

M.Com - Finance Course Structure

First Year			
Semester – I		Semester - II	
Paper Code	Paper Title	Paper Code	Paper Title
MCOM 1911	Management Accounting	MCOM 1921	Marketing Management
MCOM 1912	Statistical Analysis	MCOM 1922	Human Resource Management
MCOM 1913	Managerial Economics	MCOM 1923	International Business
MCOM 1914	Business Environment and Law	MCOM 1924	Financial Management

Second Year			
Semester – III		Semester - IV	
Paper Code	Paper Title	Paper Code	Paper Title
MCOM 1931	Strategic Financial Management	MCOM 1941	Entrepreneurship & New Venture Planning
MCOM 1932	Banking and Indian Financial System	MCOM 1942	Financial Derivatives
MCOM 1933	Investment and Portfolio Management	MCOM 1943	Corporate Governance and Social Responsibility
MCOM 1934	Merchant Banking and Financial services	MCOM 1944	Project Management

M.Com – Finance CURRICULUM

	Code	Course Title	Credits	Internal Assessment		Term End Exam		Total	
				Max. Marks	Min. Pass marks	Max. Marks	Min. Pass marks	Max. Marks	Min. Pass marks
I SEMESTER	MCOM 1911	Management Accounting	5	25	13	75	37	100	50
	MCOM 1912	Statistical Analysis	5	25	13	75	37	100	50
	MCOM 1913	Managerial Economics	5	25	13	75	37	100	50
	MCOM 1914	Business Environment and Law	5	25	13	75	37	100	50
II SEMESTER	MCOM 1921	Marketing Management	5	25	13	75	37	100	50
	MCOM 1922	Human Resource Management	5	25	13	75	37	100	50
	MCOM 1923	International Business	5	25	13	75	37	100	50
	MCOM 1924	Financial Management	5	25	13	75	37	100	50
III SEMESTER	MCOM 1931	Strategic Financial Management	5	25	13	75	37	100	50
	MCOM 1932	Banking and Indian Financial System	5	25	13	75	37	100	50
	MCOM 1933	Investment and Portfolio Management	5	25	13	75	37	100	50
	MCOM 1934	Merchant Banking and Financial services	5	25	13	75	37	100	50
IV SEMESTER	MCOM 1941	Entrepreneurship & New Venture Planning	5	25	13	75	37	100	50
	MCOM 1942	Financial Derivatives	5	25	13	75	37	100	50
	MCOM 1943	Corporate Governance and Social Responsibility	5	25	13	75	37	100	50
	MCOM 1944	Project Management	5	25	13	75	37	100	50
		Total Credits	80						

MANAGEMENT ACCOUNTING

PAPER CODE: MCOM 1911

Objectives:

- To apply various management accounting techniques to all types of organizations for planning, decision making and control purposes in practical situations and
- To familiarize Contemporary Issues in Management Accounting

UNIT – I

Nature and scope of Management and Cost Accounting: Objective - Nature, Management Accounting and Managerial Decisions - Management Accounts Position, Role and Responsibilities. Responsibility Centre - Cost Centre, Profit Centre and Investment Centre; Objective and Determinants of Responsibility Centre – Cost sheet Preparation.

UNIT – II

Budgeting and Budgetary control: Sales Budget – Cash Budget – Operating Budget – Master Budget – Flexible Budgeting – Zero Base Budgeting – Performance Budgeting.

Marginal Costing: Concept - Cost Volume Profit Analysis - Break-Even Analysis; Decision making – Make or Buy, Own or Lease, Repair or Renovate, Sell or Scrap, Export Decision, Shut Down or Continue and Sales-Mix.

UNIT – III

Standard Costing and Variance Analysis: Material Cost Variance - Labour Cost Variance - Overhead Variance – Sales Variance - Profit Variance.

UNIT – IV

Financial Statement Analysis: Vertical, Horizontal and Trend Analysis - Ratio Analysis – Types of Ratios - Uses and Limitations – problems in Balance Sheet to Ratios and Ratios to Balance Sheet – DuPont Analysis. Cash Flow Statement Analysis - Current Trends in the preparation of Cash Flow Statement.

UNIT – V

Contemporary Issues in Managerial Decisions Accounting: Value Chain Analysis, Activity Based Costing (ABC), Transfer Pricing, Total Quality Management (TQM), Target and Life Cycle Costing, Just in Time (JIT), Backflush Costing, Six Sigma, Balanced Scorecard and Throughput Accounting (TA).

Note: Question Paper Shall covers 20% Theory and 80% Problems

REFERENCES:

1. Arora M. N., “*Cost and Management Accounting*, Vikas Publishing House (P) Ltd
2. Jain and Narang, *Cost and Management Accounting*, Ludhiana, Kalyani Publishers.
3. Sikdar P.K., “*Advanced Cost and Management Accounting*”, Oscar Publications.
4. Maheswari S.N., *Principles of Management Accounting*
5. Nigam L.and Sharma G.L, *Cost Accounting*

STATISTICAL ANALYSIS

PAPER CODE: MCOM 1912

Objectives:

- To educate the students on quantitative analysis and to use statistical technique for analysis of business data.
- To equip students with some of the important statistical techniques for managerial decision making and to provide ground for learning advanced analytical tools used in research.

