

PANJAB UNIVERSITY, CHANDIGARH -160014 (INDIA)
(Estd. under the Panjab University Act VII of 1947 -enacted by the Govt. of India)

FACULTY OF

PRACTICE

	GROUP III: BANKING AND INSURANCE II	
MCH7231	INTERNATIONAL BANKING	100
MCH7232	ACTUARIAL PRACTICE	100
	GROUP IV: BUSINESS LAW II	
MCH7241	INTELLECTUAL PROPERTY LAWS	100
MCH7242	E-SECURITY AND CYBER LAWS	100
	GROUP V: ENTREPRENEURSHIP AND FAMILY BUSINESS II	
MCH7251	MARKETING FOR ENTREPRENEURSHIP	100
MCH7252	MANAGING STRATEGIC IMPLEMENTATION AND BUSINESS TRANSFORMATION	100
	TOTAL	<u>700</u>

FIRST SEMESTER

MCH6101: ORGANISATIONAL BEHAVIOUR

Objective: This course emphasizes the importance of human capital in the organizations of today. It gives an insight to the students regarding individual and group behavior in any organization.

UNIT I

Introduction to OB concepts, foundations, contributing disciplines to organizational behaviour, role of OB in management practices, challenges and opportunities for organizational behaviour, organizational behaviour in the context of globalization, scientific management and human relations tools Hawthorne experiment, introduction to human behavior, perception, attitudes and job satisfaction

UNIT II

Personality meaning, determinants, theories, MBIT and big five models leadership theories, determinants, style and challenges to leadership in India, motivation and its concept and applications, communication interpersonal communication, listening, feedback, counseling, organizational communication

UNIT III

Group process group and intergroup behaviour, group decision making, team management, types of

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and approaches to organizational effectiveness, factors in organizational effectiveness, effectiveness through adaptive coping cycle, organizational health development, emotional intelligence

References

1. Brooks, I., Organizational Behaviour, Individuals, Groups and Organization Pearson Education Ltd.
2. Luthans, F., Organizational Behaviour, McGraw Hill Inc.
3. Newstrom, J.W. & Davis, K., Organizational Behaviour Human Behavior at work The McGraw Hill Companies Inc.
4. Pareek, U., Understanding Organizational Behaviour, Oxford University Press, Delhi
5. Robbins, S.P., Judge, T. and Sanghi, O., Organizational Behaviour, Pearson Education
6. Weiss, P., Organizational Behaviour and Change, Paul, West

MCH6102: BUSINESS ECONOMICS

Objective: To explain basic concepts of economics which help in business decision making

UNIT-I

Nature and scope of business economics, demand theory and techniques for demand estimation, demand forecasting, production function for single product, production function for multiple products

UNIT-IV

Keynesian Analysis

References

1. Brigham, E.F., Ehrhardt, M.C.,

statistical analysis), application of computers in project management: features, capabilities & limitations of project management software (with reference to popular Software MS Project)

References

1. Basandra, S. K. Computers Today Galgotia Books.
2. Meredith, J.R., and Mantel, S. Project management a managerial approach
3. Powell, T., The Complete Reference to HTML
4. Rajaraman, V. Fundamentals of Computer Brentice Hall.
5. Ram B., Computer Fundamentals New Age Publications
6. Sinha, P.K., Sinha, P. Foundation of computing BPB Publications.
7. Taxali, R., PC Software Made Simple Tata McGraw Hill.

MCH6106: BUSINESS ENVIRONMENT

Objective: Judicious decision making in a business organization requires the proper knowledge of the environment in which it has to function. This course aims at orienting the students with all the external environmental forces which affect the decision making process of an organization.

UNIT I

Concept of business environments its significance and nature, interaction matrix of different environment factors, process of environmental scanning, environmental scanning of important industries of India viz. tractor, pharmaceutical industry, food processing, electronics, fertilizers steel, soft drinks, and TV.

UNIT-II

Economic environment the philosophy, strategy and planning in India, monetary policy and their impact on Indian business, industrial policy foreign trade policy and their impact on Indian business, political environment,

global business environment, significance of foreign investment in India, opportunities and threats in WTO and the new international trading regime, tariff and non tariff barriers in global trade.

