

UNIVERSITY OF MADRAS
INSTITUTE OF DISTANCE EDUCATION
M.Com. GENERAL

Under Choice Based Credits System
(With effect from the academic year 2018-2019)

SCHEME OF EXAMINATION

SEMESTER I	SUBJECTS	CREDIT	MAX MARKS		TOTAL
COURSE COMPONENT			INT	EXT	
Core Paper - I	Advanced Corporate Accounting & Accounting Standards I	4	20	80	100
Core Paper - II	Entrepreneurship & Small Business Promotion I	4	20	80	100
Core Paper - III	Quantitative Techniques for Business Decision I	4	20	80	100
Core Paper - IV	Advanced Management Theory	4	20	80	100
Elective Paper- I	International Economics	3	20	80	100

SEMESTER II	SUBJECTS	CREDIT	MAX MARKS		TOTAL
COURSE COMPONENT			INT	EXT	
Core Paper-V	Advanced Corporate Accounting & Accounting Standards II	4	20	80	100
Core Paper-VI	Entrepreneurship & Small Business Promotion II	4	20	80	100
Core Paper-VII	Advanced Marketing	4	20	80	100
Core Paper-VIII	Quantitative Techniques for Business Decision II	4	20	80	100
Elective Paper –II	International Trade	3	20	80	100

SEMESTER III	SUBJECTS	CREDIT	MAX MARKS		TOTAL
COURSE COMPONENT			INT	EXT	
Core Paper- IX	Advanced Cost & Management Accounting	4	20	80	100
Core Paper- X	Financial Management	4	20	80	100
Core Paper-XI	Research Methodology	4	20	80	100
Core Paper-XII	Service Marketing	4	20	80	100
Elective Paper-III	International Relations	3	20	80	100

SEMESTER IV	SUBJECTS	CREDIT	MAX MARKS		TOTAL
COURSE COMPONENT			INT	EXT	
Core Paper-XIII	Human Resource Management	4	20	80	100
Core Paper - XIV	Organizational Behaviour	4	20	80	100
Core Paper - XV	Financial Markets & Services	4	20	80	100
Core Paper - XVI	Investment Analysis and Portfolio Management	4	20	80	100
Elective Paper-IV	Strategic Management	3	20	80	100

CREDITS DISTRIBUTION

		CREDITS
Core Paper	16 X 4	64
Elective	4 X 3	12
TOTAL		76

M.Com.
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SYLLABUS

SEMESTER - I

Core Paper - I: Advanced Corporate Accounting and Accounting Standards -I

Objectives

1. To impart knowledge on corporate accounting methods and procedures
2. To develop skills in the preparation of accounting statements and in their analysis

Unit I - Advanced problems in share capital issues and debenture issue transaction-underwriting – buy- back of shares by companies.

Unit II - Valuation of goodwill and shares – Principles of valuation of fixed and current assets – valuation of business.

Unit III - Acquisition, Amalgamation, absorption and reconstruction (internal and external) schemes – Statements for liquidation of companies.

Unit IV - Consolidated final statement of Holding companies and subsidiary companies – intercompany holdings and Owings -treatment of dividends.

Unit V - Accounting systems of banking and insurance companies – preparation of final statement of accounts.

Note: The proportion between theory oriented and problem oriented questions in the University examination shall be 20:80

Book References

1. M.C. Shukla and T. S. Grewal, Advanced Accounts, New Delhi, S. Chand and Co.
- 2 R.L. Gupta and M. Radhaswamy, Advanced Accounts, New Delhi, Sultan Chand
- 3 S.P. Jain and K.L. Narang, Advanced Accounts, Ludhiana, Kalyani Publishers
- 4 T S Reddy, et.al. Corporate Accounting, Chennai, Margam Publication

Core Paper II – Entrepreneurship and Small Business Promotion - I

Objectives

1. To develop knowledge on procedure for promoting an enterprise.
2. To inculcate and develop various competencies required for successful entrepreneurs.
3. To develop entrepreneurial spirit among the commerce students.

Unit I - The Concept of entrepreneurship - entrepreneurial culture and - establishing entrepreneurial system - idea processing, personnel, financial information and intelligence - rewards and motivation - concept bank -Role of industrial fairs.

