincinnati, Ohio.
3. Decoster, Don T, and Elden L. Schafer: Management Accounting: A Decision Emphasis, John Wiley and Sons Inc, New York.
4. Garrison, Ray, H. and Eric W. Noreen: Management Accounting, Richard D, Irwin Chicago.
5. Hansen, Don R, and Maryanne M. Moreen; Management Accounting, south-Western College Publishing Cincinnati Ohio.
6. Horngren, C.T. Gary L.Sudern and William O. Stralten: Introduction to management Accounting, Prentice Hall Delhi.
7. Hormgren, Charles T., Gorge Foster and Srikant M. Daliar; Cost Accounting: Managerial Emphasis, Prentice Hall New Delhi.
8. Lall, B.M., and I.C., Jain cost Accounting : Principles and Practice, prentice Hall Delhi,
9. Pandey, I.M; Management accounting, Vani Publication, Delhi,
10. Welsch Glenn A., Ronald W. Hilton and Paul N. Gordon: Budgeting Profit Planning and Control, Prentice Hall, Delhi.

COMM423: INVESTMENT MANAGEMENT

Hard Core
(3CREDITS)

- 1. Investments:** Nature and scope of investments analysis; Elements of investment - return, risk and time element; Objectives of investments; Security return and risk analysis; measurement of return and risk; approaches to investment analysis.
- 2. Types of investments:** Financial investments- securities and derivatives, deposits tax sheltered investments; Non financial investments - real estate gold and other types and their characteristics; sources of financial information.
- 3. Fundamental analysis:** Economic analysis, industry analysis and company analysis.
- 4. Technical Analysis:** Various prices and volume indicators indices and moving averages; Interpretation of various types of trends and indices.
- 5. Efficient Markets Hypothesis:** Weak, semi-strong and strong markets; Testing of different forms of markets efficiency and their significance.
- 6. Valuation of Fixed Income Securities:** Bonds, debentures, preference share, and convertible securities.
- 7. Valuation of Variable Income Securities:** Equity Shares.
- 8. Investment by Individuals:** Investments policies of individuals, tax saving schemes in India.

Reference

1. Agarwala K.N. and Deeksha Agarwala: Bulls, Bears and the Mouse, Macmillan, New Delhi.
2. Cheney, J and E. Muses: Fundamentla of Investmental, Paul, New York.
3. Clark, James Fransis: Investments, Analysis and Management, McGRaw Hill, International Edition.
4. Dalton, John M: How the stock Markets Works, Prentice Hall, Delhi,
5. Domodran; Investment Vslustion, John Wiley, New York.
6. Fabozzi, Frank J: Investment Management, Prentice Hall, International Edition
7. Fischer, Donald, E. and Ronald, J. Jordan: security Analysis and portfolio Management, Prentice Hall, Delhi.
8. French Don: Security and Portfolio Analysis Merril Publishing Co.
9. Kevin, S: Portfolio Management, Prentice Hall, New Delhi.
10. Machi Raju, H.R.: working of stock Exchanges in India ; Wiley Eastern Ltd: New Delhi,
11. Merbert B. Mayo: Investments, Dryden Press.
12. Sharpe, William F., Gordon J. Alexander and Jeffery J. Bailey: Investments Prentice Hall, Delhi.
13. Smith, Richard D: Profit Investments, West Publishing Company.

COMM 424 : SECURITY MARKET OPERATIONS

HARD CORE
(3CREDITS)

- 1. Security Markets - Legal Environment:** SEBI Act, 1992 , Securities contract regulation Act 1956 companies act 1956 (various provisions relating to securities), RBI, rules and guidelines for FLL”s.
- 2. Security Markets:** Primary and Secondary markets: primary market its role and functions methods of selling securities in primary market; New financial instruments
- 3. New Issues:** SEBI Guidelines For Public Issues - Pricing of issues, Promoters Contribution appointment and ole of merchant bankers underwriters, brokers, registrars and managers, bankers etc. Underwriting of issues; Allotment of shares, Procedures for new issues; e- trading.
- 4. Secondary Market:** role importance, organisation of stock exchange; listing of securities in stock exchange; Trading mechanism- screen based trading; Insider trading; take-overs; Interest based trading.
- 5. Depository:** Role and need; the Depositories act, 1996; SEBI (Depositories and participants regulations) 1996; SEBI (Custodian of Securities) Regulation 1996; National Securities Depository Ltd. (NSDL); Depository participant
- 6. NSC and OTCEI:** National Stock Exchange and over the counter Exchange - role, organization and management; Listing rules, procedure including formats formalities, Accounting records for buying selling transactions; Nature of transaction cash and forward settlement of trades.
- 7. Derivatives Trading:** Future and options concepts, meaning and importance; methods of trading; valuation of options.
- 8. Funds from International Markets:** FII, Euro issues, ADR’S GDR’S and FDI; Guidelines for raising funds from the international markets through various instruments.
- 9. Credit Rating:** Meaning and necessity, credit rating agencies Methodology of credit rating.
- 10. Share Price Indices:** Need and importance, compiling of index numbers and interpretation.

Reference

1. Dalton, John, How the Stock Market Works, Prentice Hall, New Delhi
2. Gupta, L.C., stock Exchange Trading in India; Society for Capital Market Research and Development, Delhi,
3. Machi Raju, H.R; merchant Banking; Wiley Eastern Ltd; New Delhi,
4. Marchi Raju, H.R. Working of Stock Exchanges in India; Wiley Eastern Ltd; New Delhi.
5. Web site of besindie com, nse India. com.
6. Chandrate KR; et al; Capital issues SEBI & Listing; Bharat Publishing House, New Delhi.
7. Donald E. Fisher, Ronald J. Jordan: Security analysis and Portfolio Management Prentice Hall New Delhi.
8. Ragunathan V; Stock Exchange and Investments; Tata McGraw Hill New Delhi.

COMM 425: COMPUTER APPLICATIONS IN BUSINESS

SOFT CORE
(4 CREDITS)

- 1. Computer Hardware:** Computer system as information processing system; computer system differences- types of computer systems, hardware options- CPU, input devices, output device, storage devices, communication devices, configuration of hardware devices and their applications.
- 2. Personal Computer:** PC and its main components, hardware configuration, CPU and clock speed, RAM, and secondary storage devices, other peripherals used with PC, Factors influencing PC performance; PC as a virtual office.
- 3. Modern Information technology:** Basic idea of Local Area Network (LAN) and wide Area network (WAN) e-mail Internet technologies access device concept of a World Wide Web and internet browsing Multimedia.
- 4. Introduction to Operating System:** Software needs, operating systems, application software, programming languages; DOS ; Windows window explorer print manger control panel, paintbrush, calculator, desk top my computer, setting find run ; UNIX.
- 5. Word Processing:** Introduction and working with MS Word in MS -Office; Word basic commands; Formatting text and document; sorting and tables; working with, graphics; Introduction to mail-merger.
- 6. Spread Sheets:** Working with EXCEL- formatting, function, chart, features; Working with graphics in excel; Using worksheets as database in accounting, marketing, finance and personal areas.
- 7. Presentation with power point:** power -point basics, creating presentation the easy way; working with graphics in power-point; show time, sound effects and animation effects.
- 8. Introduction to Lotus Smart Suite for Data Sheet Analysis:** Structure of spreadsheet and its applications to accounting, finance and marketing function of business creating A dynamic sensitive worksheet concepts of absolute and relative cell reference; using various built-in functions- Mathematical, statically logical and finance, functions; goal seeking and back solver tools using graphics and formatting of worksheet, sharing data with other desktop application, strategies of creating error free worksheet.
- 9. Introduction to Accounting Packages:** Preparation of vouchers, Invoice and salary statements, Maintenance of inventory records; Maintenance of accounting books and financial accounts; Financial reports generation. Practical knowledge on wings Accounting and Wings Trade (Software,) Tally etc.
- 10. Introduction to statistical Packages:** Usage of statistical package for analysis in research - Lotus and Excel, SPSS; SYSTAT.

