

# RANI CHANNAMMA UNIVERSITY, BELGAUM



Syllabus for

**P.G. Department of Studies in COMMERCE**

**(I TO IV Semesters)**

Under **Choice Based Credit System** From

2011 – 12 and Onwards

**M.Com**  
**Courses Structure**

SEMESTER	PAPER CODE	COURSE	MARKS			HRS/ WEEK	CREDITS
			IA	SEM END	TOTAL		
I	<b>COMPULSORY COURSES</b>						
	1.1	MARKETING MANAGEMENT	20	80	100	04	04
	1.2	FINANCIAL MANAGEMENT	20	80	100	04	04
	1.3	STRATEGIC HUMAN RESOURCE MANAGEMENT	20	80	100	04	04
	1.4	STRATEGIC MANAGEMENT	20	80	100	04	04
	1.5	ORGANIZATIONAL BEHAVIOR	20	80	100	04	04
	1.6	BUSINESS ENVIRONMENT	20	80	100	04	04
	<b>TOTAL MARKS/ CREDITS FOR FIRST SEMESTER</b>		<b>120</b>	<b>480</b>	<b>600</b>	<b>24</b>	<b>24</b>

SEMESTER	PAPER CODE	COURSE	MARKS			HRS/ WEEK	CREDITS
			IA	SEM END	TOTAL		
II	<b>COMPULSORY COURSES</b>						
	2.1	MARKETING SERVICES	20	80	100	04	04
	2.2	CORPORATE RESTRUCTURING	20	80	100	04	04
	2.3	BUSINESS RESEARCH METHODS	20	80	100	04	04
	2.4	BUSINESS ETHICS	20	80	100	04	04
	2.5	ECONOMIC ANALYSIS FOR BUSINESS	20	80	100	04	04
	<b>OPEN ELECTIVE COURSE</b>						
2.6	TO BE CHOSEN FROM THE OTHER DEPARTMENT	20	80	100	04	04	
		OPEN ELECTIVE COURSE MEANT FOR OTHER DEPARTMENT – PERSONALITY DEVELOPMENT	20	80	100	04	04
<b>TOTAL MARKS / CREDITS FOR SECOND SEMESTER</b>			<b>120</b>	<b>480</b>	<b>600</b>	<b>24</b>	<b>24</b>

SEMESTER	PAPER CODE	COURSE	MARKS			HRS/ WEEK	CREDITS
			IA	SEM END	TOTAL		
III	<b>COMPULSORY COURSES</b>						
	3.1	BUSINESS INFORMATION SYSTEM	20	80	100	04	04
	3.2	INTERNATIONAL FINANCIAL MANAGEMENT	20	80	100	04	04
	<b>SPECILIZATION COURSES</b>						
	<b>GROUP A: COST ACCOUNTING</b>						
	3.3	PRODUCTION AND OPERATION MANAGEMENT	20	80	100	04	04
	3.4	COST MANAGEMENT	20	80	100	04	04
	3.5	ADVANCED MANAGEMENT ACCOUNTING	20	80	100	04	04
	<b>GROUP B: BUSINESS FINANCE AND ACCOUNTING</b>						
	3.3	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT	20	80	100	04	04
	3.4	CORPORATE ACCOUNTING	20	80	100	04	04
	3.5	ACCOUNTING FOR SPECIALIZED INSTITUTIONS	20	80	100	04	04
	<b>GROUP C: BANKING</b>						
	3.3	BANK MARKETING	20	80	100	04	04
	3.4	BANKING IN INDIA	20	80	100	04	04

	3.5	MANAGEMENT ACCOUNTING FOR BANKERS	20	80	100	04	04
	<b>OPEN ELECTIVE COURSE</b>						
	3.6	TO BE CHOSEN FROM THE OTHER DEPARTMENT	20	80	100	04	04
		OPEN ELECTIVE COURSE MEANT FOR OTHER DEPARTMENT – BUSINESS COMMUNICATION	20	80	100	04	04
	<b>TOTAL MARKS / CREDITS FOR THIRD SEMESTER</b>		<b>120</b>	<b>480</b>	<b>600</b>	<b>24</b>	<b>24</b>

SEMESTER	PAPER CODE	COURSE	MARKS			HRS/ WEEK	CREDITS
			IA	SEM END	TOTAL		
IV	<b>COMPULSORY COURSES</b>						
	4.1	CORPORATE GOVERNANCE	20	80	100	04	04
	4.2	INTERNET TECHNOLOGIES FOR BUSINESS	20	80	100	04	04
	4.3	INFRASTRUCTURE DEVELOPMENT AND FINANCE	20	80	100	04	04
	<b>SPECILIZATION COURSES</b>						
	<b>GROUP A: ADVANCED COST ACCOUNTING</b>						
	4.4	TECHNIQUES OF COSTING	20	80	100	04	04
	4.5	STRATEGIC COST MANAGEMENT	20	80	100	04	04
	4.6	PROJECT REPORT VIVA-VOCE	50	50	100	04	04
	<b>GROUP B: BUSINESS FINANCE AND ACCOUNTING</b>						
	4.4	FINANCIAL MARKETS AND INSTITUTIONS	20	80	100	04	04
	4.5	INNOVATIONS IN ACCOUNTING	20	80	100	04	04
	4.6	PROJECT REPORT VIVA-VOCE	50	50	100	04	04
	<b>GROUP C: BANKING</b>						
	4.4	FOREIGN EXCHANGE AND RISK MANAGEMENT	20	80	100	04	04

	4.5	FINANCIAL MANAGEMENT IN COMMERCIAL BANKS	20	80	100	04	04
	4.6	PROJECT REPORT VIVA-VOCE	50	50	100	04	04
	<b>TOTAL MARKS / CREDITS FOR FOURTH SEMESTER</b>		<b>150</b>	<b>450</b>	<b>600</b>	<b>24</b>	<b>24</b>
	GRAND TOTAL (I SEM + II SEM + III SEM + IV SEM)		510	1890	2400	96	96

**Note:** The students shall opt any one of the specialized groups in the third semester and the same specialized group is to be continued in the fourth semester.

# DETAILED SYLLABI OF M.COM

## I SEMESTER

### PAPER 1.1 - MARKETING MANAGEMENT

#### OBJECTIVES:

The objective of the course is to familiarize the students with the basic concepts and principles of marketing and to develop their conceptual and analytical skills to be able to manage marketing operations of a business firm.

UNIT	TOPICS
I	<b>MARKETING CONCEPTS AND TOOLS:</b> meaning and definition of marketing –scope of marketing-core marketing concepts-evaluation of marketing concepts and its stages-objectives of marketing-building customer satisfaction, value and retention. Direct marketing vis-a-vis on-line marketing-major channels of direct marketing- marketing in 21 <sup>st</sup> century-e-commerce, advantages and disadvantages of direct marketing and on-line marketing.
II	<b>Scanning the marketing environment:</b> Analysis of needs and trends in macro-environment-classification of macro environment-classification of macro environmental factors.
III	Market-oriented strategic planning-corporate and division strategic planning-business strategic planning.
IV	Developing marketing strategies-positioning the product, differentiation tools, developing the positioning strategies, product life cycle, marketing strategies, designing competitive planning.
V	<b>Making Marketing decisions:</b> Product line decisions, brand decisions, pricing Decision, promotion decision, channel decisions.

#### Suggested Readings:

1. Philip Kotler, Marketing Management, PHI, New Delhi.



2. Gandhi, Marketing : A Managerial Introduction, TMH, New Delhi.
3. Stanton, Fundamentals of Marketing, TMH, New Delhi.
4. Rajan Saxena, Marketing Management, TMH, New Delhi.
5. Wilson and Gilligan, Strategic Marketing Management, Viva Books, New Delhi.
6. Ramaswamy & Namakumari, Marketing Management, Macmillan, Delhi.
7. IAN Chasten, New Marketing Strategies, Response, New Delhi.
8. M.J.Xavier, Strategic Marketing, Response, New Delhi.
9. J.S.Panwar, Marketing in the New Era. Response Books, Delhi.
10. Majare, The Essence of Marketing, PHI, New Delhi.

## PAPER 1.2 - FINANCIAL MANAGEMENT

### OBJECTIVES:

The objective of the course is to acquaint the students with the basic analytical techniques and methods of financial management of business firms. The course also provides students the exposure to certain sophisticated and analytical techniques that are used for taking financial policy decisions

UNIT	TOPICS
I	<b>Financial Management-</b> An overview-nature, significance and scope of corporate financial management, objectives and agency theory, financial. Management and its relationship with other disciplines, Business polices and their impact on financial management, recent trends and contemporary issues.
II	<b>Capital structure-</b> Concept of financial and capital structures; classification, theories of capital structure- NI, NOI, MM and traditional approaches; MM approach and corporate and personal income taxes; influence of leverages on capital structure and cost of capital-concept, importance, types and measurement.
III	<b>Capital budgeting</b> - Concept, significance, nature and classification of capital budgeting decisions; cash flow computation- incremental approach; evaluation criteria-pay back period, ARR, NPV, IRR and PI methods; capital rationing, capital budgeting under risk and uncertainty
IV	<b>Dividend decisions-</b> Concepts and classification, legal provisions relating to dividend in India; dividend and market valuation-Walter's Model, Gordon's Model and MM approach; factors affecting dividend decision; dividend policies in practice.
V	<b>Working capital management-</b> Concepts, importance, classification and factors determining working capital, computation through operating cycle approach; Walker's Four Part Theory of Working capital management; investment and financial policies.

