

### SEMESTER-III

#### SESSION 2018-2019

### SEMESTER-III

<b>CORE PAPER</b>	External	Internal Assessment	Credit
MC 301 Strategic Cost Management	70	30	5
MC 302 Stock Market Operations	70	30	5
MC 303 Corporate Tax Planning	70	30	5
MC 304 Marketing Management	70	30	5

### ELECTIVE PAPER(ANY ONE GROUP)

#### GROUP-I : ACCOUNTING & FINANCE

MC 305(i) Management of Financial Services	70	30	5
MC 305 (ii) Advanced Auditing	70	30	5

#### GROUP-II : BUSINESS STUDIES

MC 305 (iii) Operations Research	70	30	5
MC 305 (iv) International Trade and Environment	70	30	5

### FOURTH SEMESTER

<b><u>CORE PAPER</u></b>	External	Internal Assessment	Credit
MC 401 Human Resource Management	70	30	5
MC 402 Security Analysis and Portfolio Management	70	30	5
MC 403 International Finance	70	30	5
MC 404 Banking and Insurance Services	70	30	5
MC 405 Viva-Voce*	50		

### ELECTIVE PAPER(ANY ONE GROUP)

#### GROUP-I : ACCOUNTING & FINANCE

MC 406(i) Fund Management in Commercial Banks	70	30	5
MC 406(ii) Financial derivatives	70	30	5

#### GROUP-II : BUSINESS STUDIES

MC 406(iii) Strategic Management	70	30	5
MC 406(iv) Production And Materials Management	70	30	5

\* Viva-Voce based on the entire syllabus will be conducted by the External Examiner.

## SESSION 2018-2019

### MC 301: STRATEGIC COST MANAGEMENT

No. of Lectures: 60

Time Allowed: 3 Hrs.

M.M:100

Internal Assessment: 30 Marks

External: 70 Marks

Credit : 5

#### UNIT-I

Traditional & Modern Costing System: Cost Management System; Concept, Factors Affecting Cost Management, Cost Assignment; Direct tracing, Driver Tracing, and Allocation. Strategic Cost Management (SCM): Concept and Philosophy, Key elements in SCM, Value Chain Analysis, Strategic Positioning and Cost Driver Analysis.

Contemporary Cost Management: Activity Based Costing; Concept, rationale, issues, limitations, Activity Cost behaviour. Design and Implementation of Activity Based Costing Activity Based Management and Activity Based Budgeting.

#### UNIT-II

Target costing, Life cycle costing, Kaizen Costing, Back Flush Costing. Cost management and Performance Evaluation, Evaluation criterion; ROA, EVA and MVA; Performance measurement systems: The Balanced Scorecard; Strategic Based Control; concept, process and implementation of Balanced Scorecard, Challenges in implementation of Balanced Scorecard. Transfer pricing and Divisional Performance, Transfer pricing in International Business.

Productivity measurement and control; Productivity efficiency, Partial and total productivity measurement, Measuring changes in Activity and Process efficiency, Quality cost management and reporting.

#### INSTRUCTIONS FOR PAPER SETTER/EXAMINERS

The question paper will consist of three sections. Section A will consist of 12 short answer type questions covering entire syllabus and candidates are required to attempt any 10 questions. Each question will carry 3 marks. Section B and C (consist of unit I and II of the syllabus respectively) will have four questions each from respective units and candidates are required to attempt two questions each from section B and C. Each question in section B and C shall carry 10 marks.

#### Recommended Readings:

1. Strategic Cost Management, Henson and Mowen, Thomson Learning.
2. Cost Management by Saxena and Vashisht, Sultan Chand & Sons.
3. Cost Accounting : Planning and Control, Usry and Hammer, Cincinnati : South-Western Pub. Co.
4. Cost Accounting, Jain , Narang., Kalyani Publishers.

## SESSION 2018-2019

### MC 302 :STOCK MARKET OPERATIONS

No. of Lectures: 60

Time Allowed: 3 Hrs.

M.M:100

Internal Assessment: 30 Marks

External : 70 Marks

Credit : 5

#### UNIT-I

Indian Stock Markets: Introduction, Evolution and Growth of Stock markets in India, Functions of Stock Exchange, Intermediaries in the secondary market, Secondary Market Mechanism. An overview of Major Stock Exchanges in India – N.S.E., B.S.E. and O.T.C.E.I.