UNIT IV

Socio-cultural environment in India- Salient features of Indian culture values and their implication for Indian business, middle class in India and its implications on industrial growth in India, consumerism as emerging force, social responsibility of business, business ethics and Indian business, Impact of mass media on Indian business, changing role of rural sector in India rural income and rural demand of consumer durable.

References

1. Adhikari, A., Economic environment of business, Sultan Chand & Sons
2. Adhikary, M., Business Economics

UNIT III

Principles of oral communication, speeches, speech of introduction, of thanks, occasional speeches, theme speech, mastering the art of giving interviews in the following selection or placement interview, appraisal interview, exit interview, group communication meetings and group discussions.

UNIT IV

UNIT -II

Fieldwork- preparation of data collection instruments, measurement and scaling concepts, measurement scales, questionnaire (instrument) design, sampling design and sampling procedures, sample size estimation, fieldwork processing of data, data analysis basic data analysis, hypothesis testing t test, chi square test, test of proportion, bivariate analysis of differences and measures of association through use of parametric and non-parametric tests, report writing, use of computers in research.

References

1. Bryman, A. & Burgess, R.G., Business Research Methods, Oxford University Press, New York
2. Carver, R.H. & Nash, J.G., Data Analysis with SPSS, Sengage Learning, New Delhi
3. Cooper, D.R. & Schindler, P.S., Business Research Methods, Tata McGraw Hill, New Delhi
Delhi
4. Gaur, A. S. & Gaur, S.S., Statistical Methods for Practice and Research, A Guide to Analysis Using SPSS, Response Books, New Delhi
5. Kothari, C.R., Research Methodology, Methods

MCH6202: HUMAN RESOURCE MANAGEMENT

Objective:

MCH6203: OPERATIONS AND MATERIAL MANAGEMENT

Objective: To provide students with the requisite knowledge of concepts and practical skills and techniques required in the area of production planning and materials management.

UNIT-I

Purchasing process, sourcing and outsourcing, supplier evaluation, selection and

MCH6204: MANAGEMENT INFORMATION SYSTEM S

Objective: The course has been designed to acquaint students about the evolution of computer based information systems, basic computer hardware, software, and data concepts, types of information systems that are needed to support the various levels of a business enterprise, and process of analyzing, designing, and developing information system.

UNIT I

Introduction: why information system, Perspectives and contemporary approach to information system, usage of information system, Information system in the enterprise, major types of system in organisation, systems from functional perspectives, integrating functions and business processes. Management opportunities, challenges and solutions, Information systems, organisations, management and strategy, organisations and information systems, how information system impact organisations and business firms, the impact of IT on Management Decision Making, Information Business and Business Strategy, Management opportunities, challenges and solutions, Managing the digital firm: E-business, e-commerce and emerging digital firm, managing opportunities challenges and solutions. Ethical and social issues related to information systems in digital firm and information society, managing knowledge in the digital firm: enterprise wide knowledge management systems, intelligent techniques, management opportunities, challenges and solutions, Enhancing decisions making for digital firm: decisions making and decision support system (DSS), group decision support system(GDSS), Executive support in the enterprise, management opportunities, challenges and solutions.

UNIT II

Wireless revolution: wireless computing landscape, network and internet access, e-commerce

UNIT IV

Redesigning the organisation with the information systems: system as planned organizational change, business process-engineering and process improvement, overview of system development, alternative systems building approaches, management opportunities, challenges and solutions, Managing international information systems: growth of international information systems, organizing and managing international information systems, technology issues and opportunities challenges and solutions.