UNIT I

Univariate Analysis: An overview of Central Tendency, Dispersion and Skewness. Sampling and Data Collection: Sampling and Sampling (Probability and Non-Probability) methods; Sampling and non-sampling errors; Law of Large Number and Central Limit Theorem; Sampling distributions and their characteristics.

UNIT II

Probability Theory: Probability – Classical, Relative, and Subjective Probability; Addition and Multiplication Probability Models; Conditional Probability and Baye's Theorem Probability Distributions: Binomial, Poisson, and Normal Distributions their characteristics and applications.

UNIT III

Correlation and Regression Analysis: Two Variables Case

UNIT IV

Statistical Estimation and Testing: Point and interval estimation of population mean, proportion and variance; Statistical testing – hypotheses and errors; Sample size; Large and small sampling tests –Z tests, T tests, and F tests.

UNIT V

Non Parametric Tests: Chi-square tests; Sign tests Wilcoxon Signed – Rank tests; Wald – Wolfowitz tests; Kruskal – Wallis tests.

Note: Question Paper Shall covers 20% Theory and 80% Problems

REFERENCES:

1. Arora & Arora, *Statistics for Management*, Sultan Chand, New Delhi.
2. Gupta S.P., *Statistical Methods*, Sultan Chand, New Delhi.
3. Levin, Richard I. and David S Rubin, *Statistics for Management*, Prentice Hall, Delhi.
4. Sonia Taylor, *Business Statistics*, Palgrave Macmillan, 2009.
5. Qaziahmed, Zubuirkhan, Shadabahmedkha, *Numerical and Statistical Techniques Ane*.

MANAGERIAL ECONOMICS

PAPER CODE: MCOM 1913

Objectives:

- To introduce the economic concepts
- To familiarize with the students the importance of economic approaches in managerial decision making
- To understand the applications of economic theories in business decisions

UNIT – I

Introduction to Managerial Economics: General Foundations of Managerial Economics - Economic Approach - Circular Flow of Activity - Nature of the Firm - Objectives of Firms - Demand Analysis and Estimation: Individual, Market and Firm demand - Determinants of demand - Elasticity measures and Business Decision Making - Demand Forecasting.

UNIT- II

Production Analysis: Production Function - Law of Variable Proportions - Theory of the Firm - Production Functions in the Short and Long Run – Cobb-Douglas Production Function and Constant Elasticity of Substitution - Cost Functions – Determinants of Costs – Cost Forecasting - Short Run and Long Run Costs –Type of Costs - Cost Oriented Pricing Methods.

UNIT- III

Market Analysis: Product Markets - Determination Under Different Markets - Market Structure – Perfect Competition – Monopoly – Monopolistic Competition – Duopoly - Oligopoly - Pricing and Employment of Inputs under Different Market Structures – Price Discrimination - Degrees of Price Discrimination.

UNIT- IV

National Income: Introduction - National Income Concepts - Models of National Income Determination - Economic Indicators - Technology and Employment - Issues and Challenges – Business Cycles – Phases – Management of Cyclical Fluctuations - Fiscal and Monetary Policies.

UNIT – V

Macro Economic Environment: Economic of new India - A quick Review - Liberalization, Privatization and Globalization - Business and Government - Public-Private Participation (PPP) - Industrial Finance - Foreign Direct Investment (FDIs).

REFERENCES:

1. Yogesh Maheswari, *Managerial Economics*, PHI Learning, New Delhi, Latest Edition.
2. Gupta G.S., *Managerial Economics*, Tata McGraw-Hill, New Delhi.
3. Moyer & Harris, *Managerial Economics*, Cengage Learning, New Delhi.
4. Geetika, Ghosh & Choudhury, *Managerial Economics*, Tata McGraw Hill, Delhi.
5. Varshnavy and Maheshwary, *Managerial Economics*, Sultan and Chand, New Delhi.

BUSINESS ENVIRONMENT AND LAW

Paper Code: MCOM1914

Objectives

- To acquaint students with the issues of domestic and global environment in which business has to operate
- To relate the Impact of Environment on Business in an integrated manner, and
- To give an exposure to important commercial laws

UNIT – I

Dynamics of Business and its Environment – Technological, Political, Social and Cultural Environment - Corporate Governance and Social Responsibility - Ethics in Business - Economic Systems and Management Structure - Family Management to Professionalism - Business Success

UNIT - II

Infrastructure – Economic - Exchange rate regimes, foreign exchange markets - Social, Demographic Issues, Political context - Productivity Factors, Human Elements and Issues for Improvement - Global Trends in Business and Management - MNCs - Foreign Capital and Collaboration - Trends in Indian Industry - The Capital Market Scenario.