Stock Market Indexes: Concept, types, Brief overview of BSE SENSEX and S&P CNX Nifty. Legal Framework for Stock Exchanges: The Securities Exchange Board of India Act 1992 – Definition, Powers and Functions of SEBI, SEBI (Stock Brokers and Sub Brokers) Rules and Regulations, 1992, NSE Rules, Regulations and Byelaws, NSCCL Rules, Regulations and Byelaws.

#### UNIT-II

Trading Mechanism at Stock Exchanges: Introduction, Market Types, Market Phases, Order Management, Trade Management. Clearing and Settlement: Introduction - Transaction Cycle, Settlement Process, Settlement Agencies, Risks in Settlement, Settlement Cycle, Securities & Funds Settlement, Shortages Handling, Risk Containment, Dematerialisation And Electronic Transfer of Securities, Investor Protection Fund.

Depository Operations: Introduction to Depository System, Definition of Depository and Depository Participant, Salient features of Depository Act 1996, Benefits of depository system. Future Market Operations: Introduction to Futures (Stock Futures and Index Futures) and Options (Stock options and Index options).

#### INSTRUCTIONS FOR PAPER SETTER/EXAMINERS

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#### Recommended Readings:

1. Modules of (workbooks) National Stock Exchange of India Limited.
2. Outlines of Indian Capital market by H.S. Sidhu (Ludhiana Stock Exchange)
3. The Working of Stock Exchanges In India by H.R. Machiraju, New Age.
4. Merchant banking and Financial Services by Dr. S. Gurusamy, McGraw Hill Education.

**SESSION 2018-2019**  
**MC 303: CORPORATE TAX PLANNING**

No. of Lectures: 60  
Time Allowed: 3 Hrs.

M.M:100  
Internal Assessment: 30 Marks  
External: 70 Marks  
Credit : 5

**UNIT-I**

Introduction to Tax Management: Concept of tax planning; Tax avoidance and tax evasions; Methods of tax planning; justification of tax.

Tax Planning for New Business: Tax planning with reference to location, nature and form of organization of new business.

Special Tax Provisions: Tax provisions relating to free trade zones, infrastructure sector and backward areas; Tax incentives for exporters.

Tax issues Relating to Amalgamation: Tax Planning with reference to amalgamation and demerger of companies.

**UNIT-II**

Tax Planning and Financial Management Decisions: Tax planning relating to capital structure decision, dividend policy, inter-corporate dividends and bonus shares.

Tax Planning and Managerial Decisions: Tax planning in respect of own or lease, sale of assets used for scientific research, make or buy decisions; Repair, replace, renewal or renovation and shutdown or continue decisions.

Tax planning and compensations package; Double taxation avoidance agreements; tax planning and non-residents; Tax-payment: Tax deductions and collection at source, Advance Payment of tax.

**INSTRUCTIONS FOR PAPER SETTER/EXAMINERS**

The question paper will consist of three sections. Section A will consist of 12 short answer type questions covering entire syllabus and candidates are required to attempt any 10 questions. Each question will carry 3 marks. Section B and C (consist of unit I and II of the syllabus respectively) will have four questions each from respective units and candidates are required to attempt two questions each from section B and C. Each question in section B and C shall carry 10 marks.

**Recommended Readings:**

1. Girish Ahuja , Corporate Tax Planning. CCH India.
2. R.N.Lakhotia, Corporate Tax Planning. Vision books Pvt. Ltd.
3. H.P. Ranina, Corporate Tax Planning. Arihant Publishers.
4. V.K.Singhania, Direct Taxes, Taxman Publishers.

**SESSION 2018-2019**  
**MC 304: MARKETING MANAGEMENT**

No. of Lectures: 60	M.M:100
Time Allowed: 3 Hrs.	Internal Assessment: 30 Marks
	External : 70 Marks
	Credit : 5

**UNIT-I**

Marketing: Meaning, importance, scope and various concepts, Tasks of marketing manager under different demand situations, marketing environment.

Consumer Behaviour: Meaning, importance, major factors influencing buyer behaviour, various stages of the buying decisions process; Business buying behaviour.

Identifying market segments and selecting target markets.

Product Decisions: concept of a product, classification of products, major product decisions, product line and product mix; Branding; Packaging and labelling; Product life-cycle-strategic implications; New product development and consumer adoption process.

Pricing Decisions: Factors affecting price determination; Pricing policies and strategies; Discounts and rebates.

**UNIT-II**

Physical Distribution Decisions: Nature, functions and types of distribution channels, Channel management decisions, retailing and wholesaling.