Ref

relating to leasing industry in India, underwriting concept, SEBI regulations, recent developments

UNIT -II

Introduction to equipment leasing, introduction, history and development of leasing, concept and classification, types of leases, advantages, disadvantages, evolution of Indian leasing industry, leasing and commercial banking sector, product profile, legal aspects of leasing, lease documentation, lease agreement, tax aspects of leasing income tax aspects, lease evaluation the lessee's angle, the lessor's angle, negotiating lease rentals, lease accounting and reporting: IAS17, I.C.A.I. guidance note, form vs substance debate, hire purchase concept, characteristics, mathematical evaluation, legal, tax and accounting aspects, the hire purchase act, 1972, mutual fund evolution, types, regulation of mutual funds, organization, structure, performance evaluation, design and marketing of mutual fund schemes, analysis, and tax treatment of M F schemes M F in India.

UNIT -III

Credit rating concept, process, methodology, SEBI regulations for credit rating, credit rating agencies regulation, 1999, consumer finance role of consumer credit in the financial system, features, mathematics and legal framework, credit screening methods, innovative structuring of consumer credit transactions, product, consumer credit act, 1974, credit cards concept, types, billing and payment, settlement procedure, mechanism of transactions, member establishments, member affiliates, the concept of Visa Net, insurance definition, classification, principles of insurance, rights and obligations of parties.

UNIT -IV

Factoring concept forms, functions of factor, legal aspects, evaluation of factoring, the report of the study group for examining introduction of factoring services in India, factoring vs bill discounting credit insurance, forfeiting, bill financing bill of exchange, definition, steps in bill discounting, bill market in India, venture capital nature and scope, regulatory environment, V.C. investment process, evaluation criteria, limitations, V.C. in India, real estate investment and return profile, forms of real estate investment, concept, sources, housing finance introduction, H.F. scheme in India, characteristics of H.F. business, procedure for loan disbursement by H.F.C.S., legal frame work, evaluating and structuring H.F. transaction

References

1. Bansal, L.K., Merchant Banking and Financial Services, Tata McGraw Hill
2. Khan, M.Y., Management of Financial Services, Tata McGraw Hill
3. Padmalatha, S., Management of banking and financial services, Subhan Chand and Sons.
4. Rose P. S. and Hudgins S. C., Bank management and financial services, Tata McGraw Hill

MCH6207: SEMINAR ON ACCOUNTING THEORY AND PRACTICE

Objective: The course aims to acquaint the students with coherent set of logical principles & general frame of reference for the evaluation of accounting practices. Students will develop an understanding of financial reporting and analysis practices.

UNIT -I

Brief history of development of accounting thought, classification of accounting theory, Foundation of accounting: accounting concepts and conventions, accounting standards, Overview of International Financial Reporting Standards (IFRS), Interpretations by International Financial Reporting Interpretation Committee (IFRIC), Significant difference vis Indian Accounting Standards and Role of Accounting Standards Board (ASB) of India, Harmonization and Global convergence of Accounting Standards, Implementation of International Financial Reporting Standards (IFRS)

UNIT -II

Financial Reporting: An overview, disclosure requirements, segment reporting, interim reporting, corporate social performance reporting, intangibles accounting, inflation accounting, human resource accounting, value added reporting, review of annual reports of selected companies: observing presentation financial information, recent trends in the presentation of corporate published accounts.

References

1. Godfrey, J., Hodgson, A., Holmes, S., Tarca, A.,

MCH6208: SEMINAR ON MICROFINANCE MANAGEMENT

Objective: This workshop course aims at enabling the students to gain a clear understanding of various policies, conceptual, and operational issues involved in developing effective and successful microfinance interventions.

UNIT I

Introduction: Microfinance products and services, microfinance and rural financial services, agricultural microfinance Supply, Intermediation and Regulations of Microfinance: Supply of microfinance, intermediation, microfinance distribution models, regulations and supervision.