UNIT - III

Sustainable Development – Threat to Earth's Ecosystem - Forces of changes – The Limits to Growth – Ozone Depletion – Global Warming – Decline of Biodiversity – Threats to Marine Ecosystem – World Business Council for Sustainable Development - Voluntary Business Initiatives -Resource Base of the Economy - Land, Forest, Water, Fisheries, Minerals.

UNIT - IV

Law of Contract - Agreement - Offer - Acceptance - Consideration - Capacity of Contract Contingent Contract - Quasi Contract - Performance - Discharge - Remedies to breach of Contract - Negotiable Instruments - Notes, Bills, Cheques - Crossing - Endorsement - Holder in due course.

UNIT – V

Company - Formation - Memorandum - Articles - Prospectus - Shares - Debentures - Directors - Appointment - Powers and Duties - Meetings - Proceedings – Management - Accounts - Audit - Oppression and Mismanagement - Winding up.

REFERENCES:

- 1.Pathak, Legal Aspects of Business, Tata McGraw- Hill, Delhi,
- 2.Keith-Davis & William Frederick, Business and Society, McGraw-Hill, Tokyo.
- 3.M.M. Sulphey & Az-har Basheer, Laws for Business, PHI, Delhi,
- 4.Maheswari & Maheswari, Mercantile Law. Himalaya Publishing House. Mumbai
- 5.Veena Keshav Pailwar, Economic Environment of Business, PHI, Delhi,
- 6.Anne T. Lawrence & James Weber, Business and Society, Tata McGraw Hill, Delhi

MARKETING MANAGEMENT

Paper Code: MCOM 1921

Objectives:

- To familiarize with the basic concepts, and techniques of marketing management
- To analyze and solve marketing problems in the complex and fast changing business environment.

UNIT-I

Introduction to Marketing and Marketing Management, Marketing Concepts - Marketing Process
Marketing mix - Marketing environment. - Consumer Markets and buying behaviour - Market segmentation and targeting and positioning.

UNIT-II

Product Decisions - concept of a Product - Product mix decisions - Brand Decision - New Product Development – Sources of New Product idea - Steps in Product Development - Product Life Cycle strategies- Stages in Product Life Cycle,

UNIT-III

Price Decisions - Pricing objectives - Pricing policies and constraints - Different pricing method - New product pricing, Product Mix pricing strategies and Price adjustment strategy.

Channel Decision - Nature of Marketing Channels – Types of Channel flows - Channel Functions - Functions of Distribution Channel – Structure and Design of Marketing Channels -Channel co-operation, conflict and competition

UNIT – IV

Promotion Decision - Promotion mix - Advertising Decision, Advertising objectives - Advertising and Sales Promotion – Developing Advertising Programme – Role of Media in Advertising - Advertisement effectiveness - - Sales force Decision.

UNIT- V

Marketing Planning, Organizing and Control: Marketing planning process; Different ways of organizing the marketing department; Sales, cost and profit analysis - 4Cs of marketing. Special fields in Marketing - Rural Marketing – Services Marketing – International Marketing –Relationship Marketing, - Sustainable Marketing - Green marketing - Digital marketing.

REFERENCES

1. Ramaswamy & Namakumari, Marketing Management, Sixth Edition, Sage, India.
2. Philip Kotler & Kevin Lane, *Marketing Management*, Pearson, New Delhi,
3. Paul Baines, Chris Fill & Kelly Page, *Essentials of Marketing*, Oxford, Delhi.
4. K.S. Chandrasekar, *Marketing Management Text and Cases*, Tata McGraw-Hill, Delhi.
5. Ian Dodson, *The Art of Digital Marketing*, Wiley India Pvt. Ltd

HUMAN RESOURCES MANAGEMENT

Paper Code: MCOM 1922

Objectives

- To understand and appreciate the importance of the human resources vis-a-vis other resources of the organisation
- To familiarize the students with methods and techniques of HRM
- To equip them with the application of the HRM tools in real world business situations.

UNIT-I

Human Resources Management – Organized and Unorganized sectors - Organisation and Functions of the HR - HR Structure and Strategy; Managing people and performance in Organisations – The importance and role of HR in organizations –Employee Engagement – Integrated Work force Management

UNIT – II

Recruitment and Selection - Human Resource Information System [HRIS] – Manpower Planning - Selection – Induction & Orientation - Performance and Potential Appraisal - Coaching and Mentoring - HRM issues and practices in Outsourcing– Contingent Workforce – Changing skill requirements

UNIT-III

Human Resources Development –*Training* and Development Methods - Design & Evaluation of T&D Programmes - Continuous improvement programs - Career Development - Promotions and Transfers - Delegation - Retirement and Other Separation Processes.

UNIT-IV

Compensation - Productivity and Morale - Principal Compensation Issues & Management - Job Evaluation –Motivation – Theories - Employee Morale – Stress Management - Quality of Work Life - Family work life balance- Emotional and spiritual quotient – Cross Culture Management.

