

SCHOOL OF COMMERCE & MANAGEMENT

MBA P(09) & MCOM M(07) SYLLABUS

LIST OF COURSES AND SYLLABUS

S.No.	Title	Sets of Books	Programme	Year	Code
1	ACCOUNTING AND FINANCE FOR MANAGERS	4	MBA	1	CP-1001
2	INFORMATION TECHNOLOGY FOR MANAGERS	4	MBA	1	CP-1002
3	BUSINESS LAW	3	MBA	1	CP-1003
4	QUANTITATIVE TECHNIQUES IN MANAGEMENT	4	MBA	1	CP-1004
5	ECONOMICS FOR MANAGERS	4	MBA	1	CP-1005
6	MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR	4	MBA	1	CP-1006
7	RESEARCH AND COMMUNICATIONS METHODOLOGY	4	MBA	1	CP-1007
8	PRODUCTION AND OPERATIONS MANAGEMENT	4	MBA	1	CP-1008
9	MARKETING MANAGEMENT	4	MBA	1	CP-1009
10	HUMAN RESOURCE MANAGEMENT	3	MBA	1	CP-1010
11	STRATEGIC MANAGEMENT	4	MBA	2	CP-2001
12	INTERNATIONAL BUSINESS	3	MBA	2	CP-2002
13	BUSINESS ETHICS AND CORPORATE GOVERNANCE	4	MBA	2	CP-2003
14	MANAGEMENT CONTROL SYSTEM	3	MBA	2	CP-2004
15	CORPORATE FINANCE	4	MBA	2	FM-2101
16	TAXATION: DIRECT AND INDIRECT	3	MBA	2	FM-2102
17	CORPORATE LAWS	3	MBA	2	FM-2103
18	INDIAN FINANCIAL SYSTEM	3	MBA	2	FM-2104
19	MANAGEMENT OF FINANCIAL SERVICES	4	MBA	2	FM-2105
20	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT	3	MBA	2	FM-2106
21	PROJECT PLANNING ANALYSIS AND MANAGEMENT	4	MBA	2	FM-2107
22	INTERNATIONAL FINANCE	4	MBA	2	FM-2108
23	MANAGEMENT OF FINANCIAL INSTITUTIONS	3	MBA	2	FM-2109
24	STRATEGIC COST MANAGEMENT	3	MBA	2	FM-2110
25	ORGANIZATIONAL CHANGE AND DEVELOPMENT	4	MBA	2	HR-2301
26	HUMAN RESOURCE PLANNING	3	MBA	2	HR-2302
27	HUMAN RESOURCE DEVELOPMENT	3	MBA	2	HR-2303
28	LABOUR LAWS FOR MANAGERS	3	MBA	2	HR-2304
29	MANAGING INTERPERSONAL GROUP PROCESSES	3	MBA	2	HR-2305
30	INDUSTRIAL RELATIONS	3	MBA	2	HR-2306
31	PERFORMANCE AND REWARD MANAGEMENT	3	MBA	2	HR-2307
32	INTERNATIONAL HUMAN RESOURCE MANAGEMENT	3	MBA	2	HR-2308
33	MANAGEMENT OF TRAINING AND DEVELOPMENT	3	MBA	2	HR-2309

34	MARKETING RESEARCH	3	MBA	2	MM-2201
35	ADVERTISING AND SALES PROMOTION	3	MBA	2	MM-2202
36	CONSUMER BEHAVIOUR	3	MBA	2	MM-2203
37	INDUSTRIAL MARKETING	3	MBA	2	MM-2204
38	SERVICES MARKETING	3	MBA	2	MM-2205
39	BRAND MANAGEMENT	2	MBA	2	MM-2206
40	RURAL MARKETING	2	MBA	2	MM-2207
41	SALES AND DISTRIBUTION MANAGEMENT	3	MBA	2	MM-2208
42	INTERNATIONAL MARKETING	3	MBA	2	MM-2209
43	MANUFACTURING STRATEGY	3	MBA	2	MU-2401
44	WORLD CLASS MANUFACTURING	3	MBA	2	MU-2402
45	PRODUCTION PLANNING AND CONTROL	3	MBA	2	MU-2403
46	MATERIAL REQUIREMENT PLANNING	4	MBA	2	MU-2404
47	LOGISTICS AND SUPPLY CHAIN MANAGEMENT	3	MBA	2	MU-2405
48	PRODUCTIVITY AND TOTAL QUALITY MANAGEMENT	3	MBA	2	MU-2406
49	APPLIED OPERATIONS RESEARCH	3	MBA	2	MU-2407
50	PROJECT MANAGEMENT	3	MBA	2	MU-2408
51	MANAGEMENT CONCEPTS AND BUSINESS ENVIRONMENT	4	M.COM	1	COM-501
52	BUSINESS ECONOMICS	4	M.COM	1	COM-502
53	ADVANCED FINANCIAL ACCOUNTING	4	M.COM	1	COM-503
54	AUDITING	4	M.COM	1	COM-504
55	BUSINESS ENTREPRENEURSHIP-I	4	M.COM	1	COM-505
56	BUSINESS ENTREPRENEURSHIP-II	4	M.COM	1	COM-506
57	ADVANCED COST ACCOUNTING	4	M.COM	1	COM-507
58	COST AUDIT & MANAGEMENT AUDIT	4	M.COM	1	COM-508
59	FINANCIAL MARKETS AND INSTITUTIONS IN INDIA	4	M.COM	1	COM-509
60	MONEY, CENTRAL BANKING IN INDIA & INT. FINANCIAL INSTITUTIONS	4	M.COM	1	COM-510
61	MANAGEMENT ACCOUNTING	4	M.COM	2	COM-521
62	CORPORATE LAW AND DIRECT TAXATION	3	M.COM	2	COM-522
63	RESEARCH METHODOLOGY	2	M.COM	2	COM-523
64	MANAGEMENT INFORMATION AND CONTROL SYSTEM	2	M.COM	2	COM-526
65	BUSINESS ENTREPRENEURSHIP – III	3	M.COM	2	COM-527
66	LAW AND PRACTICE OF BANKING	3	M.COM	2	COM-528

SYLLABUS

MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS –P09

First Year

<i>Code</i>	<i>Course Description</i>	<i>Marks</i>
CP1001	Accounting and Finance for Managers	100
CP1002	Information Technology for Managers	100
CP1003	Business Laws	100
CP1004	Quantitative Techniques in Management	100
CP1005	Economics for Managers	100
CP1006	Management & Organisational Behaviour	100
CP1007	Research & Communications Methodology	100
CP1008	Production and Operations Management	100
CP1009	Marketing Management	100
CP1010	Human Resource Management	100

SECOND YEAR M.B.A.

Code	Course Description	Marks
Compulsory Papers		
CP2001	Strategic Management	100
CP2002	International Business	100
CP2003	Business Ethics & Corporate Governance	100
CP2004	Management Control Systems	100
Specialisation: Any one group out of the following groups		
(A) Finance group		
FM2101	Corporate Finance	100
FM2102	Taxation: Direct and Indirect	100
FM2103	Corporate laws	100
FM2104	Indian Financial System	100
	OR	
FM2105	Management of Financial Services	
FM2106	Security Analysis & Portfolio Management	100
	OR	
FM2107	Project Planning, Analysis & Management	
FM2108	International Finance	100
	OR	
FM2109	Management of Financial Institutions	100
	OR	
FM2110	Strategic Cost Management	100

(B) Marketing Group

<i>Code</i>	<i>Course Description</i>	<i>Marks</i>
MM2201	Marketing Research	100
MM2202	Advertising and Sales Promotion	100
MM2203	Consumer Behaviour	100
MM2204 I	Industrial Marketing	100
	OR	
MM2205	Services Marketing	
MM2206	Brand Management	100
	OR	
MM2207	Rural Marketing	
MM2208	Sales and Distribution Management	100
	OR	
MM2209	International Marketing	