Promotion Decisions: Communication process; Promotion mix: advertising, personal selling, sales, promotion. Publicity and public relations; Determining advertising budget; Copy designing and its testing; Media selection; Advertising effectiveness; Sales promotion tools and techniques; Various steps in selling; Training, supervising and motivating the salesforce. Managing Direct and Online Marketing.

Marketing of services: Concept, characteristics and problems; International marketing; Green marketing; Relationship marketing, Rural marketing.

Marketing Research: Meaning, importance, scope and process.

**INSTRUCTIONS FOR PAPER SETTER/EXAMINERS**

The question paper will consist of three sections. Section A will consist of 12 short answer type questions covering entire syllabus and candidates are required to attempt any 10 questions. Each question will carry 3 marks. Section B and C (consist of unit I and II of the syllabus respectively) will have four questions each from respective units and candidates are required to attempt two questions each from section B and C. Each question in section B and C shall carry 10 marks.

**Recommended Readings:**

1. Marketing Management, Philip Kotler, Pearson Education.
2. Principles of Marketing, L.David, Kurtz and Boone Louis, Thomson South-Western.
3. Marketing Management, Saxena and Rajan, Tata McGraw-Hill Education.

**SESSION 2018-2019**  
**ELECTIVE PAPER**  
**GROUP-I: ACCOUNTING & FINANCE**  
**MC 305 (i) MANAGEMENT OF FINANCIAL SERVICES**

No. of Lectures: 60  
Time Allowed: 3 Hrs.

M.M:100  
Internal Assessment: 30 Marks  
External: 70 Marks  
Credit : 5

**UNIT-I**

Financial Services: Nature and types; Merchant Banking: Role, Services provided by merchant bankers, structure of merchant banking in India, SEBI regulations, recent developments; Venture Capital: characteristics, SEBI guidelines, venture capital funds in India; Leasing: characteristics and types, leasing and Hire-Purchase, Leasing as a tax planning instrument.

**UNIT-II**

Mutual Funds: Meaning, types, Measuring return of mutual funds, SEBI guidelines, performance of mutual funds in India, Current developments, Credit Rating: Meaning, significance, types; SEBI regulations for credit rating, credit rating agencies; factoring: characteristics and forms, factoring in India; forfeiting. Plastic money: concept, various form of plastic money. Growth and present scenario of Plastic money in India, Depository services: Role of depositories and their services, advantages of depository system, NSDL and CDSL depositor participants and their role; stock broking service including SEBI Guidelines.

**INSTRUCTIONS FOR PAPER SETTER/EXAMINERS**

The question paper will consist of three sections. Section A will consist of 12 short answer type questions covering entire syllabus and candidates are required to attempt any 10 questions. Each question will carry 3 marks. Section B and C (consist of unit I and II of the syllabus respectively) will have four questions each from respective units and candidates are required to attempt two questions each from section B and C. Each question in section B and C shall carry 10 marks.

**Recommended Readings:**

1. M.Y. Khan, Financial Services. Tata Mc Graw Hill Education, New Delhi
2. L. M. Bhole , Financial Institutions and Markets. Tata Mc Graw Hill Education, New Delhi.
3. Vasant Desai, Financial Markets and Financial Services. Himalaya publishers.
4. Dr.PunithavathyPandian , Financial Services and Markets. Vikas Publishers House.

**SESSION 2018-2019**  
**MC 305 (ii): ADVANCED AUDITING**

No. of Lectures: 60  
Time Allowed: 3 Hrs.

M.M:100  
Internal Assessment: 30 Marks  
External : 70 Marks  
Credit : 5

**UNIT-I**

Auditing in contemporary world, planning the reports, audit strategy, planning, programme, importance of supervision, review of audit notes and working papers, control over the quantity of audit work.

Relevance of internal control for the auditors, evaluation of internal control procedures, techniques including questionnaire, flow chart, internal audit and external audit, co-ordination between the two, position of auditor under Companies Act.

Audit of limited companies, statutory requirements under the Companies Act, audit of branches, joint audits, concept of true and fair and materiality and audit risk with respect to audit of companies, audit reports.

**UNIT- II**

Management audit- measuring, scope and necessity. Cost audit- maintenance of cost record, study of cost accounting Environmental audit. Audit of banks, insurance companies, co-operative societies and non banking financial companies.

Planning audit of financial statement assertions, marketing, sales and distribution management, supply chain and production management processes, human resource management processes.