### **SUGGESTED READINGS**

1. James C. Van Horne, Financial Management and Policy, PHI, New Delhi.
2. J.F.Hampton, Financial Decision-Making, Text and Cases, PHI, New Delhi.
3. Babhtosh Banerjee, Financial Policy & Management Accounting, World Press Pvt. Ltd., Calcutta.
4. I.M.Pandey, Financial Management, Vikas , New Delhi.
5. Khan and Jain, Financial Management, TMH, New Delhi.
6. Prasanna Chandra, Financial Management, TM, New Delhi.
7. Solomon E. Theory of Financial Management, Columbia University Press, New York.
8. Rao R.K.S. Financial Management Macmillan, New York.
9. L.J.Gitman, Principles of Managerial Finance, Harper and Row, New York.
10. M. Joy, Introduction to Financial Management, Irwin, Homewood.

### PAPER 1.3 - STRATEGIC HUMAN RESOURCE MANAGEMENT

**OBJECTIVES:** Is to teach the students the role of HR in strategic management

UNIT	TOPICS
I	Changing business environment-Globalization-Technological Changes-Market Changes-Business Strategy and HR-Strategic HR Practices-Strategic responses of Organizations to changing Environment.
II	Human Resource and Business Strategy-Changing work role Port folio-Process and structure Related Strategic Responses and SHRM System.
III	Strategic HRM Practices and facilitators-Organizational structure-Employee Relations
IV	Management of Careers- National Cultures and International Management
V	Leadership in times of changes-Economic indicators of HRM

#### SUGGESTED READING:

1. Shaun Tyson ed., "Strategic Prospects for HRM" New Delhi, 2002.
2. Kandulla, Srinivas R, "Strategic Human Resource Development", Prentice Hall of India, New Delhi, 2002.
3. Mello "Strategic Human Resource Management" Thomson, 2002.
4. Hitt, "Strategic Management-Competitiveness and Globalization", Thomson, 2002.
5. Ian Beard Well and Len Holden- "Human Resource Management", McMillan Ltd., 2003.
6. Biswanth Ghosh, "Human Resource Development and Management", Vikas Publishing 2002.
7. Anthony, William P. , Strategic Human Resource Management", Dryden Press.
8. Fomburn, Charles J., "Strategic Human Resource Management", New Age International Pub.
9. Lundy Olive, "Strategic Human Resource Management", Thomson Learning.

## PAPER 1.4 - STRATEGIC MANAGEMENT

### OBJECTIVES:

The objective of the course is to help the students develop an understanding of the basic inputs in making and implementing corporate strategic decisions and also familiarize them with the issues and practices involved.

UNITS	TOPICS
I	Strategic management- an overview, nature and scope of strategic management, level of strategic management concept of strategy, formal planning and strategic intent, strategic planning process, strategic management V/s. Operational Management Gap analysis.
II	Corporate mission and objective- concept of mission and vision, constituents of corporate mission, stakeholders-goals and corporate mission; objectives- concept, hierarchy and importance of objectives setting, corporate governance and strategy, ethics in strategic management.
III	External and Internal analysis : Analysis of Michael Porter's Five Forces Model, Strategic groups and preparation of ETOP internal analysis- concept of competitive advantage, generic building blocks, core competencies and competitive advantage- resources and capabilities; value chain analysis; internal factor analysis and preparation of SAP.
IV	Strategy formulation and implementation: Strategic planning and approach to strategic formulation, developing alternative strategies, types of strategies; strategy activation, policies, organization structure, resources, commitment and corporate culture
V	Strategic evaluation and control: Concept and purposes of strategic evaluation and analysis, Gap analysis; strategic control system; ROI, budgeting, auditing systems; feed back and information systems.

### SUGGESTED READINGS:

1. Hill and Jones, Strategic Management, All India, Publishers, Chennai.

2. Hill & Jones, Strategic Management- Text & Cases, All India Publishers, Chennai
3. Lawrence R. Jauch, Business Policy and Strategic Management, McGraw Hill Singapore.
4. Johnson and K. Scholes, Exploring Corporate Strategy, Prentice Hall, New York.
5. Azar Kaxmi, Business Policy, TMH, New Delhi.
6. G. Hamel & C.K.Pralhad, Competing for the Future, Free Press, New York.
7. M.E. Porter, Competitive Advantage, Free Press, New York.
8. P. Ghemawat, Commitment : The Dynamics of Strategy, Harvard Business School Press, Boston.
9. Peers and Robinson, Strategic Management, AITBS, New Delhi.
10. R.M. Srivastava, Corporate Strategy and Planning, TMH, New Delhi.

## PAPER 1.5 - ORGANIZATIONAL BEHAVIOR

### OBJECTIVES:

The objective of the course is to develop a theoretical understanding among students about the structure and behaviour of organization as it develops over time. The course will also make them capable of realizing the competitiveness for firms

UNITS	TOPICS
I	<b>Nature of organizational behavior</b> : meaning and definition scope, contributing disciplines to the field of O. B. Stages in the evaluation of OB
II	<b>Foundations of individual behavior:</b> personality, perception, learning, attitudes, values, job satisfaction. Definitions, determinants factors influencing on each variable
III	<b>Foundations of group behavior:</b> nature of groups, types of groups, determinants of group behavior, group process, group development, group norms, group cohesiveness, small groups, team building.
IV	<b>Linkage between behavior and management functions:</b> Decision making, process of decision making, policy formulation; leadership styles, directing and disciplining. Motivation: nature, importance, basic motivation process, theories relating to motivation, effective communication.
V	<b>Dynamics of Organizational behavior:</b> Organizational change- Importance, stability versus change, proactive versus reactive change the change process, resistance to change, managing change, stress-work stressors, prevention and management of stress, balancing work and life.

**SUGGESTED READINGS:**

1. Frad Luthans, Organisational Behaviour, McGraw Hill, New York.
2. Stephen P. Robbins, Organisational Behaviour, PHI, New Delhi.
3. Ketih Devis, Human Behaviour at work, TMH, New Delhi.
4. Uday Pareek, Behavioural Process in Organisation, Orford and IBH, New Delhi.
5. Edger Scheier, Organisational Psychology, PHI, New Delhi.
6. K. Ashwathappa, Organisational Behaviour, Himalya Bombay.
7. Uday, Pareek, Beyond Management, Oxfor and IBH, New Delhi.
8. W.L.French, and Bell, Organisational Development, PHI, New Delhi.
9. Warner G. Bennis, Changing Organisations, TMH, New Delhi.
10. Uma Sekharan, Organisational Behaviour, TMH, New Delhi.



## PAPER 1.6 - BUSINESS ENVIRONMENT

### OBJECTIVE:

The objective of the course is to acquaint students with the concepts of macro – economics and the macro environment in which a business organization operates. The course would also make the student capable of analyzing and understanding the macro economic policies of the government implemented from time to time and assesses their impact on business.

UNITS	TOPICS
I	Basic IS-LM frame-work, Asset markets, the demand for and the supply of real balances and their interest elasticity. Implications of modified IS and LM functions on relative efficacy of fiscal and monetary policies. Short and long run aggregate supply and shifts in aggregate supply. Aggregate demand, aggregate supply and the price level. Interaction of aggregate demand and aggregate supply and the determination of real income. Shifts in aggregate demand, demand Management policies.
II	Exchange rate regimes, foreign exchange markets, Asset choices in an open economy and capital flows. Trade flows, External balances, IS - LM-BOP curve analysis and implications for policy choices
III	Inflation and unemployment: Impact of unemployment on IS -Curve. Theories of unemployment, types, causes and costs of unemployment. Inflation and unemployment, policy alternatives. Real Business Cycles.
IV	Macro-economic environment, Economic Growth (Theories in Modern Co ntext) its variables and strategic planning. Macro economic indicators and forecasting of macro-economy. Economic Policies and Macro Economic movements in an open economy
V	Globalization, Liberalization and Business environment. Economic Planning and the emerging environment

**SUGGESTED READINGS:**

1. Branson William H., Macro Economic Theory and Policy, First East – West Press, 3rd edition 2005.
2. Dornbusch, R. and S. Fischer Macro Economic 6th edition Publisher Tata McGraw Hill.  
Oliver Blanchard Macro Economic 4th edition Pearson Education, LPE.  
Mankiw, N. Gregory, Macro Economic 4th edition. Macmillan

## M.COM - II SEMESTER

### PAPER 2.1 - MARKETING SERVICES

**OBJECTIVE:** The objective of the course is to make understanding of principles and practices involved in marketing of various services

UNITS	TOPICS
I	<b>Nature and classification of services-</b> Characteristics of services and their marketing implications
II	<b>Marketing strategies for service</b> firms with special reference to information communication, consultancy, advertising, professional services, after-sales service recruitment, training and tourism
III	<b>Product support services-</b> pricing of services-problems of quality-innovations in services
IV	<b>Marketing of financial services-</b> nature types-marketing of insurance-mutual fund-marketing for non-profit firms
V	<b>CRM and relationship</b> marketing customer satisfaction

#### Suggested Readings:

1. Christopher H. Lovelock and Lawren Wright, "Principles of Services Marketing and Management", Pearson Education.
2. E.G.Baterson, "Managing Services Marketing-Text and Readings", Dryden Press, Hinsdale 111, 1989.
3. Philp Kotler and Paul N. Bloom, "Marketing Professional Services", Prentice Hall, New Jersey, 1984.
4. Payne, "The Essence of Services Marketing", New Delhi, Prentice Hall, 1994.
5. Berry Dick, "Managing Service for Results" New York, ISA, 1983.
6. Lovelock, C.H.Managing Services, Englewood Cliffs, N.J. Prentice Hall, 1988.
7. Karen P. Coronclaves, "Services Marketing –A Strategic Approach", Pearson Education.
8. Woodruffe, "Services Marketing", Pearson Education.

