

Any one of the following Groups**

M.C.613-Ia	Investment Management
M.C.613-IIa	Organization Development
M.C.613-IIIa	Project Planning & Analysis
M.C.613-IVa	Entrepreneurship & Family Business Management
M.C.613-Va	Export Import Policy and Procedures
M.C.613-VIa	Contemporary Issues in Auditing

Any one of the following Groups**

One paper of the already opted Group in 3rd Semester

M.C.613-Ib	Financial Services Management
M.C.613-IIb	Labour Laws & Industrial Relation
M.C.613-IIIb	Management of Environment
M.C.613-IVb	Small Business Management
M.C.613-Vb	World Trading and Monetary System
M.C.613-VIb	Management of Services (Transport, Tourism and Hospital)

One paper of the already opted Group in 3rd Semester

Any one of the following Groups :

M.C.614-Ib	Computer Application in Costing
M.C.614-IIb	Learning Organisation
M.C.614-IIIb	Insurance Legislation
M.C.614-IVb	Quantitative Models for Business Decisions
M.C.614-Vb	International Financial Management
M.C.614-VIb	Regulatory Frame Work for E-Commerce
615	Viva Voce

4. Harvard Business Review : Harvard Business Review on Corporate Governance.904

(Boston Harvard Business Review)

M.C. 611-I : MANAGEMENT INFORMATION SYSTEMS

OBJECTIVE: The objective of the course is to harness the skills already developed in the course on Information Technology. The focus of this course is to help the participants in challenges encountered in M.I.S. implementation.

UNIT-I

Developing a long range information system plan.

Strategies for determining information requirements including database requirements.

Outsourcing information systems.

Control of information system performance and security.

Causes of information system failures.

Ensuring Quality with Information Systems.

Auditing information systems.

UNIT-II

Issues in Information Technology Management in India.

Problems and prospects of I.T. implementation in Business Organizations.

Information Systems in Marketing Operations. Human Resource Management.

Accounting and Finance.

Project Management.

Management Information Services.

Managing International Information Systems.

Suggested Readings :

1. Laudon and Laudon (1996) : Management Information System, IV Ed. Prant8.04

M.C. 612-I : COST ANALYSIS AND CONTROL

OBJECTIVE: To develop analytical and critical abilities to design effective cost systems, to measure and evaluate management performance and to provide accounting dat

M.C. 613-I : INNOVATIVE FINANCIAL PRODUCTS**UNIT-I**

1. Evolution and Role of Financial Services Companies in India, Evolution of NBFC's service provided with Bank. Categories of NBFC's. Innovative Source of Financing.
2. Securitisations : Concept securitisation as a funding mechanism. Mortgaged Traditional & Non-Traditional securitization of Mortgages and Non-Mortgages Asset securitization in India.
3. Venture Capital in India : Theoretical Framework, Indian Venture Capital Scenario.

UNIT-II

4. Derivatives: An Introduction, Forward and Futures, Swap options and Management of Risk in derivatives.
5. E-Finance Products and Services: e-money, e-trading and e-procurement.
6. Leasing, Introduction, Types, Tax aspect, Accounting Treatment and Financial Evaluation of Leasing.

REFERENCES :

1. Bhaskare Mahapatra : Derivatives
2. V.C. Joshi : E-finance.
3. M.Y. Khan : Financial Services.
4. Prasannachandra : Financial Management.

M.C. 613-Ia : INVESTMENT MANAGEMENT

OBJECTIVE: To provide a deeper insight into evaluation and management of investment opportunities available for individuals as well as institutions.

UNIT-I

Nature and Scope of Investment Decisions: Investment Risk Analysis Techniques. Valuation of equities, debts convertible etc. Securities Markets in India and their working.

Security Analysis : Economic Analysis, Industry Analysis, Fundamental Analysis, Company Level Analysis and Technical Analysis.

UNIT-II

Investment Management : Introduction to portfolio management, Modern portfolio theory, Assets allocation and portfolio construction, portfolio revision.

Investment Management : Investment management and tax planning.