(C) Human Resource Management Group

<i>Code</i>	<i>Course Description</i>	<i>Marks</i>
HR2301	Organisational Change and Development	100
HR2302	Human Resource Planning	100
HR2303	Human Resource Development	100
HR2304	Labour Laws for Managers	100
	OR	
HR2305	Managing Interpersonal & Group Processes	
HR2306	Industrial Relations	100
	OR	
HR2307	Performance and Reward Management	100
HR2308	International Human Resource Management	100
	OR	
HR2309	Management of Training and Development	100

(D) Manufacturing Management Group

<i>Code</i>	<i>Course Description</i>	<i>Marks</i>
MU2401	Manufacturing Strategy	100
MU2402	World Class Manufacturing	100
MU2403	Production Planning & Control	100
MU2404	Materials Requirement Planning	100
	OR	
MU2405	Logistics and Supply Chain Management	
MU2406	Productivity & Total Quality Management	100
	OR	
MU2407	Applied Operations Research	100
MU2408	Project Management	100

CP-1001 ACCOUNTING AND FINANCE FOR MANAGERS

UNIT 1 MEANING AND SCOPE OF ACCOUNTING

1.0 Introduction; 1.1 Unit Objectives; 1.2 Need for Accounting;
1.3 Development of Accounting; 1.4 Definition and Functions of Accounting;
1.5 Book-Keeping and Accounting; 1.6 Is Accounting Science or Art;
1.7 End Users of Accounting Information; 1.8 Accounting and Other Disciplines;
1.9 Role of Accountant; 1.10 Branches of Accounting;
1.11 Difference Between Management Accounting and Financial Accounting;
1.12 Objectives of Accounting; 1.13 Key Terms;
1.14 Summary; 1.15 Test Questions

UNIT 2 ACCOUNTING PRINCIPLES

2.0 Introduction; 2.1 Unit Objectives; 2.2 Meaning of Accounting Principles;
2.3 Accounting Concepts; 2.4 Accounting Conventions;
2.5 Accounting Principles and the Institute of Chartered Accountants of India;
2.6 Systems of Book-Keeping; 2.7 Systems of Accounting; 2.8 Key Terms;
2.9 Summary; 2.10 Test Questions; 2.11 Practical Problems

UNIT 3 FINANCE: BASIC CONCEPTS

3.0 Introduction; 3.1 Unit Objectives; 3.2 Importance of Finance;
3.3 Meaning of Business Finance; 3.4 Meaning of Financial Management;
3.5 Objectives of Financial Management; 3.6 Scope of Financial Management;
3.7 Liquidity vs. Profitability; 3.8 Methods of Financial Management;
3.9. Relationship Between Financial Management and other areas of Management;
3.10 Organisation of the Finance Function; 3.11 Importance of Financial Management;
3.12 Key Terms; 3.13 Summary; 3.14 Test Questions

UNIT 4 FINANCIAL MARKETS & FINANCIAL INSTRUMENTS

4.0 Introduction; 4.1 Unit Objectives; 4.2 Financial System;
4.3 Conventional Financial Instruments; 4.4 New Financial Instruments;
4.5 Financial Engineering; 4.6 Financial Intermediation;
4.7 Key Terms; 4.8 Summary; 4.9 Test Questions

UNIT 5 FINANCIAL REPORTING

5.0 Introduction; 5.1 Unit Objectives; 5.2 Meaning of Financial Reporting;
5.3 Illustrative Example; 5.4 Key Terms; 5.5 Summary; 5.6 Test Questions

UNIT 6 JOURNALISING TRANSACTIONS

6.0 Introduction; 6.1 Unit Objectives; 6.2 Journal; 6.3 Rules of Debit and Credit;
6.4 Compound Journal Entry; 6.5 Opening Entry; 6.6 Key Terms;
6.7 Summary; 6.8 Test Questions; 6.9 Practical Problems

UNIT 7 LEDGER POSTING AND TRIAL BALANCE

7.0 Introduction; 7.1 Unit Objectives; 7.2 Ledger; 7.3 Posting;

7.4 Relationship Between Journal and Ledger; 7.5 Rules Regarding Posting;
7.6 Trial Balance; 7.7 Voucher System; 7.8 Key Terms;
7.9 Summary; 7.10 Test Questions; 7.11 Practical Problems

UNIT 8 FINAL ACCOUNTS

8.0 Introduction; 8.1 Unit Objectives; 8.2 Trading and Profit & Loss Account;
8.3 Manufacturing Account; 8.4 Balance Sheet; 8.5 Adjustment Entries;
8.6 Worksheet; 8.7 Key Terms; 8.8 Summary; 8.9 Test Questions;
8.10 Practical Problems

UNIT 9 COMPANY FINANCIAL STATEMENTS

9.0 Introduction; 9.1 Unit Objectives; 9.2 Meaning and Types of Financial Statements;
9.3 Nature of Financial Statements; 9.4 Limitations of Financial Statements;
9.5 Preparation of Company Financial Statements; 9.6 Profit and Loss Account;
9.7 Balance Sheet; 9.8 Key Terms; 9.9 Summary;
9.10 Test Questions; 9.11 Practical Problems

UNIT 10 FINANCIAL STATEMENTS: ANALYSIS AND INTERPRETATION

10.0 Introduction; 10.1 Unit Objectives; 10.2 Relationship between Analysis and Interpretation;
10.3 Steps Involved in the Financial Statements Analysis; 10.4 Ratio Analysis;
10.5 Classification of Ratios; 10.6 Profitability Ratios; 10.7 Turnover Ratios;
10.8 Financial Ratios; 10.9 Advantages of Ratio Analysis; 10.10 Limitations of Accounting Ratios;
10.11 Computation of Ratios; 10.12 Key Terms; 10.13 Summary;
10.14 Test Questions; 10.15 Practical Problems

UNIT 11 CASH FLOW STATEMENT

11.0 Introduction; 11.1 Unit Objectives; 11.2 Meaning of Cash Flow Statement;
11.3 Preparation of Cash Flow Statement; 11.4 Sources of Cash;
11.5 Difference Between Cash Flow Analysis and Funds Flow Analysis;
11.6 Utility of Cash Flow Analysis; 11.7 Limitations of Cash Flow Analysis;
11.8 AS 3 (Revised): Cash Flow Statements; 11.9 Key Terms;
11.10 Summary; 11.11 Test Questions; 11.12 Practical Problems

UNIT 12 COST CONCEPTS AND ACTIVITY BASED COSTING

12.0 Introduction; 12.1 Unit Objectives; 12.2 Basic Cost Concepts; 12.3 Elements of Cost;
12.4 Activity Based Costing : Meaning & Importance; 12.5 Significant Terms;
12.6 Characteristics of ABC; 12.7 Elements Involved in ABC; 12.8 Steps Involved in ABC;
12.9 Activity Based Costing Versus Traditional Costing; 12.10 Requirements of ABC System;
12.11 Uses of Activity Based Information; 12.12 Problems with the ABC Approach;
12.13 Key Terms; 12.14 Summary; 12.15 Test Questions; 12.16 Practical Problems

UNIT 13 BUDGETARY CONTROL

13.0 Introduction; 13.1 Unit Objectives; 13.2 Meaning of Budget; 13.3 Meaning of Control;
13.4 Meaning of Budgetary Control; 13.5 Budgetary Control as a Management Tool;
13.6 Limitations of Budgetary Control; 13.7 Forecasts and Budgets;
13.8 Installation of Budgetary Control System; 13.9 Classification of Budgets;
13.10 Fixed and Flexible Budgeting; 13.11 Performance Budgeting;
13.12 Control Ratios; 13.13 Responsibility Accounting; 13.14 Zero-Base Budgeting;
13.15 Key Terms; 13.16 Summary; 13.17 Test Questions; 13.18 Practical Problems

UNIT 14 STANDARD COSTING

14.0 Introduction; 14.1 Unit Objectives; 14.2 Meaning of Standard Costing
14.3 Budgetary Control and Standard Costing;
14.4 Historical Costing, Estimated Costing and Standard Costing;
14.5 Suitability of Standard Costing; 14.6 Standard Costing as a Management Tool;
14.7 Limitations of Standard Costing; 14.8 Meaning of Standard Costs;
14.9 Standard Costs and Budgeted Costs; 14.10 Determination of a Standard Costs;
14.11 Revision of Standards; 14.12 Key Terms; 14.13 Summary;
14.14 Test Questions; 14.15 Practical Problems