**INSTRUCTIONS FOR PAPER SETTER/EXAMINERS**

The question paper will consist of three sections. Section A will consist of 12 short answer type questions covering entire syllabus and candidates are required to attempt any 10 questions. Each question will carry 3 marks. Section B and C (consist of unit I and II of the syllabus respectively) will have four questions each from respective units and candidates are required to attempt two questions each from section B and C. Each question in section B and C shall carry 10 marks.

**Recommended Readings:**

1. Arens and Lobbecke, Auditing and integrated approach, Prentice Hall College.
2. Hubbard and Johnson, Auditing, Dame Pubns
3. Gupta, K., Contemporary auditing, Tata McGraw Hill
4. Knechel, R. W., Auditing, South-Western College Publishing.
5. Woolf–McDonald, E. and Evans, Advanced auditing and Investigation, Mcdonald&Evans, U.K.

**SESSION 2018-2019**  
**ELECTIVE PAPER**  
**GROUP-II: BUSINESS STUDIES**  
**MC 305 (iii) OPERATIONS RESEARCH**

No. of Lectures: 60  
Time Allowed: 3 Hrs.

M.M:100  
Internal Assessment: 30 Marks  
External: 70 Marks  
Credit : 5

**UNIT-I**

Concepts of Optimization in Operations Research, Linear programming, Simplex Method, Sensitivity Analysis, Transportation Model, Assignment Model, Sequencing Problems and Related Problems. Replacement problem. Group replacement, PERT/CPM, Shortest Path Algorithm.

**UNIT-II**

Game Theory, Dominance and Graphical Method, 2\*2 games, n-persons zero sum games. Queuing theory, Single Server, Monte Carlo Simulation to Business Salvation.

**INSTRUCTIONS FOR PAPER SETTER/EXAMINERS**

The question paper will consist of three sections. Section A will consist of 12 short answer type questions covering entire syllabus and candidates are required to attempt any 10 questions. Each question will carry 3 marks. Section B and C (consist of unit I and II of the syllabus respectively) will have four questions each from respective units and candidates are required to attempt two questions each from section B and C. Each question in section B and C shall carry 10 marks.

**Recommended Readings:**

1. Operations Research for Management : M.P. Gupta & J. K. Sharma, Mayoor Paperbacks, Delhi.
2. Operations Research : P.K. Gupta & D.S. Hira, S. Chand & Co. Ltd., New Delhi.
3. Operations Research : H.A. Taha, Prentice Hall of India, New Delhi.
4. Operations Research : C.K. Mustafi, New Age International Pvt. Ltd., New Delhi.



## SESSION 2018-2019

### MC 305 (iv) INTERNATIONAL TRADE AND ENVIRONMENT

M.M:100

No. of Lectures: 60

Internal Assessment: 30 Marks

Time Allowed: 3 Hrs.

External: 70 Marks

Credit : 5

#### UNIT-I

International Trade Theories :Classical Trade theory, Theory of absolute advantage, Theory of comparative advantage, Factor Proportions trade theory, International investment and comparison of the Modern (HeckscherOhlin) Theory with the Classical Theory (RICARDO) of international Trade

Balance of Payments (BOP): Meaning of Balance of Payments, Balance of Trade and Balance of Payments, Structure of Balance of Payments – Current account and capital account transaction – Official reserves account – Equilibrium – Disequilibrium and adjustment – Different approaches to BoP adjustment –Recent trends in India is BOP.

World Trade Organization and GATTs: Free Trade Vs. Protection – Arguments in favour and against Free Trade and Protection-Forms of trade regulation - Restrictions of imports - Tariffs - Quotas – Non-tariff barriers - Dumping - Trade barriers - Restrictions of exports - Export promotion - Import promotion.

#### UNIT-II

India's foreign trade: features of Foreign Trade Policy – Promotional Boards for Foreign Trade- Government agencies- Incentives and Assistance

International Economic Institutions: World Bank (WB), International Monetary Fund (IMF), United Nations Conference on Trade and Development (UNCTD), Asian Development Bank (ADB) – structure, functions, Role in international business.

International Economic Integration – SAARC – NAFTA – BRICS – European Union (EU) – ASEAN - structure – functions - Role in international business.

#### INSTRUCTIONS FOR PAPER SETTER/EXAMINERS

The question paper will consist of three sections. Section A will consist of 12 short answer type questions covering entire syllabus and candidates are required to attempt any 10 questions. Each question will carry 3 marks. Section B and C (consist of unit I and II of the syllabus respectively) will have four questions each from respective units and candidates are required to attempt two questions each from section B and C. Each question in section B and C shall carry 10 marks.

