

BHARATHIAR UNIVERSITY: COIMBATORE – 641 046  
 SCHOOL OF DISTANCE EDUCATION (SDE)  
 for the SDE students admitted during the academic year 2011-12 & Onwards

**M.B.A - Financial Management**  
**(Annual Patten)**

<b><u>Paper</u></b>	<b><u>Name of the Subject</u></b>	<b><u>Marks</u></b>
<b>First Year</b>		
1.1	Principles of Management and Organisational Behaviour	100
1.2	Managerial Economics	100
1.3	Accounting and Finance for Managers	100
1.4	Marketing Management	100
1.5	Human Resource Management	100
1.6	Quantitative Techniques for Management	100
1.7	Research Methods for Management	100
1.8	Corporate Communication	100
1.9	Operations Management	100
<b>Second Year</b>		
2.1	Indian Capital Market and Financial System	100
2.2	Management of Financial Services	100
2.3	Capital Budgeting and Financial decisions	100
2.4	Working capital management	100
2.5	Risk management and Insurance	100
2.6	Security Analysis and Portfolio Management	100
2.7	International Financial Management	100
2.8	Business Environment & Ethics	100
2.9	Strategic Management	100
<b>TOTAL</b>		<b>1800</b>

## **1.1.Principles of Management and Organizational Behaviour**

### **UNIT I**

Management : Science, Theory and Practice - The Evolution of Management Thought and the Patterns of Management Analysis - Management and Society : Social Responsibility and Ethics - Global and Comparative Management - The Basis of Global Management – Functions of Management-The Nature and Purpose of Planning - Objectives - Strategies, Policies and Planning Premises - Decision Making - Global Planning.

### **UNIT II**

The Nature of Organizing - Organizational Structure : Departmentation - Line/Staff Authority and Decentralization - Effective Organizing and Organizational Culture - Global Organizing. Co-ordination functions in Organisation - Human Factors and Motivation - Leadership - Committees and group Decision Making - Communication - Global Leading.

### **UNIT III**

The System and Process of Controlling - Control Techniques and Information Technology - Global Controlling and Global Challenges – Direction Function – Significance.

### **UNIT IV**

Organisational Behaviour : History - evolution, Challenges & opportunities, contributing disciplines, management functions and relevance to Organisation Behaviour. Organizational Behaviour responses to Global and Cultural diversity. Personality - Determinents, structure, behaviour, assessment, psycho-analytical social learning, job-fit, trait theories. Emotions and Emotional Intelligence as a managerial tool. Attitudes - relationship with behaviour, sources, types, consistency, work attitudes, values - importance, sources, types, ethics and types of management ethics. Perception - Process, Selection, Organisation Errors, Managerial implications of perception.Learning - classical, operant and social cognitive approaches. Implications of learning on managerial performance.

### **UNIT V**

Stress - Nature, sources, Effects, influence of personality, managing stress- Conflict - Management, Levels, Sources, bases, conflict resolution strategies, negotiation. Foundations of group behaviour : team decision making. Issues in Managing teams. Organisational change - Managing planned change. Resistance to change - Approaches to managing organisational change - Organisational Development - values - interventions, change management- Organisational culture - Dynamics, role and types of culture and corporate culture.

### **REFERENCE**

1. Koontz & Weirich, Essentials of Management, Tata McGraw Hill Publishing Company, New Delhi.
2. Stoner, Freeman & Gilbert, Management, PHI, 6<sup>th</sup> Edition.
3. Robbins.S.P., Fundamentals of Management, Pearson, 2003.
4. Robbins.S. Organisational Behaviour, X edn., Prentice-Hall, India.
5. Umasekaran, Organisational Behaviour.
6. VSP Rao, V Hari Krishna – Management: Text and Cases, Excel Books, I Edition, 2004

## **1.2. Managerial Economics**

### **UNIT I**

Managerial Economics - meaning, nature and scope - Managerial Economics and business decision making - Role of Managerial Economist - Fundamental concepts of Managerial Economics- Demand Analysis - meaning, determinants and types of demand - Elasticity of demand.

### **UNIT II**

Supply meaning and determinants - production decisions - production functions - Isoquants, Expansion path - Cobb-Douglas function.

Cost concepts - cost - output relationship - Economies and diseconomies of scale - cost functions.