9. Zeithamel, Valarie A, "Service Marketing", McGraw-Hill Publishers.

**PAPER 2.2 - CORPORATE RESTRUCTURING**

**OBJECTIVE:** the objective of the course is to teach the basics of issues and techniques of corporate restructure.

UNITS	TOPICS
I	<b>Introduction</b> : Meaning reasons and significance of corporate restructuring forms of restructuring –expansion, sell-offs, corporate and changes in ownership structure, sources of value creation in corporate restructuring, corporate restructuring in India-private and public sector enterprises, effects of restructuring
II	<b>Mergers and acquisitions</b> : Meaning, types and motives for corporate mergers, mergers and strategic perspective building competitive advantages – BCG and Porter approaches, sources of value creation in mergers-synergy and types. Theories of corporate mergers-efficiency theories, information and signaling, agency problems and managerialism, free cash flow, market power, taxes and redistribution, cost and benefits of mergers, methods of financing of mergers
III	<b>Valuation, Exchange rate and merger failures-</b> Methods of valuation of target firms, share exchange rate-minimum and maximum, EPS V/s. MPS methods, discounted cash flow analysis, Merger gains and distribution, reasons for merger failures, implementation and management guides for mergers and acquisitions, methods of analysis of post-merger performance, legal procedure for mergers in India, merger trends in India
IV	<b>Corporate Control</b> - Meaning, objectives and types of takeovers, open offer V/s. tender offer, SEBO’S takeover code, takeover defenses-need, types and effect of takeover defenses, takeovers in India and defenses employed, financing of takeovers
V	<b>Industrial sickness-</b> Meaning, causes, symptoms of industrial sickness,

	<p>magnitude of sickness, Univariate and multivariate methods of sickness prediction. Magnitude and reasons for industrial sickness among SSI and non-SSI units in India, Tiwarin Committee recommendations, BIFR establishment, objectives, procedure and working measures for control of industrial sickness</p>
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### **SUGGESTED READINGS**

1. J.F.Weston, K.S.Chung & S.E.Hoag, Mergers Restructuring and corporate control, Prentice Hall of India, New Delhi, 2006
2. J.F.Weston, Mitchell & Mullberin Takeovers, Restructuring and corporate Governance
3. Patrick Ganghan Mergers, Acquisitions and corporate restructuring John Wiley, 2006
4. Robert F. Runer Applied mergers and Acquisitions, John Wiley Publications, 2004
5. Enrique R. Arzac Valuation for mergers, Buyouts and Restructuring
6. Pablo & Mansur Janidan Mergers and Acquisitions, Blackwell Publications, 2005
7. Sudarshan Creating value through mergers and acquisition, PHI, New Delhi 2006
8. Pandey, I.M. Financial Management, Vikas Publications, New Delhi, 2005
9. Khan and Jain Financial Management TMH, New Delhi, 2006
10. Prasanna Chandra Financial Management TMH, New Delhi, 2006
11. Brealey & Myers S.C. Corporate Finance, 9<sup>th</sup> Edition TMH, New Delhi, 2006
12. Stephen Ross, Wsterfield Jaffee Corporate Finance, 7<sup>th</sup> Edition TMH, New Delhi, 2006
13. Ramanujam Mergers, PHI , New Delhi
14. Brigham & Ehrhardt Financial Management, 11<sup>th</sup> Edition, Thomson Learning, Noida (India), 2007

## PAPER 2.3 - BUSINESS RESEARCH METHODS

### OBJECTIVE:

1. To expose students to the areas of Commercial and Business research activities as well as careers in research and consultancy.
2. To enhance capabilities of students to design and implement research and study arraignments.

UNITS	TOPICS
I	<b>Business Research</b> : A theoretical frame work : concept of business research, importance of research in business decisions, business decisions, business research methods v/s. methodology, criteria for good research, research process
II	<b>Organization of Business Research</b> : Research design, meaning, need, significance and features; research plan; steps in preparing research design, research problem-technique involved, formulation of hypothesis, experimental design
III	<b>Data Collection:</b> Methods and techniques, designing and development; sampling and sampling design; attitude measurement and scaling
IV	<b>Data processing and analysis</b> in business research testing of hypothesis-procedures, one sample parametric tests ; attribute, variance; two sample parametric tests more than two sample means hypotheses testing, non parametric tests of hypotheses
V	<b>Interpretation and report writing;</b> meaning Methods and techniques, of interpretation; significance, steps, layouts, types of report writing mechanics and precautions of writing business research reports

### SUGGESTED READINGS:

1. William G. Zikm, siness Research Methods, The Dryden Press, New York.
2. Green Paul, Full Donald, Research for Marketing Decisions, Holt Rinehart and Winston, New York.

3. Rigby Paul H., Conceptual Foundation of Business Research, Wiley and Sons, New Delhi.
4. Clover Vernon T. and Howard Basely, Business Research Methods, Ohio Grid Publishing, Clubus.
5. Michel V.P. Research Methodology in Management, Himalaya, Bombay.
6. Emory C. William, Business Research Methods, Macmillan Publishing Co., New York.
7. Richard Levis, Statistics for Management, PHI , New Delhi.
8. Berenson, Canol and Raymond Colton, Research and Report Writing for Business and Economic, Random House, New York.

## PAPER 2.4 - BUSINESS ETHICS

**OBJECTIVE:** To teach the students the ethical issues involved in corporate management

UNITS	TOPICS
I	<b>Introduction to business ethics:</b> Meaning of business ethics, need, values and ethics. Nature and goals of business ethics- Business ethics and the law. Ethics and ethos-morality, virtue and social ethics-ethical perspective of managers
II	<b>Ethical theory and business</b> Ethical relativism and reasoning in ethics- Psychological egoism- modern ethical theory: Utilitarian ethics- Deontological ethics- virtue ethics
III	<b>Corporate social responsibility and ethics:</b> Introduction- The classical model of Corporate social responsibility-critical assessment of the classical model- the responsibility-critical assessment of the classic model-The private property defense-modified version of the classical model- the moral minimum-the stake holder theory
IV	<b>Ethics in business discipline :</b> Ethics and HRM-Moral rights in the work place-employees responsibilities and ethics. Ethics and marketing-ethical issues in marketing-ethics of sale and advertising-marketing ethics and consumer autonomy
V	<b>Ethics in business discipline:</b> Ethics and finance-ethical theories and decision making application of traditional theories to decision making. Ethics and production-Ethical implications of technology-ethics in the natural and global environment-ethics in the global business and earth environment and ethics in global business

### SUGGESTED READINGS:

1. Joseph R. Desjardins An introduction to business ethics, TMH, New Delhi
2. Laura Hartman Perspectives in business ethics, TMH, New Delhi
3. David J. Fritzsche Business Ethics: A global and Managerial perspective, TMH, New Delhi



4. Laura Hartman Perspectives of business ethics, TMH, New Delhi, Abha Chattarjee
5. R.C.Shekhar Ethical Choices in business, response Book, New Delhi
6. Rituparana Raj A study in business ethics, Himalaya, Bombay
7. Chakraborty S.K. Ethics in management, Oxford University Press, New Delhi
8. William H. Shaw Business ethics, Thomson, Bangalore
9. R.V.Badi & N.V.Badi Business ethics, Vrinda Publications, New Delhi

**JOURNALS:**

1. Indian Management
2. Havard Business Review
3. Journal of Business Ethics

## PAPER 2.5 - ECONOMIC ANALYSIS FOR BUSINESS

### OBJECTIVE:

The objective of the course is to acquaint students with the concepts of micro – economic theory and their use in business decision making. The effort is to make them capable of using various concepts to deal with business problems in a globalised economic environment.

UNITS	TOPICS
I	<b>Introduction</b> – meaning and definition of managerial economic- Nature and scope objectives of the firm-Economics and decision making. Functional relationship-total average and marginal-economics models-calculus and managerial economics
II	<b>Demand theory and analysis:</b> Determinants of market demand-market demand and firm demand market demand equation-total and marginal revenue price elasticity income elasticity cross elasticity demand forecasts and techniques of forecasting
III	<b>Production and cost theory and analysis:</b> Production function-production with one variable input production with two input variable economics of scale estimating cost functions
IV	<b>Market structure and pricing decisions:</b> market structure perfect market monopoly monopolistic-oligopoly monophony, oligopoly structure pricing decisions price discrimination
V	<b>Technological change and location theory:</b> Technological change in global economy impact of technological change on production function, productivity and economic growth location of the firm in the global economy basic location principles market area determination threshold analysis

### SUGGESTED READINGS:

1. Peterson & Other Managerial economics, Pearson Publications, New Delhi
2. Pindyck & Others Micro economics, Pearson Publications, New Delhi
3. Keats Managerial economics, Wiley Dreatech, New Delhi

## OPEN ELECTIVE GROUP

### PAPER 2.6 - PERSONALITY DEVELOPMENT

**OBJECTIVE:** Is to give inputs regarding personality development

UNITS	TOPIC
I	<b>Conceptual Framework of Personality:</b> Meaning and definition of personality, Nature of personality, Determinants of personality, Nature V/s Nurture, Types of personality, Stages in development of personality.
II	<b>Theories of Personality:</b> Traits Theory, Psycho analytical theory, Social Learning Theory, Self Theory
III	<b>Personality Attributes and Measurement:</b> Major personality attributes-Locus of control, Machiavellianism, Self-esteem, Self-monitoring, Risk taking, Type A & B personality. Measurement of personality-personality inventories, projective tests, assessment center.
IV	<b>Inner structure of effective personality:</b> Selflessness, Character, Courage, Will power, Initiative, Knowledge, Handling people, Self Knowledge, Self Development handling people.
V	<b>Personality development:</b> External appearance, Communication and soft skills, Inter-personal skills, Transactional Analysis, Emotional Quotient, Proactive Behavior, Creating Win-Win Situation

#### SUGGESTED READINGS:

1. Blake, Robert & Mouton, Jane S: Executive Achievement: Make it at the Top, McGraw Hill, New York.
2. Adair, Joh: Skills of Leadership: Gower : Aldershot.
3. Stephen Robins: Organisations behaviour, PHI Publications, New Delhi.
4. L.A.Pervin (Ed): Handbook of Personality Theory and Research Guilford Press, New York.