3. Fisher, Thomas and Sriram, M. Beyond MicroCredit: Putting Development Back into Microfinance SageVistaar Publication.
4. Gahte, Prabhu Microfinance in India A State of the Sector Report 2007 Sage Publications Pvt. Ltd.
5. Karmarkar, K.G. Microfinance in India Sage Publications Pvt. Ltd.
6. Pan19.08(J ET /F94 13T 11.9())] TJ ET B29.8994(t)-Debad)37..563382ar.G. 4 1 Tf BT 11.9773 0

3. Hunger & Wheelen, Essentials of Strategic Management, Prentice Hall of India
4. McCarthy, Minichiello & Curran, Business Policy and Strategy Concepts and Readings, AITBS Publishers & Distributors (Regd.), Delhi
5. Pitts, Strategic Management, Building and Sustaining Competitive Advantage, South Western Thomson
6. Porter, Competitive Advantage, The Free Press, New York
7. Thompson, Strickland & Gambles, Strategic Management: Concepts and Cases, Tata McGraw Hill

MCH7102: ADVANCED AUDITING

Objective: To acquaint the students with the knowledge of current auditing practice and procedures and apply them in auditing engagements.

UNIT -I

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

UNIT -II

Relevance of internal control for the auditors, evaluation of internal control procedures, techniques including questionnaire, flow chart, internal audit and external audit, coordination between the two, position of auditor under Companies Act, 1956, audit of limited companies, statutory requirements under the Companies Act, 1956, audit of branches, joint companies, audit of true and fair and materiality and audit risk with respect to audit of companies, audit reports.

UNIT - III

Management audit, measuring, scope and necessity, cost audit, maintenance of cost record, study of cost accounting, environmental audit, energy audit, special features of audit of banks, insurance companies, cooperative societies and non banking financial companies.

UNIT -IV

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

References

1. Arens and Lobbecke, Auditing and integrated approach
2. Bubbard and Johnson, Auditing
3. Gupta, K., Contemporary auditing, Tata McGraw Hill

4. Knechel, R. W. Auditing, SouthWestern College Publishing.
5. Woolf McDonald, E. and Evans, A. Advanced auditing and Investigation

MCH7103: SEMINAR ON CORPORATE RESTRUCTURING

Objective: This course is an overview of corporate restructuring transactions. It will expose students to transactions significantly affecting the corporation's assets, liabilities and/or equity claims and will stress the economic motives for undertaking them.

UNIT-I

Introduction forms of corporate restructuring, organic and inorganic, historic and recent trends, theoretical interpretation of restructuring and its analysis in the framework of corporate finance, the framework and process for deal structuring, assessing legal, accounting and tax implications, applying valuation and pricing techniques, engaging in negotiation

4. Watkins, M., Harvard Business Review on Mergers and Acquisitions, Harvard Business Review Press.
5. Weston, Mitchell and Mulherin,

MCH 7111: STRATEGIC COST MANAGEMENT

Objective

interpretations and guidance notes on various accounting aspects issued by the ICAI and their applications, framework for the preparation and presentation of financial statements according to IFRS presentation of financial statements, accounting policies, changes in accounting estimates and errors.

UNIT -II

Income revenue and construction contracts, assets inventories, property, plant and equipment, accounting for government grants and disclosures of government assistance, borrowing costs leases, intangible assets, investment properties, agriculture, impairment of assets, exploration for and evaluation of mineral resources, liabilities provisions, contingent liabilities and contingent assets, employee benefits, share based payments, income taxes, financial instruments.

UNIT -III

Group Accounts regulatory framework, consolidated statement of financial position,

MCH7122: INVESTMENT MANAGEMENT

Objective: The purpose of this course is to acquaint students with the theoretical and practical aspects of investment analysis, for security selection and portfolio management purposes.

UNIT - I

In

3. Chandra, P., Investment Analysis and Portfolio Management, Tata McGraw-Hill Publishing Company Limited.
4. Fabozzi, F.J. and Markowitz, H.M., The Theory and Practice of Investment Management: Asset Allocation, Valuation, Portfolio Construction, and Strategies

References

1. Donald F., R. Gup, Benten E., Kolar, J. W., Commercial Banking The Management of Risk, South Western Thomson Learning
- 2.