UNIT 15 VARIANCE ANALYSIS

15.0 Introduction; 15.1 Unit Objectives; 15.2 Cost Variances;
15.3 Direct Material Variances; 15.4 Direct Labour Variances; 15.5 Overhead Variances
15.6 Sales Variances; 15.7 Variance with Reference to Profit; 15.8 Control of Variances;
15.9 Disposal of Variances; 15.10 Key Terms; 15.11 Summary;
15.12 Test Questions; 15.13 Practical Problems

UNIT 16 MARGINAL COSTING AND COST VOLUME PROFIT ANALYSIS

16.0 Introduction; 16.1 Unit Objectives; 16.2 Absorption Costing; 16.3 Marginal Costing;
16.4 Difference Between Absorption Costing and Marginal Costing;
16.5 Marginal Costing and Direct Costing; 16.6 Marginal Costing and Differential Costing;
16.7 Marginal Cost; 16.8 Segregation of Semi-Variable Costs; 16.9 Profit Planning;
16.10 Cost Volume Profit Analysis; 16.11 Break-Even Analysis; 16.12 Key Factor;
16.13 Break-Even Chart; 16.14 Angle of Incidence;
16.15 Assumptions Underlying CVP Analysis/Break-Even Charts; 16.16 Utility of CVP Analysis;
16.17 Key Terms; 16.18 Summary; 16.19 Test Questions; 16.20 Practical Problems

UNIT 17 ACCOUNTING FOR DECISION-MAKING

17.0 Introduction; 17.1 Unit Objectives; 17.2 Concept of Decision-Making;
17.3 Concept of Relevant Costs; 17.4 Concept of Differential Costs;
17.5 Steps in Decision-Making; 17.6 Determination of Sales mix;

17.7 Exploring New Markets; 17.8 Discontinuance of a Product Line;
17.9 Make or Buy Decisions; 17.10 Equipment Replacement Decision;
17.11 Change Versus Status Quo; 17.12 Expand or Contract;
17.13 Shut Down or Continue; 17.14 Key Terms;
17.15 Summary; 17.16 Test Questions; 17.17 Practical Problems

UNIT 18 CAPITAL STRUCTURE: FINANCING MIX

18.0 Introduction; 18.1 Unit Objectives; 18.2 Meaning of Capital Structure;
18.3 Capital Structure and Financial Structure; 18.4 Patterns of Capital Structure;
18.5 Point of Indifference; 18.6 Optimum Capital Structure;
18.7 Capital Structure Theories; 18.8 Factors Determining Capital Structure;
18.9 Capital Structure Practices in India; 18.10 Key Terms;
18.11 Summary; 18.12 Test Questions; 18.13 Practical Problems

UNIT 19 INVESTMENT APPRAISAL: BASICS OF CAPITAL BUDGETING

19.0 Introduction; 19.1 Unit Objectives; 19.2 Cases of Capital Budgeting Decisions;
19.3 Concept of Capital Budgeting; 19.4 Capital Expenditure Budget;
19.5 Tactical Versus strategic Investment Decisions;
19.6 Importance of Capital Budgeting; 19.7 Rationale of Capital Expenditure;
19.8 Kinds of Capital Investment Proposals; 19.9 Factors Affecting Capital Investment Decisions;
19.10 Capital Budgeting Appraisal Methods; 19.11 Replacement of Existing Asset;
19.12 Capital Rationing; 19.13 Key Terms; 19.14 Summary;
19.15 Test Questions; 19.16 Practical Problems

UNIT 20 INVESTMENT APPRAISAL: RISK ANALYSIS

20.0 Introduction; 20.1 Unit Objectives; 20.2 Risk Defined;
20.3 Incorporation of Risk Factor; 20.4 General Techniques; 20.5 Quantitative Techniques;
20.6 Comprehensive Illustrations; 20.7 Key Terms; 20.8 Summary;
20.9 Test Questions; 20.10 Practical Problems

UNIT 21 WORKING CAPITAL MANAGEMENT

21.0 Introduction; 21.1 Unit Objectives; 21.2 Concept of Working Capital;
21.3 Need for Working Capital; 21.4 Types of Working Capital;
21.5 Adequacy of Working Capital; 21.6 Management of Working Capital;
21.7 Sources of Working Capital; 21.8 Management of Cash;
21.9 Management of Inventories; 21.10 Management of Accounts Receivable;
21.11 Management of Accounts Payable; 21.12 Over and Under Trading;
21.13 Key Terms; 21.14 Summary; 21.15 Test Questions; 21.16 Practical Problems

UNIT 22 PAYOUTS: DIVIDENDS, BONUS AND RIGHTS

22.0 Introduction; 22.1 Unit Objectives; 22.2 Dividend;
22.3 Bonus Shares; 22.4 Right Shares; 22.5 Sebi Guidelines for Preferential Issues;
22.6 Sebi Guidelines on Right Issues; 22.7 Key Terms; 22.8 Summary;
22.9 Test Questions; 22.10 Practical Problems

CP-1002 INFORMATION TECHNOLOGY FOR MANAGERS

UNIT 1 UNDERSTANDING COMPUTERS

1.0 INTRODUCTION; 1.1 UNIT OBJECTIVES; 1.2 COMPUTER: A DEFINITION;
1.3 CHARACTERISTICS OF COMPUTERS; 1.3.1 SPEED; 1.3.2 ACCURACY;
1.3.3 DILIGENCE; 1.3.4 VERSATILITY; 1.3.5 INTELLIGENCE;
1.3.6 STORAGE; 1.4 EVOLUTION OF COMPUTERS;
1.4.1 FIRST GENERATION (1940–1956): VACUUM TUBES;
1.4.2 SECOND GENERATION (1956–1963): TRANSISTORS;
1.4.3 THIRD GENERATION (1964–1971): INTEGRATED CIRCUITS;
1.4.4 FOURTH GENERATION (1971– PRESENT): MICROPROCESSORS;
1.4.5 FIFTH GENERATION (PRESENT AND BEYOND);
1.5 BASIC ANATOMY OF THE COMPUTER; 1.5.1 INPUT UNIT;
1.5.2 MAIN MEMORY (PRIMARY STORAGE); 1.5.3 ARITHMETIC LOGIC UNIT
(ALU);
1.5.4 OUTPUT UNIT; 1.5.5 CONTROL UNIT; 1.5.6 CENTRAL PROCESSING
UNIT;
1.5.7 SECONDARY STORAGE; 1.6 THE SYSTEM CONCEPT; 1.7 SUMMARY;
1.8 EXERCISES AND QUESTIONS; 1.9 FURTHER READING;

UNIT 2 DATA REPRESENTATION

2.0 INTRODUCTION; 2.1 UNIT OBJECTIVES;
2.2 DATA REPRESENTATION WITHIN THE COMPUTER; 2.3 NUMBER
SYSTEMS;
2.2.1 BINARY NUMBERS; 2.2.2 OCTAL NUMBERS; 2.2.3 HEXADECIMAL
NUMBERS;
2.4 CHARACTER REPRESENTATION; 2.4.1 BCD; 2.4.2 EBCDIC; 2.4.3
ASCII;
2.5 ERROR DETECTING CODES; 2.6 SUMMARY; 2.7 EXERCISES AND
QUESTIONS;
2.8 FURTHER READING;

UNIT 3 THE CENTRAL PROCESSING UNIT

3.0 INTRODUCTION; 3.1 UNIT OBJECTIVES; 3.2 CENTRAL PROCESSING
UNIT;
3.2.1 CONTROL UNIT; 3.2.2 ARITHMETIC LOGIC UNIT (ALU); 3.2.3
INSTRUCTION SET;
3.2.4 INSTRUCTION REPRESENTATION; 3.2.5 REGISTERS; 3.2.6
PROCESSOR SPEED;
3.3 CISC VS RISC; 3.4 SUMMARY; 3.5 EXERCISES AND QUESTIONS;
3.6 FURTHER READING;