Unit II - Theories of entrepreneurship - entrepreneurial traits - types of entrepreneurs - behavioral pattern of entrepreneurs - entrepreneurial motivation.

Unit III - Search for a business idea - sources and selection - project classification and identification - constraints -features of ancillary units -consumer products.

Unit IV - Appraisal of project proposals - feasibility prospects - project objectives, design, assessment of technical, economic, financial and marketing aspects - format to report

Unit V - Project management techniques - net work analysis - activity performance, time schedules - factory design -design requirements –factory Act provision .

Book References

- 1 Hans Schollhammer and Arthur H.Kuniloff, Entrepreneurship and Small Business Management, John Wiley.
- 2 Kuratko, Entrepreneurship : A Contemporary Approach, Thomson Learning, 2001.
- 3 Thomas Zimmerer et.al., Essentials of Entrepreneurship and small business Management 3rd Ed. Pearson Education, 2002.
- 4 Greene, Entrepreneurship: Ideas in Action, Thomson Learning, Mumbai, 2000
- 5 Jeffry Timmons, New Ventrure creation, McGraw Hill, 1999.
- 6 Gupta and Smivasan, Entrepreneurial Development, New Delhi, Sultan Chand, 1992

Core Paper -III: Quantitative Techniques for Business Decisions – I

Objectives

1. To develop knowledge on the application of statistical tools in decision making in the business.
2. To know the procedure and logic in the application of statistical tools in carrying out the research.

Unit I-Theory of probability – probability rules- Baye’s theorem- probability distribution- Binomial, Poisson and Normal.

Unit II-Statistical decision theory- Decision environment- decision making under certainty and uncertainty and risk conditions- EMV, EOL and marginal analysis- value of perfect information- decision tree analysis- simulation and sensitivity analysis.

Unit III-Sampling theory, meaning of sampling-random sampling- characteristics of random sampling method- non random sampling methods and their uses- determining sample size- sampling error and standard error.

Unit IV-Sampling distribution – features- central limit theorem- uses of Sampling distribution Estimation- estimating population parameters- point and interval estimates- estimating proportion, percentage and mean of population from large sample and small sample.

Unit V-Testing of hypotheses- testing of proportions and means of large samples through small samples- one tailed and two tailed tests- testing differences between two samples for mean and proportions- errors in hypothesis testing.

Reference Books

1. Richard I. Levin and David S. Rubin, Statistics for Management, Prentics Hall of India
2. S.P.Gupta, Statistical Methods, Sultan Chand, New Delhi
3. Sanchetti and Kapoor, Statistics, Sultan Chand, New Delhi, 1992
4. Joseph F Hair, Rolph E. Anderson, Ronald L. Tathern & William C Black, Multivariate Data Analysis, Pearson Education, New Delhi, 2003.
5. Richard A. Johnson and Dean W. Wichern, Applied Multivariate Statistical Analysis, Prentice Hall of India, 2001.
6. Kanthi Swaroop and P.K. Gupta, Operations Research, S. Chand & Co, New Delhi, 2001.
7. Agarwal N.P., Operations Research, Ramesh Book Dept., 2004.
8. Anand Sharma, Quantitative Techniques for Decision making, Himalya Pub., New Delhi, 2002.

Core Paper –IV: Advanced Management Theory

Objectives

1. To explain the latest development in the field of management.
2. To know the emerging issues in the global environment management.
3. To educate the importance of quality in the management.

Unit I

Managing in 21 st century -Global environment - Cultural and ethical environment - Managing for quality -Japanese Management.

Unit II

Strategic Management and Learning organizations - Decision making and creativity.

Unit III

TQM -what is TQM -ISO 9000 Overview -Importance steps in ISO Registration - ISO in Indian companies.

Unit IV

Business process reengineering -Managing -need, responsibility and implementation of BPR limitations, BPR in Indian Industry.

Unit V

Information Technology and its impact on management -Indian contribution to the Management thought Vedic management concepts -Bhagavat Gita- Tirukkural- contemporary issues -women in management.