UNIT – V

Building Relationships – Facilitating Legislative Framework - Trade Unions – Managing Conflicts - Disciplinary Process - Collective Bargaining - Workers Participation in Management - Globalisation of HR and current trends.

REFERENCES:

1. DeCenzo, D. A., Robbins, S. P., & Verhulst, S. L. *Fundamentals of Human Resource Management, Binder Ready Version*. John Wiley & Sons
2. Aswathappa, *Human Resource Management*, Tata McGraw Hill, New Delhi
3. Garry Dessler & Varkkey, *Human Resource Management*, Pearson, New Delhi
4. Alan Price, *Human Resource Management*, Cengage Learning, New Delhi
5. Pravin Durai, *Human Resource Management*, Pearson, New Delhi
6. Snell, Bohlander & Vohra, *Human Resources Management*, Cengage, Delhi

INTERNATIONAL BUSINESS

Paper Code: MCOM 1923

Objectives:

- To have exposure on International Monetary and Financial System
- To Introduce and familiarize the International Financial Markets and Instruments
- To Acquire Knowledge about Foreign Exchange Markets and determination of Exchange rate system.
- To Familiarize the International Capital and Money Market Instruments.

UNIT – I

International Monetary and Financial System: Importance of international finance; Britton woods conference and afterwards, IMF and the World Bank; European monetary system - meaning and scope.

UNIT –II

Balance of Payment and International Linkages: Balance of payments and its components; International flow of goods, services and capital; Copying with current account deficit.

UNIT – III

International Financial Markets and Instruments: International capital and money markets; Money and capital market instruments; Salient features of different international markets; Arbitrage opportunities; Integration of markets; Role of financial intermediaries.

UNIT –IV

Foreign Exchange Markets: Determining exchange rates; Fixed and flexible exchange rate system; Exchange rate theories; Participants in the foreign exchange markets; Foreign exchange market - cash and spot markets; Exchange rate quotes; LERMS; Factors affecting exchange rates - spot rates, forward exchange rates, forward exchange contracts; Foreign exchange and currency futures; Exchange rate arrangement in India; Exchange dealings and currency possession; information and communication; Foreign exchange trades.

UNIT –V

International Capital and Money Market Instruments; GDRs, ADRs, IDRs, Euro bonds, Euro loans, Repos, CPs, floating rate instruments, loan syndication and Euro deposits.

REFERENCES:

1. Apte, P.G, *International Financial Management*, Tata McGrawhill, New Delhi.
2. Buckley, Adrian, *Multinational Finance*, Prentice Hall, New Delhi.
3. Eitman, D.K. & Stenehelf, *Multinational Business Cash Finance*, Wesley, New York.
4. Henning, C.N., W Piggot and W.H Scott, *International Financial Management*, McGraw Hill, international Edition.
5. Levi & Maurice *International Finance*, McGraw-Hill, International Ed

FINANCIAL MANAGEMENT

Paper Code: MCOM 1924

Objectives:

- To know the various sources of finance
- To understand the various uses for finance and
- To familiarize oneself with the techniques used in financial management.

UNIT-I

Financial Management – Financial goals - Profit vs. Wealth Maximization; Finance Functions – Investment, Financing and Dividend Decisions – Cost of Capital – Significance of Cost of Capital – Calculation of Cost of Debt – Cost of Preference Capital – Cost of Equity Capital (CAPM Model and Gordon's Model) and Cost of Retained Earnings – Combined Cost of Capital (weighted/Overall).

UNIT-II

Capital Budgeting – Nature of Investment Decisions – Investment Evaluation criteria – Net Present Value (NPV), Internal Rate of Return (IRR), Profitability Index (PI), Payback Period, Accounting Rate of Return (ARR) – NPV and IRR comparison.

UNIT-III

Operating and Financial Leverage – Measurement of Leverages – Effects of Operating and Financial Leverage on Profit – Analyzing Alternate Financial Plans - Combined Financial and Operating Leverage – Capital Structure Theories - Traditional approach - M.M. Hypotheses – without Taxes – Net Income Approach (NI) – Net Operating Income Approach (NOI) - Determining capital structure in practice.

UNIT- IV

Dividend Policies – Issues in Dividend Decisions – Relevance Theory – Walter's Model – Gordon's Model – Irrelevance Theory – M-M hypothesis - Dividend Policy in Practice – Forms of Dividends – Stability in Dividend Policy – Corporate Dividend Behaviour.

UNIT-V

Management of Working Capital – Significance and types of Working Capital – Calculating Operating Cycle Period and Estimation of Working Capital Requirements – Financing of Working Capital and norms of Bank Finance – Sources of Working capital – Dimensions of Working Capital Management.

