

**GOVERNMENT COLLEGE (AUTONOMOUS),  
BHAWANIPATNA**

**(College with potential for excellence)**



**COURSES OF STUDIES**

**FOR  
MASTER IN FINANCE AND CONTROL  
(M.F.C.)  
Under PPP Mode  
[Semester Pattern]**

<b>Semester-I</b>	<b>2017</b>	<b>Semester-II</b>	<b>2018</b>
<b>Semester-III</b>	<b>2018</b>	<b>Semester-IV</b>	<b>2019</b>

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**COURSE STRUCTURE**  
**2-YEAR MFC (SEMESTER PATTERN)**  
**Duration of Examination: 4 hrs**

	Paper Code	Title of the Paper	Full Marks	Page No.
<b>SEMESTER-I</b>	MFC 1	Principles & Practice of Management	100	03
	MFC 2	Business Environment	100	03
	MFC 3	Business Statistics	100	04
	MFC 4	Managerial Economics	100	05
	MFC 5	Marketing Management	100	05
	MFC 6	Financial Accounting	100	06
	MFC 7	Financial Management	100	06
	MFC 8	Computer Application in Management	100	07
<b>SEMESTER-II</b>	MFC 9	Financial Management-II	100	08
	MFC 10	Cost & Management Accounting	100	08
	MFC 11	Management of Financial Services	100	09
	MFC 12	Business Law	100	10
	MFC 13	Human Resource Management	100	10
	MFC 14	Research Methodology	100	11
	MFC 15	Quantitative Methods	100	12
	MFC 16	International Business Environment & Management	100	12
<b>SEMESTER-III</b>	MFC 17	Summer internship Programme ( Project report)		
	MFC 18	Security Analysis & Portfolio Management	100	13
	MFC 19	International Financial Management	100	14
	MFC 20	Financial Derivatives & Risk Management	100	14
	MFC 21	Corporate Restructuring & Financial Engineering	100	15
	MFC 22	Management of Financial Institutions	100	15
	MFC 23	Insurance & Risk Management	100	16
	MFC 24	International Accounting	100	16
	MFC 25	IT For Managers	100	17
<b>SEMESTER-IV</b>	MFC 26	Business Policy & Strategic Management	100	18
	MFC 27	Project Planning, Analysis & Management	100	18
	MFC 28	Commodities Markets & Futures	100	19
	MFC 29	Corporate Tax Planning	100	20
	MFC 30	Retail Management	100	21
	MFC 31	Foreign Exchange Management	100	22
	MFC 32	Corporate Governance & Business Ethics	100	22
	MFC 33	Viva & Presentation on dissertation	100	23
		<b>TOTAL</b>	<b>3200</b>	

**SEMESTER-I****PRINCIPLES AND PRACTICE OF MANAGEMENT (MFC-1)****(Full Mark: 100, Internal=20, Term End=80)**

**UNIT-I:** Introduction to Management : Concept, definition, characteristics, scope, importance, objective & limitation. Evolution of management thoughts : Classical, Neo-Classical & Modern approach.

**UNIT-II:** Managerial Planning : Meaning, definition, nature, principle, classification, advantages, limitations, Management by Objective (MBO) enhance organization efficiency. Decision Making : Characteristics, nature, and steps involved, techniques, types, theories, condition, limitations.

**UNIT-III:** Organization : Meaning, definition, concept, characteristics, theory, objectives, steps, types, principles, importance. Delegation and Decentralization - Nature, process, principles, types, benefits, limitations.

**UNIT-IV:** Direction : Meaning, definition, nature, principle, elements, importance. Motivation : Theories- Maslow, Herzberg, Theory X, Theory Y.

**UNIT-V:** Leadership : Definition, characteristics, theories, types of leaders, importance of leadership in management. Controlling : Definition, characteristics, steps, importance and limitations.

Communication : Meaning and definition, characteristics, process, elements importance, types, barriers, overcoming the barriers.

**RECOMMENDED BOOKS:**

1. Principles of Management-R. K. Sharma and S. K. Gupta (Kalyani Publications).
2. Principles and Practice of Management - L. M. Prasad (S. Chand).

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**BUSINESS ENVIRONMENT (MFC-2)****(Full Mark: 100, Internal=20, Term End=80)**

**UNIT-I:** Introduction: Concept, Nature and Significance. An Overview of Various types of environment, Environmental Analysis. Process and Limitations of Environmental Analysis.

**UNIT-II:** Political and Legal Environment: Constitutional Environment, Basic characteristics, Function & Role of Government, Legal environment - Basic Laws influencing business, Contract Act-Meaning and Elements, Kinds of Contract, Discharge of contract, Partnership Act, Essential element, Partnership deed, Companies Act - Objectives and features, Classification of Companies, Formation of public company, Board of directors, Winding up of companies, Environment protection Act-Measures to Protect and improve environment.

**UNIT-III:** Social and Cultural Environment: Demographic environment -Meaning, Demographic factors, Demographic Trend. Cultural environment- Concept and Nature of culture, Characteristics, Elements of culture. Business and Society - Meaning, changing concept of business, Social objectives of business. Social responsibility of business - Meaning, Definition, Approaches, Argument in favour of S.R. Arguments against SR, Barriers of S.R. Limits of S.R. Business Ethics - Meaning and concepts, Elements, Factors, Benefits. Corporate Governance - Concept, Need and Significance, Principles, Mechanism of better Governance. Corporate Governance in India.

**UNIT-IV:** Economics Environment: Economics system - Meaning, Basic unit of economics system, Characteristics, Functions, Types.

Economics Planning - Concepts, Features, Nature & Scope.

Planning in India - Objectives, Failures of Planning in India, Planning Machinery, Achievements,

Economics parameter - GDP, GNP, NNP, Per capita income.

Economics policy - Industrial Policy, Appraisal of 1991 policy. Role W.T.O. - Objectives, Benefits Disadvantages to India.

**UNIT-V:** Financial system - R.B.I, meaning, Function, Credit control. Commercial Banks - Meaning, types, Functions. Other Financial Institutions - Meaning and Need. Stock Exchange - Meaning, Functions, Services rendered by stock exchanges.

**RECOMMENDED BOOKS:**

1. Business Environment - Dr. C. B. Gupta (Sultan Chand & Sons)
2. Essential of Business Environment - K. Aswathappa (HPH) Essential Business Environment-Francis Cherunilam (HPH)
3. Business Environment: V.Neela Meghan (VRINDA)

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**BUSINESS STATISTICS (MFC-3)**

**(Full Mark: 100, Internal=20, Term End=80)**

**UNIT-I:** Meaning, Definition, Characteristics of Statistics, Collection of data, Primary data, Secondary data, Classification and Tabulation, Diagrammatic and Graphic Representation, Ogive curve, Limitation to statistics.

**UNIT-II:** Measures of central tendency, Measures of dispersion, Measure of skewness, Kurtosis, Moments, Introduction to Probability - Basic concepts, Types of events, Addition and Multiplication theorem of Probability.