### **UNIT III**

Market structure - characteristics - Pricing and output decisions - methods of pricing - differential pricing - Government intervention and pricing.

### **UNIT IV**

Profit - Meaning and nature - Profit policies - Profit planning and forecasting - Cost volume profit analysis - Investment analysis.

### **UNIT V**

National Income - Business cycle - inflation and deflation - balance of payments - Monetary and Fiscal Policies

### **REFERENCE**

1. Joel Dean - Managerial Economics, Prentice Hall/Pearson.
2. Rangarajan - Principles of Macro Economics, Tata McGraw Hill.
3. Athmanand.R., Managerial Economics, Excel, New Delhi, 2002.
4. P.L.Mehta, Managerial Economics, S.Chand and Sons Company Ltd., New Delhi, 2004.
5. Peterson Lewis, Managerial Economics, Prentice Hall of India, New Delhi, 2002.

## **1.3. Accounting and Finance for Managers**

### **UNIT I**

Financial Accounting - Definition - Accounting Principles - Concepts and conventions - Trial Balance – Final Accounts (Problems) - Depreciation Methods-Straight line method, Written down value method.

### **UNIT II**

Financial Statement Analysis - Objectives - Techniques of Financial Statement Analysis: Accounting Ratios: construction of balance sheet using ratios (problems)- Dupont analysis. Fund Flow Statement - Statement of Changes in Working Capital - Preparation of Fund Flow Statement - Cash Flow Statement Analysis- Distinction between Fund Flow and Cash Flow Statement. Problems

### **UNIT III**

Cost Accounting - Meaning - Distinction between Financial Accounting and Cost Accounting - Cost Terminology: Cost, Cost Centre, Cost Unit - Elements of Cost - Cost Sheet - Problems.

Budget, Budgeting, and Budgeting Control - Types of Budgets - Preparation of Flexible and fixed Budgets, master budget and Cash Budget - Problems -Zero Base Budgeting.

Marginal Costing - Definition - distinction between marginal costing and absorption costing - Break even point Analysis - Contribution, p/v Ratio, margin of safety - Decision making under marginal costing system-key factor analysis, make or buy decisions, export decision, sales mix decision-Problems

### **UNIT IV**

Objectives and functions of Financial Management - Role of Financial Management in the organisation - Risk-Return relationship- Time value of money concepts - Indian Financial system - Legal, Regulatory and tax framework. Sources of Long term finance - Features of Capital market development in India - Role of SEBI in Capital Issues. Capital Budgeting - methods of appraisal - Conflict in criteria for evaluation - Capital Rationing - Problems - Risk analysis in Capital Budgeting.

### **UNIT V**

Cost of Capital - Computation for each source of finance and weighted average cost of capital -EBIT -EPS Analysis - Operating Leverage - Financial Leverage - problems. Capital Structure Theories - Dividend Policies - Types of Divided Policy. Working Capital Management - Definition and Objectives - Working Capital Policies - Factors affecting Working Capital requirements - Forecasting Working Capital requirements (problems) - Cash Management - Receivables Management and - Inventory Management - Working Capital Financing - Sources of Working Capital and Implications of various Committee Reports.

### **REFERENCE**

1. Advanced Accountancy - R.L.Gupta and Radhaswamy
2. Management Accounting - Khan and Jain
3. Management Accounting - S.N.Maheswari
4. Prasanna Chandra, "Financial Management – Theory and Practice", Tata McGraw Hill, New Delhi (1994).
5. I.M.Pandey, "Financial Management", Vikas Publishing, New Delhi.

Note : 80% of the questions shall be theory based  
20% of the questions shall be problems.

### **1.4. Marketing Management**

#### **UNIT I**

Marketing Concepts and Tasks, Defining and delivering customer value and satisfaction - Value chain - Delivery network, Marketing environment, Adapting marketing to new liberalised economy - Digitalisation, Customisation, Changing marketing practices, e-business - setting up websites; Marketing Information System, Strategic marketing planning and organization.

#### **UNIT II**

Buyer Behaviour, Market Segmentation and Targeting, Positioning and differentiation strategies, Product life cycle strategies, New product development, Product Mix and Product line decisions, Branding and Packaging, Price setting - objectives, factors and methods, Price adapting policies, Initiating and responding to price changes.