References

1. Dorfman S. Mark, Introduction to risk management and insurance, Prenticehall India
2. Ganguly A., Insurance Management, New age International
3. Gupta, P. K. Insurance and Risk Management, Himalaya publishing house
4. Harrington E. Scott and Niehaus R. Gregory, Risk management and insurance, McGraw Hill Education, New Delhi
5. Mishra . M. N., Insurance Principles and Practice.
6. Periasamy P. , Principles and Practice of Insurance, Himalaya publishing house

MCH7141: SOCIO-ECONOMIC ENVIRONMENTAL LAWS

Objective: To provide basic knowledge of Socio Economic environmental laws applicable to the Business.

UNIT -I

SEBI Act 1992 formation, operations of SEBI, meetings and powers of board, SEBI guidelines for issue of shares with special reference to issue by IPO, Promotes contribution, reservations and firm allotments, underwriting, code of advertising, book building, green shoe option, issue through on line system, disclosures in offer documents, SEBI guidelines for issue of debentures, bonus shares, insider trading, preferential allotment in existing companies, takeover bids, unfair trade practices & depository schemes, ESOPs.

UNIT II

Consumer Protection Act 1986 introduction to the Act, definitions consumer, dispute, defect in goods, deficiency in service, unfair trade practice, redressal agencies forum, state commission & national commission their composition, procedure for admission of complaints, penalties for non-compliance of order of redressal agencies, appeals.

Right to Information Act, 2005 introduction to

abatement of environmental pollution, offences and penalties under the Act, Competition Act- introduction to the Act, definitions, prohibition of certain agreements, abuse of dominant position and regulation of combinations, competition commission of India- powers and functions, Duties of directors general, offences and penalties under the Act

UNIT IV

The Patents Act, 1970- introduction to the Act, definitions, inventions not patentable, application for patents, examination of applications, secrecy of certain inventions, and selling of patents, restoration of lapsed patents, surrender and revocation of patents, infringements of patents, appeals and penalties. Copyright Act, 1957- introduction to the Act, definitions, meaning of publications, copyright, owner of the copyright and the rights of the owner, terms of the copyright, licenses, registration of copyrights, civil remedies, offences, penalties and appeals

References

1. Competition Act
2. Consumer Protection Act-1986
3. Copyright Act, 1957
4. Environmental Protection Act-1986
5. SEBI Act 1992
6. Right to Information Act, 2005
7. The Patents Act, 1970

MCH7142: INDUSTRIAL LAW S

Objective: The objective of this course is to promote a critical understanding of substantive and procedural Indian industrial laws. The approach is to provide an insight into objectives behind enactment of legislation, discussion of relevant case laws and relationship between the Constitution and industrial law.

UNIT-I

Foundations of industrial jurisprudence, development of industrial and labour laws in India. Industries (Development and Regulation) Act, 1951, Sick Industrial Companies (Special Provisions) Act, 1985

UNIT-II

UNIT -III

Definition of MSME (micro, small and medium enterprises), rationale, objective, scope, role of MSME in economic development of India, significant provisions of MSME Act, 2006, mechanics of setting up of new enterprises, location, optimum units its meaning and determinants, size of industrial units in India, feasibility studies, technical, marketing and finance, managerial problems of new enterprises, production purchasing, financing, labour and marketing problems, facilities provided by different institutions and agencies in India, role of SMES in global environment.

UNIT -IV

development sources.

UNIT -II

Financial statements and analysis the income statement, the balance sheet, the statement of cash flows, the proactive analysis of financial statements, income statement analysis, ratio analysis, breakeven analysis other issues to consider, cash flow forecasting and management, accounts receivable, accounts payable the cash gap, working capital, funding cash.

UNIT -III

Valuation pre money and post money valuation, key factors influencing valuation, valuation methods multiples, multiples of gross margins, asset valuation, and capitalization of cash flows, raising capital value added investors, sources of capital.

UNIT -IV

Debt Financing types of debt, sources of debt financing, creative ways to structure debt, debt financing for working capital, equity financing sources of equity capital, private placement, venture capital, private equity firms, international private equity, small business investment companies, initial public issue, public equity process direct public offerings, financing, intrapreneurship intrapreneurship models, traits of high growth intrapreneurship, signs of intrapreneurship success, standard operating procedures, intrapreneurship blunder.