BOOKS REFERRED: (D) (17(o)23.368095()-11.9475(1438)15.4295())-107.143(a)-8871()-107.14

M.C.613-II a : ORGANISATION DEVELOPMENT

OBJECTIVE : The course develops an analytical and operational approach to planned system wise organizational change. Organizations today are faced with the dilemma of how to integrate the organizational objectives with the goals of the individuals working for it. To resolve this dilemma in our rapidly changing environment and to ensure that competing or conflicting groups move towards a collaborative way of work, several changes in the organization structure, processes and behaviour are necessary. This is sought to be achieved through a planned management change efforts broadly termed as organization development.

UNIT-I

O.D. Concept, Nature, Meaning, Definition and Need Valu

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|-----|---|---|-------------------------------|
| 8. | O.D. | : | Mergulies and Raia |
| 9. | O.D. | : | Warner Burke |
| 10. | O.D. and Change | : | T.G. Cummings and C.G. Worley |
| 11. | Managing Change | : | Philip Sadler |
| 12. | Reengineering the Corporation—a Manifesto for Business Revolution | : | M. Hammer and J. Champy |
| 13. | Process Consultation | : | Edger Schein |

JOURNALS

1. California Mgt. Review
2. Journal of Applied Behavioural Science
3. Harvard Business Review
4. Human Capital
5. Personnel
6. H.R. Focus

M.C.613-III a : PROJECT PLANNING AND ANALYSIS

OBJECTIVE : The course aims at training the students to undertake feasibility study of industrial projects, appraise the projects from private, commercial as well as social angles, and prepare detailed project reports.

UNIT-I

Private Commercial criteria for project choice, project cycle, feasibility, Marketing feasibility, Financial feasibility.

UNIT-II

Social cost-benefit analysis rationale, UNIDO and Little Mirrlees approaches. UNIDO-IDCAS Manual Social rate of discount, Shadow Prices and conversion factors. Applications in India.

REFERENCES :

1. UNIDO : Guidelines for Project Evaluation, United Nations, 1972 (Oxford IBH).
2. Manual for the Preparation of

M.C. 613-IV a : ENTREPRENEURSHIP AND FAMILY BUSINESS MANAGEMENT

OBJECTIVE : The objective of this course is to provide conceptual and theoretical understanding about the development of Entrepreneurship and its significance in Indian economy.

UNIT-I

Entrepreneurship : Need, Scope and philosophy. Entrepreneurship Development in India. Historical evaluation of Entrepreneurship during pre and post-industrial era. Factors affecting entrepreneurial development–Relation, Social cultural, Political, ancestral and demographic creativity and Intrapreneuring. Entrepreneurship : Theory of social change. Intrapreneuring and Entrepreneurship. Barriers to intrapreneurial grid. Becoming an Intrapreneur. Phases in Intrapreneurship.

UNIT-II

Entrepreneurial Behaviour in India. Entrepreneurial Competencies and traits. Characteristics of being entrepreneur. Classification of entrepreneurs. Functions of an entrepreneur. Entrepreneurial Development Programmes. Entrepreneurship and new venture opportunities. Project Appraisal and Feasibility Analysis. Family enterprises : Viability of Family Business; Family Management Practices. Managing family business, some case studies of family run businesses in India–Vardhman, Hero, Oswal etc. Relationship between small and large business.

REFERENCES : **Barmpene** **om44:6 4** **mily r** **eurshi**

M.C. 613-Va: EXPORT IMPORT POLICY AND PROCEDURES

OBJECTIVE : The objective of this course is to acquaint the students with the current India's foreign trade policies. Further providing an understanding of Export Financing. Export-Import Procedures and the various operations involved. The main emphasis is also laid on developing a systematic approach to handling foreign trade transaction and the paper with thereto.

UNIT-I

Export-Import Policy (1997-2002). Balance of trade & Balance of payments, Capital Account convertibility. Trends in world trade direction & its composition. Export promotion and institutional set up Export Promotion Measures.

M.C. 613-VI a: CONTEMPORARY ISSUES IN AUDITING

OBJECTIVES : The objective of the course is to acquaint the student with the status of auditing in the Contemporary World.