#### **UNIT III**

Marketing channel system - Functions and flows; Channel design, Channel management - Selection, Training, Motivation and evaluation of channel members; Channel dynamics - VMS, HMS, MMS; Market logistics decisions.

#### **UNIT IV**

Integrated marketing communication process and Mix; Advertising, Sales promotion and Public relation decisions. Direct marketing - Growth, Benefits and Channels; Telemarketing; Salesforce objectives, structure, size and compensation.

#### **UNIT V**

Identifying and analysing competitors, Designing competitive strategies for leaders, challengers, followers and nichers : Customer Relationship marketing - Customer database, Data warehousing and mining. Attracting and retaining customers, Customerism in India, Controlling of marketing efforts.

Global Target market selection, standardization Vs adoption, Product, Pricing, Distribution and Promotional Policy.

#### ***REFERENCE***

1. Marketing Management - Philip Kotler - Pearson Education/PHI, 2003.
2. Marketing Management - Rajan Saxena - Tata McGraw Hill, 2002.
3. Marketing Management - Ramasamy & Namakumari - Macmillan India, 2002.
4. Case and Simulations in Marketing - Ramphal and Gupta - Golgatia, Delhi.
5. Marketing Management – S.Jayachandran - TMH, 2003.

### **1.5. Human Resource Management**

#### **UNIT I: Human Resource Function**

Human Resource Philosophy – Changing environments of HRM – Strategic human resource management – Using HRM to attain competitive advantage – Trends in HRM – Organisation of HR departments – Line and staff functions – Role of HR Managers.

#### **UNIT II: Recruitment & Placement**

Job analysis : Methods - IT and computerised skill inventory - Writing job specification - HR and the responsive organisation.

Recruitment and selection process : Employment planning and forecasting - Building employee commitment : Promotion from within - Sources, Developing and Using application forms - IT and recruiting on the internet.

Employee Testing & selection : Selection process, basic testing concepts, types of test, work samples & simulation, selection techniques, interview, common interviewing mistakes, Designing & conducting the effective interview, small business applications, computer aided interview.

### **UNIT III: Training & Development**

Orientation & Training: Orienting the employees, the training process, need analysis, Training techniques, special purpose training, Training via the internet.

Developing Managers: Management Development - The responsive managers - On-the-job and off-the-job Development techniques using HR to build a responsive organisation. Management Developments and CD-Roms - Key factor for success.

Performance appraisal: Methods - Problem and solutions - MBO approach - The appraisal interviews - Performance appraisal in practice.

Managing careers: Career planning and development - Managing promotions and transfers.

### **UNIT IV: Compensation & Managing Quality**

Establishing Pay plans : Basics of compensation - factors determining pay rate - Current trends in compensation - Job evaluation - pricing managerial and professional jobs - Computerised job evaluation.

Pay for performance and Financial incentives : Money and motivation - incentives for operations employees and executives - Organisation wide incentive plans - Practices in Indian organisations.

Benefits and services : Statutory benefits - non-statutory (voluntary) benefits - Insurance benefits - retirement benefits and other welfare measures to build employee commitment.

### **UNIT V: Labour relations and employee security**

Industrial relation and collective bargaining : Trade unions - Collective bargaining - future of trade unionism. Discipline administration - grievances handling - managing dismissals and separation.

Labour Welfare : Importance & Implications of labour legislations - Employee health - Auditing HR functions, Future of HRM function.

### **REFERENCE**

1. Gary Dessler, "Human Resource Management", Seventh edition, Prentice-Hall of India P.Ltd., Pearson.
2. David A. DeCenzo & Stephen P. Robbins, Personnel/Human Resource Management, Third edition, PHI/Pearson.
3. VSP Rao, Human Resource Management: Text and cases, First edition, Excel Books, New Delhi - 2000.
4. Dr. R.Venkatapathy & Assissi Menacheri, Industrial Relations & Labour Welfare, Adithya Publications, CBE, 2001.
5. Robert L.Gibson and Marianne H.Mitchell, Introduction to Counseling and Guidance, VI edition, PHI, 2005.

## **1.6. Quantitative Techniques for Management**

### **UNIT I**

QT – Introduction – Measures of Central Tendency – Mean, Median, Mode.  
Mathematical Models – deterministic and probabilistic – simple business examples – OR and optimization models – Linear Programming – formulation – graphical solution –simplex – solution.