#### Recommended Readings:

1. International Business-Text and Cases: D. Suffa Rao, Himalaya Publications
2. International Trade-Selected readings: Bhagwati J, CUP-Massachusetts;
3. International Business Environment: Sundaram and Black, Prentice Hall
4. International Business, Francis Cherunilam, Himalaya Publications.
5. Cross Cultural Management, Essential Concepts: David Thomas, Saya Publications.
6. IB-Competing in the Global Market Place: Irwin, MC Graw Hill.

## **FOURTH SEMESTER**

**SESSION 2018-2019**

### **MC 401 : HUMAN RESOURCE MANAGEMENT**

No. of Lectures: 60	M.M:100
Time Allowed: 3 Hrs.	Internal Assessment: 30 Marks
	External : 70 Marks
	Credit: 5

#### **UNIT-I**

Human Resource Management : Meaning, Definition, Scope of HRM, Objectives and functions of HRM, Role and qualities of HRM manager, HRM Policies and Principles, HRM Model.

Evolution of HRM, Organisation of HRM Department

Environment of HRM, Role of Government and other external and internal forces which effect HRM functions.

Human resource Planning and Development of Human Resource Information System (HRIS), job analysis, Job Description & Job specification, Strategic Planning of HRM.

Human Resource (Procurement): Recruitment, Sources & Process and its effectiveness, Selection Process & Its effectiveness, Orientation & Placement. Human Resource Training & Development & its effectiveness.

#### **UNIT-II**

Human Resource Potential Appraisal System, Performance Appraisal: Concept & Techniques. Compensation Management: (Job evaluation, Employee Remuneration Incentive Payments) (Individual as well as group incentive plans), Employee Benefits and Executive Remuneration. Employee Welfare, Safety & Health, Internal Mobility through Promotion & Transfer. Strategies of Employee Retention, Engagement and Work Life Balance.

Work Redesigning (Job enlargement, Job Evaluation, Job rotation). Quality of Work life, HRM at international level.

#### **INSTRUCTIONS FOR PAPER SETTER/EXAMINERS**

The question paper will consist of three sections. Section A will consist of 12 short answer type questions covering entire syllabus and candidates are required to attempt any 10 questions. Each question will carry 3 marks. Section B and C (consist of unit I and II of the syllabus respectively) will have four questions each from respective units and candidates are required to attempt two questions each from section B and C. Each question in section B and C shall carry 10 marks.

#### **Recommended Readings:**

1. Desslier and Garry, Human Resource Management . Pearson education.
2. Robert L. Marthis and John H. Jackson, Human Resource Management. South Western College Publishers.
3. K. Aswathappa, Human Resource and Personnel Management :Text and Cases. Tata Mc Graw hill
4. Dr. Sunaina Sardana, Human Resource Management. Taxman.

**SESSION 2018-2019**  
**MC 402 Security Analyses and Portfolio Management**

No. of Lectures: 60	Internal Assessment: 30 Marks	M.M:100
Time Allowed: 3 Hrs.	External Assessment: 70 Marks	
		Credit: 5

**Unit-I**

Investment: Concept, Investment and speculation, Nature and scope of investment analysis; objectives of investment; Risk; concept, types, measurement of risk; Return: meaning & measurement; Investment alternatives and their features.

Investment Analysis: Fundamental analysis covering economic, industry and company analysis. Valuation models of equity shares and debentures.

**Unit-II**

Efficient Market Theory, Technical Analysis and Chartist techniques: Dow Theory, Types of charts used, Technical indicators: Advance-Divide Line, Support and Resistance Levels, moving Averages, Odd lot theory. Portfolio Management; Concept, objectives, and Significance

Markowitz risk return optimization, Sharpe index model, Capital Asset Pricing Model, Arbitrage pricing theory, Portfolio Performance Evaluation; Portfolio Revision Techniques.

**INSTRUCTIONS FOR PAPER SETTER/EXAMINERS**

The question paper will consist of three sections. Section A will consist of 12 short answer type questions covering entire syllabus and candidates are required to attempt any 10 questions. Each question will carry 3 marks. Section B and C (consist of unit I and II of the syllabus respectively) will have four questions each from respective units and candidates are required to attempt two questions each from section B and C. Each question in section B and C shall carry 10 marks.