References

1. Bhide, A., Sahkman, W., Stancil, J., Rock, A., Nevens, M. and Summers, D. *Small Business Review on Entrepreneurship*, Harvard Business Press.
2. Hold, D., *Entrepreneurship New Venture Creation*, Prentice Hall Education.
3. Hull, J.C., *Option, Futures and Other Derivatives*, Prentice Hall Inc.
4. Leach, C.J. and Melicher, R.W. *Entrepreneurial Finance*, South Western College Publisher
5. Levin, J.S., *Structuring Venture Capital, Private Equity, and Entrepreneurial Transactions*, Little, Brown and Company.
6. Rogers, S. *Entrepreneurial Finance: Finance and Business Strategies for the Serious Entrepreneur*, McGraw-Hill.
7. Smith, R.L and Smith, J.K. *Entrepreneurial Finance*, John Wiley & Sons, Inc.

FOURTH SEMESTER

MCH7201: CORPORATE GOVERNANCE

Objective: The objective of this course is to explore business, financial, political and legal issues affecting systems by which corporations are directed and controlled both in industrialized and developing countries.

UNIT-I

Introduction to the corporation and corporate governance. The nature, significance, formation and historical development of the corporation, significant characteristics of the corporation (legal personality, indefinite life, joint-stock aggregation of risk capital, limited liability, transferability of shares), the corporation as distinguished from other business entities (sole proprietorship, partnership, limited partnership), introduction to agency concepts (board and managers/stockholders, majority and minority stockholders) and agency problem, meanings and significance of corporate governance.

UNIT

References

1. Fernando. A.C., Corporate Governance: Principles, Policies and Practices Pearson Education.
2. Hansmann, H. The Ownership of Enterprise The Belknap Press of Harvard University.
3. Harvard Business Review, Harvard Business Review on Corporate Governance Harvard Business Press.
4. Lipman, F.D. and Lipman, L.K. Corporate Governance Best Practices: Strategies for Public, Private, and Not-for-Profit Organizations Wiley & Sons.
5. Mathur, U.C., Corporate Governance and Business Ethics: Texts and Cases Macmillan Publishers Ltd.
6. Monks, Robert A.G. and Minow, N. Corporate Governance Wiley- Blackwell.
7. Salmon, W.J., J.W. Lorsch, G. Donaldson, J. Pound, J.A. Conger, and D. Fine gold Harvard Business Review on Corporate Governance Harvard University Press.
8. Salmon, W.J., Lorsch, J.W., G. Donaldson, J. Pound, J., Conger, J.A. and D. Fine gold Harvard Business Review on Corporate Governance Harvard University Press.
9. Tricker, B., Corporate Governance: Principles, Policies, and Practices Oxford University Press

MCH7202: CORPORATE TAX PLANNING

Objective: This course aims to develop an understanding of issues related to taxation for corporate entities vis-à-vis management decision making to facilitate constructive planning of tax liability.

UNIT-I

Introduction to corporate taxation importance of tax planning as a management decision, minimizing tax liability- tax evasion, tax avoidance and tax planning, objectives and basis of tax planning, key terms related to tax assessment of companies Indian company, domestic company, foreign company, investment company, residential status of a company, scope of total income, carry forward and set off of losses, minimum alternative tax, provisions related to tax assessment of companies tax assessment rates and exemption limits for companies

UNIT -II

Tax planning for different entities tax provisions for new businesses export business, industrial undertakings and infrastructure development undertaking, SEZs, business in special category states, hotel industry, telecom industry, entertainment industry, IT, power, shipping and aircraft, oil and minerals, venture capital fund, mutual Funds, insurance, construction, and retail business, related tax deduction allowed to respective industries

UNIT -III

Tax planning vis-à-vis managerial decisions Capital structure decisions in wake of tax planning, provisions related to tax on dividend and deductions allowed, tax planning through bonus shares lease or buy decisions, make or buy decision, repair or replacement decision, tax planning through employees remuneration fringe benefit of tax, ESOPs