Book References

1. Stephen Robbins, Management 7th Ed Pearson Education, New Delhi, 2002.
2. Gary Dressler, Management Prentice Hall (Pearson Education) 2001
3. Doede Keuning, Management A Contemporary Approach Prentice Hall (Pearson Education) 1998.
4. Gregory Bounds, Beyond Total Quality Management, McGraw -Hill, 1994.
5. Luis Gomez -Meijia et.al. Management, McGraw Hill-2001

Elective – I: International Economics**Objectives**

1. To offer knowledge and expertise in the International business.
2. To discuss various theories on international trade
3. To get exposure on the functioning of various international bodies.

UNIT I - International Trade – Importance of International Trade , Theories of Foreign Trade – Theories of Adam Smith, Ricardo, Haberler’s Hechsher – Ohlin.

UNIT II - Balance of Trade, Balance of Payment – Concepts – Causes of Disequilibrium – Fixed and Floating Exchange Rates – Euro-Dollar Marketing (An overview)

UNIT III - Export Management – Export procedure and Documents – Export Finance – Export Promotion – Export pricing.

UNIT IV - International Economic Organizations and its Functions, IMF, IDA , IFA, IBRD , ADB , UNCTAD , UNIDO

UNIT V - WTO and Trade Liberalization – Liberalization of Trade in Manufacturing and in Agricultural Trade – TRIPS , TRIMS – Indian Patent Law.

REFERENCE BOOKS

1. International Trade and Export Management - Francis Cherunilam.
2. International Economics – K.R. Gupta.

3. International Economics (Theory and Policy) – Paul R. Krugam and Maurice Obstfeld.
4. International Economics – Robert J. Carbaugh
5. International Economics – H.G. Mannur.

SEMESTER II

Core paper – V: Advanced Corporate Accounting and Accounting Standards-II

Objectives

1. To impart knowledge on corporate accounting methods and procedures
2. To develop skills in the preparation of accounting statements and in their analysis

Unit I - Accounting for price level changes – social responsibility accounting – human resource accounting

Unit II - Financial reporting and disclosure practices – corporate governance – norms of SEBI (relating to information disclosure in annual reports) – audit committee constitution and functions

Unit III - Basic postulates of accounting theory and generally accepted accounting principles and practices recommended by the ICAI.

Unit IV - Accounting standards issues by ICAI – mandatory and non mandatory Accounting Standards – compliance by companies in India

Unit V - Professional chartered accountants – their functions and services – code of conduct – professional ethics

Note: The proportion between theory oriented and problem oriented questions in the University examination shall be 20:80

Book References

1. M.C. Shukla and T. S. Grewal, Advanced Accounts, New Delhi, S. Chand and Co.
- 2 R.L. Gupta and M. Radhaswamy, Advanced Accounts, New Delhi, Sultan Chand
- 3 S.P. Jain and K.L. Narang, Advanced Accounts, Ludhiana, Kalyani Publishers
- 4 T S Reddy, et.al., Corporate Accounting, Chennai, Margam Publication

Core Paper VI: Entrepreneurship and Small Business Promotion - II

Objectives

1. To develop knowledge on procedure for promoting an enterprise.
2. To inculcate and develop various competencies required for successful entrepreneurs.
3. To develop entrepreneurial spirit among the commerce students.

Unit I - Financial analysis –cost of capital - operating cost - cost estimation - budgeting under uncertainty - risk and inflationary conditions – Pro forma profit and loss accounts and balance sheet -cash flow statement -social cost benefit analysis.

Unit II - Sources of project finance - credit facilities –types of credit available - evaluation of loan proposals by financial institutions –leasing arrangement – evaluation of lease proposal.

Unit III - Marketing channel - selecting channel members - setting quality standards - recruitment strategies – outsourcing options.

Unit IV – Support system for entrepreneurship development - entrepreneurship development programmes in India –training institutions – institutions provided technical, financial marketing assistance – role of consultancy organisation.

Unit V – Procedure for setting a small industry - selection of type of organization –SSI registration – registration and licensing requirements for tax – CST excise duty - Power supply – incentives and subsidies – to SSI by state and central government - exploring export possibilities -import of capital goods and raw materials.