**Recommended Readings:**

1. S. Kevin ,Security Analysis and Portfolio Management .Pearson Publishers.
2. Donald E.Fischer, Ronald J Jordan, Security Analysis and Portfolio Management. PHI.
3. Punithvathy Pandian Security Analysis and Portfolio Management by Punithvathy Pandian Vikas Publishers House
4. V.K Bhalla, Security Analysis and Portfolio Management . Sultan Chand & Sons

**SESSION 2018-2019**  
**MC 403: INTERNATIONAL FINANCE**

No. of Lectures: 60  
Time Allowed: 3 Hrs.

M.M:100  
Internal Assessment: 30 Marks  
External Assessment: 70 Marks  
Credit: 5

**UNIT-I**

Foundations of International Finance: concept, Goals of International Finance; and role of International Finance Manager in an MNC; Globalisation of World economy; Recent trends. European Monetary System, International Financial Markets and their operations.

Balance of Payments (BOP) Accounting, the Current Account, the Capital Account, Official Reserve Account.

Foreign Direct Investment (FDI), International Capital Budgeting, International Working Capital Management and Multinational Corporations.

**UNIT-II**

Foreign Exchange Market: Function and structure; Spot Market, Forward Market. International Parity Relationships and Forecasting Foreign Exchange Rates, Interest Rate Parity, Purchasing Power Parity, Fisher Effects.

Foreign Exchange Exposure and Management; Types of exposure, Transaction Exposure, Translation Exposure, Economic Exposure and Operating Exposure. Measurement of Exposure and Exposure Management Techniques.

**INSTRUCTIONS FOR PAPER SETTER/EXAMINERS**

The question paper will consist of three sections. Section A will consist of 12 short answer type questions covering entire syllabus and candidates are required to attempt any 10 questions. Each question will carry 3 marks. Section B and C (consist of unit I and II of the syllabus respectively) will have four questions each from respective units and candidates are required to attempt two questions each from section B and C. Each question in section B and C shall carry 10 marks.

**Recommended Readings:**

1. International Finance, Manju Aggarwal
2. Multinational Financial Management, Shapiro, Wiley Publications.
3. International Finance, Mauric D. Levi, Routledge.
4. International Financial theory and Practice by V.A. Avadhani

**SESSION 2018-2019**  
**MC 404: BANKING AND INSURANCE SERVICES**

M.M:100

No. of Lectures: 60

Internal Assessment: 30 Marks

Time Allowed: 3 Hrs.

External Assessment: 70 Marks

Credit : 5

**UNIT-I**

Banking in India: - Functions of commercial Banks: Traditional and Modern Functions. Deposits: Different deposits products offered by banks, Deposit mobilization by banks: volume and trends, know your customer guidelines.

Innovations in Banking: Wholesale and Retail Banking, Universal and Narrow Banking, Off Shore Banking and Multinational Banking.

Risk Management: Concept, Nature, Causes, Types and Methods of Risk Management. BASEL Norms: Introduction to BASEL Norms, Regulatory framework, Significance and Difficulties.

**UNIT-II**

Insurance: Introduction to Insurance: Purpose, need & types, organizational structure of Insurance Business in India.

Legislative framework: Main provision of IRDA and Insurance Act, 1938.

Entry of Private Sector in Insurance business: progress and problems.

Risk Management Practices in Insurance sector. Major life and Non life insurance players in India.

**INSTRUCTIONS FOR PAPER SETTER/EXAMINERS**

The question paper will consist of three sections. Section A will consist of 12 short answer type questions covering entire syllabus and candidates are required to attempt any 10 questions. Each question will carry 3 marks. Section B and C (consist of unit I and II of the syllabus respectively) will have four questions each from respective units and candidates are required to attempt two questions each from section B and C. Each question in section B and C shall carry 10 marks.

**Recommended Readings:**

1. Insurance Principles and Practice, N.N.Mishra, S Chand & Co Ltd.
2. Organisation of Indian Insurance, S.P.Sharma, Allied Publishers Private Limited.
3. Insurance Principles and Practice, R.S.Sharma, Vora Publishers.
4. Managing Indian Banks by Joshi and Joshi, SAGE Publications.

**SESSION 2018-2019**  
**ELECTIVE PAPER**  
**GROUP-I: ACCOUNTING & MANAGEMENT**  
**MC 406 (i) FUNDS MANAGEMENT IN COMMERCIAL BANKS**

No. of Lectures: 60	M.M:100
Time Allowed: 3 Hrs.	Internal Assessment: 30 Marks
	External Assessment: 70 Marks
	Credit: 5

**UNIT-I**

Liquidity Management in Banks: Significance & theories; Priorities in the employment of bank funds; Problems in resource allocation in India.