**UNIT-III:** Sampling & Estimation: Meaning, Types of sampling, Sampling distribution, Standard error, Simple problem on small & large sample.

**UNIT-IV:** Correlation and Regression Analysis.

Correlation : Introduction, Significance, Correlation and Causation, Types of correlation, Methods of studying correlation. Regression : Introduction, Uses of Regression Analysis, Difference Between correlation and regression analysis; Regression lines, Regression equations.

**UNIT-V:** Index Number and Time Series Analysis: Index number meaning, Computation of index, Number, Different methods of computation, Chain base and fixed base index number, Deflation.

Time Series: Long term trend, Cyclic and Seasonal variation, Importance of time series for business and economics.

**RECOMMENDED BOOKS:**

1. Statistics for Management - Lavin \* Rubbin
2. Statistical Methods - S. P. Gupta (Sultan Chand & Sons)
3. Business Statistics - Digambar Patri/D. N. Patri (K.P)
4. Fundamental of Statistics - S. C. Gupta (HPH)
5. Fundamental of Statistics-D. N. Elhances/B. M.Aggarwal (KITAB MAHAL)
6. Business Statistics- S. P. Gupta/M. P. Gupta (Sultan Chand & Sons)

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**MANAGERIAL ECONOMICS (MFC-4)****(Full Mark: 100, Internal=20, Term End=80)**

**UNIT-I:** Nature and Scope of Business Economics : The theory of consumer behaviour, cardinal utility analysis of demand, ordinal utility, approach, consumer's equilibrium, price, income and substitution effect, derivation of individual demand curve, revealed preference theory, Demand forecasting.

**UNIT-II:** Theory of Production : Production functions laws of variable proportions, returns to scale, cost analysis, nature of revenue curves, break even analysis.

**Objectives of Business Firm :** Profit maximization, Alternative objectives of business firms.

**UNIT-III:** Market Analysis: Perfect competition, Short run and Long run equilibrium of the firm, Monopoly equilibrium, Discriminating monopoly, Oligopoly.

**UNIT-IV:** Inflation : Theories of inflation, Kinds, effects and control of inflation. Monetary policy for full employment and growth. Fiscal policy for full employment.

**UNIT-V:** National Income Concepts and its Measurement: Problems of computation of national income. Balance of payments -concepts, components of balance of payments. Equilibrium and disequilibrium in balance of payments, causes of disequilibrium.

**RECOMMENDED BOOKS:**

1. Managerial Economics - D. N: Dwivedi (VIKAS)
2. Adhikary, M. Business Economics, New Delhi, Excel Books, 2000.
3. Bajumal, W. J. Economics Theory and Operations Analysis, 3 ed., New Delhi, Prentice Hall Inc., 1996
4. Chopra, O. P. Managerial Economics, New Delhi Tata Mc GrawHill, 1995.
5. Keat, Paul G & Philips K. Y. Young, Managerial Economics, Prentice Hall, New Jersey, 1996.
6. Koutsoyiannis, A modern Micro Economics, New York, Mc Millian, 1991.

The list of cases and specific reference including recent articles will be announced in the class at the time of launching of the course.

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**MARKETING MANAGEMENT (MFC-5)****(Full Mark: 100, Internal=20, Term End=80)**

**Objectives :** The purpose of this course is to develop and understanding of the underlying concepts, strategies and issues involved in the marketing of products and services.

**UNIT-I:** Nature and scope of marketing, concepts of marketing, the marketing environment; marketing research : scope and importance.

**UNIT-II:** Market segmentation : importance and bases of segmentation; product decision : product life cycle, new product development, branding : advantages of branding; packaging : importance and factors affecting packaging decisions.

**UNIT-III:** Promotion decisions; promotion mix : objectives and importance; advertising : objectives and functions; sales promotion : methods; personal selling : meaning and importance.

**UNIT-IV:** Channel management: functions, types, factors effecting selection of channel; policies and strategies of distribution channel; new issues in marketing : globalization, green marketing.

**UNIT-V:** Case study.

**RECOMMENDED BOOKS:**

1. Kotler, Philip and Armstrong, G. Principles of Marketing, New Delhi, Prentice Hall of India, 1997
2. Kotler, Philip, Marketing Management; analysis, planning, Implementation and control, New Delhi, Prentice Hall of India, 1994
3. Ramaswamy, Vs And Namakumari, S. Marketing Management: Planning, Control New Delhi, MacMillan 1990
4. Stanton , William, J. Fundamentals Of Marketing, New York, McGraw Hill, 1994
5. Marketing Management :C. N. Sontakki (K.P)
6. Marketing management: S. A. Sheriekar (Himalaya)
7. Principles of Marketing : P. Ravi Lochana

The list of cases and specific reference including recent articles will be announced in the class at the time of lunching of the course.

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**FINANCIAL ACCOUNTING (MFC-6)**

**(Full Mark: 100, Internal=20, Term End=80)**

**UNIT-I:** Need and importance, Accounting terms, Accounting -as a language of business, Accounting as an information system, Generally accepted accounting principles, Concepts & Conventions, Branches of accounting, Limitations of accountings, Journal, Ledger, Trial Balance, Sub-divisions of journal, Bank reconciliation statement.

**UNIT-II:** Rectification of error, Preparation of final accounts of sale trader, Partnership firm with important adjustments.

**UNIT-III:** Consignment and joint venture.

**UNIT-IV:** Understanding of company final accounts, Relevant schedule of companies Act, Recent trend in corporate disclosure, Issue of shares and debentures.

**UNIT-V:** Partnership: Past adjustments, Admission, Retirement, Death.

**RECOMMENDED BOOKS:**

1. Financial Accounting - Jain and Narang (KP)
2. Financial Accounting - P. C. Tulsian (Person)
3. An Introduction to Financial Accounting - S. N. Maheshwari, S. K. Maheshwari (Vikas)

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**FINANCIAL MANAGEMENT (MFC-7)**

**(Full Mark: 100, Internal=20, Term End=80)**

**UNIT-I:** Financial Management : Meaning, nature and scope of finance, Financial goal, Finance functions.

Financial analysis and control, cost-volume profit analysis;

**UNIT-II:** Instruments of long term finance; cost of different sources of raising capital; weighted average cost of capital; valuation and rates of return

**UNIT-III:** Operating and financial leverage, Measurement of leverages, effects of operating and financial leverage on profit combined financial and operating leverage.

Capital structure theories : Net Income approach, Traditional and M. M. Hypothesis, Determining capital structure in practice.

**UNIT-IV:** Investment and methods of capital budgeting decisions: Nature of investment decision, investment evaluation criteria NPV, IRR, Pay Back period, Accounting rate of return; Time value of money.

**UNIT-V:** Dividend policies : Issues in dividend decisions, Walter's model, Gordon's model, M. M hypothesis, dividend and uncertainty, relevance of dividend, dividend policy in practice, forms of dividends, stability in dividend policy, corporate dividend behaviour.