[Note: Distribution of Questions between Problems and Theory of this paper must be 40:60 i.e., Problem Questions: 40 % & Theory Questions: 60 %]

REFERENCES:

1. Khan MY, Jain PK, *Basic Financial Management*, Tata McGraw Hill, Delhi.
2. Chandra, Prasanna, *Financial Management*, Tata McGraw Hill, Delhi.
3. Bhabatosh Banerjee, *Fundamentals of Financial Management*, PHI, Delhi.
4. Chandra Bose D, *Fundamentals of Financial Management*, PHI, Delhi,
5. Preeti Singh, *Fundamentals of Financial Management*, Ane,

Objectives

- To acquaint the students with concepts of Financial management from strategic perspective and
- To familiarize various Techniques and Models of Strategic Financial Management.

UNIT – I

Financial Policy and Strategic Planning –Strategic Planning Process – Objectives and Goals – Major Kinds of Strategies and Policies – Corporate Planning – Process of Financial Planning – Types of Financial Plan – Financial Models – Tools or Techniques of Financial Modeling – Uses and Limitations of Financial Modeling – Applications of Financial Models – Types of Financial Models - Process of Financial Model Development.

UNIT – II

Investments Decisions under Risk and Uncertainty – Techniques of Investment Decision – Risk Adjusted Discount Rate, Certainty Equivalent Factor, Statistical Method, Sensitivity Analysis and Simulation Method – Corporate Strategy and High Technology Investments.

UNIT – III

Expansion and Financial Restructuring – Corporate Restructuring - Mergers and Amalgamations – reasons for Merger, Benefits and Cost of Merger – Takeovers – Business Alliances – Managing an Acquisition – Divestitures – Ownership Restructuring – Privatisation – Dynamics of Restructuring – Buy Back of Shares – Leveraged Buy-outs (LBOs) – Divestiture – Demergers.

UNIT – IV

Leasing – Importance, Types, Tax Considerations, and Accounting Considerations – Evaluation of Lease from the point of view of Lessor and Lessee – Lease versus Buy Decision – Venture Capital – Concept and Developments in India – Process and Methods of Financing – Fiscal Incentives.

UNIT – V

Financing Strategy - Innovative Sources of Finance – Asset Backed Securities - Hybrid Securities namely Convertible and Non-Convertible Debentures, Deep Discount Bonds, Secured Premium Notes, Convertible Preference Shares – Option Financing, Warrants, Convertibles and Exchangeable Commercial Paper.

REFERENCES:

1. Weaver & Weston. *Strategic Corporate Finance*: Cengage Learning, Latest Edition.
2. Rajni Sofat & Preeti Hiro, *Strategic Financial Management*, PHI, Delhi.
3. Kumar, R. *Strategic Financial Management Casebook*. Academic Press.
4. Pettit, J., *Strategic Corporate Finance*: Wiley Finance, Latest Edition.
5. Weston, J.F., Chung, K.S. and Hoag, S.E., *Mergers, Restructuring & Corporate Control*, PHI.

Objectives

- To get an insight into the constitutions, structure, objectives and working of the Banking Institutions in India
- To evaluate the performance of Banking Institutions and their contribution to the growth of Indian Corporate Sector and
- To have a Bird's view of the Indian Financial System and in the context of Global Indian Banking System.

UNIT- I

Banking Systems – Definitions – Functions – Types – Central Banking – Structure of Banking System- Rural Financing – Banker and Customer Relationship – Deposit Mobilization – Loans and Advances – Assets and Liabilities Management – Secured Advances – Endorsement and Crossing of Cheques – Payment of Cheques – Collection of Cheques.

UNIT-II

Central Banking System – Nature- Organization and Management- Functions – Methods of Credit Controls – Objects of Monetary Policy – Autonomy of Central Bank Systems – Indian Money Market – Indian Capital Market – New Issue Market- Banking Legislations in India.

UNIT-III

Industrial and Agricultural Banking System – All Indian Development Banks – Investment Institutions - State Level Institutions – Specialized Financial Institutions – International Finance Institutions – IBRD – IFC – IDA – NABARD – NHB – Micro Financing Institutions.

UNIT-IV

Financial systems - Overview of Indian Financial System – savings and Financial Intermediation – Financial Markets – Listing Regulations – Primary Markets – Secondary Markets – Mutual Funds – Indian Fiscal Systems.

UNIT-V

Foreign Investments – Foreign Capital – Foreign Collaboration – Foreign Direct Investment – Foreign Institutional Investors – Offshore Country Funds – Overseas Venture Capital Investments – International Capital Market.

REFERENCES

1. M.Y. Khan, *Indian Financial System*, Tata Mc Graw Hill, Delhi.
2. Jeff Madura, *Financial Markets and Institutions*, CenGage Learning, Delhi.
3. H.R. Machiraju, *Indian Financial System*, Vikas Publishing House, Delhi.
4. Pathak, *The Indian Financial System*, Pearson Education India.