Reference:

1. Date C.J. An Introduction to Database Systems, Addison Wosley, Massachusetts.
2. Dienes, sheila, s Microsoft office, Professional for Windows 95; Instant Reference; BPB Publication, Delhi.
3. Mansfield, Ron the Compact Guide to Microsoft office; BPB Publication, Delhi.
4. Norton, Peter: Working with IBM- Publication, Delhi.
5. O' Brlan, J.A. Management Information Systems, Tata McGraw Hill New Delhi.
6. Ullman, J.O: Principles of Database System, Galgotia Publication, New Delhi.

COMM 426:CORPORATE LEGAL FRAMEWORK

SOFT CORE
(3 CREDITS)

1. **Indian Contract Act, 1872.** Definitions, essentials of a valid contract, offer, acceptance, free consent, consideration, legality of object, capacity to contract, discharge of contract, consequences of breach of contract.
2. **Sale of Goods Act:** Definitions, conditions and warranties; Transfer of property, rights of unpaid seller.
3. **The Negotiable Instruments Act, 1881** Definitions, types of negotiable instruments; Negotiation; Holder and holder in due course; payment in due course; Endorsement and crossing of cheque; Presentation of negotiable instruments.
4. **The Companies Act, 1956:** Definitions and types of companies; Memorandum of association; Articles of association; Prospectus; Share capital and membership Meetings and resolution; Company managements; Winding up and dissolution of companies.
5. **FEMA, 2000**
6. Restrictive and Unfair Trade Practices, Consumer Protection Act: **MRTP Act 1969** monopolistic trade practices; Restrictive trade practices; Unfair trade practices; The **Consumer Protection Act 1986** - salient features; Definition of consumer, rights of consumer; Grievance redressal machinery.
7. **SEBI Act, 1992.**
8. **WTO:** Regulatory framework of WTO; Basic principles and charter of WTO; Provisions relating to preferential treatment to developing countries; Regional groupings; Technical standards; Anti - dumping duties and other NTBs; Customs valuation; Dispute settlement, TRIP and TRIMs

References

1. Avadhaani V.A SEBI Guidelines and Listing of Companies, Himalaya publishing House, Delhi.
2. Indian "Contract Act 1872
3. SEBI Act 1992, Nabhi Publication, Delhi.
4. Securities (Contract and Regulation) Act 1956
5. Taxman's Company Act, (Latest)
6. Taxman's Masters Guide to Companies Act, 1998
7. Taxman's Mercantile Law (Latest)
8. The Companies Act, 1956
9. The Negotiable Instruments Act, 1881
10. Singh, Avtar; Law Relating to Monopolies, Restrictive and Unfair Trade Practices, Eastern Book Co
11. Bhandari ML: Guide to Company Law procedure - Vols I, II and III Jain Book Agency, New Delhi.
12. Ramaiya A: Guide to companies Act; Wadhwa publishing Nagpur.

**COMM 427: FUNDS MANAGEMENT IN COMMERCIAL BANK AND
INSURANCE SECTOR**

**(3 Credits)
Soft core**

- 1. Liquidity Management in Commercial Funds:** Theories of liquidity Management; Priorities in the employment of bank funds; Problems in resource allocation in India.
- 2. Management of capital Funds in Commercial Banks;** Meaning and function of capital funds; Necessity of adequate capital funds; Standard to measure capital adequacy; Present position in India with respect to capital adequacy.
- 3. Management of Primary Reserves:** Nature and purpose of primary reserves; Legal reserves-nature and function; Working reserve-nature and function; cash management in commercial banks.
- 4. Management of secondary Reserves:** Nature and function of secondary reserves; factors influencing secondary reserves; Estimation and management of secondary reserves.
- 5. Management of Bank Deposits:** Relevance of marketing approach to deposit mobilization in banks; Concept of bank marketing; Formulating marketing strategies for commercial banks-opportunity analysis, target market, competitive positioning; Implementing marketing strategy.
- 6. Management of Bank Loans:** Characteristics of commercial loans: Loan policy in a commercial bank, evaluating loan application - credit information, credit analysis, credit decision; Priority sector lending policies of commercial banks in India.
- 7. Management of Bank Investments:** Nature and principles of security investment of commercial banks; formulating investment policy; Volume and pattern of investment of commercial banks in India.
- 8. Performance Evaluation and Monitoring in Bank:** Performance of banks - branch expansion, deposit mobilization and credit deployment; Profitability performance; Structure and pattern of income and expenditure in commercial banks in India
- 9. Principles and Practice of General Insurance:** Meaning, functions and scope of life, fire, engineering accident, marine and aviation insurance; insurance Act 1938.
- 10. Risk Management Through Insurance:** Role of insurance; Benefits and limitations; Risk management policies - fire insurance; Engineering insurance - machinery breakdown insurance; Public liability insurance - compulsory public liability insurance, products liability professional indemnities, employers' liability insurance; Special features - types of cover marine insurance, aviation insurance including Inland rail/road transit insurance.

Reference:

1. Bakerwelford, A.W and W W Otter Barry; Law Relating to Fire insurance, Butterwoth & Co, Ltd London.
2. Dinsadale, W.A Elements of Insurance Pitman.
3. Government of India, Insurance Act 1937 as amended
4. Jadhav, Narendra: Challenges to Indian Banking ed. Macmillan, New Delhi
5. Joel, Bessis; Risk Management in Banking John Wiley.
6. Kotch, Timothy W; Bank Management , Dryden press, Chicago
7. Sharma, R.S Insurance Principles and Practice, Vora, Delhi.
8. Sinkey, Joseph F, Jr: Commercial Banks Financial Management, Prentices Hall Delhi.
9. Smith, T.R Fire Insurance Theory & Practice, Stone & Cox
10. Tannan, M.L Banking Law and Practice, Indian Law House, Delhi
11. Turner, H.S. Principles of Marine Insurance, Store and Cox
12. Khan My; Indian Financial System - Theory and Practice; Vikas Publishing House, New Delhi.
13. Mishkin Frederics S: The Economics of Money Banking and Financial Markets; Harper Collins, New York.