Book References

- 1 Hans Schollhammer and Arthur H.Kuniloff, Entrepreneurship and Small Business Management, John Wiley.
- 2 Kuratko, Entrepreneurship : A Contemporary Approach, Thomson Learning, 2001.
- 3 Thomas Zimmerer et.al., Essentials of Entrepreneurship and small business Management 3rd Ed. Pearson Education, 2002.
- 4 Greene, Entrepreneurship: Ideas in Action, Thomson Learning, Mumbai, 2000
- 5 Jeffry Timmons, New Venture creation, McGraw Hill, 1999.
- 6 Gupta and Smivasan, Entrepreneurial Development, New Delhi, Sultan Chand, 1992

Core paper VII – ADVANCED MARKETING

Objectives

1. To offer knowledge and expertise in the marketing functions of business.
2. To provide exposure on marketing practices of business firms.
3. To develop marketing skills and techniques to the students.

Unit I - Marketing- concepts -types -products marketing, securities marketing, services marketing etc. - marketing segmentation and targeting -marketing environment.

Unit II - Products -meaning and classification -product planning and development -product life cycle - product mix Vs. Marketing Mix -product line strategies -branding, packaging grading, standardization, labeling.

Unit III - Product pricing -price determination -pricing policies, strategies and techniques - distribution channels- sales promotion techniques and methods -salesmanship and advertising.

Unit IV - Distribution cost analysis -break up of distribution cost, -marketing risks -control and management -direct marketing -maxi marketing model, Marketing finance -sources -sale on open account -bank credit, factor accounts receivable, financing -alternative methods - financing of internal marketing and external marketing.

Unit V - Marketing ethics -Consumer Protection Act -state level councils - RTPs and UFTs under MRTP Act -legal provisions to prevent adulteration, underweight, substandard etc.

Book References

- 1 Stanton W.J. et. al., -Fundamentals of Marketing, McGraw Hill, New York, 1991.
- 2 Philip Kotler, Marketing Management -11 th Ed. New Delhi, Pearson Education, 2002.
- 3 Ramaswami and Namakumari -Marketing Management in Indian Context, Tata McGraw Hill, New Delhi, 1994.

Core Paper VIII- Quantitative Techniques for Business Decisions II

Objectives

1. To develop knowledge on the application of statistical tools in decision making in the business.
2. To know the procedure and logic in the application of statistical tools in carrying out the research.

Unit I - Chi square distribution – characteristics – applications – tests of independence and tests of goodness of fit – test of association – F distribution – testing of population variance – one way and two way analysis

Unit II - Correlation and regression analysis – simple, partial and multiple correlation – computation methods – simple, partial and multiple regressions – computation methods – estimating values using regression equation – standard error of estimate – testing significance of correlation and regression coefficients – interpreting correlation – explained variation and unexplained variation – coefficient of determination

Unit III - Multivariate analysis – factor, cluster and discriminant analysis – software packages for analysis –SPSS features

Unit IV - OR Models – their characteristics and limitations – linear programming – graphic and simple methods – maximization and minimization – transportation and assignment models

Unit V - Waiting line theory - characteristics of single line channel – game theory – pure game - saddle point – mixed strategy – value of the game

Reference Books

1. Richard I. Levin and David S. Rubin, Statistics for Management, Prentics Hall of India
2. S.P.Gupta, Statistical Methods, Sultan Chand, New Delhi
3. Sanchetti and Kapoor, Statistics, Sultan Chand, New Delhi, 1992
4. Joseph F Hair, Rolph E. Anderson, Ronald L. Tathern & William C Black, Multivariate Data Analysis, Pearson Education, New Delhi, 2003.
5. Richard A. Johnson and Dean W. Wichern, Applied Multivariate Statistical Analysis, Prentice Hall of India, 2001.
6. Kanthi Swaroop and P.K. Gupta, Operations Research, S. Chand & Co, New Delhi, 2001.
7. Agarwal N.P., Operations Research, Ramesh Book Dept., 2004.
8. Anand Sharma, Quantitative Techniques for Decision making, Himalya Pub.