Objectives

- To have understanding on investment and avenues of investment
- To have exposure on analysis techniques of capital market and
- To understand various theories of portfolio management

UNIT -I

Investment – Basics of Investment – Investment, Speculation and Gambling – Investment Categories – Investment avenues – Security market indications –Security Contract Regulation Act - Investors' Protection.

UNIT- II

Fundamental Security Analysis: *Economic Analysis* – significance and Interpretation of the Economic Indicators – *Industry Analysis:* Industry Growth Cycle - *Company analysis:* Marketing – Accounting policies – Profitability – Dividend Policy – Capital Structure – *Financial Analysis:* Operating Efficiency – Management – Fundamental Security Analysis – Changes in the Financing Patterns of Indian Companies – Debt-Equity Ratio for Indian Companies.

UNIT-III

Technical Analysis: Technical Tools - The Dow Theory – Primary Trend – The secondary Trend – Minor Trends – Support and Resistance Level – Indicators – Odd Lot Trading – Moving Average – Exponential Moving Average - Oscillators-ROC Momentum –MACD –RSI- Stochastic - Rate of Change – Charts – Technical indicators – Charting Techniques – Indicators of the Witchcraft Variety – Efficient Market Theory – Basic Concepts – Random-Walk Theory – Weak Form of EMH – Semi-strong Form – Strong Form – The Essence of the Theory – Market Inefficiencies.

UNIT-IV

Portfolio Analysis: Elements of Portfolio Management, Portfolio and Single asset Returns and Risk – Mean Variance Criterion – covariance – Beta (simple problems) – Portfolio Markowitz Model – simple Diversification – Risk and Return with Different correlation – Sharpe's Single Index Model – Sharpe's Optimal Portfolio – Construction of the Optimal Portfolio – Optimum Portfolio with short sales.

UNIT-V

Portfolio Evaluation & Performance Models: Asset Pricing Model – Capital Asset Pricing Model (CAPM) – Security Market Line – Assumptions – Arbitrage Pricing Model (APT) – Portfolio Performance Models – Sharpe's Performance Index – Treynor's Performance Index – Jensen's Performance Index.

REFERENCES:

1. Punithavathy Pandian, *Security Analysis and Portfolio Management*, Vikas , Delhi.
2. Kevin S, *Security Analysis and Portfolio Management*, PHI, Delhi.
3. Yogesh Maheswari, *Investment Management*, PHI, Delhi.
4. Bhalla V K, *Security Analysis and Portfolio Management*, S Chand, New Delhi.
5. Prasanna Chandra, *Portfolio Management*, Tata McGraw Hill, New Delhi.

Objectives

- To Introduce Financial Services Industry and its activities.
- To understand about Merchant Banking and its role in Issue Management of Corporate sector.
- To familiarize various financial services and practices.

UNIT-I

Financial Services Industry Activities: Emergence – Developments – Fund Based and Non-fund based activities – modern activities – New Financial Products and Services, Innovative Financial Instruments – Challenges Ahead.

UNIT-II

Merchant Banking: Issues Management Intermediaries – Merchant Bankers/Lead Managers – Underwriters – Bankers, Brokers and Registrars to an Issue and Share Transfer Agents– Debenture /Trustees – Portfolio Managers – Issue Management Activities.

UNIT-III

Contemporary Financial services: - Modus Operandi, types, functions – Factoring in India - Bills Discounting – Real estate Industry – Housing Finance – Housing Finance system – National Housing Bank – Refinance scheme for HFCs – Asset Liability Management – Securitisation – Mortgage-Based Securitisation – Reverse Mortgage Loan (RML) Securitisation of Standard Assets.

UNIT-IV

Mutual Funds: Origin, Types of Mutual Funds, Importance, Mutual Funds Industry in India – SEBI's directives for Mutual Funds, Private Mutual Funds, Asset Management company – Unit Trust of India – Evaluation of Performance of Mutual Funds – Money Market Mutual Funds – RBI Guidelines.

UNIT-V

Other Financial Services: Insurance - Types, Insurance Industry in India and related reforms – Other Financial Services – Credit Cards – Credit Rating: Regulatory framework – Credit Rating Agencies – Rating Process and Methodology – Rating symbols/Grades – Pension Plan.

REFERENCES:

1. Khan, M.Y. *Financial Services*, Tata McGraw Hill, Latest Edition
2. Gurusamy, *Merchant Banking and Financial Services*, Tata McGraw Hill, Latest Edition
3. Gordon and Natarajan, *Financial Markets and Services*, Himalaya House, Latest Edition
4. Verma, J.C., *Handbook of Merchant Banking and Financial Services*, Bharat Law House Pvt. Ltd., Latest Edition
5. Vasant Desai, *The Indian Financial System*, Himalaya publishing House.

Objectives:

- To Introduce entrepreneurship and its environment in India
- To Familiarizing various assistance programs for small scale units and understand institutional framework of SSI Units.
- To develop technical skills to analyze various steps involved in Project feasibility.
- To understand various drawbacks in women entrepreneurship and Entrepreneurship in Informal Sector.