COMM 428: WORKING CAPITAL MANAGEMENT

Soft Core
4 Credits

- UNIT I** Working Capital Policy Overall Considerations – Importance of Working Capital Management – Concept of working Capital – Risk And Return Trade off Financing Working Capital – Sources and Uses Of Working Capital – Factor influencing Working Capital Requirements Issues in Working Capital Policy – Size of Working Capital Forecasting and Management of Working Capital
- UNIT II** Cash Management: Importance – Factors influencing Cash Balance Determining minimum Cash Balance – Cash Budgeting – Cash control Monitoring collections and disbursement – Cash Management models.
- UNIT III** Inventory Management – Need for inventories and importance of its Management - Techniques for Managing Inventory – Different Models Recorder – Point – Pricing of Raw materials and valuation of stock – Monitoring and control of Inventories.
- UNIT IV** Receivables Management Credit Policy – Credits evaluation credit granting decisions – Control receivables – Collection policy.
- UNIT V** Financing Current Assets: Trade Credit – Short – term Bank Finance – Commercial paper – Public Deposits – Committees on Working Capital Regulation of Bank credit – Recommendation.

Reference Books.

1. Prasanna Chandra – Financial Management Theory and Practice, Tate McGraw Hill
2. Gitmen L.J – Basic Managerial Finance Harper & Raw
3. Weston J.F and Copeland T.E Managerial Finance, Dryden P. New York 1995.
4. I.M Pandy – Financial Management, Vikas Pub, New Delhi
5. V.E. Ramamurthy, Working Capital Management IFMR Madras – 34.

COMM 400: STOCK MARKET INVESTMENTS 3 credits
(For Non – Commerce Students)

- UNIT I** Investment: Basics of Investment – Investment, Speculation and Gambling – Investment Environment – Investment Categories – SEBI
- UNIT II** Stock Market: Markets for Securities and their functions – Primary Markets – Secondary Markets – Processes of buying and selling securities
– Types of securities – Security Market Indicators.
- UNIT III** Risk – Return Framework: Security Returns – Measurement of Returns –
Concept of Risk – Systematic Risk – and unsystematic Risk
- UNIT IV** Security Valuation: Bond Valuation – Preference Share Valuation – Equity Share Valuation.
- UNIT V** Fundamental Analysis: Basics of Economic Analysis and Industry Analysis – Company Analysis – Non Financial parameters – financial Parameters – Analysis of financial statements.
- UNIT VI** Technical Analysis: The Dow Theory – Technical indicators of the overall market – Indicators for individual stocks – Charting Techniques.

Reference Books

1. Avadhani V.A., Securities Analysis and Portfolio Management, Himalaya publishing House, Delhi.
2. Bhalla V.K., Investment Management, S. Chand & Co, New Delhi.
3. Fisher and Jordan: Security Analysis and Portfolio Management , Prentice Hall, New Delhi
4. Preethi Singh: Investment Management, Himalaya Publishing, Delhi.

COMM 517: OPERATIONS RESEARCH

SOFT CORE
(4 CREDITS)

1. Operation Research: Concept and Significance of operations research; Evolution of operations research; Steps in designing operations research studies; Operations research models.
2. Linear Programming and its Applications: Graphic method and simplex method; Duality problem; Transportation problem; Assignment problem.
3. Introduction to other Types of Programming: Goal programming; Integer programming; Dynamic programming; Non – linear programming (introductory only)
4. Waiting Line Models: Waiters and Services; Mathematical distribution of queues; Basic models of queuing theory and applications.
5. Inventory Control: Deterministic models and probabilistic models.
6. Game Theory: Zero sum game; Pure and mix strategies; Criteria of sharing strategies.
7. Simulation: Application of simulation techniques; Monte – Carlo approach.
8. Net – Work Analysis: Introduction to PERT and CPM; Application areas of PERT and CPM.

References

1. Sharma J.K.: Operations Research – Theory and Applications, Macmillan India Ltd., New Delhi
2. Agarwal, J. D. and Sagarika Ghosh: Quantitative Techniques for Financial Analysis, Indian Institute of Finance, New Delhi.
3. Billy, E. Gillett: Introduction to Operation Research – A Computer Oriented Algorithmic Approach, Tata McGraw Hill Publishing Ltd., New Delhi.
4. Lucey, T: Quantitative Techniques, D.P. Publications, London.
5. Sharma, K.R. Quantitative Techniques and Operations Research: Kalyani Publication, Ludhiana.
6. Taha, Hamdy A: Operations Research – An Introduction, Prentice Hall, Delhi.
7. Vazsonyi, Andrew and Herbert F.Spriner: Quantitative Analysis for Business, Prentice Hall, New Delhi.
8. Vohra, N.D.: Quantitative Techniques in Management, Tata McGraw – Hill, New Delhi.
9. Wagner , H.M: Principles of Operations Research, Prentice Hall, Delhi.]
10. Watsman, Terry J. and Parramor Keith: Quantitative Methods in Finance, International Thompson Business Press.
11. Sharma SC, Sehenoy GV, Srivastava VK: Quantitative Techniques for Managerial Decision Making; Wiley Western Ltd, New Delhi.

COMM 511: PROJECT PLANNING AND CONTROL

HARD CORE
(3 CREDITS)

1. Identification of Investment Opportunities: Project ideas, screening of ideas; Environment scanning and opportunity analysis; Government regulatory framework.
2. Market and Demand Analysis: Information required for market and demand analysis; Sources of information – primary and secondary; Demand forecasting.
3. Technical Analysis: Materials and Inputs; Production technology; Product mix; Plant location and layout; Selection of plant and equipment.
4. Cost of Project and Means of Financing: Major cost components; Means of financing; planning capital structure; various financing schemes of financial institutions.
5. Profitability, Financial Projections and Tax Considerations: Cost of production; Break even analysis; Projected balance sheet, profit and loss account and cash flows statement; Provisions and considerations for computing taxable income.
6. Appraisal Criteria and Appraisal Process: Methods of appraisal under certainty and risk and uncertainty; Investment appraisal in practice; Process followed by financial institutions; Project appraisal techniques.
7. Social Cost Benefit Analysis: Rationale for social cost benefit analysis; Methodology of SCBA; L&M approach; and UNIDO approach Measurement of the impact on distribution; SCBA in India.
8. Network Techniques for Project Implementation, Monitoring and Control: PERT and CPM techniques; Critical path, event slacks and activity floats; Scheduling to match availability of manpower; Measures of variability and probability of completion by a specified date; Project implementation practices in India.