Elective II: International Trade

Objectives

1. To provide an overview of functioning of global business and foreign transactions
2. To provide exposure to the students on various issues concerned with import and export
3. To know international trade policies of India

Unit I - World Economy -Global Interdependence -Multinational Banks & Insurance - Policies & Nationalism, International Marketing & Law -Balance of Trade -Balance of Payments -Globalization and market effects of Tariffs and Quotas.

Unit II - Identification of export markets -Organizing for Exports -entry conditions -Pricing - Export promotion councils -commodity boards -Registration procedures -types of exporters - Export cargo insurance

Unit III - International tendering & subcontracting -product development & on export pricing -sale and payment terms in a trade contract -settlement of trade disputes -protection against risk in foreign trade -role of ECGC -various guarantee schemes of ECGC -Financing foreign trade.

Unit IV - India's Trade Policies -Trade policies in the context of WTO -Export-Import Procedures Documentation.

Unit V - India's foreign trade -trends -balance of payments crisis and solutions -Liberalisation in the 1990's -trade policy package -policy on foreign direct investments -fiscal aspects - rupee convertibility.

Book References

- 1 Varshney R.L, & Bhattacharya B., International Marketing Management, New Delhi, Sultan Chand, 2001.
- 2 Kripalani, V.H., International Marketing, New Delhi, Prentice Hall.
- 3 Verghese S.K., Foreign Exchange & Financing of Foreign Trade, New Delhi, Vikas.

SEMESTER - III

Core Paper IX- ADVANCED COST AND MANAGEMENT ACCOUNTING

Objectives

1. To impart knowledge on cost and management accounting techniques.
2. To develop the skills of students in the preparation of cost and management accounting statements.
3. To develop analytical skills of students in the study of advanced cost and management accounting statements.

Unit I

Installation of costing system -records required to be maintained under the Companies Act - management control and information system -cost reduction and cost control techniques - control over wastages, scrap, spoilage and defectives.

Unit II

Costing methods -product costing -process costing -treatment of equivalent units -inter - process profit- JIT costing -Activity based costing.

Unit III

Budgets and Budgeting control- Flexible Budgets, Zero Base Budgets.

Unit IV

Cost Volume Profit Analysis -decision making -make or buy, own or lease, repair or renovate, changes V s. Status quo, sell or scrap, export V s. local sales, shut down or continue. Responsibility Accounting and Transfer Pricing - Measurement of Segment Performance.

Unit V

Financial Statement analysis -Ratio analysis -Funds / Cash flow statement.

Note: The proportion between theory and problems shall be 20:80

References

- 1 Horngren C. T. 11 th Ed, Cost Accounting -A Managerial Emphasis, New Delhi, Pearson Education, 2002.
- 2 Kaplan, Advanced Management Accounting, 3rd Ed. Pearson Education, New Delhi, 2002
- 3 Polimeni, et. at. Cost Accounting: Concepts and Applications for Managerial Decision Making, New York, McGrawHill, 1991.
- 4 Choudhary Anu Prasad Roy & Amitava Bhattacharya, Cost and Management Accountancy: Methods and Techniques, Calcutta, New Central Book Agency, 1991.
- 5 T.S. Reddy and Y.H. Reddy, Cost and Management Accounting, Margam Publications, Chennai, 2002.

Core Paper X: FINANCIAL MANAGEMENT

Objectives

1. To impart knowledge on the fundamentals of finance function in business.
2. To enhance the knowledge of the students in the identification of correct source of finance
3. To develop skills in financial analysis and decision making.

Unit I

Functions of manager – methods and sources of raising finance – sources of short term and long term finance – critical appraisal of different securities and bonds as source of finance – equity shares – convertible and non-convertible debentures – preferred stock.

Objectives / goals of finance function -financing decisions -investment decision -importance of financial planning -problems in financial forecasting

Unit II

Capital Structure decisions -Traditional and MM approaches -current views -determinants - capital structure- overtrading-over and under capitalization -leverage analysis EBIT -EPS analysis.

Unit III

Cost of capital measurement WACC-MCC and value of the firm -factors influencing dividend policy of firm -dividend relevancy -company law provisions on dividend payment.