5. Swami Chinmayanand: The Art of Man making, Chinmaya Publications, Trust Madars.
6. Fred Luthans : Organizational Behaviour, Mc Graw, Hill, New Delhi.
7. M.S.Saiyadaian & Arun Monappa: Profile of Indian Managers, Vidya Vahini, New Delhi.
8. Stephen Covey : Seven Habits of Effective Managers
9. Dandapuri S: General Psychology, Neelkamal Publications Pvt. Ltd. New Delhi.
10. Herdock & Others: India's Industrialists, Three Continent Press: Washiington, D.C.

# M.COM - III SEMESTER

## COMPULSORY PAPERS

### PAPER 3.1 - BUSINESS INFORMATION SYSTEM

Theory: 2 hrs

Practical: 2 hrs

#### OBJECTIVES:

1. To acquaint the students with the basics of Information technology and related aspects
2. The purpose of this course is to equip the students with fundamental aspects of information, communication and technology and their application in Commerce.

UNITS	TOPICS
I	<b>Information</b> – An Overview Information and data – definition and distinctions, information as a corporate resource, features and qualities of information; types of information; process of generating information; information needs at various levels of management; factors influencing information needs
II	<b>Information systems</b> – nature, definition and elements; information system activities and their role in business; types of information systems; information systems in business management; Systems Development Life Cycle Methodology: Introduction to SDLC/Basics of SDLC Requirements analysis, systems design techniques, system testing, system implementation, Post-implementation review, System maintenance
III	<b>Information Systems and Management Controls</b> – Overview, control techniques –General controls, application controls. Information security – concept, value, principles and approaches, role of security administrator, Security Issues Relating to Information Systems: Threats to information systems.
IV	<b>Databases Management System:</b> Concept, definition, objectives, of

	Database Management System. Database Design – Physical and Logical, Relational databases – concept, data definition language, data manipulation language, transaction control language and data control language. Concept of entity and relationships
V	<b>Recent developments</b> - IT applications in Banking, Communications, Electronics, Education, Entertainment, Healthcare, Legal field, Medical Field, Photography and Film industry, Social life, Transport, Traffic etc
	<b>Lab Work:</b> Designing of database files using MS-Access, oracle. Joining database tables

**SUGGESTED READINGS:**

1. Prasad L. M and Usha Prasad, Information System & Technology, Sultan chand & sons, Delhi
2. Date C. J. An Introduction to Database Systems, Addison Wesley, Massachusetts.
3. Awad, E.M.: System Analysis and Design; Galgotia Publications, New Delhi.
4. Kumar, Muneesh: Business Information Systems, Vikas publishing House, New Delhi.
5. Lucas, Henry C: Information Technology for Management, McGraw Hill, International Edition.
6. V.Rajaraman: Introduction to Information Technology - PHI.
7. Leon a. and Leon M., (2002) Fundamental of Information Technology, Vikas Software Manuals.

## PAPER 3.2 - INTERNATIONAL FINANCIAL MANAGEMENT

### OBJECTIVE:

The objective of the course is to acquaint the students with financial management problems of multinational corporations and prepare them to tackle these problems

UNITS	TOPICS
I	<b>Multinational financial management:</b> Meaning and objectives, global Financial manager – functions of financial management – scope relationship to domestic financial management.
II	<b>Foreign exchange risk management:</b> Foreign exchange risk and exposure, types of foreign exchange risks, transaction, transaction and economic exposure – internal and external techniques of foreign exchange risk management.
III	<b>Environment of international financial management:</b> Multinational/ Transnational corporations – foreign exchange market – dealers in foreign exchange market, foreign exchange transactions, sale and purchase transactions – spot and forward transactions, hedging, speculation and arbitrage operations. Equilibrium in foreign exchange market.
IV	<b>Financing foreign operations:</b> Corporate sources and uses of funds, national capital markets, Euro markets, special financial vehicles, interest rate and currency swaps, debt, equity swaps, internal leasing, designing global financing strategy.
V	<b>International capital budgeting:</b> Basics of capital budgeting, issues, foreign project appraisal – political risk analysis, growth options and project evaluation. Multinational working capital management, short-term financing, objectives and options, borrowing strategy and exchange risk management, current assets management strategy.

**SUGGESTED READING:**

1. Ian H. Giddy, Global Financial Markets AITBS 2000
2. Kirt C. Butler, Multinational Finance Thomson South Western.
3. Reid W. Click and Coval, 'International Financial Management' Prentice Hall India.
4. Reid. M. Rodriguez, "International Financial Management" E Eugene Carter Prentice Hall, New Delhi 1985.
5. Alan C. Shapiro, "Multinational Financial Management " Allyn and Pacon Inc, Boston, 1986.
6. Adrin. Buckley, "Multinational Finance", Hcrit, New Delhi.
7. Raymond Vernon-Manager in the International Economy, Louis T Wells Jr. Prentice Hall, 1987.
8. David H. Blake- The Politics of Global Economic Robert S. Walters Relations, Prentice Hall, 1987.
9. Madura, Jeff, "International Financial Management, West Publishing Company.
10. Apte P.G. International Financial Management, Tata McGraw Hill, New I Delhi, 1995.



## ELECTIVE GROUP A: COST ACCOUNTING

### PAPER 3.3 - PRODUCTION AND OPERATIONS MANAGEMENT

#### OBJECTIVE:

To impart knowledge regarding production and management techniques, process, tools, and acquaint the students with the knowledge of marketing functions, techniques and strategies.

UNITS	TOPICS
I	<b>Production &amp; operations Management</b> : Introduction, meaning and definition, objectives, nature and context of operations management, relationship between strategic management and operations management, operations strategy and competitiveness
II	<b>Plant locational planning</b> : Stages in the selection of planning, selection of site, determinants of plant location, plant location theories, qualitative and quantitative models for plant location, locational break-even analysis
III	<b>Product design and process selection</b> : Product design and process selection for manufacturing operations and service operations, waiting line management, quality management, statistical quality control methods
IV	<b>Design of facilities and jobs:</b> Strategic capacity planning linear programming, just in time production systems, facility location, facility layout, job design and work measurement, learning curves, wage incentives, production control techniques, measurement of productivity
V	<b>Supply chain management:</b> Forecasting aggregate planning, inventory systems for dependent and independent demand, material revising the system, business process re-engineering, syndronous manufacturing and theory of constraints

**SUGGESTED READINGS:**

1. Dalela and Mansoor Ali, Industrial Engineering Management Systems, Standard Publishers, Distributors Delhi.
2. Chary, Production and Operations Management, TMH, New Delhi.
3. Richard B. Chase, Production and Operations Management, TMH, New Delhi.
4. Mahadevan, The New Manufacturing Architecture, TMH, New Delhi. Nair.
5. Production and Operations Management, TMH, New Delhi.
6. Adam and others, Productions and Operations Management, PHI, New Delhi.
7. Aswathappa and S.Bhatt, Production and Operations Management, Himalaya Bombay.
8. Chunawalla and Patel, Production and Operations Management, Himalaya, Bombay.
9. Kanji and Mike, 100 Methods for Total Quality Management, Response Books, New Delhi.
10. Prasanna Chandra, Project Analysis, Planning and Control, TMH, New Delhi.

### PAPER 3.4 - COST MANAGEMENT

**OBJECTIVE:** To teach various techniques of cost management

UNITS	TOPICS
I	<b>Introduction</b> – concept, features, objectives and importance of cost management, factors affecting cost management, financial accounting v/s cost management, cost accounting v/s, uses of cost management, techniques of cost management traditional and contemporary techniques bench marking JIT, TQM, FMT, outsourcing theory of constraints etc. cost management practices in corporate India.
II	<b>Accounting systems for recording of costs</b> - Non integral systems of recording of costs, costing profit and loss account, reconciliation of cost and financial profits
III	<b>Cost management</b> - Issues in elements of cost-material cost management, design, purchase, storage, issue of inventory, management techniques of inventory control, Labour cost management ,time keeping and booking, idle time and overtime, labor turnover, compensation and incentive schemes, labor efficiency evaluation, overhead cost management-significance departmentalization, recovery methods under and over absorption capacity costs
IV	<b>Products costing system</b> - job costing-cost flow, and cost tracking in job order systems, job costing in service industries, process costing characteristics of process costing system, flow of costs in process costing equivalent units-FIFO and average methods.
V	<b>Joint and by-product costing</b> - meaning and distinction between joint products and by products methods of allocating joint costs, point of separation and further processing decisions accounting for by-products, effect of joint products on cost control and decision making

### **SUGGESTED READINGS:**

1. Edward Blocher, K.H.Chen, Gary Cokins and Thomas W. Lin Cost management –Strategic Emphasis, TMH New Delhi
2. Ronald Hilton, Michael. W. Maher & Frant H. Selto Cost management strategies for business decisions TMH, New Delhi
3. Hansen D.R. & Mowen Cost management accounting and control: Thomas learning Noida (Delhi) 203.
4. Yoshikawa T., Innes, J Mitchell, F & Tanakam Contemporary management, Chapman and Hall, 1993
5. Horngren, Foster & Datar Contemporary management, Chapman and Hall, 1993
6. Jain and Narang - Advanced cost accounting, Kalyani Publisher, New Delhi
7. Babatosh ByanerjeE - Cost Management accounting, TMH, New Delhi.
8. Khan & Jain - Management and cost accounting Thomson Publications, Noida 2007.
9. Collin Drury - Management and cost accounting and Thomson Publications , New Delhi.
10. Ravi M. Kishore - Advanced cost accounting and cost systems, Taxmann Publications, New Delhi.
11. Maheshwari S. N - Advanced cost accounting Sultan Chand New Delhi.
12. Cooper R. Kalpan C.R.S - The design of cost management systems, Text Cases and readings prentice Hall 1991.
13. William, Haka & Bettner - Financial & managerial accounting- The basis for business decisions, TMH, New Delhi.