UNIT-I

Auditing in the contemporary world. Concept of true and fair view. Relevance of Internal Control for the auditor. Position of auditor under Companies Act, 1956. Auditor Report. Liabilities.

UNIT-II

Audit of Limited Companies—Audit Report –MAOCARO. Audit of Government, Banking, Co-operative and Insurance Companies, Case Histories.

Management Audit—Meaning, Scope and necessary, Audit of various Management functions.

UNIT-III

Cost Audit—Maintenance of Cost Record, Study of Cost Accounting.

M.C.614-III a : BANK LEGISLATION

OBJECTIVE: The objective of this course is to apprise the students with the banking law and practice and develop an understanding of various laws affecting banks.

UNIT-I

Evolution of banking law : Banking Regulation Act, 1949; Reserve Bank of India Act, Bank Nationalization Act, 1969; A Study of Negotiable Instruments Act, 1881 based on case law.

UNIT-II

Banker and customer relations : Banks as borrowers; cheques - payment of customers cheques: collecting banker and customers accounts; Employment of funds; Guarantees; Advances secured by collateral securities; Advances against goods and documents of title to goods; Analysis of banks balance sheet, Electronic funds transfer and other electronic payments; Internet banking.

BOOKS RECOMMENDED :

1. P.N. Varshney : Banking Law and Practice.
2. B.M. Lall Nigam : Banking Law and Practice.
3. Tannan : Banking Law and Practice in India.
4. Tax mann : Banker's Manual.
5. Diwan, Prag and Sunil Sharma : Electronic Commerce—A Manager's Guide to E. Business, Varsity Books International, Delhi.
6. V.K. Jain and Hemlata : Electronic and Mobile Commerce, Cyber-tech Pub, New Delhi.
7. Uppal, K.K. & Chawla, A.S. : Banking Towards 21st Century, Published by Deep and Deep Publications, New Delhi.
8. Tripathi, S.D. & Uppal, K.K. : Banking and New Economic Programme, Published by Panjab University Publication Bureau, Panjab University, Chandigarh.

M.C. 614-IV a : ECONOMETRICS

OBJECTIVES : This course aims to apprise the students to various aspects of the econometrics that can be used to help the students to develop econometrics models.

UNIT-I

Detection of multicollinearity
Remedial measures
The nature of heteroscedasticity
Consequences of heteroscedasticity
Detection of heteroscedasticity
Remedial measures
The nature of Autocorrelation
Consequences of autocorrelation
Detection of autocorrelation
Remedial measures
The attributes of a good model
Types of specification errors
Tests of specification errors.

REFERENCES :

1. A. Kmitosyiannis

M.C. 614-Va : INTERNATIONAL ACCOUNTING

M.C.614-VIa : E-COMMERCE : PAYMENT SYSTEM, TECHNICAL SYSTEM AND ETHICAL SYSTEM

OBJECTIVES : Main objective of the course is to acquaint the students with technical, security and ethical issues associated with electronic payments.

UNIT-I

Electronic Payment System : Special Features required in payment system for e-commerce. Types of e- payment system : E-cash and currency servers, E-cheques, Credit Cards. Smart cards, Electronic purses and Debit cards. Business issues, economic implications, operational, credit and legal risks of e-payment systems, risk management options for e-payment systems. Components of an effective electronic payment system.

UNIT-II

Technical issues in commerce : Lack of reliable infrastructure services, strength of security. Deployment of public key infrastructure, interoperability of technologies and applications, lack of standards, technical integration with existing applications, availability and interoperability of payment instruments.

SEMESTER-IV**M.C. 610-II : CORPORATE TAXATION**

OBJECTIVE : At the conclusion of the paper, students will have a thorough knowledge about the planning and management of corporate taxation.

UNIT-I

BOOKS RECOMMENDED :

1. V.K. Singhania : Direct Taxes : Planning and Management
2. V.K. Singhania : Direct Taxes : Law and Practice
3. Bhagwati Prasad : Law and Practice of Income Tax in India
4. R.N. Lakhotia :

M.C. 611-II : MANAGEMENT CONTROL SYSTEMS

OBJECTIVE : To develop the abilities of the students to design and evaluate management control system.