### **UNIT II**

Transportation model – Initial Basic Feasible solutions – optimum solution for non – degeneracy and degeneracy model – Trans-shipment Model – Assignment Model – Travelling Salesmen problem.

### **UNIT III**

Network Model – networking – CPM – critical path – Time estimates – critical path – crashing, Resource levelling, Resources planning. Waiting Line Model – Structure of model – M/M/1 for infinite population.

### **UNIT IV**

Probability – definitions – addition and multiplication Rules (only statements) – simple business application problems – probability distribution – expected value concept – theoretical probability distributions – Binomial, Poisson and Normal – Simple problems applied to business.

### **UNIT V**

Inventory Models – Deterministic – EOQ – EOQ with Price Breaks – Probabilistic Inventory Models – Probabilistic EOQ model – Game theory-zero sum games: Arithmetic and Graphical Method.

Simulation – types of simulation – Monte Carlo simulation – simulation problems.  
Decision Theory – Pay off tables – decision criteria – decision trees.

### **REFERENCE**

1. Statistics for Management – Richard L Levin & Daid S Rubin
2. Statistical Methods – S P Gupta
3. Operations Research – Kanti Swarup, Gupta And Man Mohan
4. Operations Research – Dr. J.K. Sharma Macmillan Indian Ltd.
5. U.K. Srivastava, G.V. Shenoy, S. C. Sharma, “Quantitative Techniques for Managerial Decision”, Second Edition, Prentice Hall of India

Note : 80% of the questions shall be theory based  
20% of the questions shall be problems.

## **1.7. Research Methods for Management.**

### **UNIT I**

Research - meaning - scope and significance - Types of research - Research Process - Characteristics of good research - Scientific method - Problems in research - Identifying research problem – concepts, constructs and theoretical framework.

### **UNIT II**

Hypothesis:- meaning - sources - Types - formulation Research design - Types - case study - features of good design - measurement - meaning - need Errors in measurement - Tests of sound measurement Techniques of measurement - scaling Techniques - meaning - Types of scales - scale construction techniques.

### **UNIT III**

Sampling design - meaning - concepts - steps in sampling - criteria for good sample design - Types of sample designs - Probability and non-probability samples. Data collection:- Types of data - sources - Tools for data collection methods of data

collection - constructing questionnaire - Pilot study - case study - Data processing:- coding - editing - and tabulation of data - Data analysis.

#### **UNIT IV**

Test of Significance:- Assumptions about parametric and non-parametric tests. Parametric Test - T test, F Test and Z test - Non Parametric Test - U Test, Kruskal Wallis, sign test. Multivariate analysis-factor, cluster, MDS, Discriminant analysis. (NO Problems). SPSS and its applications.

#### **UNIT V**

Interpretation - meaning - Techniques of interpretation - Report writing:- Significance - Report writing:- Steps in report writing - Layout of report - Types of reports - Oral presentation - executive summary - mechanics of writing research report - Precautions for writing report - Norms for using Tables, charts and diagrams - Appendix:- norms for using Index and Bibliography.

#### **REFERENCE**

1. Rao K.V. Research methods for management and commerce - sterling
2. Zikmund, Business Research Methods
3. Kothari C.R.- Research methodology
4. Donald R.Cooper and Pamela S.Schindler - Business Research Methods - Tata McGraw Hill.
5. Uma Sekaran, Research Methods for Business, Wiley Publications.

Note : 80% of the questions shall be theory based  
20% of the questions shall be problems.

### **1.8. CORPORATE COMMUNICATION**

#### **Unit 1:**

Communication basics – Business Communication – components – Types – formal communication network – Work team communication – variables – goal – conflict resolution – non – verbal communication – Cross cultural communication – Business meetings – Business Etiquette.

#### **Unit 2:**

Understanding Corporate Communication – Employee Communication – Managing Government Relations – Writing for Media and Media Relations

#### **Unit 3:**

Corporate Communication in Brand Promotion – Financial Communication – Crises Communication.

#### **Unit 4:**

Report writing: Characterizing & business reports – Types and forms & reports – Project proposals – collection of data – tables constitution – charts – writing the report – documenting the sources – proof reading.