**RECOMMENDED BOOKS:**

1. Financial Management: I.M. Pandey (VIKAS)
2. Financial Management Theory and Practice :Prasanna Chandra (Tata McGraw-Hill)
3. Financial Management: G. Sudarshan Raddy
4. Bhalla, V. K. .Financial Management and Policy Second Edition, New Delhi, Anmol, 1998

The list of cases and specific reference including recent articles will be announced in the class at the time of launching of the course.

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**COMPUTER APPLICATION IN MANAGEMENT (MFC-8)**

**(Full Mark: 100, Internal=20, Term End=80)**

**Objectives:** The purpose of this course include developing an appreciation of different software and hardware systems available in the industry among the participants and build up the experience of computer usage in business organizations with the specific reference to commercial data processing systems.

**UNIT-I:** Computers - an introduction- Components of a computer system; generations of computers elements of computer system set up; Indian computing environment, computer languages.

**UNIT-II:** Pc-software packages - an introduction - disk operating system and windows; text processing software, introduction to a spread sheet software; creation of spreadsheet applications; range, formulas, functions, data base functions in spreadsheet, graphics on spreadsheet, presentation graphics- creating a presentation on PC.

**UNIT-III:** Modes of data processing-computer software systems; software development process; file design and report design; data files types/organizations; master and transaction file; relevance of database management systems and integration of applications; Basics of data processing; data hierarchy and data file structures.

**UNIT-IV:** Application port folio development, introduction to a micro database manager; program development cycle; flowcharting; input-process-output analysis; report generation and label generation; programming concepts; use of files in programming, data communications; networking - LANS & WANS.

**UNIT-V:** Computers in business; personal computers in business, management of data processing systems in business organizations.

**RECOMMENDED BOOKS:**

1. Burch, John and Grudnitski Gary, Information Systems; Theory And Practice, 5th ed., New York, John Wiely
2. David, Van Over, Foundation Of Business Systems, Fort Worth, Dryden, 1992
3. Eliason , AL. On line Business Computer Applications, 2nd ed., Chicago, Science Research Associates, 1987.
4. Estrada, Susan, Connecting To The Internet, Sebastopol, CA, O'Reilly, 1993
5. Computer Fundamental: Pradeep K. Sinha/Priti Sinha DPB Publications

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**SEMESTER-II****FINANCIAL MANAGEMENT-II (MFC-9)****(Full Mark: 100, Internal=20, Term End=80)**

**UNIT-I:** Working Capital Policy : Characteristics of current assets, factors influencing working capital requirements, level of current assets, current assets financial policy, profit criteria for working capital, case requirement of working capital.

Working Capital Financing : Accruals, trade credit, working capital advances by commercial banks, regulation of bank finance, public deposits, short term loans from financial institution, commercial papers,

**UNIT-II:** Introduction, nature of cash motives of holding cash, cash management, managing cash flow, determining optimum cash balance, cash management models, Instrument of surplus funds.

Inventory Management: Introduction, meaning and nature of inventory purpose and benefits of holding inventories, risk and costs of holding inventories object of inventory management, tools and techniques of inventory management, valuation of inventories.

Receivables management : Factors influencing the sizes of receivables, forecasting the receivables, meaning and objectives of receivables, dimensions of receivables.

**UNIT-III:** Investments Decisions under Risk and uncertainty Techniques of investment decision risk adjusted discount rate, certainty equivalent factor, statistical method, sensitivity analysis.

**UNIT-IV:** Financing strategy : Hybrid securities namely convertible and non convertible securities, deep discount bonds.

Secured premium noted, convertible preference shares, warrants, convertibles and exchangeable.

**UNIT-V:** Leasing : Meaning, Importance, types, evaluation of Lease from the point of view of lessor and lessee; Lease versus buy decision.

**RECOMMENDED BOOKS:**

1. Financial Management: I. M. Pandey (VIKAS)
2. Financial Management Theory & Practice: Prasanna Chandra (Tata McGraw-Hill)
3. Financial Management: G. Sudarasana Reddy

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**COST & MANAGEMENT ACCOUNTING (MFC-10)****(Full Mark: 100, Internal=20, Term End=80)**

**Objective :** The objective of this course is to acquaint students with the accounting concepts, tools and techniques for managerial decisions

**UNIT-I:** Introduction: Management Accounting as an area of Accounting; Objectives, nature, and scope of Cost Accounting, and Management Accounting; Management Accounting and managerial decisions; Management accountant's position, role, and responsibilities.

Cost Classification: Statement of Costs, Cost Ascertainment, Job Order Cost System and Process Cost System.

**UNIT-II:** Marginal Costing and Break-Even Analysis: Concept of Marginal Cost; Marginal Costing and Absorption Costing; Cost-volume-profit analysis; Break-even analysis; Decisions regarding sales-mix, make or buy decisions and discontinuation of a product line, etc.



**UNIT-III:** Budgeting: Meaning and Importance, Essentials of budgeting; Types of Budgets- Functional, Master, etc; Fixed and Flexible budget; Budgetary control; Zero-base budgeting; Performance budgeting.

**UNIT-IV:** Standard Costing and Variance Analysis: Standard costing as a control technique; Setting of standards; Variance analysis- meaning and importance, kinds of variance and their uses— materials, labour and overhead variance; Responsibility Accounting: Meaning and significance of responsibility accounting; Responsibility centers - cost center, profit center and investment center; Performance measurement of responsibility centers.

**UNIT-V:** Activity-Based Costing; Reporting to Management: Balanced Scorecard.

**RECOMMENDED BOOKS:**

1. Horngren Charles T, George Foster and Srikanta M. Dattar: Cost Accounting: A Managerial Emphasis, Pearson
2. Banerjee, B. Cost Accounting, PHI
3. Jawahar Lai, Cost Accounting, Tata McGraw
4. Horngren, C.T. Gary L. Sundem and William O. Stratton: Introduction to Management Accounting, Pearson
5. Khan, M. Y., and Jain, P. K., Cost Accounting, Tata McGraw
6. Maheswari, S. N., Principles of Cost Accounting, Sultan Chand
7. Lail, B.M., and I.C. Jain: Cost Accounting: Principles and Practice, PI II
8. Pandey, I.M, Management Accounting, Vani
9. Kaplan, Management Accounting, PHI.
10. Kishore, R. M., Cost and Management Accounting, Taxman
11. Dairy, C, Management and Cost Accounting, Thomson.
12. Shukla, Grewal & Gupta, Cost Accounting, S. Chand.

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## **MANAGEMENT OF FINANCIAL SERVICES (MFC-11)**

**(Full Mark: 100, Internal=20, Term End=80)**

**Objective:** To know conceptual, functional and regulatory aspects of Indian Capital Market, Merchant Banking and other financial services.

**UNIT-I:** Indian Securities Market: Introduction to securities market, Market structure, Participants, Instruments and Regulations, Recent-Developments. Globalisation of Indian Securities Market.

**UNIT-II:** Secondary Market Operations: Conceptual issues on Regional Stock Exchanges, National Stock Exchange, OTCEI; Organizational Structures; Functional Aspect; Trading and Settlement Mechanism.

**UNIT-III:** Evolution and Growth of Merchant Banking in India: Significance, Growth, Functions and Regulations, Business Ethics.