UNIT-I

Entrepreneurship – Definition, Role and expectations – Entrepreneurial styles and types – Characteristics of the Entrepreneur – Functions of an Entrepreneur – Promotion of Entrepreneurship – Role of Socio-Cultural, Economic and Political Environment – Growth of Entrepreneurship in Pre and Post independence era – Constraints for the Growth of Entrepreneurial Culture.

UNIT-II

Entrepreneurial Motivation Theories - Entrepreneurial Competencies – Developing Competencies – Role of Entrepreneur. Development Programs – Assistance Programme for Small Scale Units – Institutional Framework – Role of SSI Sector in the Economy – SSI Units – Failure, Causes and Preventive Measures – Turnaround Strategies.

UNIT-III

Business Plan preparation for new ventures: Identification of Business Opportunity – Preparation of Feasibility Report – Financial and Technical Evaluation – Project Formulation – Common Errors in Project Formulation – Specimen Project Report – Ownership Structures – Proprietorship, Partnership, Company, Co-operative, Franchise.

UNIT-IV

Corporate Entrepreneurship (Intrapreneurship) – Concepts – Need – Strategies - Corporate Practices – Select Cases – Dynamics of Competition – Plans for Survival and Growth.

UNIT-V

Women Entrepreneurship – Need – Growth of women Entrepreneurship – Problems faced by Women Entrepreneurs – Development of women Entrepreneurship – Entrepreneurship in Informal Sector – Rural Entrepreneurship – Entrepreneurship in Sectors like Agriculture, Tourism, health care, Transport and allied services.

REFERENCES:

1. Poornima M. Charantimath: *Entrepreneurship Development in Small Business Enterprises*, Pearson Education.
2. Hisrich Peters shepherd: *Entrepreneurship*, Tata McGraw Hill.
3. Donald L. Sexton & Raymond W. Smilor, *The Art and Science of Entrepreneurship*, Ballinger
4. Clifford M. Baumbach & Joseph R. Mancuso, *Entrepreneurship and Venture Management*, PHI
5. Gifford Pinchot, *Intrapreneuring*, Harper & Row

Objectives

- To Understand the students about the concept of Derivatives and its types
- To acquaint the knowledge of Options and Futures and
- To know about Hedging and the development position of Derivatives in India.

UNIT – I

Derivatives – Features of a Financial Derivative – Types of Financial Derivatives - Basic Financial derivatives – History of Derivatives Markets – Uses of Derivatives – Critiques of Derivatives – Forward Market: Pricing and Trading Mechanism – Forward Contract concept – Features of Forward Contract – Classification of Forward Contracts – Forward Trading Mechanism – Forward Prices Vs Future Prices.

UNIT – II

Options and Swaps – Concept of Options – Types of options – Option Valuation – Option Positions Naked and Covered Option – Underlying Assets in Exchange-traded Options – Determinants of Option Prices – Binomial Option Pricing Model – Black-Scholes Option Pricing – Basic Principles of Option Trading – SWAP: Concept, Evaluation and Features of Swap – Types of Financial Swaps – Interest Rate Swaps – Currency Swap – Debt-Equity Swap.

UNIT – III

Futures – Financial Futures Contracts – Types of Financial Futures Contract – Evolution of Futures Market in India – Traders in Futures Market in India – Functions and Growth of Futures Markets – Futures Market Trading Mechanism - Specification of the Future Contract – Clearing House – Operation of Margins – Settlement – Theories of Future prices – Future prices and Risk Aversion – Forward Contract Vs. Futures Contracts.

UNIT – IV

Hedging and Stock Index Futures – Concepts – Perfect Hedging Model – Basic Long and Short Hedges – Cross Hedging – Basis Risk and Hedging – Basis Risk Vs Price Risk – Hedging Effectiveness – Devising a Hedging Strategy – Hedging Objectives – Management of Hedge – Concept of Stock Index – Stock Index Futures – Stock Index Futures as a Portfolio management Tool – Speculation and Stock Index Futures – Stock Index Futures Trading in Indian Stock Market.

UNIT – V

Financial Derivatives Market in India – Need for Derivatives – Evolution of Derivatives in India – Major Recommendations of Dr. L.C. Gupta Committee – Equity Derivatives – Strengthening of Cash Market – Benefits of Derivatives in India – Categories of Derivatives Traded in India – Derivatives Trading at NSE/BSE – Eligibility of Stocks – Emerging Structure of Derivatives Markets in India - Regulation of Financial Derivatives in India – Structure of the Market –Trading systems – Badla system in Indian Stock Market – Regulatory Instruments.

REFERENCES

1. Gupta.S.L., *Financial Derivatives Theory, Concepts and Problems PHI, Delhi.*
2. Kumar S.S.S. *Financial Derivatives, PHI, New Delhi, 2007*
3. Chance, Don M: *Derivatives and Risk Management Basics, Cengage, Delhi.*
4. Stulz M. Rene, *Risk Management & Derivatives, Cengage Learning, New Delhi.*

Objective:

- To familiarize the students with the knowledge and emerging trends in good governance practices
- To understand corporate social responsibility in the global and Indian context.