### **JOURNALS**

1. Management accountant
2. Chartered accountant
3. Chartered Secretary
4. Indian Journal of accounting

### PAPER 3.5 - ADVANCED MANAGEMENT ACCOUNTING

**OBJECTIVE:** To teach various techniques of cost accounting and financial accounting useful in management accounting

UNITS	TOPICS
I	<b>Management Accounting</b> – meaning and significance of management accounting; decision making process-pull and push system of information; Strategic Management Accounting meaning and importance; balanced scorecard as application strategic management system-meaning preparation, benefits and limitations of balanced score card.
II	<b>Ratio Analysis</b> – Meaning, Classification of ratios – Profitability ratio, Coverage ratio, Turnover ratio, Financial ratios, Advantages and limitations of accounting ratios, Computations of ratios. Value added concept, Economic value added, Market value added, Growth ratio. Share holder value analysis, SWOT Analysis.
III	<b>Cash flow Analysis</b> – Meaning preparation of cash flow statement, Utility of cash flow analysis, Limitations. Accounting standard 3 (Revised); Cash flow statement, Cash forecast.
IV	<b>Funds flow Analysis</b> - Meaning, uses of funds flow statements, limitations; funds flow statements and income statements, preparation of fund flow statements. Treatment of provision for taxation and proposed dividend. Statement of changes in financial position.
V	<b>Divisional Performance Analyses</b> – decentralized organizations and responsibility centers-cost center, revenue center, profit center and investment center; meaning and importance of responsibility accounting; meaning the performance of investment center-ROI, residual income and EVA methods; measuring income and invested capital; issues involved in divisional performance evaluation; rewarding performance of managers.

## ELECTIVE GROUP B: BUSINESS FINANCE AND ACCOUNTING

### PAPER 3.3 - SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

#### OBJECTIVE:

The objective of the course is to establish a conceptual frame work for the study of security analysis and portfolio management. This course will provide the student the ability to understand and utilize the skill of optimizing returns. The focus at different places is to build models and discuss their validity and application to practical situations.

UNITS	TOPICS
I	<b>Nature and scope of investment management</b> , investment management and security analysis, portfolio management, managed portfolios and portfolio management practices in India.
II	<b>Fundamentals of security analysis</b> , economic analysis, industry analysis and company analysis, technical analysis, efficient market theory, analysis of risk and return of securities, valuation of equities, bonds and options and futures.
III	<b>Portfolio analysis</b> : Analysis of portfolio risk and return, diversification of risk, combining risks and riskless securities, Markowitz diversification, mean, variance analysis, leveraged portfolio, Sharpe model.
IV	<b>Capital asset pricing model</b> , assumptions, the capital market line, and security market line, CAPM with relaxed assumptions.
V	<b>Portfolio evaluation</b> : Portfolio formula plans, risk adjusted measures, Sharpe's reward to variability, Treynor's volatility ratio, Jensen's differential return.

#### SUGGESTED READING:

1. Fisher De and R.Jordon, Security Analysis and Portfolio Management, PHI, New Delhi.

2. Bhalla, V.K. and S.K.Tuteja, Investment Management, S. chand and Co., New Delhi.
3. Avadhani, V.A., Investment and securities Market in India, Himalaya, Bombay.
4. Strong Robert, A., Portfolio Management Handbook, Jaico Publishing House, Bombay.
5. James, L. Farrell, Portfolio Management, THM, New Delhi.
6. Zvi Bodies, Essential of Investments, THM, New Delhi.
7. Jerome Cohen, Investments Analysis and Portfolio Management, THM, New Delhi.
8. Jack Clark Francis, Investment, THM, New Delhi.

### PAPER 3.4 - CORPORATE ACCOUNTING

**OBJECTIVE:** To teach accounting practices relating to various issues of corporate accounting

UNITS	TOPICS
I	<b>Company final accounts:</b> Provisions relating to maintenance of accounts, divisible profits, managerial remuneration, transfer of profits to reserves, vertical and horizontal forms of financial statements
II	<b>Valuation of goodwill and shares:</b> Concept and need for valuation of goodwill, methods of valuation, share valuation – need and methods of valuation
III	<b>Accounting treatment for amalgamation</b> - absorption and reconstruction of companies, internal reconstruction
IV	<b>Liquidation accounts:</b> Winding up vs. liquidation, types of liquidation, statement of affairs, deficiency accounts, liquidators final statement of accounts, preparation of List-B contributories
V	<b>Holding and subsidiary companies:</b> Accounting treatment and disclosures, consolidation of accounts – balance sheet and profit and loss account, single subsidiary, chain – holdings and cross holding

#### SUGGESTED READING:

1. S.N.Maheshwari, Advanced Accountancy, Vol. II, Vikas, New Delhi.
2. Jain and Narang, Advanced Accountancy, Vol.II, Kalyani, New Delhi.
3. Gupta and Radhaswami, Advanced Accountancy, Vol.II, Sultan Chand. New Delhi.
4. Shukls and Grewal, advanced Accounts, Vol.II,s. Chand and Co., New Delhi.
5. P.V.Ratnum, Advanced Accountancy, Konark, New Delhi.
6. Rishikesh Chakraborty, Advanced Accounts, Oxford, New Delhi.
7. S.K.Patil, Advanced Accounts, World Press, Calcutta.
8. Needles, Financial Accounting, All India Publishers and Distributors, Chennai New Delhi.



### PAPER 3.5 - ACCOUNTING FOR SPECIALIZED INSTITUTIONS

**OBJECTIVE:** To teach accounting practices to maintain accounts of various specialized institutions

UNITS	TOPICS
I	<b>Accounting of banking companies:</b> Legal provisions as per Banking Regulation Act, Narasimhan Committee recommendations and NPA treatment, classification of banking companies' assets, capital adequacy ratio and preparation of financial statements.
II	<b>Accounting of insurance companies:</b> Legal provisions as per Insurance Act, 1930, LIC Act 1956 and GIC Act, revenue accounts and final accounts of life and non-life insurance companies, IRDA Act and provisions relating to final accounts.
III	<b>Double account system:</b> Meaning of double account system, differences between single and double account system, advantages and disadvantages of double account system, account of electricity companies.
IV	<b>Accounting for Hotels</b> – meaning, objectives and significance of hotel accounting; visitor's ledger; methods of accounting and preparation of final accounts of hotel undertakings.
V	<b>Accounts for Hospitals and Educational Institutions</b> – need and significance of accounting for hospitals and educational institutions- preparation of final accounts of hospitals – personal & L a/c and Balance Sheet; Preparation of final accounts of educational institutions- income and expenditure a/c and Balance Sheet.

#### SUGGESTED READING:

1. S.N.Maheshwari, Advanced Accountancy, Vol. II, Vikas, Delhi.
2. Shukla and Grewal, Advanced Accounting, Vol.II,S.Chand and Sons, New Delhi.
3. R.L.Gupta and Radhaswamy, Advanced Accounting, Oxford Publishing House, New Delhi.

4. Hrishikesh Chakraborty, Advanced Accounting, Oxford Publishing House, New Delhi.
5. Jain and Narang, Advanced Accounting, Vol.II, Kalyani, New Delhi.
6. C.T.Horngren, Introduction to Financial Accounting, PHI, New Delhi.
7. Mark, E., Harkins, Introduction to Financial Reporting and Analysis, TMH, New Delhi.
8. Thomas, P. Edmonds, fundamental Financial Reporting and Analysis, THM, New Delhi.
9. Robert Libby, Financial Accounting, THM, New Delhi.
10. P.V.Ratnam, Advanced Accounting, Konark, New Delhi.

## ELECTIVE GROUP C: BANKING

### PAPER 3.3 - BANK MARKETING

**OBJECTIVE:** To teach marketing practices followed by bank to market their services

UNITS	TOPICS
I	<b>Introduction:</b> Bank marketing, the concept, justifications for marketing the banking services, the users of banking services, the behavioral profile of users.
II	<b>Marketing research in banking:</b> Its scope, marketing information system for banks, significance of MIS.
III	<b>Marketing mix for the banking services:</b> The produce mix, the promotion mix, the price mix, the place mix, the people, the physical attractions, bank marketing in India.
IV	<b>Analyzing the business environment:</b> Implications for bank marketing, understanding the customer, market segmentation, basis of segmentation, relationship marketing.
V	<b>Bank marketing strategy:</b> Profitability and marketing, training in bank marketing, the future of bank marketing.

#### SUGGESTED READINGS:

1. Ravi Shankar, Services Marketing, Manas Publications, Delhi.
2. Rathmell, Marketing, in the Service Sector, Winthrop Publishers, Cambridge.
3. Avadhani V.A., Marketing of Financial Services, Himalaya Bombay.
4. Sha S.M., Services Marketing, Himalaya, Bombay.
5. Seth Rajeev K., Marketing of Banking Services, Macmillan India, Delhi.
6. Helen Woodruffe, Services Marketing, Maxmillan India, Delhi.
7. Eric Berkowitz., Marketing, TMH, New Delhi.
8. Ian Chaston, New Marketing Strategies, Responst Books, New Delhi.
9. Patankar Sanjay, Services Management, Himalaya, Bombay.
10. G.A. Churchill and J.P. Peter, Marketing Creating Value for Customers, TMH, New Delhi.