**UNIT-IV:** Merchant Banking: Issue Management, Type of Issues, Marketing, Co-ordination and Pricing of Issues; Processing, Allotment, Listing, Loan Syndication, Portfolio Management, Wealth Management, Financial Planning

**UNIT-V:** Depository Services and Credit Rating Services:

**RECOMMENDED BOOKS:**

1. F.J. Fabozzi: Capital Market, PHI
2. Anthony Saunders : Financial Markets: Introductions, TMH.
3. Mein Kohn : Financial Institutions: Markets, Oxford.
4. Investment: Merchant Banking, Indian Institute of Bankers, Mcmillan.
5. A.C. Fernado: Indian Financial System, Pearson.
6. Mishkin, Eakins: Financial Markets+ Institutions. PHI

7. Gerald Krefetz: Stock Market Logic, Vision Books.
8. CP. Jones: Investment, Wiley.
9. N. Gopalswamy: Capital Market, McMillan.
10. F.J. Fabozzi: Foundations of Financial Markets: Institutions, Pearson.
11. D.G. Luenbergs investment Science, Oxford
12. Pathak: Indian Financial System, Pearsons

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### **BUSINESS LAW (MFC-12)**

**(Full Mark: 100, Internal=20, Term End=80)**

**UNIT-I:** Law of Contract (1872): Nature of contract; Classification; Offer and acceptance; Capacity of Parties to contract; Free consent-Consideration; Legality of object; QwehargB oixontract-Agreement declared void; Performance of contract; Remedies for breach of contract.

**UNIT-II:** Special Contracts : Indemnity and Guarantee; Bailment and Piedge, Agency.

**UNIT-III:** Sales of Goods Act 1930: Formation of contracts of sale; Goods and their Classification; Price; Conditions and Warranties; Transfer of property in goods; Performance of the Contract of sales; Unpaid seller and his rights; Sale by auction; Hire purchase agreement.

**UNIT-IV:** Negotiable Instrument Act 1881 : Definition of Negotiable Instruments; Features; Promissory note; Bill of exchange and cheque; Holder and holder in due course: Crossing of a cheque; Types of crossing; Negotiations; Dishonor and discharge of Negotiable Instrument.

**UNIT-V:** Company Law: Promotion and incorporation of companies; Memorandum of Association; Article, of Association; Prospectus; Company meetings;' Kinds of meetings; Quorum; Voting; Resolutions; Minutes.

#### **RECOMMENDED BOOKS:**

1. Business Law - M.C. Kuchhal (VIKAS)
2. Business Law - N. D. Kapoor
3. Business Law-Avatar Singh
4. Company Law-Avatar Singh
5. Business Law - P. C. Tulsian (Tata MCG raw Hill)
6. Business Law - S. N. Maheswari / S. K. Maheswari (HPH)
7. Business Law - L. M. Porwal.

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### **HUMAN RESOURCE MANAGEMENT (MFC-13)**

**(Full Mark: 100, Internal=20, Term End=80)**

**UNIT-I:** Concepts and perspectives on human resource management: Human resource manager in changing environment.

**UNIT-II:** Corporate objectives and human resource planning; career succession planning; job analysis and role description.

**UNIT-III:** Methods of manpower search; attracting human resources; induction and socialization.

**UNIT-IV:** Manpower training and development; performance appraisal and potential evaluation; job evaluation and wage determination; employee welfare.

**UNIT-V:** Industrial relations and trade unions, dispute resolution and grievance management, employee empowerment, International of Human Resources Management.

**RECOMMENDED BOOKS:**

1. Human Resource Management: C. B. Gupta, S. Chand
2. Aswathappa, K. Human Resource and Personnel Management Tata McGraw Hill, New Delhi, 1997.
3. De Cenzo, DA & Robbins SP. Human Resource Management, 5th ed., New York, John Wiley, 1994.
4. Guy, V & Mattock J. The New International Manager, London, Kogan Page, 1.993.
5. Holloway, J. ed. Performance Measurement and Evaluation, New Delhi, Page, 1995.
6. Monappa, A. & Saiyadain M. Personnel Management, 2nd ed., New Delhi, Tata McGraw Hill, 1996.
7. Personnel and Human Resource Management. P. Subha Rao. HPH.
8. Human Resource Management: Biswajeet Pattanayak. PHI

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**RESEARCH METHODOLOGY (MFC-14)**

**(Full Mark: 100, Internal=20, Term End=80)**

**Objectives :** To equip the students with the basic understanding of the research methodology and to provide and insight into the application of modern analytical tools and techniques for the purpose of management decision making.

**UNIT-I:** Nature and scope of research methodology; Problem formulation and statement of research objectives; Chi-square Distribution and its test of level of significance.

**UNIT-II:** Organization structure of research; Research process; Research designs - Exploratory, Descriptive and experimental research designs.

**UNIT-III:** Methods of data collection - Observational and survey methods; questionnaire design; attitude measurement techniques; motivational research techniques; administration of surveys; sample design.

**UNIT-IV:** Selecting an appropriate statistical technique; field work and tabulation of data; analysis of data; use of SPSS and other statistical software packages; advanced techniques for data analysis - ANOVA, discriminate analysis, factor analysis, conjoint analysis.

**UNIT-V:** Multidimensional scaling and clustering methods; research applications.

**RECOMMENDED BOOKS:**

1. Research Methodology: C. R. Kothari (New Age international publishers)
2. Research Methodology: Dipak Kumar Bhattacharya (Excel Books)

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**QUANTITATIVE METHODS (MFC-15)****(Full Mark: 100, Internal=20, Term End=80)**

**UNIT-I:** Mathematical basis of managerial decision : Functions -application of functions-some special functions A.P. & G.P. & their managerial application, Matrices.

**UNIT-II:** Markov Chains & their applications, Bayesian Decision Theory.

**UNIT-III:** Theory of sets : Concept of a set; Subset; Superset; Powerset of a set; Operation of sets; Union; Intersection; Symmetric difference; Demorgan's law; Venn diagram; Cartesian product of sets.

Relations Definition; Domain; Range of a relation; Inverse of a relation; Equivalence relation; Congruence modulo relation QA: the set of integers.

Functions : Definition; Domain; Range of a function; Injective; Surjective & Objective functions; Equality of functions; Inverse of a function; Odd & Even function.

**UNIT-IV:** Limit: Limit of a function; Definition; Left hand limit, Right hand limit; Infinite limit and limit at infinity; Algebra of limit; Evaluation of limit (excluding trigonometric function).

Continuity: Definition; Continuity of function like  $a^x$ ,  $\log x$ ,  $x^n$ ,  $|x|$ ,  $[x]$ ,  $\text{sgn}(x)$  &  $e^x$  different method of determination of continuity; graphic & analytical method.

**UNIT-V:** Linear programming: Basic concepts, model formulation, solution method & duality. Simplex method Transportation problems.