UNIT -IV

Emerging issues in tax planning business restructuring and tax planning tax and relief provisions under merger, amalgamation, acquisition merger, double taxation relief bilateral and unilateral relief, various related provisions, and provisions related to advance tax computation and payment procedure, tax deduction at source on salary, interest, dividend, interest other than interest on securities, winning from lottery, games, etc., insurance commission and related provisions for deductions

References

1. Ahuja, G., Gupta, R. Corporate Tax Bharat Law House
2. Lakhotia, R.N., Lakhotia, S. Corporate Tax Planning Handbook Vision Books
3. Singhania, V.K., Singhania, M. Corporate Tax Planning and Business Tax Procedures Taxmann

MCH7211: MANAGEMENT CONTROL SYSTEMS

Objective: The objective of this course is to allow students to gain knowledge, develop insight and analytical skills related to design and implementation of management systems.

UNIT I

Management control system: basic concepts, boundaries, understanding strategies, behavior in

organizations, interrelationship among strategic planning, management control and operational control, responsibility accounting, importance of informal management controls.

UNIT II

Structure of management control: need for delegation, types of responsibility centers, organizational structure of responsibility centers, revenue and expense centers, measuring and controlling assets employed, objectives and methods of transfer pricing, pricing corporate services and administration of transfer prices.

UNIT III

Management control process: strategic planning, analysis of new and ongoing programs, strategic planning process, implementing radical process and product innovation strategy, programming and budgeting, budget preparation process, performance measurement systems, interactive control, analyzing financial performance reports.

UNIT IV

Applications of management control systems: management compensation, controls for differentiated strategies, control in service organizations, control in profit organizations, management control in multinational and multi project corporations, management control related ethical issues.

References

1. Anthony, R.N. and Govindrajana, Management Control Systems, Tata McGrawHill.
2. Ghosh, N., Management Control Systems, Prentice Hall of India.
3. Merchant, K.A., Modern Management Control Systems, Text and Cases, Pearson Education Inc.
4. Merchant, K. and Vander-Stede, W.A., Management Control Systems: Performance, Evaluation and Incentives, Prentice Hall.
5. Simons, R., Performance Measurement and Control Systems for Implementing Strategy Text and Cases, Prentice Hall.

MCH7212: FINANCIAL STATEMENT ANALYSIS

Objective: This course is designed to prepare students to interpret and analyze financial statements effectively.

UNIT-I

Introduction and foundation for effective financial statement analysis. Form of the financial statements, IFRS framework for the preparation and presentation of financial statements, overview of financial statement analysis, basis and techniques of analysis: cross sectional and time series analysis. Users and sources of financial information.

UNIT-II

Analysis of financing activities, analysis of investing activities: accounting for long term, short

2. Foster, George Financial Statement Analysis Prentice Hall.
3. Penman, Stephen H. Financial Statement Analysis and Security Valuation McGraw-Hill International.
4. Stickney, Clyde P. and Brown, Paul R. Financial Reporting and Statement Analysis The Dryden Press.
5. Subramanyam, K.R. and Wild, John J. Financial Statement Analysis McGraw-Hill International.

MCH7221

market, demand forecasting, market planning, technical analysis study of material inputs and utilities, manufacturing process and technology, product mixes, plant capacity, location and site, machinery and equipment, structures and civil works, project charts and layouts, work schedule. Financial analysis estimation of cost of project and means of financing, estimates of sales and production, cost of production, working capital requirement and financing, estimates of working results, projected cash flow statement, projected balance sheet, project cash flows, basic principles of measurement of cash flows, components of the cash flow streams, viewing a project

capital budgeting system of an organization.

References

1. Chandra, P., Project Planning: Analysis, Selection, Implementation and Review
McGraw Hill.
2. Esty, B. C., Modern Project Finance: A Case Book, John Wiley and Sons
3. Gatti, S., Project Finance in Theory and Practice: Designing, Structuring, and Financing
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instruments options, warrant, subscription rights, investment vehicle, index futures and options, foreign equities, treasury bond and notes futures.

UNIT -III

Emerging instruments, concepts and issues assets and liabilities management, securitization, asset backed securities, mortgage backed securities corporate restructuring and leverage buyouts management buyouts value at risk (VAR).