References

1. Bryce, M.C: Industrial Development, McGraw Hill (Int.Ed), New York.
2. Chandra, Prasanna: Project Preparation, Appraisal and Implementation, Tata McGraw Hill Delhi.
3. I.D.B.I: Manual of Industrial Project Analysis in Developing Countries.
4. O.E.C.D:(i) Manual for Preparation of Industrial Feasibility Studies. (ii) Guide to Practical Project Appraisal.
5. Pitale, R.L: Project Appraisal Techniques, Oxford and IBH.
6. Planning Commission: Manual for preparation of Feasibility Report.]
7. Timothy, D.R. and W.R. Sewell: Project Appraisal and Review, Macmillan, India.
8. Chaudhary, S: Project Management, Tata McGraw Hill, New Delhi.
9. Little I.M.D. and Mirrless JA: Project Appraisal and Planning for Developing Countries, Heinemann Education Books.

COMM 512: PORTFOLIO MANAGEMENT

HARD CORE
(3 CREDITS)

1. Portfolio Management: Meaning, importance, objectives and various issues in portfolio construction, revision of portfolio and evaluation.
2. Portfolio Analysis: Estimating rate of return and standard deviation of portfolio returns; Effects of combining securities; Markowitz risk – return optimisation.
3. Single Index Model: Portfolio total risk, portfolio market risk and unique risk; Sharpe's optimisation solution.
4. Capital Market Theory: Capital market line, security market line; Risk free lending and borrowing; recent developments.
5. Factor Models: Arbitrage pricing theory, principle of arbitrage, arbitrage portfolios; two factor and multi factor models.
6. Portfolio Construction: Techniques of portfolio construction.
7. Portfolio Performance Evaluation: Measure of return, risk adjusted measures of performance evaluation, market timing, evaluation criteria and procedures.
8. Market Efficiency: Concept, importance and status of Indian capital market.

References

1. Barua, Raghunathan and Verma: Portfolio Management, Tata McGraw Hill, Delhi.
2. Clark, James Francis: Investment – Analysis and Management, McGraw Hill, International Edition, New York.
3. Fabozzi, Frank J: Investment Management, Prentice Hall, International Edition, New York.
4. Fischer, D.E. and Jordon R.J: Security Analysis and Portfolio Management, Prentice Hall, Delhi.
5. Sharpe, William F, Gordon J Alexander and J.V. Bailly: Investments, Prentice Hall, Delhi.
6. Strong, Robert: Portfolio Construction : Management and Protection, West Publishing Co.
7. Sharpe, William F: Portfolio Theory and Capital Markets, McGraw Hill, New York.
8. Elton Edwin J. Gumber Martin J: Modern Portfolio Theory and Investment Analysis; John Wiley, New York.

COMM 513 CORPORATE TAX PLANNING AND MANAGEMENT

HARD CORE
(4 CREDITS)

1. Introduction to Tax Management: Concept of tax planning: Tax avoidance and tax evasions: Corporate taxation and dividend tax.
2. Tax Planning for New Business: Tax planning with reference to location, nature and form of organisation of new business.
3. Tax Planning and Financial Management Decisions: Tax planning relating to capital structure decision, dividend policy, inter- corporate dividends and bonus shares.
4. Tax Planning and Managerial Decisions: Tax planning in respect of own or lease, sale of assets used for scientific research, make or buy decision; Repair, replace, renewal or renovation, and shutdown or continue decisions.
5. Special Tax Provisions: Tax provisions relating to free trade zones, infrastructure sector and backward areas; Tax incentives for exporters.
6. Tax Issues Relating to Amalgamation: Tax Planning with reference to amalgamation of companies.
7. Tax payment: Tax deductions and collection at source: Advance payment of tax.

References

1. Ahuja G.K and Ravi Gupta: Systematic Approach to Income Tax and Central Sales Tax, Bharat Law House, New Delhi.
2. Circulars issued by C.B.D.T.
3. Income Tax Act, 1961.
4. Income Tax Rules, 1962.
5. Lakhotia, R.N: Corporate Tax Planning, Vision Publications, Delhi.
6. Singhania, V.K: Direct Taxes: Law and Practice, Taxman's Publication, Delhi.
7. Singhania, Vinod K: Direct Tax Planning and Management,. Taxmanns Publication, Delhi.

COMM 514 : INTERNATIONAL FINANCE

HARD CORE
(3 CREDITS)

1. International Monetary and Financial System: Importance of international finance; Bretton woods conference and afterwards, IMF and the World Bank; European monetary system – meaning and scope.
2. Balance of Payment and International Linkages: Balance of payments and its components; International flow of goods, services and capital; Coping with current account deficit.
3. International Financial Markets and Instruments: International capital and money markets; Money and capital market instruments; Salient features of different international markets; Arbitrage opportunities; Integration of markets; Role of financial intermediaries.
4. Foreign Exchange markets: determining exchange rates; fixed and flexible exchange rate system; exchange rate theories; participants in the foreign exchange markets; foreign exchange markets – cash and spot markets; Exchange rate quotes; LERMS; Factors affecting exchange rates – spot rates, forward exchange rates, forward exchange contracts; Foreign exchange and currency futures; Exchange rate arrangement in India; Exchange dealings and currency possession; Information and communication; Foreign exchange trades.
5. Foreign Exchange Risk: Transaction exposure, translation exposure and economic exposure; Management of exposures – internal techniques, netting, marketing, leading and lagging, pricing policy, assets and liability management and techniques.
6. Management of Risk in Foreign Exchange Markets: Forex derivatives – swaps, future and option and forward contracts.
7. International Capital and Money Market Instruments: GDRs, ADRs, IDRs, Euro bonds, Euro loans, Repos, CPs, floating rate instruments, loan syndication and Euro deposits.
8. Multilateral Financial Institutions: Role of IMF, IBRD and other development banks; International investors and foreign investment institutions.
9. Current Developments: International indebtedness; Capital account convertibility – pros and cons; Innovations in international financial instruments.

References

1. Apte, P.G: International Financial Management, Tata McGraw Hill, New Delhi.
2. Buckley, Adrian: Multinational Finance, Prentice Hall, New Delhi.
3. Eitman, D.K. and A.I Stenehill: Multinational Business Cash Finance, Addison Wesley, New York.
4. Henning, C.N., W Piggot and W.H Scott: International Financial Management, McGraw Hill, International Edition.
5. Levi, Maurice D: International Finance, McGraw – Hill, International Edition.
6. Rodriquefe, R.M. and E.E. Carter: International Financial Management, Prentice Hall, International Edition.
7. Shaprio, Alan. C: Multinational Financial Management, Prentice Hall, New Delhi.
8. Yadav, SurendraS, P.K Jain and Max Peyrard: Foreign Exchange Markets, Macmillan, New Delhi.
9. Zeneff, D.and J Zwick: International Financial Management, prentice Hall, International Edition.
10. O'Connor DJ, Bueso AT: International Dimensions of Financial Management; Macmillan, New Delhi.
11. Pilbeam keith: International Finance; Mac Million press, Hong Kong..