**RECOMMENDED BOOKS:**

1. Chand, N. K. Statistics for Behavioural and Social Scientists, Reliance Publishing House, Delhi, 1996.
2. Gupta, S. P. and Gupta M.P. Business Statistics, New Delhi, Sultan Chand, 1997.
3. Kazmier, L. J. and Phhl, N. F. Basics Statistics for Business and Economics, New York, McGraw Hill, 1988.
4. Levin Richard I and Rubin David S. Statistics for Management, New Jersey, Prentice Hall Inc., 1995.
5. Narag, A. S. Linear Programming and Decision Making, New Delhi, Sultan Chand, 1995.
6. Business Mathematics : Padmalochan Hazarika (S. Chand)
7. Business Mathematics ; D.R.Aggrawal

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**INTERNATIONAL BUSINESS ENVIRONMENT AND MANAGEMENT****(MFC-16)****(Full Mark: 100, Internal=20, Term End=80)**

**UNIT-I:** International Business : An overview of international business types of international business, the external environment, the economic and political environment, the social and cultural environment, Balance of payment.

**UNIT-II:** International Economic Institution : World Bank, Asian Development Bank, UNCTAD, Foreign Direct Investment, WTO.

**UNIT- III:** Foreign exchange market mechanism, Determinants of exchange rates, European Union (E.U), ASEAN, SAARC.

**UNIT-IV:** Stock exchange, Global competitiveness, Joint venture, Multinational Corporation.

**UNIT-V:** Globalization: Concept; Globalization with social responsibility, Export payment methods.

**RECOMMENDED BOOKS:**

1. International Business Environment & Management: P. SubhaRao, HPH
2. International Business Environment & Management: Francis Cherunillan, HPH
3. Alworth, Julian S, The Finance, Investment and Taxation
4. Decisions of Multinationals, London, Basil Black well, 1988.
5. Bhalla, V. K. and S. Shivaramu, International Business Environment and Business, New Delhi, Anmol, 1995.
6. Bhalla, V. K. International Economy: Liberalisation Process, New Delhi, Anmol, 1993.
7. Daniel, John D and Radebangh, Lee H. International Business, 5th ed., New York, Addison Wesley, 1986
8. Eiteman, D. K. and Stopnehill, Al. Multinational Business
9. Finance, New York Macmillan, 1983
10. International Business : N.Badi, Vrinda Publications-

The list cases and specific references including recent articles will be announced in the class at the time of launching of the course.

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**SEMESTER-III**

**SUMMER INTERNSHIP PROGRAMME  
PROJECT REPORT (MFC-17)**

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**SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT (MFC-18)**

**(Full Mark: 100, Internal=20, Term End=80)**

**UNIT-I:** Introduction to securities: Meaning, definition, features and objectives of investment, classification and modes of investment activity, concept of investment, speculation and gambling, concept of security, portfolio, security analysis and portfolio management, process of portfolio management, Concept of risk and uncertainty, causes and types of risk.

Market for Securities : Meaning and functions of new issue market flotation- Public issue, rights issue and private placement.

**UNIT-II:** Secondary Market: Concept, characteristics and functions of stock exchange. Organized structure of secondary market, membership in stock exchange, types of dealings and types of speculators, trading mechanism.

Listing of securities : meaning, objectives, and advantages.

Depository system and depository Act : Depository system and its constituents and SEBI guidelines, advantages. Dematerialization of shares- Meaning, steps and advantages of demat services system.

**UNIT-III:** Financial arithmetic for equity shares, bonds and bond analysis & portfolio management:

Concept of value, time value of money, valuation of securities and shares- valuation, function & objectives, Valuation of preference share, approaches in portfolio construction, traditional and modern approaches. Portfolio selection model- Markowitz theory.

**UNIT-IV:** Capital asset pricing model-meaning, assumptions of CAPM, capital market line, meaning of factor model, its application and one factor model.

**UNIT-V:** Bond and Portfolio management: Meaning and features of bond, factors for issuing bond, recent trends in corporate, bond market in India.

Valuation of bonds risks: Default risk and interest rate risk, public sector bonds.

**RECOMMENDED BOOKS:**

1. Security Analysis and Portfolio Management –VA Avdhani (HPH)
2. Security Analysis and Portfolio Management- V.K.Bhalla (S.Chand)
3. Security Analysis and Portfolio Management –Inderpal Singh

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**INTERNATIONAL FINANCIAL MANAGEMENT (MFC-19)**

**(Full Mark: 100, Internal=20, Term End=80)**

**Objectives :** The objective of this course is to give students an overall view of international financial system and how multinational corporations operate.

**UNIT-I:** international Financial Management Overview : Nature, scope, importance, function. IFM vs. Domestic FM & emerging challenges, theories of exchange rate behavior.

**UNIT-II:** Managing Foreign exchange Exposure : The management of foreign exchange risk, types of exposure, tools & techniques for foreign exchange, risk management & Bretton Wood system of exchange rates.

**UNIT-III:** International Investment Decisions : FDI Theories, cost & Benefits, International Capital Budgeting: Evaluation Criteria cost of capital & sensitivity Analysis, Evaluation of political risk. Forms & meaning of political risk, Evaluation & management.

**UNIT-IV:** Taxation : Taxation of multinational firm, Double taxation avoidance agreement, Modes of double taxation relief, Bases of International taxation & Types of taxes.

**UNIT-V:** Country Risk Analysis: Nature, Economy risk Indicator, Technique to assess country risk, Out Sourcing & BPO.

**RECOMMENDED BOOKS:**

1. International Financial Management BY Madhu V. J. (EB).
2. International Financial Management BY P. G. APTE (TMH).
3. International Financial Management BY V. Sharan (PHI)

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**FINANCIAL DERIVATIVES & RISK MANAGEMENT (MFC-20)**

**(Full Mark: 100, Internal=20, Term End=80)**

**Objective :** This course will familiarize the students in the application of various tools and techniques of financial risk management. Course Input

**UNIT-I:** Risk: Definition, types of Risk, Process of Risk Management, The tools of risk Management

Derivatives: Definition and Evolution of Derivatives, Derivatives Markets, Types of Derivatives, Derivatives markets in India.

**UNIT-II:** Futures Market: Functions of futures market, Speculation and hedging, Price, spread and hedging, futures and price stabilization, tests of efficiency, Financial futures as a mechanism of risk transference, spot and futures prices.

**UNIT-III:** Financial Futures: Interest Rate futures, Currency Futures (Foreign Exchange) Stock index futures and Financial Futures in India. Risk Management with Futures, Cost of Carry Model, Index Arbitrage, Purchasing Power Parity Theorem.

**UNIT-IV:** Options: Terminology and Methodology of Trading, Types of Options, Option Pricing, Swaps, types of Swaps, Swap Valuation, and other Derivatives, Speculation with Options, Risk Management with Options & Futures.

**UNIT-V:** Regulatory Framework of Futures & Derivatives:

Regulatory bodies in major International Markets, Regulatory framework in India, Regulatory Instruments and needs, Accounting for Derivative Transactions.