#### **Unit 5:**

Business Presentation: Written and oral presentation – work – team presentation – Delivering the business presentation visual aids – slides – electronic presentation – hand-outs – delivering the presentation – career planning – preparing Resume – job applications – preparation for a job interview – employment interviews – follow-up.

#### **Reference :**

1. Scot Ober, Contemporary business communication, fifth edition, biztantra.
2. Lesiler & Flat lay, Basic Business communication. Tata Mc Graw Hill.

## **1.9. OPERATIONS MANAGEMENT**

**UNIT I :** Operations Management – Meaning – Importance – historical contributions – System view of OM - Operation strategy and competitiveness - Functions of OM – types of production systems

**UNIT II :** Product design and process selection – Evaluation and Selection of appropriate Production and Operations technology. Product Design and process selection. Types of layout – analysis and selection of layout – Product and / or Process layout, Cellular, Lean and Agile manufacturing systems – Computer Integrated Manufacturing Systems - Assembly line balancing.

**UNIT III :** Production planning and control – meaning – functions – aggregate planning – master production schedule (MPS) – Material requirement planning (MRP) – BOM – Capacity requirement planning (CRP) – Techniques – problems in MRP and CRP – an introduction to MRP II and ERP – Business Process Re-engineering - Total Productive Maintenance (TPM)

**UNIT IV :** Materials management – functions – material planning and budgeting – Value Analysis - purchase functions and procedure - inventory control – types of inventory – safety stock – order point – service level – inventory control systems – perpetual – periodic – JIT – KANBAN.

**UNIT V :** Total Quality Management Concept - Statistical Quality Control for Acceptance Sampling and Process Control – Concepts of O.C.C. Curve – Use of the O.C. Curve – Concept of Type I and Type II error – Quality movement – Quality circles — ISO Quality Certifications and types – Quality assurance – Six Sigma concept.

### **References :**

1. Production and Operations Management – Everest E Adam & Ebert – PHI – publication forth edition.
2. Operations Management (Theory and Problems ) – Joseph G Monks – McGraw Hill Intl.
3. Production and Operations Management – S N Chary – TMH Publications
4. Production and Operations Management – Pannerselvam, PHI
5. Lee J. Krajewski and Larry P. Ritzman, “Operations Management: Process and value Chains”, 7th Edition, PHI, 2007
6. Hunawalla and Patil – production and Operations Management, Himalaya.
7. Modern Production and operations management – E.S Buffa.
8. Lee J. Krajewski and Larry P. Ritzman, “ Operations Management: Strategy and Analysis”, Addison Wesley.
9. Chase, Aquilano & Jacobs “Production and Operations Management”,Tata McGraw Hill.

Questions : 40% of the questions shall be problems  
60% of the questions shall be theory based.

## **II Year**

### **2.1. INDIAN CAPITAL MARKET AND FINANCIAL SYSTEM**

#### **OBJECTIVE :**

To explain the structure and functioning of capital market in India.

#### **UNIT I**

Indian financial system – Structure and constituents of Indian financial system. Financial institutions – Financial markets – Financial instruments and Services - Financial System and economic development.

#### **UNIT II**

Industrial Securities Market – Organization and Structure of Stock exchanges, Membership – Listing, Trading and Settlement - ordinary shares, preference shares and Bonds.

#### **UNIT III**

New issue Market – Issue Mechanism – IPO, Rights issue, private placement – processes of Book – Building – Issue of Bonus Shares – Stock Options - functions of new issue market - Overview of Bond market in India.

#### **UNIT IV**

Merchant Bankers and new issue market, Lead managers, underwriters, Bankers to an issue – Registrars and Share Transfer Agents \_ Brokers to the issue – Debenture Trustees Their role and functions in new issue market - SEBI Guidelines.

#### **UNIT V**

Market for Futures, Options and other financial derivatives – Swaps \_ Warrants and Convertibles. Recent trends in derivative markets in India.

#### **Books:**

1. M.Y.Khan: Indian Financial System, Fifth edition, Tata McGraw Hill.
2. L.M.Bhole: Financial Institutions and Markets, Fourth edition, Tata McGraw Hill
3. P.N.Varshney, D.K. Mittal: Indian Financial System, Fifth edition, Sultan Chand & sons.
4. H.R.Machiraju: Indian Financial System, Vikas Publishing House.