UNIT – I

Conceptual Framework of Corporate Governance: Evolution of corporate governance; developments in India; regulatory framework of corporate governance in India; SEBI guidelines and clause 49; reforms in the Companies Act; secretarial audit; class action; NCLT; insider trading; rating agencies; green governance/e-governance; shareholders' activism; corporate governance in PSUs and banks; legislative framework of corporate governance – an international perspective (United Kingdom, USA, Australia, China, Russia, South Africa).

UNIT - II

Corporate Management: Management vs. Governance; internal constituents of the corporate governance; key managerial personnel (KMP); chairman- qualities of a chairman, powers, responsibilities and duties of a chairman; chief executive officer (CEO), role and responsibilities of the CEO; separation of roles of chairman and CEO; CFO; manager; company secretary; auditor.

UNIT - III

Role and Functions of Board Committees: Standing committees, ad-hoc committees, task force committees, advisory committees; powers, functions and duties of board committees; enhanced performance of board committees; limitations of board committees; statutory committees of board- audit committee, remuneration committee, nomination committee, compliance committee, shareholders grievance committee, investors relation committee, investment committee, risk management committee, other committees.

UNIT - IV

Major Corporate Failures: Bank of credit and commerce international (UK), Maxwell communication corporation and Mirror group newspapers (UK), Enron (USA), World.com (USA), Andersen worldwide (USA), Vivendi (France), News of the world (UK); Satyam computer services ltd (India); Sahara (India); Kingfisher ltd (India); common governance problems noticed in various corporate failures; policy actions including major codes and standards.

UNIT - V

Corporate Social Responsibility (CSR): Meaning; corporate philanthropy; CSR-an overlapping concept; corporate sustainability reporting; CSR through triple bottom line; CSR and business ethics; CSR and corporate governance; environmental aspect of CSR; CSR models; drivers of CSR; global reporting initiatives; major codes on CSR; initiatives in India.

REFERENCES:

1. Mallin, Christine A., *Corporate Governance*, Oxford University Press, Delhi.
2. Rani, Geeta D., & Mishra, *Corporate Governance - Theory & Practice*, Excel, Delhi.
3. Bob Tricker, *Corporate Governance - Principles, Policies, and Practice*, Oxford, Delhi.
4. Sharma, J.P., *Corporate Governance and Social Responsibility of Business*, Ane, Delhi.
5. Francesco Perrini, Stefano, and Antonio Tencati, *Developing Corporate Social Responsibility-A European Perspective*, Edward Elgar.

PROJECT MANAGEMENT

Paper code: MCOM 1944

Objectives:

- To understand the concept of project and steps in project management
- To enable the students to prepare business proposals and
- To enable the students to evaluate the Project feasibility

UNIT-I

Project – Classification – Importance of Project Management – An Integrated Approach – Project Portfolio Management System – The Need – Choosing the appropriate Project Management Structure: Organizational considerations and project considerations – steps in defining the project – project Rollup – Process breakdown structure – Responsibility Matrices – External causes of delay and internal constraints.

UNIT-II

Project feasibility studies - Opportunity studies, General opportunity studies, specific opportunity studies, pre-feasibility studies, functional studies or support studies, feasibility study – components of project feasibility studies – Managing Project resources flow – project planning to project completion: Pre-investment phase, Investment Phase and operational phase – Project Life Cycle – Project constraints.

UNIT-III

Project Evaluation under certainty - Net Present Value (Problems - Case Study), Benefit Cost Ratio, Internal Rate of Return, Urgency, Payback Period, ARR – Project Evaluation under uncertainty – Methodology for project evaluation – Commercial vs. National Profitability – Social Cost Benefit Analysis, Commercial or National Profitability, social or national profitability.

UNIT-IV

Developing a Project Plan - Developing the Project Network – Constructing a Project Network (Problems) – PERT – CPM – Crashing of Project Network (Problems - Case Study) – Resource Leveling and Resource Allocation – how to avoid cost and time overruns – Steps in Project Appraisal Process – Project Control Process – Control Issues – Project Audits – the Project Audit Process – project closure – team, team member and project manager evaluations.

UNIT-V

Managing versus leading a project - managing project stakeholders – social network building (Including management by wandering around) – qualities of an effective project manager – managing project teams – Five Stage Team Development Model – Situational factors affecting team development – project team pitfalls.

[**Note:** Distribution of Questions between Problems and Theory of this paper must be 20:80 i.e., Problem Questions: 20 % & Theory Questions: 80 %]

REFERENCES

1. Panneerselvam & Senthilkumar, *Project Management*, PHI, Delhi.
2. Kamaraju Ramakrishna, *Essentials of Project Management*, PHI, Delhi.
3. Arun Kanda, *Project Management*, PHI, Delhi.