**RECOMMENDED BOOKS:**

1. John C. Hull: Options, Futures & other derivatives, Pearsons
2. T.V. Somanathan :Derivatives, Tata Mc Graw Hill
3. Redhead : Financial Derivatives, Prentice Hall

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## **CORPORATE RESTRUCTURING & FINANCIAL ENGINEERING (MFC-21)**

**(Full Mark: 100, Internal=20, Term End=80)**

The objective of the present course is to provide the necessary knowledge and making the students aware of the various issues involved in M & A including corporate restructuring practices. The present paper also attempts to provide elementary knowledge, relations and the concepts of financial engineering to the students.

**UNIT-I:** Introduction: Concept, rational, types and motives of merger and Acquisition, Theories of merger, sources of value creation in merger & acquisition, Emerging trends and challenges in M & A market.

**UNIT-II:** Understanding Target Companies: Valuation: Different methods of valuation of Target co. & the firm. Fixation of exchange ratio. Measurement of cost & gains from M & A Financing M & A, methods and risk.

**UNIT-III:** Corporate Restructuring & Strategic alliances: Spin offs, Equity carve outs, stock splits, joint venture, share repurchase, LBO.MBO, International merger & restructuring.

**UNIT-IV:** Bid Strategies and Tactics: Defenses against take over, Evaluating merger performance, Post merger activities^ Regulations of merger & acquisitions, Role of institutional players in M&A.

**UNIT-V:** Financial Engineering: Concept, Scope & features, driving forces, financial engineers - conceptual & physical tools, innovation in debt & equity market, Hybrid Securities, Future trends & challenges to Financing Engineering.

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## **MANAGEMENT OF FINANCIAL INSTITUTIONS (MFC-22)**

**(Full Mark: 100, Internal=20, Term End=80)**

**Objectives :** The objective of this course is to impart knowledge to students regarding the different aspect of global financial institutions, financial market.

**UNIT-I:** Role importance of financial institutions, Economic growth & capital formation : Process and problems. Types of financial institutions: Money market and Capital Market.

**UNIT-II:** Management of Commercial Banks :

R.B.I.: Evolution, Objectives, tasks and future challenges.

Commercial Banking : Meaning and definitions, functions, management

Present structure : Scheduled bank, Private sector bank, Nationalized bank, Regional rural bank.

**UNIT-III:** ALM in Commercial banks : Meaning, Structure, objective, function, scope, process.

Recommendations given by Narshimam committee: I and II, Basel Committee : I and II

**UNIT-IV:** Development of financial institutions in India:

Profile of all India term lending Institutions: ICICI, IFCI, IDBI, IBFC, SIDBI, RBI guidelines for financial institutions.

**UNIT-V:** E-Banking : Level of services, requirement for successful online banking, factors promoting I-Banking, R.B.I, guidelines for I-Banking

E-Trading : Concept, features & importance.

**RECOMMENDED BOOKS:**

1. R. M Srivastava, Divya Nigam. PHI
2. Gupta, Agarwal, Gupta- Kalyani Publishers.
3. Fabozzi, Frank, Franco M. G. - Prentice Hall.

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**INSURANCE & RISK MANAGEMENT (MFC-23)**

**(Full Mark: 100, Internal=20, Term End=80)**

**UNIT-I:** Introduction to risk, Risk vs. Uncertainty, types of risk, Objective risk, Subjective risk, Peril & Hazard, Basic categories of risk- pure & speculative risk, fundamental & particular risk.

**UNIT-II:** Risk management, risk management objectives, types of pure risk, Burden of risk on society- larger emerging fund, loss of certain goods& services, worry & fear, Methods of handling risk:

**UNIT-III:** Insurance defined Cost & benefits of insurance, Elements of insurable risk, Principles of insurance, Kinds of insurance-life & non-life insurance (health insurance, auto insurance, fire insurance).

**UNIT- IV:** Reasons for insurance regulation, Historical development of insurance regulation, regulation of insurance business in India, legal framework of insurance business.

**UNIT-V:** Globalization of insurance need for globalization, global picture of insurance, globalization and its impact on India. Liberalization of Indian insurance market, Insurance players in India.

**RECOMMENDED BOOKS:**

1. Fundamentals of Insurance, P. K. GUPTA – Himalaya Publishing House
2. Insurance and Risk Management, P. K. GUPTA - Himalaya publishing-House
3. Principles of Risk Management and Insurance, Rezda, Pearson E

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**INTERNATIONAL ACCOUNTING (MFC-24)**

**(Full Mark: 100, Internal=20, Term End=80)**

**UNIT-I:** International Dimensions of Accounting and Harmonization: Interdependence of accounting and its environment, diverse roles of accounting in countries. Rationale and need for harmonization, challenges and obstacles to



harmonization. Organizations engaged and efforts made in the process of harmonization.

**UNIT-II:** Accounting for Currency Exchange Rate Changes : Foreign currency markets, Exchange rates and exposure, Accounting for exchange rate fluctuation, Translation methods, International, Indian and US GAAP on foreign currency translation.

**UNIT-III:** Financial Reporting and Disclosure in Global Context : Accounting for changing price- Current purchasing power and current cost adjusted technique, Segment reporting, International financial reporting, Environmental and social reporting.

**UNIT-IV:** International Financial Statement Analysis : Specialty of International Financial Analysis; Techniques : Horizontal Analysis, Vertical Analysis, Ratio Analysis, Modern Techniques-Economic Value Added, Market Value Added, Multiple Discriminate Analysis.

Difficulties in Analysis of foreign financial statements.

**UNIT-V:** Transfer Pricing : Concept, Significance of transfer pricing, Factors governing transfer pricing policy and methods- Cost based, Market based, Negotiated methods in practice and advanced pricing arguments.

**RECOMMENDED BOOKS:**

1. International Accounting : Das & Gupta
2. International Accounting : Shahrokh M. Saudagaran. (Thomson)
3. International Accounting by : Frederick D.S.Choi/Gary K. Meek (Pearson)

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**IT FOR MANAGERS (MFC-25)**

**(Full Mark: 100, Internal=20, Term End=80)**

**Objective :** The objective of the course is to develop the basic understanding of the decision support system of the artificial intelligence for business organization.

**UNIT-I:** Modern Information Technology: Basic idea of Local Area Networks (LAN) and Wide Area Networks (WAN), E-mail, Concept and evolution of internet, access devices, concept of world wide web and internet browsing.

**UNIT-II:** Introduction to E-Commerce: Meaning and Concept; Electronic commerce versus traditional commerce; E-Commerce and E-Business; Business applications of E-Commerce; Need for E-Commerce, E-Commerce models, Electronic Payment Systems: Special features required in payment systems for e-commerce; Types E-cash and currency servers. E-cheques, credit cards, smart cards, electronic purses and debit cards; Security in e-commerce.

**UNIT-III:** Financial Application of Spread Sheets : Working with EXCEL-formatting, Financial functions, Chart features, Working with graphics in excel.

**UNIT-IV:** Introduction to Accounting Packages : Company Creation, Group and Ledger Creation, Voucher Entry, Maintenance of accounting books and final accounts, financial reports generation. Practical Knowledge on Tally and SPSS Package.