COMM 516: FINANCIAL SERVICES MARKETING

SOFTCORE
(3CREDITS)

1. Financial Services: Role, concepts, nature and characteristics; Financial services marketing versus goods marketing; Services marketing triangle; Strategic financial service marketing planning – an overview.
2. Marketing Environment: Analysing financial services marketing environment – macro and micro components; Understanding financial services customer; Service quality – GAP model and quality dimensions.
3. Market Segmentation and Positioning: Segmenting financial services markets – need and bases; Market selection; Positioning of financial services – need, process and bases.
4. Marketing Mix Strategy Development and Project Planning: Need for expanded marketing mix; Concept of financial product; Product levels; Major product decisions – branding and product mix decisions, customer service strategy; Product life cycle and new product development; Innovation, diffusion and adoption.
5. Pricing, Promotion and Distribution Decisions: Price determination – Factors, Process and Strategies; Promotion of financial products – Communication Process, promotion mix planning – advertising personal selling, public relations and sales promotion; Distribution strategies and channel alternatives.
6. Planning for Other Ps: Process Planning – role of blueprinting; Matching of demand and supply: People – employees and customers, their role and management; Managing physical evidence.
7. Customer Relationship Management.
8. Service Marketing Applications: Marketing, retention strategies of some special fund and non – fund based financial services – leasing and hire purchase services, consumer finance, insurance and factoring; Mutual funds and credit cards.

References

1. Auerbach, Robert D: Money, Banking and Financial Markets, Macmillan Publishing Co., New York and Collier Macmillan publisher; London.
2. Avadhani, V.A: Investment and Securities Market in India, Himalaya Publishing House; Bombay.
3. Gosney, John W. and Thomas P. Boehm: Customer Relationship Essentials, Prentice Hall, New Delhi.
4. Khan, M.Y: Indian Financial System – Theory and Practice; Vikas Publishing House; New Delhi.

COMM518: FOREX MANAGEMENT

3 Credits
Soft Core

- UNIT I Foreign Exchange – The Foreign Exchange Market – Organizations of the Foreign Exchange Market – The Spot Market – The Forward Market – Relationship between the Forward Rate and the Future Spot Rate – Interest Rate Parity Theory.
- UNIT II Exchange Rates – Exchange Rate Systems – Gold and the Bretton woods Systems – Fixed Exchange Rates – Flexible Exchange Rates – Determination of Exchange Rates – Exchange Control – Objectives and Methods of Exchange Control
- UNIT III Foreign Currency – Foreign Currency Accounts – Foreign Exchange Transactions – Purchase and Sale Transactions – Spot and Forward Transactions – Factors Determining Forward Margins
- UNIT IV Ready Exchange Rates – Principal Types of Buying Rates – Principal Types of Selling Rates – Ready Rates Based on Cross Rates.
- UNIT V Forward Exchange Contracts – Features of a Forward Exchange Contract– Calculations of Fixed Forward Rates – Calculation of Option forward Rates – Forward Exchange Rates Based on Cross Rates – Execution of Forward Contract – Cancellation/Extension of Forward Contract.
- UNIT VI Exchange Risk Management – currency Futures Option Contracts – Financial Swaps – Forward Rates Agreement – Interest – Rate Options.
- UNIT VII Inter Bank Deals – Cover Deals – Trading – Funding of NOSTRO Account – Swap Deals – Arbitrage operations – Dealing Position – Exchange Position - Cash Position.

Reference Books:

1. Alan C. Shapiro: Multinational Financial Management
2. Dr.Francis Cherunilam: International Economics, Tata McGraw Hall Publishing Co Ltd New Delhi.
3. I an H. Giddy: Global Financial Markets, A.I.T.B.S Publishers and Distributors New Delhi.
4. C. Jeavanandam: Foreign Exchange Practice, Concepts Sultan & Control Chand & Sons, New Delhi.

**COMM 519: COMPUTER AIDED MULTIVARIATE DATA ANALYSIS
FOR DECISION MAKING**

4Credits
Soft Core

- Unit - I Introduction – Meaning, Definition- Concept, Measurement scales
Measurement errors Types of multivariate techniques – Guideline for
Multivariate Analysis and interpretative. A structured approach to
Multivariate model building.
- Unit – II Factor analysis – Meaning, Objectives, Assumptions, Process of
deriving Factors and assessing overall fitness, Criteria for the number of
Factors to Extract - Interpreting the Factors – Rotation of Factors –
Varimax – Significance of Factor Loadings
- Unit – III Multiple Regression Analysis – Simple regression, Multiple Regression
Objectives of Multiple Regression – Assumptions – Estimating the
Regression model and assessing the overall model Fit – Interpreting the
Regression variate – Assessing Multi co linearity
- Unit – IV Multiple Discriminate Analysis – Key terms – Objectives & Decision
Process – Calculating Discriminate Z Scores – Potency Index – Rotation
Loadings – Case wise Diagnostics – Assessing Overall Fit
- Unit – V Multivariate analysis of Variance – MANOVA – Univariate t test –
Multivariate ANOVA – Two group case: Hotelling's T square –
group MONOVA – Post hoc Tests – Interpreting results
- Unit – VI Conjoint Analysis – Key terms and Objectives – Stimuli – Managerial
Applications – adaptive Conjoint – Full profile Versus Choice based
Conjoint – Canonical Correlation Analysis - Objectives & Assumptions
Deriving Canonical Functions – Weights and Loadings – Validation
and Diagnosis

Reference Books.

1. Hair, Anderson, Tatham and Black., Multivariate Data Analysis, Pearson Education (Singapore) Pvt Ltd, Singapore
2. Affif and Clark., Computer Aided Multivariate Analysis, Lifetime Learning Publications, California
3. Johnson RA and DW Wichern., Applied Multivariate Statistical Analysis, Upper Saddle River, NJ, Prentice Hall
4. SPSS, Inc., SPSS advanced Statistics Guide, Chicago, SPSS
5. SAS Institute, Inc., SAS User's Guide: Statistics, Version 6, Cary, NC ., SAS Institute

COMM520: FINANCIAL STATEMENT ANALYSES

Soft Core
3 Credits

- UNIT I** Financial Statement Analysis: Introductory Techniques – Cross Sectional Techniques – Common Size – Financial Ratios – Time Series Techniques – Trends variability Measure – Statistical Distribution of Ratios – Normality – Cross Section correlation – Time series Movements – Differences under different accounting methods
- UNIT II** Cross Sectional Analysis of Financial Statement information – Criteria For comparables – Non Synchronous reporting – Industry and economic Influence – Time series analysis approaches – causal factory analysis – Seasonality – Stationary Auto Correlation methods – ARIME Box – Jenkins modelling.
- UNIT III** Equity Markets and Financial Statement Analysis – An overview of Market efficiency – Investment Strategies Asset Pricing Theories – Beta and Variance – Estimation approaches – Economic determinants – Capital Market reaction to information releases – Market efficiency Anomalies – CAR measures – serial correlation analysis.
- UNIT IV** Strategic Management and Financial Statement Analysis – Strategic Alternative – synergy Generating Distribution of firm's value – Financial Variables and pre merger analysis – performance Accounting firms – Capital markets and corporate restriction in Announcements.
- UNIT V** Debt rating and Distress Analysis – Quantitative methods of debt rating Discriminate analysis – Financial Distress – University models of distress Prediction – Multi variance models – Zeta analysis – Applications of Factor Analysis
- UNIT VI** Financial Planning and Forecasting – Accounting information for Financial Management Alternative forecasting – Approaches Security Analysis forecasts – Management Force Elementary Programming Techniques in working capital Management – LP approach to Long – Range Financial planning – Simultaneous equation models – Econometric Approaches.