UNIT-I

Nature and scope of M.C.S.– Basic concepts, Boundaries of Management Control.

Corporate Level Strategies, Business Unit Strategies.

Behaviour in Organization – Goal congruence. Informal and Formal Control System. Types of Organizations. Functions of the Controller.

UNIT-II

Management Control Structure – Responsibility centers, Revenue Centers, Expense centers, Administrative and support centers, Research and Development centers, Marketing centers, profit centers.

Transfer Pricing - Objective, Methods, Pricing Corporate Services, Administration of Transfer Prices.

Measuring and Controlling Assets Employed–Structure of the analysis.

Measuring assets employed, EVA Vs ROI Alternative Approaches.

UNIT-III

Analyzing Financial Performance–Variance Analysis.

Performance Measurement–Information used in Control System.

Performance Measurement–The Techniques, Interactive Control.

Management Compensation–Characteristics of Incentive Compensation Plans, Stock Options, Phantom.

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Modern Control Methods–Just-in-time (JIT), Total Quality Management, Computer Integrated Manufacturing, Decision Support Systems.

Service Organisations and Financial Service Organisations and M.C.S.

Multinational Organisation and M.C.S.

M.C. Projects.

BOOKS RECOMMENDED :

1. User and Hammer : Cost Accounting : Planning and Control.
2. Morse and Rodh : Cost Accounting : Processing, Evaluating and Using Cost Data.
3. Robert N. Anthony : Management Control System.
4. Horgrew and Datar : Cost Accounting–A Managerial Emphasis.
5. Edwin H. Caplan : Managements Accounting and Behaviour Science.

M.C. 612-II : MANAGEMENT OF SERVICES (BANKING AND INSURANCE)

OBJECTIVE :

5. S.S. Heubnes & Kemnch Black : Life Insurance
6. Magazine : Yogashekama, Insurance Post
7. S. R. Deva : Law & Practice of Banking
8. H. L. Tandon :

M.C. 613-II : E-BUSINESS

OBJECTIVE : The objective of this course is to orient the students about various applications of E-Commerce in business decisions.

UNIT-I

Business Models of E-Commerce and infrastructure B2C, B2B, B2G and other business models of E-Commerce. Applications of E-Commerce to business–Supply Chain Management, product and service digitisation. Remote Servicing. Procurement, On–Line Marketing and Advertising E-Commerce Resources and Infrastructure–Resources and Planning for Infrastructure.

Business to Consumer E-Commerce, Cataloging, Order Planning and Order Generation, Cost Estimation and Pricing, Order Receipt and Accounting order- Selection and Prioritisation, order scheduling, order fulfilling and delivery, order billing and payment management, Post Sales Services.

Web-site Design : Web-sites as market places, role of Web-site in B2C e-commerce, web-site strategies, Web-site design principles, Push and Pull technologies, alternative methods of consumer communication such as e-mail BBS etc. E-mail etiquette and e-mail security.

UNIT-II

Electronics Payment System : Special features required in payment systems for e-commerce, Type of e-payment systems : E-cash and currency servers, E-cheques, Credit cards, Smartcards, Electronic purses and Debit cards, Business issues, economic implications, operational, credit and legal risks of e-payment systems, risk management options for e-payment systems. Components of an effective electronic payment system.

Business to Business E-Commerce : Need and alternative models of B2B e-commerce technologies. Using public and private computer networks for B2B trading, EDI and paperless trading, EDI architecture, EDI

M.C. 613-II b : LABOUR LAWS AND INDUSTRIAL RELATIONS

OBJECTIVE : The objective of the course is to enhance the participants understanding of Indian Legal Environment relating to Industrial Relations. Emoluments and Welfare.

UNIT-I

Legal regulation of employment conditions in India : Law of master and servant. The concept of social justice. Guiding principles of industrial adjudication, Industrial Disputes Act, 1947.

UNIT-II

Trade Union Act, 1926, Industrial Employment (Standing Orders) Act, 1946. Contract Labour (Regulation and Abolition) Act, 1970.