Unit IV

Investment decisions -risk -required rate of return -estimating cash flows -present value of cash flows -evaluation of alternative investment proposals -sensitivity analysis -simulation - decision making under conditions of risk and uncertainty -inflation and investment decisions.

Unit V

Working capital management -working capital cycle -forecasting of working capital requirement - factors influencing working capital- different components -inventory -cash - receivables -credit policies –collection policies.

Note

The proportion between theory oriented and problem oriented questions in the University Examination shall be 60:40.

References

- 1 Van Horne J. Financial Management & Policy Pearsori Education, Delhi 2002.
- 2 Brealey and Myers, Principles of Corporate Finance, New York, McGraw Hill, 1990.
- 3 West on and Brigham, Managerial Finance, New York, Holt Rinehart, 1989.
- 4 I.M. Pandey, Financial Management, New Delhi, Vikas,1990
- 5 Babatosh Banerjee, Financial Policy and Management Accounting, Calcutta, The World Press, 1991
- 6 Prasanna Chandra, Financial Mangement Theory and Practice, New Delhi, TMH 2002

Core Paper XI - RESEARCH METHODOLOGY

Objectives

1. To provide knowledge on research methods, techniques and the process.
2. To develop skills in the application of research methods for business problem solving.
3. To motivate the students to carry out research in the field of commerce and management.

Unit I

Research -Meaning and purpose -types of research -Pure and applied, survey, case study experimental, exploratory -Research Design -Steps in selection and formulation of research problem - steps in research -review of literature.

Unit II

Formulation of Hypothesis- Types, sources -Testing -sampling techniques- sampling error and sample size.

Unit III

Methods of data collection -Primary and secondary data -observation -interview - questionnaire -construction of tools for data collection -testing validity and reliability -pilot study and pre-testing.

Unit IV

Processing and analysis of data -editing -coding -transcription- tabulation -outline of statistical analysis -descriptive statistics -elements of processing through computers - packages for analysis.

Unit V

Report writing -target audience -types of reports -contents of reports - styles and conventions in reporting -steps in drafting a report.

References

- 1 William C Emory, Business Research Methods, Richard D Irwin, NJ,
- 2 Donald R Cooper, Business Research Methods 7th Ed, McGraw Hill, 2001
- 3 Krishnaswami OR, Methodology of Research for Social Science, Himalaya, Mumbai, 2001.
- 4 Anderson J. et.al, Thesis and Assignment writing, Wiley Eastern

Core Paper XII - SERVICES MARKETING

Objectives

1. To provide specialized knowledge on marketing skills for service sector.
2. To expose students to the latest marketing practices in the service sector.
3. To make the students understand the importance of service marketing

Unit I

Nature and classification of services - Characteristics of services and their marketing implications.

Unit II

Marketing strategies for service firms - with special reference to information, communication, consultancy, advertising, professional services, after - sales service, recruitment, training and tourism.

Unit III

Product support services - pricing of services - problems of quality - innovations in services.

Unit IV

Marketing of financial services – nature - types - marketing of insurance - mutual fund - marketing for non-profit firms.

Unit V

CRM & Relationship Marketing -Customer Satisfaction

References

- 1 Christopher Lovelock, Services Marketing, 4th Ed, Pearson Education, 2002.
- 2 EG Bateson, Managing Services Marketing -Text and Readings, Dryden Press, Hinsdale Ill, 1989
- 3 Philip 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 Helen Wood Ruffe, Services Marketing, Macmillan India, New Delhi, 2002.
- 6 Mary Ann Pezzallo, Marketing Financial Services, Macmillan, 2002

Elective – III: INTERNATIONAL RELATIONS

Objectives

1. To give exposure to the students on international relations
2. To know the functions of various international organizations

UNIT I

Meaning, nature and Scope of International Relations - Approaches of International Relations - National Power and National Interest - Diplomacy

UNIT II

International morality – Protection of civilian population during war – Protection of prisoners of war and disabled soldiers – North south relations – Responsibility of rich national towards poor national – Challenges and Responses in the inter dependent world – North – South divide.