UNIT 4 MEMORY ORGANIZATION

4.0 Introduction; 4.1 Unit Objectives; 4.2 Central processing unit;
4.3 Storage Evaluation Criteria; 4.4 Main Memory;
4.4.1 Static and Dynamic RAM; 4.4.2 Read-Only Memory (ROM);
4.4.3 Cache Memory; 4.4.4 Locality of reference;
4.5 Secondary Storage Devices; 4.5.1 Magnetic Tapes; 4.5.2 Magnetic Disks;
4.5.3 Floppy Disks; 4.5.4 Hard Disks; 4.5.5 Optical Disks;
4.6 Mass Storage Devices; 4.6.1 Disk Array (RAID); 4.6.2 Tape libraries;
4.6.3 CD-ROM jukebox; 4.7 Data Backup; 4.8 Summary;
4.9 Exercises and Questions; 4.10 Further Reading;

UNIT 5 INPUT DEVICES

5.0 INTRODUCTION; 5.1 UNIT OBJECTIVES; 5.2 INTRODUCTION TO INPUT DEVICES;
5.2.1 KEYBOARD DEVICES; 5.3 POINT-AND-DRAW DEVICES; 5.3.1 MOUSE;
5.3.2 TRACKBALL; 5.3.3 JOYSTICK; 5.3.4 LIGHT PEN; 5.3.5 TOUCH SCREEN;
5.4 SCANNING DEVICES; 5.4.1 OPTICAL MARK RECOGNITION (OMR);
5.4.2 MAGNETIC INK CHARACTER RECOGNITION (MICR)
5.4.3 OPTICAL BAR CODE READER (OBR); 5.4.4 DIGITIZER;
5.4.5 ELECTRONIC-CARD READER; 5.4.6 SMART CARDS;
5.5 VOICE RECOGNITION DEVICES; 5.6 VISION-INPUT DEVICES; 5.7 SUMMARY;
5.8 EXERCISES AND QUESTIONS; 5.9 FURTHER READING;

UNIT 6 OUTPUT DEVICES

6.0 INTRODUCTION; 6.1 UNIT OBJECTIVES; 6.2 INTRODUCTION TO OUTPUT DEVICES;
6.3 DISPLAY DEVICES; 6.3.1 CATHODE RAY TUBE (CRT);
6.3.2 LIQUID CRYSTAL DISPLAY (LCD); 6.3.3 PROJECTION DISPLAY;
6.4 MONITORS; 6.5 MULTIMEDIA PROJECTORS;
6.6 TERMINALS—DUMB, SMART, INTELLIGENT; 6.6.1 DUMB TERMINAL;
6.6.2 SMART TERMINAL; 6.6.3 INTELLIGENT TERMINAL; 6.7 X TERMINALS;
6.8 PRINTERS; 6.8.1 PRINTING TECHNOLOGY; 6.8.2 PRINTING SPEED;
6.8.3 PRINTING QUALITY; 6.9 TYPES OF PRINTERS; 6.9.1 DOT MATRIX PRINTERL;
6.9.2 INKJET PRINTER; 6.9.3 LASER; 6.10 PLOTTERS; 6.10.1 FLATBED PLOTTERS;
6.10.2 DRUM PLOTTERS; 6.11 COMPUTER OUTPUT MICROFILM (COM);
6.12 VOICE RESPONSE SYSTEMS; 6.12.1 VOICE REPRODUCTION SYSTEM;

6.12.2 SPEECH SYNTHESISER; 6.13 SUMMARY; 6.14 EXERCISES AND QUESTIONS;
6.15 FURTHER READING;

UNIT 7 MULTIMEDIA

7.0 INTRODUCTION; 7.1 UNIT OBJECTIVES; 7.2 INTRODUCTION TO MULTIMEDIA;
7.3 IMPORTANCE OF MULTIMEDIA; 7.4 MULTIMEDIA TOOLS;
7.5 ELEMENTS OF MULTIMEDIA; 7.5.1 TEXT; 7.5.2 HYPERLINKS; 7.5.3 GRAPHICS;
7.5.4 ANIMATION; 7.5.5 SOUND; 7.5.6 VIDEO; 7.5.7 CAPTURE CARD;
7.6 APPLICATIONS OF MULTIMEDIA; 7.6.1 MULTIMEDIA IN EDUCATION;
7.6.2 MULTIMEDIA IN ENTERTAINMENT; 7.6.3 MULTIMEDIA IN MARKETING;
7.7 SUMMARY; 7.8 EXERCISES AND QUESTIONS; 7.9 FURTHER READING;

UNIT 8 COMPUTER SOFTWARE

8.0 INTRODUCTION; 8.1 UNIT OBJECTIVES; 8.2 INTRODUCING COMPUTER SOFTWARE;
8.3 RELATIONSHIP BETWEEN HARDWARE AND SOFTWARE; 8.3.1 SYSTEM SOFTWARE;
8.3.2 APPLICATION SOFTWARE; 8.4 COMPUTER LANGUAGES;
8.4.1 MACHINE LANGUAGE; 8.4.2 ASSEMBLY LANGUAGE;
8.4.3 HIGH-LEVEL LANGUAGE; 8.5 INTERPRETER VS COMPILER;
8.6 SOME HIGH LEVEL LANGUAGES; 8.6.1 FORTRAN; 8.6.2 COBOL;
8.6.3 BASIC (BEGINNER'S ALL-PURPOSE SYMBOLIC INSTRUCTION CODE);
8.6.4 PASCAL; 8.6.5 ADA; 8.6.6 LISP; 8.6.7 C AND C++; 8.6.8 JAVA;
8.6.9 FOURTH GENERATION LANGUAGES; 8.6.10 FIFTH GENERATION LANGUAGES;
8.7 FREE DOMAIN SOFTWARE; 8.8 SUMMARY; 8.9 EXERCISES AND QUESTIONS;
8.10 FURTHER READING;

UNIT 9 OVERVIEW OF LINUX

9.0 INTRODUCTION; 9.1 UNIT OBJECTIVES; 9.2 INTRODUCING LINUX;
9.2.1 FEATURES OF LINUX; 9.2.2 STRUCTURE OF LINUX; 9.2.3 KERNEL;
9.2.4 SHELL; 9.2.5 UTILITIES AND APPLICATION PROGRAMS;
9.2.6 FILE SYSTEM IN LINUX; 9.2.7 FILE TYPES IN LINUX;
9.3 FILE HANDLING IN LINUX; 9.3.1 NAMING CONVENTIONS FOR FILES;
9.3.2 PATHNAME; 9.3.3 SIMPLE FILE AND DIRECTORY HANDLING COMMANDS;
9.3.4 KDE FILE MANAGER; 9.4 INSTALLATION OF LINUX;
9.4.1 MINIMUM HARDWARE REQUIREMENTS;
9.4.2 MINIMUM SOFTWARE REQUIREMENTS;

9.4.3 INSTALLATION STEPS FOR RED HAT LINUX 8.0; 9.4.4 BOOTING A LINUX SYSTEM;
9.5 USING 'LOADLIN'; 9.5.1 THIRD-PARTY BOOT LOADERS; 9.6 SUMMARY;
9.7 EXERCISES AND QUESTIONS; 9.8 FURTHER READING;

UNIT 10 INTERNET CONNECTING THE WORLD

10.0 INTRODUCTION; 10.1 UNIT OBJECTIVES; 10.2 INTERNET;
10.2.1 LOCAL AREA NETWORK (LAN); 10.2.2 WIDE AREA NETWORK (WAN);
10.2.3 METROPOLITAN AREA NETWORKS (MAN); 10.3 KEY USAGES OF THE INTERNET;
10.4 INTERNET CONNECTIVITY OPTIONS; 10.5 INTERNET PROTOCOLS;
10.5.1 TRANSMISSION CONTROL PROTOCOL/INTERNET PROTOCOL (TCP / IP);
10.5.2 HYPER TEXT TRANSFER PROTOCOL (HTTP);
10.5.3 FILE TRANSFER PROTOCOL (FTP); 10.5.4 TELNET; 10.6 INTERNET ADDRESSING;
10.6.1 COMMONLY USED ABBREVIATIONS IN DOMAIN NAMES; 10.7 SEARCH ENGINES;
10.7.1 USEFUL TIPS FOR SEARCHING; 10.7.2 META SEARCH ENGINES;
10.8 E-MAILING; 10.8.1 CREATING AN E-MAIL ACCOUNT;
10.8.2 CHECKING YOUR E-MAIL; 10.8.3 SENDING AN E-MAIL;
10.8.4 E-MAIL ATTACHMENTS; 10.8.5 INTERNET CHAT; 10.9 SUMMARY;
10.10 EXERCISES AND QUESTIONS; 10.11 FURTHER READING;