Reference Books.

1. Foster, George, Financial Statement Analysis, Prentice Hall, and N.J 1986.
2. Christian Gouereiroox, Arch Models and Financial Applications Springer, New York
3. Martin Baxter, Andrew Robbie, 'Financial calculus' Cambridge University, Press Cambridge, 1996.
4. Martin David, Wendell Fleming H. Mathematical Finance' Springer New York.
5. Teacake Karaka, "Quantitative Methods" for Portfolio Analysis Lower Academic Publishers, Boston 1993.

COMM 521: STRATEGIC FINANCIAL MANAGEMENT

HARD CORE (3 CREDITS)

1. Financial policy and strategic Planning: Components of financial strategy; Objectives and goals; Strategic planning process.
2. Investments Decisions under Risk uncertainty: Techniques of investment decision- risk adjusted discount rate, certainty equivalent factor, statical method, sensitivity analysis and simulation method; corporate strategy and high technology investments.
3. Expansion and Financial, Restructuring: Mergers and amalgamations - corporate restructuring, reasons for merger, legal procedure for merger, benefits and cost of merger; Determination of swap ratios; Evaluation of merger proposal; Corporate and distress restructuring.
4. Leasing: Meaning, importance, types, tax considerations, and accounting considerations. Evaluation of leas from the point of view of lessor and lessee and Lease versus buy decision.
5. Venture capital: Concept and developments in India; Process and methods of financing, fiscal incentives.
6. Financing Strategy: Hybrid securities namely convertible and non-convertible debentures, deep discount bonds, secured premium notes, convertible preference shares; option financing, warrants, convertibles and exchangeable.
7. Corporate Strategy, Financial Policy and Shareholder Value Creation: Linkage between corporate strategy and financial strategy; Implications of capital budgeting, capital structure and dividend policy on corporate strategy; Shareholder value - creation, measurement, and management.
8. Managing Financial Risk with Derivatives: Derivative securities: Hedging risk, Future market, Forward contracts; option contracts; Interest rate swaps; Currency contracts.

Reference:

1. Allen D: An introduction to Strategic Financial Management, CIMA/Kogan page, London.
2. Chandra, Prasanna: Financial Management, Tata McGraw Hill Delhi.
3. Copeland, T.T. Koller and J-Murrin: Valuation: Measuring and Managing the Value of Companies, John Wiley International editions, New York
4. Copland, T.E and J.F Weston: Financial Theory and Corporate Policy, Addison-Wesley, New York.
5. Hampton, John Financial Decision Making, PHI, New Delhi.
6. Hull J.C Options, Futures and other Derivative Securities, Prentice Hall of India Delhi
7. Mattoo, P.K. Corporate Restructuring: An Indian Perspective, Macmillan, New Delhi.
8. Pandey, I.M. Financial Management Vikas Publications, Delhi.
9. Smith, C.W C.W Smithson., and D.S Wilford; Managing Financial Risk,. Harper and Row New yolk.
10. Stewart, G.B: The Quest for Value, Harper Collins, London,
11. Sundarsanam, P.S: The Essence of Mergers and Acquisitions, Prentice-Hall of India, Delhi.
12. Van Horne, James C: Financial Management and Policy, Prentice- Hall of India, New Delhi.
13. Van Horne J.C. and J.M Wachowicz Jr: Fundamentals of Financial Management, Prentice-Hall, Delhi.
14. Verma J.C: Corporate Mergers, Amalgamations and Takeovers, Bharat Publishing House, New Delhi.
15. Weston, J.F., K.S. Chung and S.E Hoag: Mergers, Restructuring and Corporate Control, Prentice-Hall, New Delhi.

COMM 522: MULTINATIONAL FINANCIAL MANAGEMENT

**HARD CORE
(3 CREDITS)**

1. Multinational Financial Management: Growth and importance of international finance; Types of risk in international finance; Reward in international finance.
2. Multinational Working Capital Management: Short term overseas financing sources; International Management of cash, accounts receivable and inventory management.
3. Multinational Investment Decisions: Capital Budgeting for Multinational corporations,
4. Financing Decision: Cost of capital for foreign investment and designing financial structure.
5. International financing: Equity financing, bond financing bank financing, direct loans. Government and development bank lending.
6. Political risk: Measures of political risk, management of risk, political risk, analysis in capital budgeting.
7. Portfolio Investment: Benefits of international portfolio investment, spreading risk international capital asset pricing, international; diversification.
8. International Tax Management; Corporate taxes, value Added Tax (VAT), Withholding Taxes, Duties and tariffs; Branch verses subsidiary taxes; tax havens.
9. International accounting and reporting: Foreign currency translation; Multinational transfer pricing and performance measurement consolidated financials reporting international accounting standards.

Reference

1. Apte P.G. International Financial Management, Tata McGraw hill New Delhi.
2. Buckley, Adrian multinational finance, Prentice Hall New Delhi.
3. Eitman D.K and A. I Stenehill: Multinational Business cash Finance, Addison Wesley.
4. Henning C.N., W piggot and W. H. Scott International financial Management, McGraw Hill Int. Ed., New York.
5. Levi Maurice D: International Finance, McGraw-Hill, International Edition.
6. Rodriquefe, R.M. and E.E. Carter: International Financial Management Prentice Hall, International Edition
7. Shaprio, Alan C: Multinational Financial Management Prentice Hall, New Delhi
8. Zeneff, D and J Zwick: International Financial Management, Prentice Hall, international Edition.

COMM 523: DERIVATIVES AND RISK MANAGEMENT

HARD CORE
(3CREDITS)

1. **Introduction:** meaning and purpose of derivatives; forward contracts future contracts options, swaps and other derivatives; Type of trader; Trading future contracts; Specification of the future contracts; Operation of margins, Settlement and regulations.
2. **Sources of Financial Risk:** Credit Vs market, default risk foreign exchange risk, interest rate risk, purchasing power risk etc.; System and non-systematic risk.
3. **Options:** Types of options; Options trading; Margins; Valuation of options; Binomial Option; Pricing Modal; Black -Scholes model, for Call Option; Valuation of put Options; Index options; option market exchange traded options, over- the counter options, quotes trading, margins, clearing, regulation and taxations; Warrants and convertibles.
4. **Futures:** Hedgers and speculators; Future contracts; Future market –clearing house margins, trading future positions and taxation; Future prices and spot prices; Forward prices; vs. future prices; Futures vs options.
5. **SWAPS:** Mechanics of interest rate swaps, valuation of interest rate, swaps currency swaps and its valuation credit risk and swaps.
6. **Managing Market Risk:** Hedging schemes –schemes –delta hedging, theta gamma relationship in delta theta and gamma; Vega and rho; Portfolio insurance.
7. **Derivatives Market in India:** Present position in India –regulation, working and trading activity.