UNIT-III

Payment of Wages Act, 1936

Minimum Wages Act, 1948

Payment of Bonus Act, 1965

UNIT-IV

Factories Act, 1948

Mines Act, 1952

Bonded Labour Systems (Abolition) Act, 1976

Child Labour (Prohibition and Regulations) Act, 1986

BOOKS RECOMMENDED :

1. O.P. Malhotra : The Law of Industrial Disputes
2. S.C. Srivastava : Industrial Relations and Labour Laws
3. S.N. Mishra : Labour and Industrial Law
4. P.L. Malik : Industrial Law
5. H.K. Sanaray : Industrial and Labour Laws of India
6. K.P. Chakravarti : Labour Management and Industrial Relations.
7. G.M. Kothari : Labour Demand and their Adjudication.

M.C. 613-III b : MANAGEMENT OF ENVIRONMENT

OBJECTIVE : The objective of this course is to acquaint the students with the world of environment. This subject will teach students as to what are the impacts and aspects of each business activity in environmental terms and how businessmen are responsible towards environment.

UNIT-I

Environmental Management : Fundamentals–Sustainable Development, Implications of human population growth, Limits to growth, Environment and Business Schools; Energy Management. Fundamentals– Fossil Fuels use. Energy production and trade, Energy Balance : Ecosystem Concepts : Basic Concepts and their application in Business, Industrial Ecology and Recycling Industry.

UNIT-II

Environment Management System : EMS Standards, ISO 14000. Environmental Auditing. Clearance/Permissions for establishing industry; Environmental Management & Valuation : Environmental Accounting, Economics– Environmental Taxes Shifts, Green Funding, Corporate Mergers, Environmental Ethics; Environment Management Trade and Environmental Management, Debt and Environment.

UNIT-III

GATT/WTO provisions. Environmental Laws : Acts, Patents, IPRS, Role of NGO's PIL; Pollution & Waste Management–Air, Water, Land Pollution, Trade in? Wastes; Water, Forest & Biodiversity Management : Water Resources, Dams and their role; Forest Products and Trade; Role of Biodiversity in International Trade; Approaches to Corporate Ethics; Bio-ethics.

SUGGESTED READINGS :

1. Uberoi, N.K. : Enviro

M.C. 613-IV b : SMALL BUSINESS MANAGEMENT

OBJECTIVE : The objective of this course is to highlight small business environment and the entrepreneurial and managerial problems in small industrial units.

UNIT-I

Small Business : Concept and Definition, Nature and characteristics. Role of Small business in modern Indian economy. Organizational structure and ownership pattern of small-scale business. Growth of small business in India. Industrial sickness in SSI—causes, consequences & remedial measures. Operating the small-scale enterprises, Financial management, Operation management and Marketing management issues in SSI. Entrepreneurship Development in Small Industrial units. Managerial Problems of small scale unit.

UNIT-II

Government Policies towards small business: Recent developm

M.C. 613-V b : WORLD TRADING AND MONETARY SYSTEM

OBJECTIVE : The objective of this course is to acquaint the students with the economic aspects relating to international trade. The course will provide an understanding of the theories of trade, different monetary institutions and the economic environment for international trade.

UNIT-I

Bases of International Trade. Theories of International Trade : Classical Theory. Opportunity Cost Theory. Heckscher-Ohlin Theory. Price Equalization Theorem. Gai

M.C.613 VI b : MANAGEMENT OF SERVICES

(TRANSPORT, TOURISM AND HOSPITAL)

OBJECTIVE : The objective of this course is to appraise the participants with the application of principles of management in hospitals, tourism and transport.

UNIT-I

Objectives and goals of transport undertakings, form of organization and organizational structure of transport undertakings, Direction and control function in transport undertakings. Pricing of transport services, transport routing and scheduling, transport financing and marketing of transport services.

UNIT-II

Definition of tourism and need for tourism. The birth, growth and development of tourism. Factors influencing growth of tourism– Tourism culture and economic development. Tourism and employment, Tourism and related developments such as social, political, educational etc. Tourism marketing concepts and importance–Marketing Functions in Tourism; Tourism marketing mix; Tourism pricing, Method of pricing–Tourism promotion: Advertising costs–steps in planning an advertising campaign: Tourism publicity.