**Journals:**

1. SBI, Monthly Review
2. The Banker
3. Prajnana
4. Journal of IIB.

### PAPER 3.4 - BANKING IN INDIA

**OBJECTIVE:** To teach the meaning and functions of commercial banks, non-banking financial institutions, RRB's, development banks and central bank.

UNITS	TOPICS
I	<b>Commercial banking:</b> Characteristics of commercial banking, classification of commercial banking, universal banking, norms for capital adequacy, problem of non-performing assets, cures, asset-liabilities management
II	<b>Non-banking finance</b> companies, definition, regulation, types of deposits, assets of NBFCs, investment norms for NBFCs, SEBI and RBI guidelines.
III	<b>Rural Credit:</b> Co-operative credit, RRBs, structural changes, reforms in co-operative credit, NABARD, its functions, objectives and working.
IV	<b>Development banking:</b> Nature of development banking, development financial institutions – IDBI, ICICI, EXIM Bank, SIDBI, merchant banking, origin, activities, regulation and services rendered by the merchant banks in India.
V	<b>Central banking:</b> Functions, RBI, functions, regulatory role, monetary policy, objectives and instruments.

#### SUGGESTED READINGS:

1. Machiraju H.R., Indian Financial System, Vikas, New Delhi.
2. Vasant Desai, The Indian Financial System, Himalaya, Bombay.
3. Khan N.Y., Indian Financial System, Vikas, New Delhi.
4. Bhole L.B., Financial Institutions and Markets, TMH, New Delhi.
5. Verma J.C., Merchant Banking, TMH, New Delhi.
6. Khan N.Y., Financial Services, TMH, New Delhi.
7. Shekhar and Shekhar, Banking Theory and Practice, Vikas, New Delhi.
8. Mithani and Gordeon, Banking Theory and Practice, Himalaya, Bombay.
9. Baye and Jensen, Money, Banking and Financial Markets, AITBS, New Delhi.

### PAPER 3.5 - MANAGEMENT ACCOUNTING FOR BANKERS

**OBJECTIVE: To teach management accounting practices followed by banks**

UNITS	TOPICS
I	<b>Introduction to management accounting:</b> Definition, nature and scope, necessity of management accounting, as application tool in the hands of bank manager, techniques and tools of management accounting, advantages and disadvantages
II	<b>Marginal costing and break-even analysis:</b> Concept, features, importance of marginal costing, marginal costing equation, contribution ratio and margin of safety. Applications of marginal costing in decision making, CVP analysis and break-even analysis, charts, profits graphs. Application of marginal costing and break-even analysis of credit evaluation of borrowers
III	<b>Analysis and interpretation of financial statements:</b> Concept, objectives and importance of financial analysis, uses of financial analysis, tools and techniques, common size, comparative statements and accounting ratios, objectives, classification, advantages and disadvantages of ratio analysis, use of ratio analysis in evaluation of credit worthiness of borrowers
IV	<b>Funds flow and cash flow statements:</b> Concept of funds, objectives of preparing flow statements, procedure in preparing funds flow statements, funds flow vs. income statement uses and limitations, cash flow statement, procedure, uses and limitations, bank credit management and funds flow and cash flow analysis.
V	<b>Working capital and term financing :</b> Computation of working capital as Tandon Committee recommendations, term financing by banks, appraisal techniques, NPV, IRR, PI methods

**SUGGESTED READINGS:**

1. B.Ramachandra Rao, Balance Sheet and Credit Appraisal for, S.Chand and Sons, New Delhi.
2. Singh and Singh, Financial Analysis for Credit Management in Banks, Himalaya, Bombay.
3. Rammoorthy, Working Capital Management in Banks, S.Chand and Sons, New Delhi.
4. Jeevanandam, Management Accounting for Bankers, S.Chand and Sons, New Delhi.
5. Maheshwari S.N., Management Accounting for Bankers, S.Chand and Sons, New Delhi.
6. Pandey I.M., Management Accounting, Vikas, New Delhi.
7. Omprakash, Ratio Analysis for Management, Himalaya, Bombay.
8. John Mayher, Financial Statement Analysis, PHI, New Delhi.
9. Merrett and Sykes, The Finance and Analysis of Capital Project, Longman Group, New Delhi.
10. Chatterjee A.K., Management Techniques of Bank Lending, Himalaya, Bombay.

**OPEN ELECTIVE GORUP****PAPER 3.6 - BUSINESS COMMUNICATION****OBJECTIVE:** To teach various aspects of business communication practices.

<b>UNITS</b>	<b>TOPICS</b>
I	Business Communication – meaning – need – process – methods – written, Verbal, nonverbal, visual, telecommunications; types of business communications – internal and external, upward and downward, lateral; barriers to communication-physical, psychological, linguistic, mechanical.
II	Communication through letters, business letters, layout of letters, kinds of business letters, characteristics of a good letter; application for appointment – resume – references; appointment orders; Business enquiries – offers and quotations; orders- execution of orders – cancellation of orders. Letters of complaint, letters of agency – status enquiries; circulars and circular letters; notices; reports by individuals; reports by committees; annual report; writing of reports
III	Non-verbal communication: Body language: kinesics, proxemics, para language Effective listening: Principles of effective listening; factors affecting listening. Interviewing skills: appearing in interviews; conducting interviews.
IV	Self – development and communication: Development of positive personal attitudes; SWOT analysis. Personality development: Concept of personality; Concept of self; Perception; Personality types; Transaction analysis.
V	Games and exercises: Business games, Group discussions; Mock-interviews; Seminars; effective listening exercises; report writing. Public speaking: preparing and delivering effective public speeches. Physical exercises: Yoga and meditation for personality development



**SUGGESTED REFERENCES:**

1. Darmar Fisher, Communication in Organizations, Jaico Publishing House, Mumbai,1999.
2. Bovee and Thill: Business Communication Today, Tata McGraw Hill, New Delhi.
3. Randall E. Magors: Business Communication, Harper and Row, New York.
4. Balasubramanyam: Business Communications: Vikas Publishing House, Delhi.
5. Kaul: Effective Business Communications, Prentice Hall, New Delhi
6. Patri V.R.: Essentials of Communications; Greenspan Publications, New Delhi.
7. Allan Pease, Body Language, Sudha Publications, New Delhi.
8. Taylor, Shirley: Model Business Letters. Pearson Education Asia, New Delhi.

# M.COM - IV SEMESTER

## COMPULSORY PAPERS

### PAPER 4.1 - CORPORATE GOVERNANCE

**OBJECTIVE:** To teach practices and policies regarding corporate governance practices in India.

UNITS	TOPICS
I	<b>Introduction-</b> meaning and origin of corporate governance; top corporate and sources of corporate power; theories of corporate governance-agency theory-sources and costs of agency conflict; stakeholders' theory; corporate governance mechanisms-internal and external; corporate governance models-US-UK model, European model and Japanese Model; linkage between corporate governance and economic development.
II	<b>Corporate Governance in India-</b> Nature of companies in India-family-managed and widely-held; shareholding pattern in Indian Companies; reasons for poor governance standards; governance models in India Managing agency model, business-house model and anglo-american model; progress of governance in India; governance standards in public sector enterprises, banking and insurance companies.
III	<b>Corporate Boards and Corporate Governance-</b> Powers, role and types of corporate boards; strategic role of boards and functions; determinants of board effectiveness-size, composition, information, compensation, meetings and evaluation of board performance; role and functions of board chairman; duties and responsibilities of directions; board dynamics; succession planning; role and responsibilities of CEOs vis-à-vis governance
IV	<b>Board Committees-</b> need, objectives, types, number and functions of board committees-audit, compensation, nomination, environment, risk, strategic committees, etc; requirements for effective board

	committees; linkage between board committees and governance standards.
V	<b>Governance Committees</b> – committees in UK-Cadbury, Hampel, Greenbury, Smith and Combined Code; OECD principles of governance; governance committees in India-CH, Birla, Naresh Chandra and Narayan Murthy committees-major recommendations; listing agreement and clause-49; role of SEBI in governance; extent of compliance of governance code in India; governance rating in India.

#### **SUGGESTED READINGS:**

1. Thomas Clarke: Theories of Corporate Governance (ed.), Rutledge Publishers, London, 2004.
2. Donald Chew & Gillan: Corporate Governance at the Crossroads: Application Book of Reading McGraw Hill, New York.
3. Christine A. Mallin: Corporate Governance, Oxford University Press, New Delhi, 2<sup>nd</sup> edition, 2007
4. A.C.Fernando: Corporate-Governance, Principles, Policies and Practices, Pearson Education, New Delhi, 2006
5. Darry Reed & Sanjoy : Corporate Governance, Economic Reforms and Development – The Indian Experience, Oxford University Press, New Delhi, 2004.
6. Lalitha Som: Stock Market Capitalization and Corporate Governance, Oxford University Press, New Delhi,
7. Yadong Luo: Global Dimensions of Corporate Governance, Blackwell Publishing, Singapore, 2007.
8. Kesho Prasad : Corporate Governance, PHI, New Delhi, 2006.
9. Vasudha Joshi : Corporate Governance – The Indian Scenario Foundations Books, New Delhi, 2004
10. Robert Monks: Takeovers Restructuring and Corporate Nell Mitchell & Governance, Pearson Education, New J. Harold Mulherin Delhi, 2006.