Reference

1. Chance, don M; an Introduction to derivatives; Dryden Press, International Edition.
2. Chew Lillian: Managing derivative Risk, John Wiley, New Jersey.
3. Das, Satyajit: swap & Derivatives Financing, Probes.
4. Hull, J, options: Futures and other Derivatives, Prentice Hall, New Delhi.
5. Kolb, Robert w: Understanding Futures Markets, Prentice hall Inc, New Delhi,
6. Kolb, Robert: Financial Derivatives, New York Institute of finance, New York.
7. Marshall, John and V.K. BANSAL: Financial Engineering- A complete Guide to financial innovation, Prentice Hall Inc, New Delhi,
8. Report of Prof. L.C. Gupta: Committee on Derivatives trading.
9. Report of Prof .J.C Verma, committee Report on Derivatives trading.

COMM524: INDIRECT TAXES MANAGEMENT

HARD CORE (3credits)

1. Background of indirect Tax Laws Indian tax System – Direct and Indirect Taxes – scope and functioning – shifting and incidence of indirect taxes- an evaluation of India tax system.
2. Central Excises and salt act 1944 Liability of Central Excise Duty – Classification of Good – Valuation under Central Excise – Assessment – Demands, Recovery and Refund Excise and small Scale Industries.
3. MODVAT: background of Modvat - Inputs and Output eligible for modvat- Quantum and Mode of a ailment of Modvat credit – Procedure for Modvat – on Capital goods – Dealers invoice for Modvat – Miscellaneous provision relating to Modavat.
4. Custom Act 1962: Introduction to Customs Duty Valuation for customs duty Procedures for imports and Export- Baggage Postal articles – Stores Exemptions – Remissions – Demand Recovery and Refunds in customs – Exports –Incentives- CEGAT.
5. Central Sales Tax Act 1956: introduction to Central sales Tax – Sale of purchase in the course of inter state trade – sale or purchase of goods outside state – sale or purchase in the course of export or import – quantum of CST payable - Restriction on taxation under CST ACT – Sale Tax Planning.

Reference Books:

1. Datey V.S. : Indirect taxes – Laws and Practice, Tax Mann Publication (P) Ltd., New Delhi.
2. Dinkar Pagare: Business Taxation, Sultan Chand & Sons , New Delhi.
3. Central Excise and Salt Act 1944.
4. Central Sales Tax Act 1956.
5. Customs Act 12962.

COMM 525: MANAGEMENT INFORMATION SYSTEM

SOFTCORE
(3 CREDITS)

1. **Introduction: Concept**, evolution and meaning of MIS; Goals of MIS; Information system for competitive advantage; Systems approach to problem solving; Challenges in the development of MIS, MIS function in an organization.
2. **Information and Managerial Effectiveness**: Information as a corporate resource, pervasiveness of information, types of information – operational, tactical and strategic; Levels of management and information needs of management; Process of generation of information; Quality of information; Information systems for finance, marketing, manufacturing, research and development and human resource areas.
3. **Information Systems**: Information systems and their role in business systems, changing role of information systems, users of information systems; Types of information systems – transaction processing system, MIS decision support system, executive support system; Enterprise Resource Planning (ERP) system, geographical information system, business expert system, etc; Procurement options and outsourcing information system services.
4. **System Development Life Cycle**: Sequential Process of software development; Computer Aided Software Engineering (CASE); Tools and the modular approach to software development; Information system audit.
5. **Development and Management of Data Bases**: Relational databases; Data Base Management Systems (DBMS) and their components; Concept of entity and relationships; Data dictionary, SQL and other related concepts in DBMS; Normalisation process.
6. **Data Communication and Networking**: Uses of computer networks, types of networks, network topologies; Network media and hardware; Data communication over telephone; Intranets and collaborative processing.
7. **Implementation, Evaluation and Maintenance of System**: Methods and steps in implementation of system; Approaches and process of evaluating MIS.
8. **Security Issues Relating to Information Systems**: Threats to information systems; Vulnerability, risk and control measures.

References

1. Award, E.M.: System Analysis and Design; Galgotia Publications, New Delhi.
2. Charles S. Parker: Understanding Networking and the Internet, Dryden Press.
3. Judith R. Gordon and Steven R. Gordon, Information System: A Management Approach, Dryden Press, Illinois
4. Kumar, Muneesh: Business Information Systems, Vikas publishing House, New Delhi.
5. Laudon, Kenneth C and Jane P. Laudon: Management Information Systems: Organization and Technology, Prentice Hall, New Delhi.
6. Licher, Paul: Managing Information Systems: A Strategic Approach, Dryden Press, and Illinois.
7. Lucas, Henry C: Information Technology for Management, McGraw Hill, International Edition.
8. Murdick Robert G., Joel E. Ross and James R. Calggett: Information System for Modern Management, Prentice Hall, New Delhi.
9. O'Brien James: Management Information Systems, Tata – McGraw Hill, New Delhi.
10. Paul Licher: Managing Information Systems: A Strategic Approach, Dryden Press, and Int. Ed. Illinois.
11. Rajaraman, V: Analysis and Design of Information Systems, Prentice hall, New Delhi.
12. Sadagopan, S: Management Information Systems, Prentice Hall, New Delhi.
13. Serm, James A: Analysis and Design of Information Systems; McGraw Hills, Int.Ed. New York.
14. Simkin, M.G: Introduction to computer Information System for Business, S.Chand & Co., New Delhi.

COMM 526: STRATEGIC MANAGEMENT

Soft Core
(3 CREDITS)

1. Concepts of Strategy: Defining strategy, levels at which strategy operates; Approaches to strategic decision making; Mission and purpose, objectives and goals; Strategic business unit (SBU); Functional level strategies.
2. Environmental Analysis and Diagnosis: Concept of environment and its components; Environment scanning and appraisal; Organizational appraisal; Strategic advantage analysis and diagnosis; SWOT analysis.
3. Strategy Formulation and Choice of alternatives: Strategies – modernization, diversification integration; Merger, take-over and joint strategies; Turnaround, divestment and liquidation strategies; Process of strategic choice – industry, competitor and SWOT analysis; factors affecting strategic choice; Generic competitive strategies – cost leadership, differentiation, focus, value chain analysis, bench marking, service blue printing.
4. Functional Strategies: Marketing, production/operations and R&D plans and policies.
5. Functional strategies: Personnel and financial plans and policies.
6. Strategy Implementation: Inter – relationship between formulation and implementation; Issues in strategy implementation; Resource allocation.
7. Strategy and Structure: structural considerations, structures for strategies; Organizational design and change.
8. Strategy Evaluation: Overview of strategic evaluation; strategic control; Techniques of strategic evaluation and control.
9. Global Issues in Strategic Management