### **2.2. MANAGEMENT OF FINANCIAL SERVICES**

#### **OBJECTIVE :**

To describe the growth and functioning of financial service industry in India.

#### **UNIT I**

Financial services – Meaning – Types - Fund based and Fee based financial services - Non-Banking Financial Companies – Functions. Prudential Norms for NBFCs.

#### **UNIT II**

Leasing and Hire-Purchase - Types of Lease - Financial Evaluation of a Lease – Cross Border Leasing - Contents of a lease agreement – Bills Discounting.

#### **UNIT III**

Factoring – Meaning and Types; Credit rating – Rating Agencies - function – Rating Methodology – Venture Capital and Venture capital industry in India.

**UNIT IV**

Merchant Banking – activities in new issue market - Managing issue of shares and bonds; Mutual Funds – mechanism – types of schemes – Mutual funds industry in India – recent developments.

**UNIT V**

Securitization and Financial Reconstruction and Enforcement of Security interest Act – regulations – Recent developments in the financial Services industry.

**Books:**

1. M.Y.Khan, Financial Services, Edition, Tata McGraw Hill
2. Nalini Prava Tripathy, Financial Services, Prentice Hall of India

2.3. CAPITAL BUDGETING AND FINANCING DECISIONS

**OBJECTIVE :**

To provide a focus on capital expenditure appraisal methods.

**UNIT I**

Nature of Long term financial decisions – Sources of long term finance – public issue - institutional finance - innovative modes of financing

**UNIT II**

Estimation of cash flows – evaluation techniques – Project evaluation under risk and uncertainty – sensitivity analysis – certainty equivalent – Decision tree approach Risk adjusted discount rate approach – Analysis of non-financial aspects.

**UNIT III**

Capital Structure decisions – Cost of capital and capital structure determination optimum capital structure

**UNIT IV**

Leverage – Types –operating and financial leverage – combined leverages

**UNIT V**

Financial forecasting – determination of the ratio between debt and equity

**BOOKS:**

1. Prasanna Chandra, Financial Management, Tata McGraw Hill
2. Pandey I.M, Financial Management

2.4. WORKING CAPITAL MANAGEMENT

**OBJECTIVE :**

To educate the importance of working capital management concepts in corporate finance.

**UNIT I**

Working Capital Management – Theories and approaches – Ratio Analysis - Fund Flow and Cash Flow Analysis – Cash flow forecasting and Budgeting.

## **UNIT II**

Financing of working capital – Money market instruments – Bank Finance- Assessment and Appraisal – Managing corporate liquidity and financial flexibility

## **UNIT III**

Receivables Management – Cash Management – Inventory Management

## **UNIT IV**

Instruments of international money market – Euro notes – Euro commercial paper – MTNs and FRNs.

## **UNIT V**

Working Capital Control and Banking policy – Committee recommendations on working capital – New system of assessment of working capital finance.

## **BOOKS:**

1. V.K.Bhalla, Working Capital Management, Text and Cases, sixth edition, Anmol publications
2. Prasanna Chandra, Financial Management, Theory and Practice, Tata McGraw Hill
3. Pandey, Financial Management, Vikas
4. Khan and Jain, Financial Management, Tata McGraw hill

## 2.5. RISK MANAGEMENT AND INSURANCE

### **OBJECTIVE :**

To provide the basics of insurance contracts and to explain the various types of insurance policies.

### **UNIT I**

Introduction to risk management: The Concept of Risk – Risk Vs. Uncertainty – types of Risks : Market Risk, Credit Risk, Operational Risk , interest risk, business risk , systematic risk — Classifying pure risks – methods of handling pure risks – risk management process – Risk financing techniques – Risk management objectives – Risk Management Information Systems (RMIS) – Risk Control

### **UNIT II**

Risk Management by Individuals: Factors effecting individual demands for insurance - Risk Management by Corporations: Corporate Risk management process – Types of Risk managing firms.