11. Nagendra Chowdary : Corporate Governance-Principles and Paradigms, ICFAI, Hyderabad, 2002.
12. John Collely,: Corporate Governance-Executive MBA Series, TMH, New Delhi, 2003
13. S. R. Rajagopalan: Directors and Corporate Governance, Company Law Institute of India Pvt.Ltd Chennai, 2003.
14. Vives, Xavier: Corporate Governance: Theoretical and Empirical Perspectives, Cambridge University Press, 2000.
15. Vedpurishwar. A.V.: Leadership and Corporate Governance, ICFAI, 2002.
16. Richard M. Steinberg & Catherine L. Bronilow: Corporate Governance and the Board, Institute Internal Auditors Research Foundation, 2000,
17. Balasubramaniam, N: Corporate Boards and Governance, Sterling Publishers 1998.
18. Susan Shultz: The Board-Making your Corporate Board application Strategic in your Company's Success, Amacom, 2000.
19. Ram Charn : Boards at Work: How Corporate Boards Create Competitive Advantage, Jossey Bass; 1998.
20. Jay A. Conger: Corporate Boards: New Strategies for adding Value at the top, Jossey Boss, 2001.

**JOURNALS:**

1. Vikalpa
2. Chartered Accountant
3. Management Accountant
4. Chartered Secretary
5. Indian Journal of Commerce
6. Journal of Accounting and Finance
7. Business Line
8. Economics Times
9. Financial Express
10. Business Standard

## PAPER 4.2 - INTERNET TECHNOLOGIES FOR BUSINESS

Theory: 2 hrs

Practical: 2 hrs

### OBJECTIVES:

The purpose of this course is to develop understanding of Web - based Commerce and to interact with various IT professionals who may be developing e-commerce applications.

UNITS	TOPICS
I	Overview Of E-Commerce: E-Commerce - E-Business- Potential benefits of E-commerce – Driving forces of E-Commerce – Business Process Re-Engineering –E-Commerce applications –Regulatory Environment for E-Commerce – Competitive intelligence on the Internet – Future of E-Commerce.
II	Electronic Data Interchange (EDI): Introduction - Traditional EDI systems - Benefits and Drawbacks - Data transfer and standards; Applications (Legal security and private concerns); issues of EDI; Types of payment systems e-cash and currency servers, e-cheques, credit cards, smart cards, digital tokens; electronic purses and debit cards
III	Internet Concept and Technologies: concept and evolution of Internet; History and future of Internet; types on network; Web page and Website; domain name system, client server concept; Hypertext publishing and hypertext information network; benefits of hypertext, URLs, HTTP, HTML forms
IV	Security Issues in E-Commerce: Risks of e-commerce –Types and sources of threats, Protecting electronic commerce assets and intellectual property; Firewalls; Client server network security; Data and message security; Security tools; Digital identity and electronic signature; Encryption and concepts of public and private key infrastructure
V	Recent developments in computer applications.

	<b>Lab Work:</b> Designing of web pages Creating commerce oriented applications
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**SUGGESTED REFERENCE:**

1. Laudon, Kenneth C. and Carol Guercio Traver (2002) E -commerce: business, technology, society. (New Delhi : Pearson Education)
2. Awad, Elias M. (2007), Electronic Commerce: From Vision to Fulfilment (New Delhi : Pearson Education)
3. David Kroenke, Business Information Systems, TMH, New Delhi.
4. Henry C.Lucas, Information Technology for Management, TMH, New Delhi.
5. James O' Brien, Management Information Systems, TMH, New Delhi
6. C.S.V. Mutrhy, e-commerce application & technology.

### PAPER 4.3 - INFRASTRUCTURE DEVELOPMENT & FINANCE

**OBJECTIVES:** To teach the process of development of infrastructure projects & methods of finance

UNITS	TOPICS
I	Introduction: Characteristics of infrastructure projects – types of infrastructure projects. Status of Infrastructure Development in India – Government policy towards infrastructure Development in India – Experts Committees recommendations.
II	Models of Infrastructure Development – Public Ownership and Operative PPP Model, BOOT, BOLT, BOT.
III	Infrastructure project Appraisal – Methods – Procedure Difficulties in Application – Practices across the world – World Bank Approach
IV	Infrastructure financing in India – Sources and Institutions – IDFC, TNDP & IDC criteria and eligibility. Types of funding – terms of funding – Procedures & Clearances – recovery.
V	Case studies – Power/ Energy Projects – Telecom Projects – Transport & Port projects.

#### SUGGESTED REFERENCES:

1. Mudge, Richard R. and Susan Jakubiak, Financing Infrastructure: Innovations at the local level, National League of Cities, Washington, 1988.
2. McDowell, Bruce D., Future of Infrastructure finance, CETS, Philadelphia, 1996.
3. India power projects – Regulation and Policy and Finance – Vol. 1 & 2, Asia Law and Practice, Hong Kong, 1998.
4. Project finance – Practical case studies, Capital Management Sciences, New York, 1990.
5. Project and Infrastructure Finance in Asia, Asia Law and Practice, Hong Kong, 1994.
6. Bhattacharaya.K.P., (Ed.), Affordable Housing and Infrastructure in India, Vedams Academic Books, New Delhi, 1998.

7. Kirit S.Parikh, Infrastructure, public goods and Markets, Forum of free Enterprise, 1999.
8. Martin.J.E & P.Heaultme, Risk management: Techniques to Managing Project Risk.
9. S.P.Verma, infrastructure in India's Development, IIPA New Delhi 2004.
10. Raghuram R Jain, R.Jain, S.Sinha et.al, Infrastructure Development and Financing – Towards a public private partnership MacMillian india Ltd, New Delhi, 1999.
11. World Bank Private Participation in Infrastructure in Developing Countries Trends, impact and policy lesson, Clive Harris, 2003.
12. P.Chandra .P, Project Planning Analysis Selection – implementation – and revision, TMH, New Delhi – 2000.
13. GOI, The India Infrastructure Report, Policy Imparities for Growth & Welfare, 1996.



(ELECTIVE GROUPS: ANY ONE ELECTIVE GROUPS AS CHOSEN BY THE STUDENT)

ELECTIVE GROUP A: ADVANCED COST ACCOUNTING

PAPER 4.4 - TECHNIQUES OF COSTING

**OBJECTIVE:** To teach the various techniques of cost accounting

UNITS	TOPICS
I	Marginal costing and cost – volume – profit Analysis :- Basic Steps / Formulae; Effects of change in cost volume and price; key factors ( with no sales mix), sales mix (with key factor), sales mix (with no key factor), sales mix (with multiple key factor); cost in difference point, break- even analysis, profit volume charts, marging the two plants / companies
II	<b>Budgetary Control</b> -meaning and objectives budget, budgeting and budgetary control; pull requisites of budgeting process-budget period, budget committee and budget facts classification and preparation of functional and master budgets; cash budget; fixed and flexible budgeting process; performance, programme and zero-base budgeting methods; advantages application limitations of budgeting.
III	<b>Standard Costing</b> – meaning objectives and significance of standard costing, industries application; budgetary control v/s standard costing; prerequisites of standard costing-standard committee; types and fixation of standard costs; analyses of variance-material, labo overhead, sales and profit variances; reconciliation of profits; disposal and accounting treatment of variances; investigation of variances; reporting of variances
IV	<b>Transfer Pricing</b> - meaning, objectives and importance of transfer pricing; transfer pricing methods-external market price, negotiated transfer prices; standard v/s actual costs; choosing right transfer pricing method; tax issues in transfer pricing; transfer pricing in the service industry
V	<b>Uniform costing and inter firm comparison</b> :- Application of uniform

	costing system; objectives of uniform costing system; advantages and limitations; pre – requisites of uniform costing system; requirements of good uniform costing system; nature and scope of uniform cost plan; uniform cost manual. Inter firm comparison – purpose and problems of IFC, requirements of IFC scheme, ratios and IFC, advantages and limitations of IFC
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## PAPER 4.5 - STRATEGIC COST MANAGEMENT

**OBJECTIVE:** To teach the various techniques of costing which play and strategic role in cost management

UNITS	TOPICS
I	Activity based costing : Inadequacies of traditional methods of overhead absorption, concept of ABC, Kaplan and Cooper's approach to ABC, cost drivers and cost pools, main activities and its cost drivers, allocation of overhead under ABC- characteristics, steps, implementation and benefits of ABC system
II	Learning Curve Model: Concept and phases of learning curve, graphical representation, learning curve applications and factors affecting curve, experience curve
III	Life cycle costing: Concept and characteristics, activities and phases in product life cycle short product and extension of product life cycle, Turning Point Indices in product life cycle
IV	Just in time approach: Concept, philosophy of JIT, sources of waste, aims and objectives of JIT, features and methodology in implementation of JIT, planning for adoption and limitations of JIT costing
V	Miscellaneous topics in cost management : Target costing throughout accounting definition and basic concepts, cost audit-meaning importance and provisions of Companies' Act relating to cost audit

### SUGGESTED REFERENCE:

1. Horngern, et al., Introduction to Management Accounting PHI, New Delhi.
2. Kaplan and Aatkinson, Advanced, Taxman Publications, New Delhi.
3. Ravi M.K. Krishore, Advanced Management Accounting, Taxman Publications, New Delhi.
4. Babhatosh Banarjee, Cost Accounting, World Press, Calcutta.
5. N.K. Prasad, Cost Accounting, Book Syndicate, Calcutta.

6. Horngren, Foster and Dater, Cost Accounting: A Managerial Emphasis, PHI, New Delhi.
7. Edward Blocher, Cost Management : A Strategic Emphasis, TMH, New Delhi.
8. Hilton, Cost Management TMH, New Delhi.
9. Govindraju, et al., Strategic Cost Management, Free Press, Calcutta.
10. Jain and Narand, Advanced Cost Accounting, Kalyani, New Delhi.

**Journals:**

1. Management Accounting
2. Chartered Accountant
3. Chartered Secretary
4. Indian Journal of Accounting
5. Chartered Financial Analyst.