Management of capital funds in commercial banks: Meaning and functions of capital funds; Necessity of adequate capital funds; Standard to measure capital adequacy; Present position in India with respect to capital adequacy.

Management of Primary Reserves: Nature and purpose of primary reserves; Legal reserves-nature and function; Working reserve-nature and function; Management of Secondary Reserves: Nature and function of secondary reserves; Factors influencing secondary reserves; Estimation and management of secondary reserves.

Asset Liability Management: concept & objectives, functions, process, and utility of ALM in the Banking System of India.

**UNIT-II**

Management of Bank Loans: Characteristics of commercial loans, commercial and industrial lendings, principles of sound bank lending, loan lending process, Loan policy in a commercial bank.

Management of Bank Investments: Nature and principles of security investment of commercial banks: Formulating investment policy; Volume and pattern of investment of commercial banks in India.

Analyzing bank performance: framework for evaluating bank performance- the relationship between the balance sheet and income statement, banking risks and returns, the profitability, liquidity and solvency trade off, Alternate models of bank performance of analysing bank performance-CAMEL model, economic value added, balance scorecard.

**INSTRUCTIONS FOR PAPER SETTER/EXAMINERS**

The question paper will consist of three sections. Section A will consist of 12 short answer type questions covering entire syllabus and candidates are required to attempt any 10 questions. Each question will carry 3 marks. Section B and C (consist of unit I and II of the syllabus respectively) will have four questions each from respective units and candidates are required to attempt two questions each from section B and C. Each question in section B and C shall carry 10 marks.

**Recommended Readings:**

1. Donald,F., R. Gup Benten E., Kolari ,J. W., Commercial Banking The Management of Risk, South Western Thomson Learning Management of Indian Financial Institutions by R.M. Srivastava.
2. Bharti Pathak, Indian Financial System, Pearson Education.
3. Guruswamy S., Indian Financial System, Tata Mc Graw Hill Education Pvt Ltd.
4. Vasant Desai, Bank Management, Himalaya Publishing House.

**SESSION 2018-2019**  
**MC 406 (ii) FINANCIAL DERIVATIVES**

M.M:100

No. of Lectures: 60  
Time Allowed: 3 Hrs.

Internal Assessment: 30 Marks  
External Assessment: 70 Marks

Credit: 5

**Unit – I**

Introduction to Financial Derivatives – Meaning and Need, Growth of Financial Derivatives in India; Derivative Markets-Participants, Functions; The Regulatory Framework of Derivatives Trading in India.

Introduction to Forward and Future contracts - Distinction between Futures and Forwards contracts -Features of Futures –Differences Between Forwards and Futures – Financial Futures– Trading – Currency Futures – Interest Rate Futures – Pricing of Future Contracts, Types of Members and Margining System in India – Futures Trading on BSE & NSE.

**Unit – II**

Options Market – Meaning & Need, Options Vs Futures, Types of Options Contracts, Trading Strategies Involving Options, Pricing – Intrinsic Value and Time Value, Pricing at Expiration, Factors Affecting Options pricing, Pricing Models - Black Scholes Option Pricing Model, Binominal Option Pricing Model.

Swaps- The Structure of Swaps, Interest Rate Swaps, Currency Swaps, Commodity Swaps, Equity Swaps, Pricing and Valuing Swaps.

**INSTRUCTIONS FOR PAPER SETTER/EXAMINERS**

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**Recommended Readings:**

1. Hull C. John, “Options, Futures and Other Derivatives”, Pearson Education Publishers.
2. David Thomas. W & Dubofsky Miller. Jr., Derivatives valuation and Risk Management, Oxford University, Indian Edition.
3. ND Vohra & BR Baghi, Futures and Options, Tata McGraw-Hill Publishing Company Ltd.
4. Red Head: Financial Derivatives: An Introduction to Futures, Forward, Options” Prentice Hall of India.
5. David A. Dubofsky, Thomas W. Miller, Jr.: Derivatives: Valuation and Risk Management, Oxford University Press.
6. S.L. Gupta, Financial Derivatives: Theory, Concepts and Problems, Prentice Hall of India.

**SESSION 2018-2019**  
**ELECTIVE PAPER**  
**GROUP-II: BUSINESS STUDIES**  
**MC 406(iii) STRATEGIC MANAGEMENT**

No. of Lectures: 60  
Time Allowed: 3 Hrs.