**UNIT III:**

Growth & Development of Indian Insurance Industry - Regulations of Insurance Business and The Emerging Scenario - Introduction to Life & General Insurance - Life Insurance: Features of Life Insurance - Essentials of Life Insurance Contract - Kinds of Insurance Policies - Premium determination - Life Policy Conditions

**UNIT IV:**

Fire Insurance: Fire Insurance Contracts – Fire Insurance Coverage — Policies for stocks — Rate Fixation in Fire Insurance – Settlement of Claims. Marine Insurance: Marine Insurance Contract — Types of Marine Insurance— Marine Cargo Losses and Frauds—Settlementofclaims.

**UNIT V:**

Miscellaneous Insurance: Motor Insurance – Employer’s Liability Insurance – Personal Accident and sickness Insurance – Aviation Insurance – Burglary Insurance – Fidelity Guarantee Insurance – Engineering Insurance – Cattle Insurance – Crop Insurance.

**BOOKS:**

1. DR. P.K.GUPTA: Insurance and Risk Management, 1st edition, Himalaya Publishing House.
- 2.. DR. P.K.GUPTA: Fundamentals of Insurance, 1st edition, Himalaya Publishing House.
3. C.Gopala Krishnan : Insurance Principles & Practice, Sterling Publishers Pvt. Ltd.,New Delhi.
- 4.. George G. R. Lucas, Ralph H.Wherry : INSURANCE, Principles and Coverages, U.S.A.
5. Prof. K.S. N.Murthy ad K.V.S. Sarma: Modern Law of Insurance In India, N.M.Tripathi Pvt. Ltd., Bombay.
6. P.S.Palande, R.S. Shah, M.L.Lunawat: Insurance In India, Sage Publications, New Delhi.

**2.6. SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**

**OBJECTIVE :**

To expose the students to the concepts of investment Risks and securities. To enable them to understand and utilize the tools available for analysis. To stress the need of portfolio management and its application.

**UNIT I**

Investment \_ Meaning and process of Investment Management – Speculation Investment Avenues in India.

**UNIT II**

Risk and Return – Historical and Expected return – Measurement – Risk and its measurement – Systematic and Unsystematic risk – Types – Measurement and significance of Beta.

**UNIT III**

Security Valuation – Bond, Equity and preference share valuation – Yield to maturity- Bond value theorems.

**UNIT IV**

Fundamental and Technical Analysis – Economy, Industry and Company analysis – Tools for technical analysis.

## **UNIT V**

Portfolio Selection, performance evaluation and portfolio revision- Formula plans. – Capital Asset Pricing Model (CAPM)

### **BOOKS:**

1. Kevin.s. Security Analysis and Portfolio Management, prentice hall of India
2. Prasanna Chandra, Investment analysis and portfolio management, second edition, Tata McGraw Hill
3. Punithavathy pandian, Security Analysis and portfolio management, Vikas
4. Investment Management, V.k.Bhalla

## 2.7. INTERNATIONAL FINANCIAL MANAGEMENT

### **OBJECTIVE :**

To provide a clear understanding of IFM. To emphasize on the International Monetary system. To provide knowledge on Foreign exchange and its significance in a developing economy.

### **UNIT I**

IFM- Nature and Scope, IFM and Domestic financial management- Balance Of payments – significance- preparation of BOP statement – Link between BOP and the economy.

### **UNIT II**

International Monetary System – Gold standard – IMF and World Bank Exchange Rate mechanism – factors influencing exchange rate – Purchasing power parity and Interest Rate parity theorems.

### **UNIT III**

Foreign Exchange Market – Transactions – Spot, Forward, Futures, Options And Swaps – Arbitrage and speculation in Foreign exchange market.- Exchange arithmetic, Spread, premium and Discount.

### **UNIT IV**

Foreign Exchange Exposure – managing transaction, translation and operating Exposure – Techniques for covering the foreign exchange risk - Internal and external techniques of risk.

### **UNIT V**

International financial market instruments – International Equities – ADR and GDR – Foreign Bond and euro-bond- Short-term and medium term instruments.

### **BOOKS:**

1. V.Sharan, International Financial Management, 4<sup>th</sup> edition, Prentice hall of India
2. Alan .c. Shapiro, International Financial Management, PHI
3. Levi, International Finance, McGraw Hill international series.
4. Adrian Buckley, Multinational Finance, PHI

## 2.8. BUSINESS ENVIRONMENT AND ETHICS

**Objectives:** To equip the students with the knowledge of emerging trends in social, political, ethical and legal aspects affecting business decisions.