UNIT 11 MICROSOFT WINDOWS

11.0 Introduction; 11.1 Unit Objectives;
11.2 Overview of Different Versions of Windows; 11.2.1 Windows 1.0;
11.2.2 Windows 2.0; 11.2.3 Windows 3.0; 11.2.4 Windows 3.1/3.11;
11.2.5 Windows 95; 11.2.6 Windows 98;
11.2.7 Windows Millennium Edition (ME); 11.2.8 Windows 2000 professional;
11.2.9 Windows XP; 11.3 Basic Elements of Windows
11.3.1 Key Elements of the Windows Desktop; 11.3.2 Icons;
11.4 Anatomy of an Application Window; 11.5 Customising Windows;
11.5.1 Creating Shortcuts; 11.5.2 Deleting a shortcut; 11.5.3 Screen saver;
11.5.4 Arranging icons on the desktop; 11.6 Working with Windows;
11.7 Exploring Control Panel; 11.7.1 Installing or Removing Programs;
11.7.2 Date and Time; 11.7.3 Fonts; 11.7.4 Modems; 11.7.5 Mouse;
11.7.6 Printers; 11.7.7 Regional Settings; 11.7.8 Sounds; 11.7.9 System;
11.8 Managing Files and Folders; 11.9 Overview of Windows Explorer;
11.9.1 Creating Folders; 11.9.2 Creating Sub-folders; 11.9.3 Opening folders;
11.9.4 OPENING FILES; 11.9.5 COPYING FILES IN EXPLORER BY CLICK & DRAG METHOD;

11.9.6 COPYING FILES DISCONTINUOUSLY;
11.9.7 COPYING A CONTINUOUS RANGE OF FILES; 11.9.8 RENAMING FILES/FOLDERS;
11.9.9 DELETING FILES/FOLDERS; 11.9.10 CHANGING THE FOLDER VIEWS;
11.10 WINDOWS ACCESSORIES; 11.10.1 SYSTEM TOOLS; 11.10.2 DISK CLEANUP;
11.10.3 SCAN DISK; 11.10.4 ENTERTAINMENT UTILITIES;
11.10.5 MISCELLANEOUS ACCESSORIES; 11.11 SUMMARY;
11.12 EXERCISES AND QUESTIONS; 11.13 FURTHER READING;

UNIT 12 WORD PROCESSING

12.0 INTRODUCTION; 12.1 UNIT OBJECTIVES; 12.2 WORD BASICS;
12.3 STARTING WORD; 12.3.1 DIFFERENT VIEWS OF WORD;
12.3.2 PARTS OF WORD WINDOW; 12.3.3 MOUSE OPERATIONS;
12.3.4 KEYBOARD OPERATIONS; 12.3.5 THE MOST IMPORTANT KEYS;
12.4 HOW TO TYPE IN WORD; 12.5 MENUS, COMMANDS, TOOLBARS AND THEIR ICONS;
12.6 TOOLBARS AND THEIR ICONS; 12.7 SUMMARY; 12.8 EXERCISES AND QUESTIONS;
12.9 FURTHER READING;

UNIT 13 SPREADSHEET PACKAGE

13.0 Introduction; 13.1 Unit Objectives; 13.2 Excel Basics
13.3 Elements of an Excel Window;
13.3.1 Menus, Commands, Toolbars and their Icons;
13.3.2 Toolbars and their icons; 13.3.3 Navigating; 13.3.4 Selecting Cells;
13.3.5 Selecting Sheets; 13.3.6 Alignment; 13.3.7 Entering Data into a Cell;
13.3.8 Entering Formulas; 13.3.9 Editing Data; 13.4 Working with workbook;
13.4.1 Creating a New Workbook; 13.4.2 Saving a Workbook;
13.4.3 Closing Workbooks; 13.4.4 Closing Excel;
13.5 Working with Workbooks and Worksheets; 13.6 Entering Text in Cells;
13.6.1 Column Width; 13.6.2 Alternate Method; 13.6.3 Series Fill;
13.6.4 Entering Formulas; 13.6.5 Formatting Cells; 13.6.6 Currency Notation;
13.6.7 Centering Across Selection, Changing Font and Size;
13.6.8 Column Autofit; 13.6.9 Inserting Rows; 13.6.10 Formula;
13.6.11 Aligning the Data; 13.6.12 Preview; 13.6.13 Print;
13.7 Working with files; 13.7.1 Saving File; 13.7.2 Opening File;
13.7.3 Editing Workbooks; 13.8 Data Sort; 13.9 Data Filters;
13.9.1 Custom Data Filters; 13.10 Functions; 13.10.1 Mathematical Functions;
13.10.2 Statistical Functions; 13.10.3 Logical Functions;
13.10.4 Financial Functions; 13.10.5 Text Functions;

13.10.6 Date and Time Functions; 13.11 Creating Charts and Graphs;
13.11.1 Creating a Chart using the default settings;
13.11.2 Changing the default Chart type; 13.11.3 Chart Toolbar;
13.11.4 Format; 13.12 Creating a chart using Chart Wizard;
13.12.1 Creating a chart; 13.12.2 Modifying a Chart;
13.12.3 Adding Trendlines; 13.13 PivotTable Reports
13.13.1 Creating a PivotTable report using PivotTable wizard;
13.14 Analysing Your Data; 13.14.1 Data Tables; 13.14.2 Scenario Manager;
13.15 Exchanging Data between Excel and Other Programs;
13.15.1 Using the Copy/Paste method;
13.15.2 Using OLE (Object Linking and Embedding) technology;
13.15.3 Linked Objects; 13.16 Excel and the Web;
13.16.1 Hyperlinks in Excel; 13.16.2 Creating Hyperlinks; 13.17 Summary;
13.18 Exercises And Questions; 13.19 Further Reading;

UNIT 14 PRESENTATION PACKAGE

14.0 INTRODUCTION; 14.1 UNIT OBJECTIVES; 14.2 INTRODUCING
POWERPOINT;
14.3 TOOLBAR, THEIR ICONS & COMMANDS; 14.4 NAVIGATING IN
POWERPOINT;
14.4.1 OPENING A PRESENTATION; 14.4.2 CREATING A NEW SLIDE;
14.4.3 DELETING A SLIDE; 14.4.4 COPYING A SLIDE; 14.4.5 SLIDE
NUMBERING;
14.4.6 SAVING A PRESENTATION; 14.4.7 CLOSING A PRESENTATION;
14.4.8 SAVING A PRESENTATION WITH A DIFFERENT NAME;
14.4.9 CHANGING THE DEFAULT DIRECTORY; 14.4.10 AUTOSAVE;
14.5 DIFFERENT VIEWS OF POWERPOINT; 14.6 DESIGNING
PRESENTATIONS;
14.6.1 STARTING POWERPOINT; 14.6.2 INSERTING CLIPART;
14.6.3 INSERTING A NEW SLIDE; 14.6.4 MOVING THE TEXT;
14.7 SLIDE SHOW CONTROLS; 14.7.1 HIDING A SLIDE;
14.7.2 CHECKING SPELLING AND CORRECTING TYPING MISTAKES;
14.7.3 ADDING AN ENTRY TO THE AUTOCORRECT LIST;
14.7.4 MAKING NOTES PAGES AND HANDOUTS;
14.7.5 CUSTOMISING YOUR PRESENTATIONS; 14.8 CREATING SLIDE
SHOWS;
14.8.1 ADDING TRANSITION EFFECTS; 14.8.2 ADDING ANIMATION EFFECTS;
14.8.3 PRESET ANIMATION; 14.8.4 CREATING CUSTOM ANIMATIONS;
14.8.5 REHEARSING SLIDE SHOW TIMINGS; 14.9 SUMMARY;
14.10 EXERCISES AND QUESTIONS; 14.11 FURTHER READING;