UNIT -IV

Hybrid securities, credit derivatives, options on debt instruments, exotic options, synthetic instruments, and issues related to accounting treatment of derivatives, corporate risk management planning and controlling reasons for hedging, cash flow hedges and value hedges, capital structure and hedging

References

1. Dubofsky, D.A., Derivatives, Oxford University Press
2. Gupta, S.L., Financial Derivatives, Prentice Hall Inc.
3. Hull, J.C., Options, Futures And Other Derivatives, Prentice Hall Inc.
4. Marchall, J.F., Bansal, V.K., Financial Engineering, Prentice Hall Inc.
5. Neftci, S. N., Financial Engineering, Elsevier Academic Press, California.
6. Varma, J. R., Derivatives and Risk Management, Tata Mc Graw Hill.

MCH7231: INTERNATIONAL BANKING

Objective: The objective of this course is to familiarize students with the importance and techniques used for effective operations and working of the multinational banks.

UNIT -I

Introduction to international banking, organizational features of international banking, intermediation and resource allocation, policy implications of international banking, correspondent banking, bank accounts NOSTRO and VOSTRO accounts SWIFT, CHIPS, CHAPS, FEDWIRE, resident representatives, bank agencies, foreign branches, foreign subsidiaries and affiliates, consortium banks.

UNIT -II

Role and function of overseas banking, foreign lending, international lending policies and practices, the payment mechanism, settlement system followed in US, UK, and Switzerland and Japan, global trends and developments in international banking, international financial center offshore banking units, SEZs, financial markets interdependence and securitization, deregulation, technology and financial innovations.

UNIT - III

The Eurocurrency market, international debt management, factors determining exchange rates national / international, political and economic direct and indirect quotations spot rates, forward rates premium and discount and cross rates, basics of derivatives and exchange rates, contracts, currency options, swaps and interest rate swaps, major recommendations of the various expert group on forex markets, letter of credit mechanism BRDO/ URC/ Buyes

4. Rajwade, A.V., Foreign exchange, International Finance, Risk management, Academy of Business Studies Edtn.
5. Roussakls, E. N. , International banking principles and practice

MCH7232: ACTUARIAL PRACTICE

Objective:

Hall.

3. Drouin, A., Binet, G., Cichon, M., Plamondon, and McGillivray, W. Actuarial Practice in Social Security

UNIT-IV

Biotechnology and the law objective, evolution, basic structure of gene techniques, applications, commercial potential of biotech inventions, rationale for intellectual property protection, patenting biotechnology inventions objective, concept of novelty, concept of inventive step, microorganisms, moral issues in patenting biotechnological inventions, patents protection

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issues in e-commerce, protection of cyber consumer in India, and CPA1986, cyber contracts and Indian contract act

UNIT -III

Need for cyber laws, aims and salient features of it act 2000, definitions of various terms used in it act, various provisions of it act regarding digital signature authentication of electronic records. electronic governance, attribution, acknowledgment and dispatch of electronic records, secure electronic records and secure digital signatures, regulation of certification authorities, digital signature certificates, duties of subscribers, penalties and adjudication, the cyber regulations appellate tribunal, offences, miscellaneous provisions, latest amendments in IT act 2000, world scenario of cyber laws

UNIT -IV

Law relating to cyber crimes, hacking, web vandals, cyber fraud and cheating, phishing, spamming, cyber pornography, inappropriate web linking practices, international libel laws and liability of ISPs cyber squatter, domain name disputes, copy right protection in cyber world, software piracy, software patents, taxation issues in e-commerce, protection of cyber consumer in India, and CPA1986, cyber contracts and Indian contract act.

References

1. Ahmad, F., Cyber law in India Pioneer Books, and New Era Law Publication.
2. Bakshi and Suri, Cyber and E-commerce Law, Bharti Publishing House, New Delhi.
3. Greenstein & Feinman, Electronic Commerce

Objective

making public service an attractive career option, role of customers as partners in transforming government organizations.

References

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