UNIT-III

Health care and hospitals, Indian health care systems, hospital as sub-system of health care system, hospital functions, classification of hospitals, components of hospital system; changing role of hospital administration; need for managerial functional specialists; decision making in hospitals, understanding decision making process.

REFERENCES :

1. Lele, R. D. : “Computers in Medicine”, Tata McGraw Hill, New Delhi, 1988.
2. Saini, Anil Kumar : “ Management Information Systems in Hospitals”, Deep and Deep, 1993.
3. Hall, Derek R. (ed.) : Tourism and Economic Development, Belhaven

M.C. 614-Ib : COMPUTER APPLICATIONS IN COSTING

OBJECTIVES : In order to close the communication gap that separated the cost accountant from computer specialists. Student will be exposed to the steps that are taken for designing, establishment, and evaluation of computer based cost information system.

UNIT-I

Cost accounting information system - an overview.

Role of computers in cost accounting what cost manager should know about computer system.

Use of spreadsheet for computer based information system for cost decision making.

UNIT-II

Strategic and project planning for computer based cost information system.

Design, implementation and evaluation of computerised cost information system. In traditional as well as web based business environment.

BOOKS RECOMMENDED :

1. Applications in Cost Accounting : David M. Buehlmann et. al
2. Encyclopaedia of Cost Accounting Systems (Vol. 1, 2, 3)
3. Management Control System : Robert N. Anthony
4. Cost Accounting – A Managerial Emphasis : Horngren

614- II b : LEARNING ORGANISATION

OBJECTIVE : The course aims at informing the students with concept and theory of Learning Organisations in the context of contemporary environment.

UNIT-I

The Profile of Future Organisation.

The Pursuit of Excellence.

Corporate Learning as a Competitive Edge.

Meaning and Premises of Learning Organisation.

Distinctive Features of Learning Organisation.

UNIT-II

Building a Learning Organization-Kindling Learning Process in Organization.

Developing a Capable Organization :

- Recruiting & Retention of Talented People.
- Building Core Competencies and Capabilities.
- Matching Organization Structure to Strategy.

UNIT-III

Seven Perspectives of Learning Organization.

The Organizational Learning Cycle.

Learning as Improving for Getting Better.

Systems Approach to Learning.

Organization as Learning Systems.

The Knowledge Creating Company.

Designing the Structure of Learning Organization.

Five Fold Discipline for Organizational Learning.

UNIT-IV

Sustaining the Learning Organization.

The Role of Leadership in Learning Organization.

Conditions for Learning Organizations.

Learning Organization and Managing Change.

SUGGESTED READINGS :

1. S. Ramnarayan T.V. Rao & Kuldeep Singh : O.D. Interventions and Strategies (Ed.) Response Books : A Div. of Sage Publications, N.E. (1998).
2. P.N. Rastogi : Building A Learning Organization, Wheeler Publishing (1998).
3. D.D. Sharma :

M.C. 614-V b : INTERNATIONAL FINANCIAL MANAGEMENT

OBJECTIVE : The objective of the course is to acquaint the students with the latest developments in the area of International Finance and also to equip them with the techniques of management of risk and decision making relating to capital structure in the International Finance.

UNIT-I

Financial Management in the Global Context–International Financial Management–Reward and Risk Foreign Exchange Markets–Cash, Spot, Forward and Options Markets.

UNIT-II

Foreign exchange risk and exposure–nature of exchange rate risk, accounting exposure, economic exposure and translation exposure. Management of risk and exposure through hedging and speculation.

UNIT-III

Short term financial markets and management euro dollar and euro currencies. International dimensions of cash management.

Long Term Financial Markets, Equity and bond investments, International aspects of long-term financing.

UNIT-IV

Strategic decision making relating to capital structure and cost of capital in the context of international finance. Evaluation of foreign direct investment diffi

6. Allan C. Shapiro : Multinational Financial Management