UNIT 15 CONCEPTS OF DATABASE OPERATIONS

15.0 INTRODUCTION; 15.1 UNIT OBJECTIVES; 15.2 DATA AND INFORMATION;
15.2.1 DATA; 15.2.2 INFORMATION;
15.2.3 DIFFERENCE BETWEEN INFORMATION AND DATA; 15.3 DATABASE CONCEPT;
15.3.1 DATABASE ORIENTED APPROACH TO DATA MANAGEMENT; 15.3.2 DATABASES;
15.4 CIMA; 15.4.1 REQUIREMENTS OF A DATABASE;
15.4.2. OBJECTIVES OF USING A DATABASE; 15.4.3 FEATURES OF A DATABASE;
15.5 DATA INDEPENDENCE; 15.6 DATABASE MANAGEMENT SYSTEMS;
15.6.1 ADVANTAGES OF DBMS; 15.6.2 TYPES OF DATA MODELS;
15.7 OVERALL SYSTEM STRUCTURE; 15.7.1 THE RELATIONAL MODEL;
15.7.2 RECORDS;
15.7.3 RELATION, TUPLE AND FIELD; 15.7.4 KEYS; 15.8 THE E-R MODEL;
15.8.1 ENTITIES AND ENTITY SETS; 15.8.2 ATTRIBUTES; 15.9 SUMMARY;
15.10 EXERCISES AND QUESTIONS; 15.11 FURTHER READING;

UNIT 16 INFORMATION TECHNOLOGY AND SOCIETY

16.0 INTRODUCTION; 16.1 UNIT OBJECTIVES; 16.2 ROLE OF INFORMATION TECHNOLOGY;
16.3 RAILWAYS; 16.4 AIRLINES; 16.5 BANKING; 16.6 INSURANCE;
16.7 FINANCIAL ACCOUNTING; 16.8 INVENTORY CONTROL; 16.9 HOTEL MANAGEMENT;
16.10 EDUCATION; 16.11 TELEPHONE EXCHANGES; 16.12 MOBILE PHONES;
16.13 VIDEO GAMES; 16.14 INFORMATION KIOSKS;
16.15 SPECIAL EFFECTS IN MOVIES; 16.16 SUMMARY;
16.17 EXERCISES AND QUESTIONS; 16.18 FURTHER READING;

CP-1003 BUSINESS LAWS

UNIT 0: INTRODUCTION TO BUSINESS LAW

UNIT 1: NATURE AND KINDS OF CONTRACTS

1.0 Introduction; 1.1 Unit Objectives; 1.2 The Indian Contract Act, 1872;
1.3 Definition of Contract;
1.4 Essential Elements of a Valid Contract; 1.5 Kinds of Contracts; 1.6
Test Questions; 1.7 Practical Problems

UNIT 2: OFFER AND ACCEPTANCE

2.0 Introduction; 2.1 Unit Objectives; 2.2 The Proposal or Offer; 2.3 The
Acceptance; 2.4 Contracts Over the Telephone; 2.5 Test Questions; 2.6
Practical Problems

UNIT 3: CONSIDERATION

3.0 Introduction; 3.1 Unit Objectives; 3.2 Definition; 3.3 Essentials of
Valid Consideration;
3.4 Exceptions to the Rule “No Consideration, No Contract”; 3.5 Test
Questions; 3.6 Practical Problems

UNIT 4: CAPACITY OF PARTIES

4.0 Introduction; 4.1 Unit Objectives; 4.2 Minor; 4.3 Persons of Unsound
Mind; 4.4 Disqualified Persons;
4.5 Test Questions; 4.6 Practical Problems

UNIT 5: FREE CONSENT

5.0 Introduction; 5.1 Unit Objectives; 5.2 Coercion; 5.3 Undue Influence;
5.4 Misrepresentation;
5.5 Fraud; 5.6 Mistake; 5.7 Test Questions; 5.8 Practical Problems

UNIT 6: LEGALITY OF OBJECT AND CONSIDERATION

6.0 Introduction; 6.1 Unit Objectives; 6.2 What Considerations
and Objects Are Unlawful?; 6.3 Object or Consideration Unlawful in Part;
6.4 Effect of Illegal Agreements on Collateral Transactions;
6.5 Test Questions; 6.6 Practical Problems

UNIT 7: VOID AGREEMENTS

7.0 Introduction; 7.1 Unit Objectives; 7.2 Expressly Declared Void
Agreements; 7.3 Test Questions;
7.4 Practical Problems

UNIT 8: CONTINGENT CONTRACTS

8.0 Introduction; 8.1 Unit Objectives; 8.2 Definition; 8.3 Essentials of
Contingent Contract; 8.4 Rules Regarding the Performance of Contingent

Contracts; 8.5 Difference between a Contingent Contract and a Wagering Agreement; 8.6 Test Questions; 8.7 Practical Problems

UNIT 9: PERFORMANCE OF CONTRACTS

9.0 Introduction; 9.1 Unit Objectives; 9.2 Who Can Demand Performance?; 9.3 By Whom Contracts must be Performed?; 9.4 Performance of Joint Promises; 9.5 Assignment of Contracts; 9.6 Order of Performance of Reciprocal Promises; 9.7 Time and Place for Performance; 9.8 Appropriation of Payments; 9.9 Contracts which Need not be Performed; 9.10 Test Questions; 9.11 Practical Problems

UNIT 10: DISCHARGE OF CONTRACTS

10.0 Introduction; 10.1 Unit Objectives; 10.2 Discharge by Performance; 10.3 Discharge by Mutual Consent or Agreement; 10.4 Discharge by Subsequent or Supervening Impossibility or Illegality; 10.5 Cases not Covered by Supervening Impossibility; 10.6 Discharge by Lapse of Time; 10.7 Discharge by Operation of Law; 10.8 Discharge by Breach of Contract; 10.9 Test Questions; 10.10 Practical Problems

UNIT 11 QUASI-CONTRACTS

11.0 Introduction; 11.1 Unit Objectives; 11.2 Quasi-Contractual Obligations; 11.3 Test Questions; 11.4 Practical Problems

UNIT 12: REMEDIES FOR BREACH OF CONTRACT

12.0 Introduction; 12.1 Unit Objectives; 12.2 Rescission of The Contract; 12.3 Suit for Damages; 12.4 Duty to Mitigate Damage Suffered; 12.5 Liquidated Damages and Penalty; 12.6 Summary of the Rules Regarding the Measure of Damages; 12.7 Suit for Specific Performance; 12.8 Suit for an Injunction; 12.9 Test Questions; 12.10 Practical Problems

UNIT 13: INDEMNITY AND GUARANTEE

13.1 Unit Objectives; 13.2 Contracts of Indemnity; 13.3 Contracts of Guarantee; 13.4 Test Questions; 13.5 Practical Problems

UNIT 14: BAILMENT AND PLEDGE

14.1 Unit Objectives; 14.2 Bailment; 14.3 Finder of Lost Goods; 14.4 Pledge or Pawn; 14.5 Test Questions; 14.6 Practical Problems

UNIT 15: AGENCY

15.1 Unit objectives; 15.2 Definitions of Agent and Principal; 15.3 General Rules of Agency; 15.4 Kinds of Agents; 15.5 Creation of an

Agency; 15.6 Extent of Agent's Authority; 15.7 Delegation of Authority; 15.8 Principal's Liability for the Acts of the Agent; 15.9 Termination of Agency; 15.10 Irrevocable Agency; 15.11 Test Questions; 15.12 Practical Problems

UNIT 16: CONTRACT OF SALE OF GOODS

16.0 Introduction; 16.1 Unit objectives; 16.2 Definition and Essentials of a Contract of Sale; 16.3 Kinds of Goods; 16.4 The Price; 16.5 Earnest or Deposit; 16.6 Document of Title to Goods; 16.7 Test Questions; 16.8 Practical Problems

UNIT 17: CONDITIONS AND WARRANTIES

17.0 Introduction; 17.1 Unit Objectives; 17.2 Condition Defined; 17.3 Warranty Defined; 17.4 Implied Conditions; 17.5 Implied Warranties; 17.6 Doctrine of Caveat Emptor; 17.7 Test Questions; 17.8 Practical Problems