**PAPER 4.6 PROJECT REPORT AND VIVA-VOCE**

**ELECTIVE GROUP B: BUSINESS FINANCE AND ACCOUNTING****PAPER 4.4 - FINANCIAL MARKETS & INSTITUTIONS**

**OBJECTIVE:** To familiarize the students with the functionality of financial markets, money market and financial institutions in India.

<b>UNITS</b>	<b>TOPICS</b>
I	Financial Markets-Nature, functions and efficiency system; financial system and economic development; Financial assets-meaning properties, types and role of financial assets; financial markets-meaning, role and types of financial intermediaries, financial innovation; overview of Indian financial system; analysis of supply and demand for funds; sectoral and inter-sectoral flows; regulation of financial markets
II	Money Market- Organization, instruments, functioning and regulations of money markets; role of RBI; Govt. treasury bills
III	Theory and Structure of Interest rates- the theory of interest rates-current and future nominal interest rates; base interest rate; yield curve and the term structure; spot and forward rates; determinants of the shape of the term structure
IV	Financial Institutions – Depository Institutions-commercial banks and industrial finances; working capital finance by commercial banks; term lending; developing credit information system; performance of Indian banking; regulatory aspect of banking.
V	Financial Institutions – Non-depository institutions-meaning, importance and growth; UTI and private sector mutual funds; insurance funds-growth and development of life and non-life insurance companies in India; regulation of insurance; pension funds-organization and working of pension funds; regulatory frame work

**SUGGESTED READINGS:**

1. Cornett M.M., & Saunders A.,: Fundamentals of Financial Management, McGraw Hill, New York.
2. Santomero. A.M., & Babbel D.C.: Financial Markets, Instruments & Institution, McGraw. Hill, New York
3. Rose & Marquis: Money and Capital Markets: Financial Institutions and Instruments in a Global Market Place.
4. Meir Kohn: Financial Institutions and Markets, Oxford University Press, New Delhi, 2007
5. Fobozzi & Modigliani: Capital Markets, Institutions and Instruments, PHI New Delhi 2006.
6. Mandura Jeff: Financial Markets and Institutions, West Publishing Company, New York.
7. Khan, M.Y: Indian Financial Markets & Institutions, TMH, New Delhi.
8. Bhole, M.K: Financial Markets & Institutions, THM, New Delhi.
9. Thygerson Kenneth J : Financial Markets & Institutions, Harper Collins, New York.
10. Mishkin, F.S., & Eakins: Financial Markets & Institutions Addison Wesley, 2000 S.C.
11. RBI Reports on Currency and Finance.
12. RBI Bulletins.

## PAPER 4.5 - INNOVATIONS IN ACCOUNTING

**OBJECTIVE:** To familiarize the students with innovating in accounting

UNITS	TOPICS
I	<b>Accounting for price level changes:</b> Limitations of conventional financial statement, inflation accounting and price accounting, methods of accounting for changing prices, CPP method, CCA method and Hybrid method, price level accounting and Indian Practices.
II	<b>Human resource accounting:</b> Need and development, concept of human resource accounting suggested methods for valuation of human resources, financial disclosure of human resources, importance and objectives against HRA, HRA practices in India.
III	<b>Corporate social accounting :</b> Limitations of conventional accounting, concept and objectives of social accounting, social responsibilities of business, social accounting measures and approaches, preparation of social income statement and balance sheet, social accounting and reporting practices in Indian context, environmental accounting- environmental concerns and need for green accounting; concept and objectives of environmental accounting, shadow pricing techniques and preparation of environmental balance sheet.
IV	<b>Accounting for intangibles:</b> Concept and importance of intangibles in corporate success, concept and objectives intangibles accounting types of intangible assets ,methods of accounting and amortization practice with reference to goodwill, patents ,etc. Brand accounting brand as strategic assists , need and importance of brand accounting ,methods of valuation of homegrown and acquired brands, brand accounting and Indian corporate practices .
V	<b>Creative accounting:</b> Concept and importance of creative accounting objections against- meaning and significance and calculation of national income.

**SUGGESTED READINGS:**

1. S.N. Maheshwari, advanced Accounting, Vol II, Vikas, New Delhi.
2. Jain and Narang , Accounting Theory , Kalyani, New Delhi.
3. Jawahar Lal and Lele, Accounting, Theory, Himalaya , Bombay.
4. R. Narasimhan, Financial Accounting: An integrated Approach. PHI, New Delhi.
5. Vithal and Sharma, Accounting for Management , Macmillan. Bangalore.
6. Kapferer J.N,. Strategic Brand Management – A New Approach to Creating and Evaluating Brand Equity, Abhinava, Delhi.
7. Estes Ralph, Corporate Social Accounting, John Willey, New York Ghosh P.K. Maheshwari G.C. AND Goyal R.N., studies in Accounting Theory Wiley Eastern Ltd., New Delhi.
8. Geidler L.J., and Geidler L.N. Social Accounting Theory, Issues and Cases Melville, Los Angeles.
9. Sujit Sikidar and Alok K. Pramanilk, Accounting and Auditing, Deep and Deep, New Delhi.
10. As: Management Accounting, Chartered Accounting, Chartered Secretary, Accounting Review, Accounting and Finance, Journal of Commerce, Harvard Business Review.

**Paper 4.6 Project Report and Viva - Voce**



## Elective Group C: Banking

### Paper 4.4 - Foreign Exchange and Risk Management

**OBJECTIVE:** To familiarize the students about the various risks involve therein.

UNITS	TOPICS
I	<b>The foreign exchange market :</b> Organisation of the foreign exchange market, the spot market, forward market, the relationship between forward rate and future spot rate. The determination of exchange rates: setting the equilibrium sport exchange rate, equilibrium approach to exchange rates, the fundamentals of central bank intervention.
II	<b>Measuring accounting exposure:</b> Alternative currency translation methods, statements of financial accounting standards NO. 8 and 52, transaction exposure, accounting practice and economic reality.
III	<b>Measuring economic exposure:</b> Managing transaction exposure, designing application hedging strategy.
IV	<b>Measuring economic exposure:</b> Foreign exchange risk and economic exposure, economic consequences of exchange rate changes, identifying economic exposure, and operational measure of exchange risk.
V	<b>Management of economic exposure:</b> An overview of operating exposure management, marketing management of exchange risk, production management of exchange risk, financial management of exchanges risk.

#### SUGGESTED READINGS:

1. Shapiro A.C., Multinational Financial Management, PHI, New Delhi.
2. Rodriguez R.M., and Carter E.E., International Financial Management, PHI, New Delhi.
3. Jan Giddy, Global Financial Markets, AITBS, New Delhi.
4. Bhole L.M., Financial Institutions and Markets, TMH, New Delhi.

5. C.Jeevanandam, Foreign Exchange, Sultan Chand and Sons, New Delhi.
6. Jain, International Financial Management, Macmillan, New Delhi.
7. Cheol Eu., International Financial Management, TMH, New Delhi.
8. Rahwade Application V., Foreign Exchange and International finance, Academy of Business Studies, New Delhi.
9. Apte P.G., International Financial Management, TMH, New Delhi.
10. Richard M.Levich, International Financial Markets, TMH, New Delhi.

#### PAPER 4.5 - FINANCIAL MANAGEMENT IN COMMERCIAL BANKS

**OBJECTIVE:** To familiarize the students about the policies and practices followed by bank in financial management, capital structure management, Asset & Liabilities management, mergers & acquisitions.

UNITS	TOPICS
I	<b>Fundamentals of financial management in Banks:</b> Meaning and objectives of financial management, role and functions of financial manager, value of the banking firm, value maximization principle market value vs. book value, implementing value maximization principle, hexagram of bank financial management, managing value and bank strategic planning.
II	<b>Bank Capital structure and financing:</b> Management of Bank's equity capital position, bank lending policies and procedures, lending and their pricing, optimal bank capital and value of the banking firm.
III	<b>Asset-liability management in banks:</b> Role and objectives of asset-liability management, two faces of AIM: accounting and economic perspectives, determining and measuring interest rates and controlling application bank's interest gap, net interest margin and its decomposition, effects of rate, volume and mix on net interest margin and revenue, interest sensitivity and gap management, building blocks of asset-liability management, measuring and evaluating bank's performance.
IV	<b>Management of bank portfolio risk:</b> Bank portfolio allocation and risk management, risk, return trade offs in banking and diversification, techniques of liquidity risk, investment portfolio risk, interest rate risk and credit risk, concept of duration and managing bank's duration gap, financial futures, options, swaps, risk arbitrage, asset portfolio diversification, off-balance sheet financing in banking and credit derivatives, liquidity and reserve management strategies.
V	<b>Bank mergers and acquisition:</b> Merger activity in banking, takeovers

	and restructuring activities, bank divestitures, managing the acquisition process, hostile takeovers in banking, hypotheses for bank mergers, cost-benefit framework for analyzing bank mergers and acquisitions, valuation models.
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**SUGGESTED READING:**

1. J.F.Sinkey, Commercial Bank Financial Management, Macmillan Publishing Co., New York.
2. I.M.Pandey, Financial Management, Vikas, New Delhi.
3. Van Horne, Financial Management and Policy, PHI, New Delhi.
4. Khan and Jain, Financial Management, TMH, New Delhi.
5. G.F.Hampton, Financial Decision making, PHI, New Delhi.
6. Pamela P. Peterson, Financial Management and Analysis, TMH, New Delhi.
7. Erich Helfert, Techniques of Financial Analysis, TMH, New Delhi.
8. Mary P. Merrill, Financial Planning in the Bank, Macmillan India, Delhi.
9. Gerhad O.Hatler, Bank Investments and Funds Management, Macmillan India, Delhi.

**Paper 4.6 Project Report and Viva - Voce**