M.M:100  
Internal Assessment: 30 Marks  
External Assessment: 70 Marks  
Credit: 5

**UNIT-I**

Definition, Features, Levels of Strategy, Difference between Strategy and Operational Decisions. Strategic Management: Meaning, Features, Scope, Role and Limitations of Strategic Management. Strategic objectives: Types and hierarchy, Difference between business policy and strategic management, Strategic management process: meaning, sequences. Organizational appraisal; Strategic advantage analysis and diagnosis.

Strategy Formulation: modernization, diversification, integration; Merger, take-over and joint strategies; Turnaround, divestment and liquidation strategies; Process of strategic Choice: industry, competitor and SWOT analysis, Factors affecting strategic choice; Generic competitive strategies: cost leadership, differentiation, focus, value chain analysis, benchmarking, service blue printing.

**UNIT-II**

Functional Strategies: Marketing, production/operations and R&D plans and policies, Personnel and financial plans and policies, Strategy Implementation: Inter-relationship between formulation and implementation; Issues in strategy implementation; Resource allocation.

Strategy and Structure: Structural consideration, structures for strategies; Organizational design and change; Strategy Evaluation: Overview of strategic evaluation, Strategic control, Techniques of strategic evaluation and control; Global Issues in Strategic Management.

**INSTRUCTIONS FOR PAPER SETTER/EXAMINERS**

The question paper will consist of three sections. Section A will consist of 12 short answer type questions covering entire syllabus and candidates are required to attempt any 10 questions. Each question will carry 3 marks. Section B and C (consist of unit I and II of the syllabus respectively) will have four questions each from respective units and candidates are required to attempt two questions each from section B and C. Each question in section B and C shall carry 10 marks.

**Recommended Readings:**

1. Business Policy and Strategic Management, Lawrence R. Jauch, William F. Glueck, McGraw-Hill.
2. Strategic Management, John A. Pearce and R.B. Robinson, McGraw-Hill Education.
3. Strategic Management - Concepts and Cases, Fred R. David, Pearson.
4. Strategic Management, Wheelen and Hunger, Pearson.



**SESSION 2018-2019**  
**MC 406 (iv) PRODUCTION AND MATERIALS MANAGEMENT**

M.M:100

No. of Lectures: 60

Internal Assessment: 30 Marks

Time Allowed: 3 Hrs.

External Assessment: 70 Marks

Credit: 5

**UNIT-I**

Introduction to Production Management - Nature, Scope, Importance and Functions. Materials Management- Evolution, Importance, Scope and Objectives - Interface with other functions.

Introduction of Inventory Control, Static Inventory problem under risk. Dynamic Model under risk, policy coordinated, Replacement with discount.

Introduction to purchasing, Functions of purchasing, procedure of purchasing, Selection of Sources of Supply, Negotiation with Suppliers; Price determination; Price Cost Analysis, Quality determination and control value analysis.

Scope & functions of operations management, Forecasting of demand. Delphi. Methods, Statistical Quality Control Technique.

**UNIT-II**

Facilities Location & Layout – Strategic importance - Factors affecting location & layout - Installation of facilities – Single location, multi-location decisions.

Principles and Types of Facilities Layout. Importance and Functions of Production Planning & Control. Introduction to PERT / CPM – Network.

Productivity - Work Study - Objectives, Scope and Uses - Methods Study – Flow process chart, Flow diagram & Process mapping.

Work Measurement: Elements, Performance Rating, Allowances, Standard Time, Synthetic Time Standards, Work Sampling.

**INSTRUCTIONS FOR PAPER SETTER/EXAMINERS**

The question paper will consist of three sections. Section A will consist of 12 short answer type questions covering entire syllabus and candidates are required to attempt any 10 questions. Each question will carry 3 marks. Section B and C (consist of unit I and II of the syllabus respectively) will have four questions each from respective units and candidates are required to attempt two questions each from section B and C. Each question in section B and C shall carry 10 marks.

**Recommended Readings:**

1. Alan Mulemann, John Oakland, Keith Locker, 'Production and Operations Management' MacmillanIndia Ltd.
2. Datta, A.K., Materials Management : Procedures, Text and Cases, Prentice Hall of India.
3. S.A. Shunwalla & Patel, Production and Operations Management, Himalaya Publishing.
4. R. Panneerselvan, Production and Operations Management, Prentice Hall of India.
5. P. Saravanavel, S. Sumathi, Production and Materials Management, Margham Publication.