**UNIT-V:** Management Information System.

**RECOMMENDED BOOKS:**

1. Diennes, Sheila S: Microsoft Office, Professional for Windows 95, Instance reference, BPB Publication, Delhi.
2. Mansfield, Ron: The Compact guide to Microsoft Office, BPB Publication, Delhi.

3. Norton, Peter: Working with IBM-PC, BPB Publication, Delhi
4. O'Brian, J. A. : Management Information Systems, Tata McGraw Hill, New Delhi.
5. Ullman, J. O: Principles of Database Systems, Galgotia Publications, New Delhi. ..
6. E. Commerce : C.S.V.Murty
7. The Internet complete Reference : Harly Hahn

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

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## SEMESTER-IV

### BUSINESS POLICY AND STRATEGIC MANAGEMENT (MFC-26)

(Full Mark: 100, Internal=20, Term End=80)

**Objectives :** The objective of this course is to develop a holistic perspective of enterprise, critical from the point of view of the top executives.

**UNIT-I:** Concept of strategy, characteristics of strategy, phases in development of strategic management, strategic management process and task of strategic management. Strategic Intent: vision, mission, values, preparation of vision & mission statements, organizational objectives.

**UNIT-II:** Generic tools of analysis : Decision tree, SWOT, PESTLE Strategic Analysis, the mega environment, the micro environment

**UNIT-III:** Strategic choice & Grand Strategy : strategy formulation, growth strategies, BCG Matrix.

**UNIT-IV:** Strategy Implementation: Implementing Strategy, Organizational Architecture & Structure, Factors Affecting Organizational Design, organizational culture.

**UNIT-V:** Governance & Change: Corporate Governance, stakeholder Power, Corporate Social Responsibility, Managing Strategic Change.

#### **RECOMMENDED BOOKS:**

1. Business policy and strategic management by Francis Cherunilam (HPH).
2. Strategic Management- Upendra Karachu, EXCEL books.
3. Ansoff, H Igor. Implanting Strategic Management, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1984.
4. Christensen, C. R. etc. Business Policy: Text and Cases, 6th ed., Homewood, Illinois, Richard D. Irwin, 1987.
5. Glueck, William F. Strategic Management and Business Policy, 3rd ed. New York, McGraw Hill, 1988.
6. Business Policy and Strategic Management: Aumob Roy, Vrinda Publication.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

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### PROJECT PLANNING, ANALYSIS AND MANAGEMENT (MFC-27)

(Full Mark: 100, Internal=20, Term End=80)

**Objectives :** The basic purpose of this course is to understand the framework for evaluating capital expenditure proposals, their planning and management in the review of the projects undertaken.

**UNIT-I:** Generation and screening of project idea : Generation of ideas, monitoring the environments, corporate appraisal, Tools for identifying investment opportunities, Scouting for ideas, Sources of positive net present value.

**UNIT-II:** Capital investments : Capital investments: Importance and difficulties Types of capital investments, Phases of capital budgeting, Levels of decision making, Facets of project analysis, Common weaknesses in capital budgeting, concept of strategy, grand strategy, diversification debate.

**UNIT-III:** Analysis : Market & Demand analysis, Situational analysis and specification of objectives, Collection of secondary information, Conduct of market survey, Characterization of the mark.

Technical analysis : Manufacturing process / technology, Technical arrangements, Material inputs and utilities, Products mix, Plant capacity, Location and site, Machineries and equipment, Structures and civil works, Environmental aspects, Project charts and layouts, Schedule of project implementation, Need for considering alternative.

**UNIT-IV:** Capital structure : Capital structure, key factors in determining the debt-equity ratio, menu of financing, Internal accruals, Equity capitals, Performance capital, Debentures (or bonds) Methods of offering, Term loans, Working capital advances, Miscellaneous sources, Raising venture capital, Raising capital in international markets, What is a VC investment.

**UNIT-V:** Project management: Forms of projects organization, Project planning, Project control, Human aspects of project management, prerequisites for successful project implementation.

**RECOMMENDED BOOKS:**

1. Ahuja, G. K. & Gupta, Ravi, Systematic Approach to Income Tax, Allahabad, Bharat Law House, 1997.
2. Bhalla, V.K. Modern Working Capital Management, New Delhi, Anmol, 1997. .
3. Bhalla, V.K. Financial Management and Policy, 2nd ed. New Delhi, Anmol, 1998.
4. Chandra, Prasanna, Projects 6th ed., New Delhi, Tata McGraw Hill, 2006.
5. Dhankar, Raj S. Financial Management of Public Sector Undertakings, New Delhi, Westville, 1995.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

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**COMMODITIES MARKETS AND FUTURES (MFC-28)**

**(Full Mark: 100, Internal=20, Term End=80)**

**Objective :** The Objective of the course is to acquaint the students with the concepts of commodities futures and markets.

**UNIT-I:** Commodity Market : Commodity, Concept of commodity market, a history of commodity markets in India, structure of commodity market, different types of commodity traded, the reasons for soaring prices in the commodity market. Commodity futures trading in India : Introduction, why commodity futures, benefits to industry from commodity futures, what makes commodity trading attractive. Leading commodities market of World : NYMEX (Overview, organization of the exchange), LM'E (overview, LME services), NYBOT (History, commodities traded).

**UNIT-II:** Commodity Derivatives : evolution of commodity derivatives market, concept of commodity derivatives trading, why are commodity derivatives required, what needs to be done for improving trading, Demat settlement for commodities.

The Role of Brokers : Brokerage, Role of brokers in creating market, brokers and risk management, brokerage regulation. Commodity Derivatives : Unresolved issues and challenges.

**UNIT-III:** Commodity Exchanges : Introduction, importance, what are the unique features of national level commodity exchanges, guidelines for recognition of national level commodity exchanges, international trends. y

Forward Market Commission : Introduction, functions and duties, powers and duties of its officers and exchanges, procedure followed in decision making process, consequences for illegal derivatives trading, what the forward market should focus on.

National Commodities Clearing Corporation of India Limited (NCCC): Introduction, principal objectives, principal features.

**UNIT-IV:** Multi Commodity Exchange : Overview, key share holders, vision and mission, strengths, code of conduct, products (gold-Indian gold market, characteristics, contract specifications of gold, silver- Indian silver market,, characteristics, contract specifications for silver HNI, aluminum- characteristics, Indian scenario and global scenario).

National Commodity and Derivatives Exchange: Overview, key share holders, organization structure, rights and liabilities of trading member and constituents, declaration of default, trading, clearing, settlement.

**UNIT-V:** Legal framework for commodity derivatives in India, forward contract regulation act 1954.

#### **RECOMMENDED BOOKS:**

N. Janardhana Rao (ICFAI University Press) [www.mcxindia.com](http://www.mcxindia.com), [www.ncedx.com](http://www.ncedx.com)

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

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### **CORPORATE TAX PLANNING (MFC-29)**

**(Full Mark: 100, Internal=20, Term End=80)**

**UNIT-I:** Basic concepts of income tax : Person, assesses, assessment year, previous year, income, residential status of an individual and company- Ordinary resident, resident but NOR and nonresident with simple illustration, tax planning-meaning & its implications, tax avoidance, tax evasion, distinction between tax planning & tax evasion, tax planning & tax avoidance, tax avoidance & tax evasion, requisites of a successful tax planner & concept of tax management.