**UNIT 1 :-** Business environment - The concept and significance - constituents of business environment - Business and society , Business & ethics - Social responsibility - Environmental pollution and control. Business and culture- Business and Government - Political system and its influence on business - Indian constitution - Directive Principles of State Policy.

**UNIT II:-** Managing Ethics- meaning and types – framework of organizational theories and sources – ethics across culture – factors influencing business ethics – ethical decision making – ethical values and stakeholders- ethics and profit. Corporate Governance – structure of Boards-reforms in Boards – compensation issues – ethical leadership.

**UNIT III :-** Globalisation of the economy – trends and issues, Politics and environment, MNCs and Government relationships- Introduction to GATT and WTO.

**UNIT IV:-** Fiscal policy - central finances and new fiscal policy - Direct and indirect Tax structure, VAT, MODVAT - Service Tax problems and reforms -Expenditure Tax - Public debts &deficit financing

**Unit V:-** Legal environment of business – Monopolies – Company Law, Competition Act 2002. Foreign Exchange Management Act- Securities and exchange board of India Act - Customs and Central Excise Act - Central and State sales Tax - Consumer protection Act Patents Act.

## **REFERENCES:**

Adhikari.m - Economic environment of Management  
Francis cherunnilam - Business environment  
Pruti s . economic & managerial environment in India  
Davis & keith William c . frederik - business and society  
Amarchand d - Government and business  
Mankard \_ Business Economics  
A.N Agarwal \_ Indian economy  
Steiner and Steiner – Business Ethics – Mc-Graw Hill  
Raj Agarwal – Business Environment – Excel Books.

## **2.9. STRATEGIC MANAGEMENT**

**Objectives:** To help the students to learn the process of strategic decision making, implementation and evaluation of corporate policies

### **UNIT I**

Corporate strategic planning - Mission - Vision of the firm - Development, maintenance and the role of leader - Hierarchal levels of planning - strategic planning process. Strategic management Practice in India, Family run corporates.

### **UNIT II**

#### **Environmental Analysis & Internal Analysis of Firm:**

General environment scanning, competitive & environmental analysis - to identify opportunities & threat - Assessing internal environment through functional approach and value chain - identifying critical success factors - to identify the strength & weakness - SWOT audit - core competence -Stakeholders' expectations, Scenario-planning - industry analysis.

### **UNIT III**

#### **Strategy formulation**

Generic strategies - Grand strategies - Strategies of leading Indian companies - The role of diversification -limit - means and forms. Strategic management for small organisations, non- profit organizations and large multi product and multiple market organisations.

**UNIT IV**

**Tools of Strategy Planning and evaluation**

Competitive cost dynamics - experience curve -BCG approach - cash flow implication. IA -BS matrix - A.D Little's Life -cycle approach to strategic planning - Business portfolio balancing - Assessment of economic contribution of strategy - Strategic funds programming.

**Unit V**

**Strategy implement & Control:**

Various approach to implementation of strategy - Matching organization structure with strategy - 7S model - Strategic control process - Du Pont's control model and other Quantitative and Qualitative tools - Balanced score card - M.Porter's approach for Globalization - Future of Strategic Management.

**Reference**

- 1.Pearce & Robinson, Strategic Management ,All Indian Travellers N.D
- 2.A.C. Hax And Ns, Strategic Management: An Integrative Perspective, Majifu, Prentice Hall
- 3.Micheal Porter, Competitive Strategies.
- 4.Micheal Porter, Competitive Advantage Of Nations.
- 5.Samul C. Certo And J.Paul Peter, Strategic Management, Second Edition. Concept And Application, Mcgraw Hill.
- 6.Georgy G.Dess And Alex Miller , Strategic Management, Mcgraw Hill.
- 7.Gerry Jhonson & Keven Scholes, Exploring Corparate Strategy: Text And Cases,Ph
- 8.Jaunch .L ,Rajive Gupta & William.F.Glueck ,Business Policy And Strategic Management ,Frank Bros & Co,20003
- 9.Fred R.David ,Strategic Management Concept &Cases ,Pearson,2003

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**QUESTION PAPER PATTERN**

**Time : 3 Hours**

**Max Marks : 100**

**Answer any five questions**

**(5 X 20 = 100 Marks)**

- 1.
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  - 3.
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