UNIT III

The Foreign Policy of India during Nehru Era – Post Cold War Era and the changing scenario – India and USA. India and Russia – India and European Community – India and Central Asia – India and the Persian Gulf and west Asia – India and her neighbours : India and Pakistan – India and Bangladesh – India and Sri Lanka – India and her neighbours India and China – India and Nepal – India and Bhutan.

UNIT IV

The nature and evolution of international organisations – World War I – league of Nations – World war II – Background and birth of UNO – Atlantic charter - Sanfransisco conference – Adoption of UN Charter - Aims and Principles of UNO – The structure UNO : The General Assembly – Powers and functions – Security council – Compositions, Powers and functions – Veto power – Committees.

UNIT V

The Economic and Social Council - Composition Powers and functions - the Trusteeship council - International Court of Justice - International Law - Secretariat - Secretary General - Specialized agencies - International Labour organisations - food and Agricultural Organisations - UNESCO - World Bank - IMG - WHO - UNICEF.

Books Recommended for Study

1. H.J. Morganthau, Politics among nations, Scentific Book Agency, Calcutta.
2. A. Vandana, Theory of International Politics, Vikas Publishing House.
3. Mahindra Kumar, Theoretical aspects of International politics – Shivalal Agarwal.
4. S.J.R. Bilgrami, International Organisations. Vikas Publishing House.
5. A.L. Bennett, International Organisations : Principles and Issues, Prentice Hall.
6. S.S. Goodspeed, The Nature and Functions of International Organisations, OUP

SEMESTER - IV

Core Paper XIII - HUMAN RESOURCE MANAGEMENT

Objectives

1. To provide knowledge on understanding managing human resources in organizations.
2. To offer exposure on human resources practices in the modern organizations.
3. To develop motivation skills among the students in the motivation of employees in the organizations.

Unit I

Humans and other physical resources -emphasis on the development of the human potential- Implications of Behavioural Science theories to HRM -Link between organization planning and HR planning.

Unit II

Acquisitions and maintenance of personnel- Recruiting and selection process- duties- orientation. Maintenance of personnel- Motivation for increased productivity- Q. W.L.

Unit III

Reward and compensation system -Grievance procedure -conflict -process -stress Vs challenge -sources -resolution.

Unit IV

Performance Appraisal- Basic consideration -Components - Methods -problem in assessment prevention.

Unit V

Human development, training- identifying needs -Designing training programme- Evaluation of training programme -methods of training- placement and management -organisational changes -change agents.

References

- 1 Dressler, Human Resource Management, 8th Ed. Pearson Education, 2002
- 2 De Genzo and Ro~bins, Personnel/Human Resource Management, Prentice Hall of India, 1998.
- 3 S.K.Chakraborty, Values and Ethics for Organisations, Oxford University Press;1999
- 4 Aswathappa, Human Resrouce and Personnel Mal18iement, Tata McGraw Hill, New Delhi, 2002.

Core Paper XIV - ORGANISATIONAL BEHAVIOUR

Objectives

1. To develop an understanding of the human psychology in the organization.
2. To sensitize students in managing human relations and on developing the labour productivity.
3. To develop conceptual skills among the students to understand the dynamics of organization.

Unit I

Introduction to Organisational Behaviour -Foundations of individual Behaviour -Personality, Perception, Learning, Values and Attitudes,

Unit II

Motivation -Early theories, Contemporary theories -Motivation at work -Designing and Motivating for jobs.

Unit III

Group dynamics -Group Behaviour, Communication and Group Decision making, inter group relations.

Unit IV

Leadership -Trait, behavioural and contingency theories; Power and Politics: Transactional Analysis (T.A.): Work stress.

Unit V

Organisational structure and Design: Organisational changes and development: Organisational Culture and Climate.

Organisational conflict: causes, types of conflict, Management conflict.

References

- 1 Stephen Robbins, Organizational Behavior, 9th Ed, Pearson Education, 2001
- 2 Fred Luthans, Organisational Behavior, McGraw Hill, 1998.
- 3 Wagner, Organizational Behaviour, Thomson Learning, 2002

Core Paper XV- FINANCIAL MARKETS AND SERVICES**Objectives**

1. To impart knowledge on the characteristics and functions of financial markets and services.
2. To expose students to the contemporary developments in financial markets and services.