**UNIT-II:** Exempted incomes, computation of total income, computation of salary income and its tax planning :- calculation of income under the head salaries, provident funds and their treatment , allowances , Perquisites ,Tax planning regarding salary:- from employee's point of view and employer's point of view & practical problems on salary.

**UNIT-III:** Corporate tax in India : Concept of a company, Indian company, Domestic company, foreign company, industrial company, investment company, widely held company and closed -held company, corporate dividend policy : concept of dividend and accumulated profits and their provisions , bonus shares and tax provisions, amalgamation and demerger, their conditions and distinction.

**UNIT-IV:** Service tax : Meaning, need, approaches, features, extent and application, basics of charge of service tax, administration and levy of service tax in India,

different taxable services in India, provisions for furnishing of service tax returns, challenges before the service tax administration in India.

**UNIT-V:** Double taxation relief : Relief for double taxation, avoidance of double taxation agreements, unilateral relief, double taxation relief in case of specified associations. Simple practical problems : VAT - Value added tax, meaning, need & benefits, superiority of VAT over sales tax, input tax credit, variants of VAT, modes of computation of VAT.

**RECOMMENDED BOOKS:**

1. Systematic approach in income tax by G. K. A. CARYA ABD Rabi Gupta.
2. Income tax Bombay volume i.e. by N. M Tripathy, J. B. Kanga N. A. Palkhivala
3. Corporate tax planning: TAXMAN pub The Book won't be provided at library

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**RETAIL MANAGEMENT (MFC-30)**

**(Full Mark: 100, Internal=20, Term End=80)**

**Objective :** The objective of this course is to facilitate understanding of the conceptual framework of retail management and its applications in decision making under various environmental constraints.

**UNIT-I:** Basics of Retailing : Introduction to retailing- definition of retailing, functions of retailing, retail formats, changes in retail environment, impact on retail industry, retailing in India.

**UNIT-II:** Retail Management Decisions : Strategic planning process framework; the role of retail formats and merchandising; focusing on the consumer; modeling consumer behavior; Mapping out society consumers.

**UNIT-III:** Product Strategies : Merchandising strategies; arranging displays', space management.

Pricing strategies : Pricing objectives, pricing for markets, pricing strategies.

**UNIT-IV:** Store Promotion and Location: communicating the image; selecting promotional Mix; developing a location strategy; Locating- a practical guide to retailers.

Store design & layout: Purpose of store design; the external store design; store layout types- The Grid, Free flow, Boutique, Loop, Spine.

**UNIT-V:** People in Retailing: Retail Employment- Changes in employment, Career in Retailing, Career Development, Flexible Workforce, Empowerment; Planning the workforce-Specifying Jobs, The selection process, induction and training.

**RECOMMENDED BOOKS:**

1. Chitan Bajaj, Rajnish Tal, Nidhi Srivastava: Retail Management.
2. Michael Levy, Barton A Weitz, Tata Mc Graw Hill
3. Swapna Pradhan, Tata Mc Graw Hill: Retail Management.
4. Newman and Cullen- Cengage- Retailing- environment and operation

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

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**FOREIGN EXCHANGE MANAGEMENT (MFC-31)****(Full Mark: 100, Internal=20, Term End=80)**

**Objectives :** The objective of the course is To acquaint the participants with the mechanism of the foreign exchange markets, measurement of the foreign exchange exposure, and hedging against exposure risk.

**UNIT-I:** International Monetary System : Gold standard (1876-1913), Price-Specie-flow mechanism, Inter war years (1914-1944), The Bretton wood system (1945-1975), The Smithsonian Agreement, Flexible exchange rate (1973-present), Alternative Exchange rate system, classification of currency arrangements SDRs.

**UNIT-II:** Exchange Rate Mechanism : Exchange rate quotations, nominal, real and effective exchange rates. Factors influencing exchange rates, determination of exchange rate in the spot market, determination of exchange rate in the forward market.

Theories of exchange rate behavior: Purchasing power parity, interest rate parity, International Fisher effect.

**UNIT-III:** Foreign Exchange Market : Distinctive features, major participants, spot market, forward market, market for currency futures, market for currency option, Indian foreign exchange market.

**UNIT-IV:** Foreign Exchange Market: Forecasting Exchange rates- Need techniques, Nature and measurement of foreign exchange exposure, Management of Foreign exchange exposure.

**UNIT-V:** Foreign Exchange Management Act-1999

**RECOMMENDED BOOKS:**

1. V. Sharan : International Financial Management
2. Aliber, R. Z. Exchange Risk and Corporate International Finance, Macmillan, 1978.
3. Bhall, V.K. International Financial Management, 2nd ed., Delhi, Anmol, 2001.
4. Madhu Luca Cornelius Trading in the Global Currency Markets, N.J. Prentice Hall, 1995.
5. Shapiro, A. C. International Financial Management, Boston, Allyn and Bacon, 1979.
6. Madhu V.J.- International Financial Management- excel books

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

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**CORPORATE GOVERNANCE AND BUSINESS ETHICS (MFC-32)****(Full Mark: 100, Internal=20, Term End=80)**

**Objectives :** The objective of this course is to provide a theoretical understanding of the issues involved in corporate governance and business ethics from the perspective of a company manager engaged in welfare of the stakeholders.

**UNIT-I:** Corporate Governance; Introduction, concept, objectives, elements of good corporate governance, factors influencing quality of corporate governance, National Foundation for Corporate Governance, a brief history of corporate governance reform in India.

**UNIT-II:** Committee Report on Corporate Governance: OECD Principles of Corporate Governance, 2004, Desirable corporate governance-a code by CII, Sarbajanya Oxley Act- 2002, Kumar Mangalam Birla committee report on Corporate Governance.

**UNIT-III:** Corporate Social Responsibility: Introduction, meaning, why CSR, factors influencing CSR, difference between CSR and Charity.

CSR- Contribution to sustainable development, TBL approach of CSR, Model policy on CSR.

**UNIT-IV:** Business Ethics : Meaning, necessity, guidelines for ethical issues, ethics and profit, practical benefits of ethics, principles of ethics.

**UNIT-V:** Approaches to ethical decision meeting : Introduction, key ethical concepts in business ethics, ethical attitudes of Indian business, economics and ethics, basis of ethics in law of commercial contract.

Some basic concepts related to utilitarian, moral rights, universalism, cost and benefit.

**RECOMMENDED BOOKS:**

1. Corporate Governance : ICSI-The institution of company secretaries of India (Taxman pub)
2. Business ethics ; Prof. Bajaj and Dr. Raj Agarwal (Biztantra)
3. Business Ethics : Francics and Mishra (TMH Pub.)

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

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**VIVA & PRESENTATION ON DISSERTATION (MFC-33)**

**(Full Mark: 100)**

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