UNIT 18: TRANSFER OF PROPERTY

18.0 Introduction; 18.1 Units objectives; 18.2 Essentials of Transfer of Property; 18.3 Rules Regarding Transfer of Property; 18.4 Essentials of Valid Appropriation; 18.5 Rule of Transfer of Title on Sale; 18.6 Test Questions; 18.7 Practical Problems

UNIT 19: PERFORMANCE OF CONTRACT OF SALE

19.0 Introduction; 19.1 Unit Objective; 19.2 Delivery; 19.3 Rules as to Delivery of Goods; 19.4 Acceptance of Delivery by Buyer; 19.5 Test Questions; 19.6 Practical Problems

UNIT 20: REMEDIAL MEASURES

20.1 Unit Objectives; 20.2 Rights of Unpaid Seller; 20.3 Buyer's Rights Against Seller; 20.4 Auction Sale; 20.5 Test Questions; 20.6 Practical Problems

UNIT 21: NEGOTIABLE INSTRUMENTS

21.0 Introduction; 21.1 Unit Objectives; 21.2 Promissory Note; 21.3 Bill of Exchange; 21.4 Cheque; 21.5 Hundis; 21.6 Test Questions; 21.7 Practical Problems

UNIT 22: PARTIES TO NEGOTIABLE INSTRUMENTS

22.1 Unit Objectives; 22.2 Holder; 22.3 Capacity of Parties; 22.4 Test Questions; 22.5 Practical Problems

UNIT 23: PRESENTMENT OF NEGOTIABLE INSTRUMENTS

23.0 Introduction; 23.1 Unit Objective; 23.2 Presentment for Acceptance; 23.3 Presentment for Sight; 23.4 Presentment for Payment; 23.5 Test Questions; 23.6 Practical Problems

UNIT 24: NEGOTIATION OF NEGOTIABLE INSTRUMENTS

24.0 Introduction; 24.1 Unit Objectives; 24.2 Negotiable Instruments; 24.3 Negotiation by Unauthorised Parties; 24.4 Test Questions; 24.5 Practical Problems

UNIT 25: DISHONOUR AND DISCHARGE OF NEGOTIABLE INSTRUMENTS

25.0 Introduction; 25.1 Unit objectives; 25.2 Dishonour of Negotiable Instruments; 25.3 Discharge of the Instrument and the Parties; 25.4 Test Questions; 25.5 Practical Problems

UNIT 26: BANKER AND CUSTOMER

26.0 INTRODUCTION; 26.1 UNIT OBJECTIVE; 26.2 CROSSING OF CHEQUES; 26.3 TYPES OF CROSSING; 26.4 LIABILITY OF BANKER; 26.5 RIGHTS OF HOLDER AGAINST BANKER; 26.6 BOUNCING OF CHEQUES; 26.7 TEST QUESTIONS; 26.8 PRACTICAL PROBLEMS

UNIT 27: CONSUMER PROTECTION ACT, 1986

27.0 Introduction; 27.1 Unit Objectives; 27.2 Definition of Consumer; 27.3 Who can File a Complaint; 27.4 Grounds on which a Complaint can be Made; 27.5 Unfair Trade Practice; 27.6 Restrictive Trade Practice; 27.7 Consumer Protection Councils; 27.8 Consumer Disputes Redressal Agencies; 27.9 District Forum; 27.10 State Commission; 27.11 National Commission; 27.12 Powers of the Consumer Forums; 27.13 Test Questions

UNIT 28: GENERAL PROVISIONS REGARDING ARBITRATION

28.0 Introduction; 28.1 Unit Objectives; 28.2 Types of Arbitration; 28.3 Arbitration Defined; 28.4 Arbitration Agreement; 28.5 Test Questions; 28.6 Practical Problems

UNIT 29: ARBITRAL TRIBUNAL

29.1 Unit Objectives; 29.2 Arbitrator; 29.3 Appointment of Arbitrators; 29.4 Effect of Death or Insolvency of a Party to Arbitration; 29.5 Removal of Arbitrator; 29.6 Jurisdiction of Arbitral Tribunals; 29.7 Powers of Arbitrators; 29.8 Duties of Arbitrators; 29.9 Test Questions; 29.10 Practical Problems

UNIT 30: ARBITRATION PROCEEDINGS

30.1 Unit Objectives; 30.2 Equal Treatment of Parties; 30.3 Rules of Procedure for Arbitration; 30.4 Place and Commencement of Arbitration; 30.5 Arbitration Procedure; 30.6 Arbitral Award; 30.7 Form and Contents of Arbitral Award; 30.8 Costs of Arbitration and Deposits; 30.9 Correction and Interpretation of Award; 30.10 Additional Award; 30.11 Test Questions

UNIT 31: CONCILIATION

31.0 Introduction; 31.1 Unit Objectives; 31.2 Procedure for Conciliation; 31.3 Confidentiality; 31.4 Deposits; 31.5 Test Question

UNIT 32: ENFORCEMENT OF CERTAIN FOREIGN AWARDS

32.0 Introduction; 32.1 Unit Objective; 32.2 New York Convention Awards; 32.3 Geneva Convention Awards; 32.4 Test Question

UNIT 33: INFORMATION TECHNOLOGY ACT, 2000

33.0 INTRODUCTION; 33.1 UNIT OBJECTIVES; 33.2 RATIONALE BEHIND THE IT ACT, 2000; 33.3 INFORMATION TECHNOLOGY ACT, 2000; 33.4 SCHEME OF THE IT ACT, 2000; 33.5 DIGITAL SIGNATURE; 33.6 ELECTRONIC GOVERNANCE; 33.7 ATTRIBUTION, ACKNOWLEDGMENT AND DESPATCH OF ELECTRONIC RECORDS; 33.8 SECURE ELECTRONIC RECORDS AND SECURE DIGITAL SIGNATURES; 33.9 REGULATION OF CERTIFYING AUTHORITIES; 33.10 POWERS OF CONTROLLER; 33.11 DUTIES OF CERTIFYING AUTHORITY; 33.12 DIGITAL SIGNATURE CERTIFICATES; 33.13 DUTIES OF SUBSCRIBERS; 33.14 PENALTIES AND ADJUDICATION;

33.15 THE CYBER REGULATIONS APPELLATE TRIBUNAL; 33.16 OFFENCES;
33.17 TEST QUESTIONS

UNIT 34: THE COMPANY

34.0 Introduction; 34.1 Unit Objectives; 34.2 Companies Act and its Administration;
34.3 Definition of Company and its Characteristics; 34.4 Characteristics of Company;
34.5 Incorporation of Company; 34.6 Test Questions

UNIT 35: KINDS OF COMPANIES

35.0 Unit Objectives; 35.1 Kinds of Companies according to the Mode of Incorporation;
35.2 Kinds of Registered Companies on The Basis of Number of Members; 35.3 Kinds of Registered Companies on The Basis of Liability of Members; 34.4 Other kinds of Companies;
35.5 Exemptions and Privileges of Private Companies; 35.6 Distinction Between a Private and Public Company; 35.7 Conversion of Companies; 35.8 Test Questions

UNIT 36: MEMORANDUM OF ASSOCIATION

36.0 Introduction; 36.1 Unit Objectives; 36.2 Definition and Importance; 36.3 Contents of Memoradum; 36.4 Alteration of Memorandum; 36.5 The Doctrine of Ultra Vires; 36.6 Test Questions

UNIT. 37: ARTICLES OF ASSOCIATION

37.0 Introduction; 37.1 Unit Objectives; 37.2 The Obligation to Register Articles; 37.3 Contents of Articles; 37.4 Alteration of Articles; 37.5 Limitations Regarding Alteration of Articles;
37.6 Binding Force of Memorandum and Articles; 37.7 The Doctrine of Indoor Management;
37.8 Exceptions to The Doctrine of Indoor Management; 37.9 Test Questions