Unit I

An overview of Financial Markets -Legal and Regulatory framework -Financial sector Reforms -SEBI --SCRA- Various segments of financial markets -Money markets -Structure -Characteristics -Players -instruments -Interest rates determination.

Unit II

Capital Market -Structure -characteristics -primary, secondary markets -Market intermediaries stock brokers, underwriters -Depositories credit rating agencies .

Unit III

Stock market system -trading listing regulation of stock market operations -Market efficiency -NSE- OTC, On-line trading system- SEBI guidelines for capital issues -pricing -insider trading - investor protection.

Unit IV

Derivative markets -options and futures -Trading system -pricing derivatives -Risk hedging through derivative -Derivative market in India- its regulation.

Unit V

Financial services- Overview, Merchant Banking -Leasing, factoring, and securitization - Venture Capital financing, mutual funds.

References

- 1 Fabozzi, Foundations of Financial Markets and Institutions 3rd Ed. Pearson Education, New Delhi, 2002.
- 2 H. R. Machi raju, Indian Financial System, 2nd Ed, Vikas 2002
- 3 Bhole, Financial Institutions and Markets, TMH, 2002,
- 4 M.Y. Khan, Financial Services, TMH, 2001

Core Paper XVI- Investment Analysis and Portfolio Management

Objectives

1. To provide knowledge on basics of investment management.
2. To develop skill for investment analysis and portfolio building.

UNIT -I : Nature and scope of investment management -investment objectives, constraints - factors – investment process -investment management and portfolio management -factors for investment analysis -impact of economic analysis -impact of industrial analysis role of capital markets. Understanding the investment environment -sources of investment information

UNIT II: Approaches to security analysis- market indicators -security price movements - fundamental analysis -technical-analysis -Dow theory -Random walk theory -efficient market hypothesis -various forms of market efficiency and their implications to security analysis- technical analysis Vs. efficient markets hypothesis -common stock analysis -economic analysis -economic indicators -industry analysis.

UNIT III: Company analysis components -non financial aspects -financial analysis -financial statement - analysis of prospectus -ratio analysis -BPS, dividend yield -payout ratio -ROI, ROCI -Risk return - market risk -interest rate risk -purchasing power risk -business risk - financial risk -measurement of risk.

UNIT IV: Portfolio theory and management - -meaning and objectives, traditional and modern portfolio theory. Diversification- Markowitz's approach -portfolio management process-portfolio planning- portfolio analysis-portfolio selection -portfolio evaluation - portfolio revision

UNIT V: Capital market theory -assumptions -risk, investors preference -capital asset pricing model (CAPM) -estimating Betas -significance of betas in portfolio theory -securities market line arbitrage pricing theory- options pricing model-put and call- valuation of various options -futures trading -hedging and forward contracts -Indian stock market and the institutional investors.

Note

The proportion between theory and problems shall be 60: 40

REFERENCES

- 1 Prasanna Chandra, Managing Investments, New Delhi, Tata Mcgraw Hill, 1999

- 2 Elton, Edwin J & Gruber Martin J, Modern Portfolio Theory & Investment Analysis, Wiley & Sons, 1999.
- 3 Sidney Cottle, Graham & Dodd's, Security Analysis, Tata McGraw Hill, 1989.
- 4 D. Fisher & RJ Jordan, Security Analysis & Portfolio Management, Prentice Hall of India, 1999.
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Elective IV – Strategic Management

Objectives

1. To develop an understanding on strategy formulation and implementation in business operations.
2. To know the significance of strategic management in the global competitive market

UNIT- I

Strategic Management process an over view -Developing a strategic vision & Mission - Setting objectives and creating a strategy.

UNIT- II

Environment Scanning and analysis -Industry competition analysis--Evaluating company resources and competitive capabilities

UNIT- III

Analysis of strategies & choice - operationalising and implementing strategies -Ranking Resource strategies and organizational capabilities

UNIT- IV

Strategies for competing in global markets -strategies of MNCs companies. - Strategies of Diversified companies.

UNIT - V

Leadership and Culture -Integration of structure -Leadership and corporate culture for effective strategies.

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