References

1. Bhattachary, S.K. and N.Venkataramin: Managing Business Enterprise: Strategies, Structures and Systems, Vikas Publishing House, New Delhi.
2. Budhiraja, S.B. and M.B Athreya: Cases in Strategic Management, Tata McGraw Hill, New Delhi.
3. Christensen, C. Roland, Kenneth R. Andrews, Joseph L. Bower, Rochard G. Hameresh, Michael E. Porter Business Policy Text and Cases, Richard D. Irwin, Inc., Homewood, Illinois.
4. Coulter, Mary K: Strategic Management in Action, Prentice Hall, New Jersey.
5. David, Fred R: Strategic Management, Prentice Hall, New Jersey.
6. Glueck, William F. and Lawrence R. Jauch: Business Policy and Strategic Management, McGraw – Hill international Edition.
7. H.Igor, Ansoff: Implanting Strategic Management, Prentice Hall, New Jersey.
8. Kazmi, Azhar: Business Policy, Tata McGraw Hill, Delhi
9. Michal, E Porter: The Competitive Advantage of Nations, Macmillan, New Delhi.
10. Mintzberg, Henry and James Brian Quinn: The Strategy Process, Prentice Hall, New Jersey..
11. Newman, William H. and James p. Logan: Strategy, Policy and Central Management, South Western Publishing Co., Cincinnati, Ohio.
12. Sharma, R.A Strategic Management in Indian Companies, Deep and Publications, New Delhi.

COMM 527: E - COMMERCE

Soft Core
(4 Credits)

1. Introduction to e-commerce: Meaning and concept: electronic commerce versus traditional commerce; Media convergence; E-commerce and e-business; Channels of e-commerce; Business application of e-commerce; need for e-commerce; e-commerce as an electronic trading system special features.
2. Internet Concept and technologies: concept and evolution of Internet; web technologies – global publishing concept, universal reader concept and client server concept; Hypertext publishing and hypertext information network; benefits of hypertext, URLs, HTTP , HTTPD servers, HTML, HTML forms and CGI gateway service.
3. Business models of e-commerce and Infrastructure: E-commerce models; supply chain management, product and service digitations remote servicing, procurement; on line marketing and advertising e-commerce resources and infrastructure resources and planning for infrastructure.
4. Business to consumer E-commerce: Cataloguing, order planning and order generation, cost estimation and pricing, order receipt and accounting, order-selection and prioritization, order scheduling, order fulfilling and delivery, order billing and payment management; post sales service.
5. Web-site Design: Role of web site in B2C e-c commerce; web-site strategies and web-site design principles push and pull technologies, alternative methods of customer communication.
6. Electronic Payment System: Special features required in payment systems for e-commerce, Types of e-payment systems; E-cash and currency servers, e-cheques, credit cards, smart cards, electronic purses and debit cards; Business issues and economic implications; Operational, credit and legal risk of e-payment System; Risk management options in e-payment system; Components of an effective electronic payment system.
7. Business to Business E-commerce: Needs and alternative models of B2B e-commerce; Technologies, EDI and paperless trading; EDI architecture, EDI standards, VANs, Costs of EDI infrastructure, features of EDI service arrangement, Internet-based EDI and FTP-based messaging.
8. E-Business: Workflow management, mass customization and product differentiation; Organization restructuring; Integrated logistics and distribution; Knowledge management issues and role of e-commerce infrastructure.
9. Internet Protocols: Layers and networking, OSI layering and TCP layering: TCP, UDP, IP, DNS, SLIP, and PPP; Emerging scenario in ISP.
10. Security Issues in E-Commerce: Security risks of e-commerce, exposure of resources, types of threats, source of threats, security tools and risk-management approach e-commerce security and a rational Security policy for e-commerce: Corporate Digital Library; I.T. Act 2000.
11. Regulatory and Legal Framework of E-Commerce: Cyber laws-aims and salient provisions; Cyber-laws in India and their limitations; Taxation issues in e-commerce.
12. Multi-Media and E-Commerce: Concept and role of multimedia; Multi-Media technologies; Digital video and digitization of product and customer communication; Desk-top video conferencing and marketing; Broadband networks and related concepts; ISDN, ATM, Cell relay.

Reference:

1. Agarwal, K.N and Deeksha Ararwalar; Business on the Net; What's and How's of E-Commerce; Macmillan, New Delhi.
2. Agarwal, K.N and Deeksha Ararwala; Business on the Net; Bridge to the Online Storefront; Macmillan, New Delhi.
3. Cady, Glcc Harrab and McGregor Pat: mastering the Internet, BPB Publication, and New Delhi.
4. Diwan, Prag and Sunil Sharma: Electronic Commerce – A Manager's Guide to E – Business , Vanity Books International, Delhi.
5. Anal, D.S: On-line Marketing Hand Book, Van Nostrand Reinhold, New York.
6. Kosivr, David: Understanding Electronic Commerce, Microsoft Press, Washington.
7. Minoli and Minol; Web Commerce Technology Hand Book, Tata McGraw Hill, New Delhi.
8. Schneider, Gray P: Electronic Commerce, Course Technology, Delhi.
9. Young, Margaret Levine: The Complete Reference to Internet, Tata McGraw Hill, New Delhi.
10. O'Brien J: Management Information Systems, Tata McGraw Hill, New Delhi.

- UNIT I Developments in Accounting – Research in Accounting - Accounting Educations to meet the changing needs – Generally Accepted Accounting Principles – Computerized Accounting
- UNIT II Accounting for price level Changes: Inflation Accounting – Current Purchasing Power Method – Current Cost Accounting Methods – Presentation of Price Level Adjusted Accounts – Environmental Accounting – Issues in Environmental Accounting.
- UNIT III Leasing: Accounting for Lease Transactions – Accounting for Stock Exchange Transactions – Accounting for Bonus Shares and rights Shares – Investment Accounts
- UNIT IV Human Resource Accounting: Importance of Human Resource Accounting – Valuation of Human Resources – Recording and Disclosure In Financial Statements – Social Responsibility Accounting- Measurement of Social Cost Benefit.
- UNIT V Accounting Standards: International Accounting Standards and Indian Accounting Standards – AS11: Accounting for the effects of Changer in Foreign Exchange Rates – AS18: Segment Reporting – AS21: Consolidated Financial Statements – Accounting for Employees Stock Option plan.

Reference Books:

1. Bhatra B.S. and Verma H.L. Development in Accounting , Pointer Publishers, Jaipur
2. Gupta N.S: Accounting Standards: Indian and International, Sultan Chand & Sons, New Delhi.
3. Gupta R.L. and Radhaswamy M: Advanced Accounts, Sultan Chand & Sons, New Delhi.
4. Maheswari S.N. Management Accounting and Financial Control, Sultan Chand& Sons, New Delhi.

**M COM (BUSINESS FINANCE)
DEGREE PROGRAMME
(CBCS PATTERN)**

**COURSE STRUCTURE AND SYLLABUS
(BASED ON UGC MODEL SYLLABUS)**

**APPROVED BY ACADEMIC COUNCIL
(VIDE RESOLUTION NO: 2004:44:78)**



**DEPARTMENT OF COMMERCE
SCHOOL OF MANAGEMENT
PONDICHERY UNIVERSITY**

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