CP-1004 QUANTITATIVE TECHNIQUES IN MANAGEMENT

UNIT 1 PROBABILITY THEORY

1.0 Introduction; 1.1 Unit Objectives; 1.2 Meaning of 'Probability';
1.3 Types of Probability; 1.4 Calculation of Probability; 1.5 Appendix;
1.6 Summary; 1.7 References; 1.8 Questions

UNIT 2 RANDOM VARIABLES AND PROBABILITY DISTRIBUTIONS

2.0 Introduction; 2.1 Unit Objectives; 2.2 What Is a Random Variable?
2.3 Meaning of Probability Distribution; 2.4 Binomial Distribution;
2.5 Poisson Distribution; 2.6 Exponential Distribution; 2.7 Normal Distribution;
2.8 Appendix; 2.9 Summary; 2.10 References; 2.11 Questions

UNIT 3 REGRESSION AND CORRELATION ANALYSIS—I

(Simple Regression and Correlation)

3.0 Introduction; 3.1 Unit Objectives; 3.2 Regression Analysis;
3.3 Correlation Analysis; 3.4 Summary; 3.5 References; 3.6 Questions

UNIT 4 REGRESSION AND CORRELATION ANALYSIS—II

(Multiple Regression and Correlation along with Partial Correlation)

4.0 Introduction; 4.1 Unit Objectives; 4.2 The Concept of Multiple Regression;
4.3 The Concept of Multiple Correlation;
4.4 Multiple Regression and Correlation Analysis (A three-step process);
4.5 A Note on Partial Correlation Analysis; 4.6 Summary
4.7 References; 4.8 Questions

UNIT 5 TESTING OF HYPOTHESIS

5.0 Introduction; 5.1 Unit Objectives; 5.2 What Is a Hypothesis?
5.3 Null and Alternative Hypothesis; 5.4 Critical Region (Region of Hypothesis
Rejection)
5.5 Penalty; 5.6 Standard Error; 5.7 Decision Rule; 5.8 Large Sample Tests;
5.9 Test for a Sample Mean ; 5.10 Tests for Quality of Two Proportions;
5.11 Large Sample Test for Equality of two means ;
5.12 Small Sample Tests of Significance; 5.13 Small Sample Test;
5.14 Paired Observations; 5.15 To Test the Significance of an Observed Correlation
Coefficient r ;
5.16 Chi-square (χ^2) Test; 5.17 χ^2 Test of Independence;
5.18 Test for a given Population Variance; 5.19 F Test; 5.20 Nonparametric Tests;
5.21 A Note on Statistical Decision Making; 5.22 Summary

UNIT 6 SAMPLING THEORY AND ITS BASIC CONCEPTS

6.0 Introduction; 6.1 Unit Objectives; 6.2 What is Sampling?
6.3 Benefits of Sampling; 6.4 Methods of Sampling; 6.5 Sampling Theory;
6.6 Tests of Significance; 6.7 Summary; 6.8 References; 6.9 Questions

UNIT 7 CHI-SQUARE (χ^2) TEST

7.0 Introduction; 7.1 Unit Objectives; 7.2 Degrees of Freedom;
7.3 Summary; 7.4 References; 7.5 Questions;

UNIT 8 DECISION THEORY

8.0 Introduction; 8.1 Unit Objectives; 8.2 What is Decision Theory?;
8.3 Types of Decision Making Situations; 8.4 Decision Tree;
8.5 Summary; 8.6 Questions

UNIT 9 LINEAR PROGRAMMING-I

9.0 Introduction; 9.1 Unit Objectives; 9.2 Meaning of Linear Programming;
9.3 Some Important Points; 9.4 The Dual; 9.5 A Note on Goal Programming;
9.6 Summary; 9.7 References; 9.8 Questions

UNIT 10 TRANSPORTATION PROBLEM

10.0 Introduction; 10.1 Unit Objectives; 10.2 Mathematical Formulation;
10.3 Definitions; 10.4 Optimal Solution; 10.5 Optimality Test;
10.6 Modi Method; 10.7 Summary; 10.8 Questions

UNIT 11 ASSIGNMENT PROBLEM

11.0 Introduction; 11.1 Unit Objectives; 11.2 Definition;
11.3 Mathematical Formulation of the Assignment Problem;
11.4 Difference between Transportation Problem and Assignment Problem;
11.5 Hungarian Method Procedure; 11.6 Unbalanced Assignment Problem;
11.7 Maximisation in Assignment Problem; 11.8 The Travelling Salesman Problem;
11.9 Mathematical Formulation; 11.10 Summary; 11.11 Questions

UNIT 12 QUEUING (OR WAITING LINE) THEORY

12.0 Introduction; 12.1 Unit Objectives; 12.2 Meaning of Queue or Waiting line;
12.3 Some Queuing Models; 12.4 Summary; 12.5 References;
12.6 Questions

APPENDIX: STATISTICAL TABLES

- (i) Some binomial distributions
- (ii) Values of e^{-x} (for calculating Poisson probabilities)
- (iii) Exponential functions
- (iv) Area under standard normal distribution
- (v) Cumulative normal distribution
- (vi) Some critical values of ' t '
- (vii) Some critical values of χ^2
- (viii) Significance points of the variance-Ratio (1% points of F)
- (ix) Significance points of the variance-Ratio (5% points of F)
- (x) (a) Some two digit random numbers
(b) Some four digit random numbers.

CP-1005 ECONOMICS FOR MANAGERS

UNIT 1: INTRODUCTION TO ECONOMICS

1.0 Introduction; 1.1 Unit Objectives; 1.2 What is Economics; 1.3 The Scope of Economics; 1.4 Why Managers Need to Know Economics; 1.5 Major Areas of Economics Applied to Business Decisions; 1.6 The Scope of Managerial Economics; 1.7 Summary; 1.8 Review Questions and Exercises; 1.9 References

UNIT 2: THE ECONOMY AND ITS BASIC PROBLEMS: SCARCITY AND CHOICES

2.0 Introduction; 2.1 Unit Objectives; 2.2 The Economy and Its Working; 2.3 Kinds of Economic Systems; 2.4 Production Possibilities of an Economy; 2.5 The Basic Problems of an Economy; 2.6 How Market Mechanism Solves the Basic Problems; 2.7 How Efficient is the Market System; 2.8 Reasons for the Failures of the Market System; 2.9 The Government and the Economy; 2.10 Summary; 2.11 Review Questions and Exercises; 2.12 References

UNIT 3: THE FUNDAMENTALS LAWS OF MARKET:THE LAWS OF DEMAND AND SUPPLY

3.0 Introduction; 3.1 Unit Objectives; 3.2 The Law of Demand: Price-Demand Relationship; 3.3 The Demand Function; 3.4 The Law of Supply: The Price-Supply Relationship; 3.5 The Supply Function; 3.6 Equilibrium of Demand and Supply: Determination of Equilibrium Price; 3.7 Summary; 3.8 Review Questions and Exercises; 3.9 References

UNIT 4: ELASTICITY OF DEMAND AND SUPPLY

4.0 Introduction; 4.1 Unit Objectives; 4.2 Price Elasticity of Demand; 4.3 Determinants of Price Elasticity of Demand; 4.4 Price Elasticity and Marginal Revenue; 4.5 Price Elasticity and Consumption Expenditure; 4.6 Cross-elasticity of Demand; 4.7 Income elasticity of Demand; 4.8 Elasticity of Price Expectations; 4.9 Uses of Elasticity; 4.10 Price Elasticity of Supply; 4.11 Summary; 4.12 Review Questions and Exercises; 4.13 References

UNIT 5: FAILURE OF THE MARKET ECONOMY AND ROLE OF THE GOVERNMENT

5.0 Introduction; 5.1 Unit Objectives; 5.2 Imperfect Market Information and Market Failure; 5.3 Growth of Monopolies and Market Failure; 5.4 Market Failure in Case of Public Goods; 5.5 Public Provision of Public Goods; 5.6 Externalities and Government Intervention; 5.7 Summary; 5.8 Review Questions and Exercises; 5.9 References

UNIT 6: THEORY OF CONSUMER DEMAND: CARDINAL UTILITY APPROACH

6.0 Introduction; 6.1 Unit Objectives; 6.2 Cardinal Utility Theory; 6.3 The Law of Diminishing Marginal Utility; 6.4 Consumer's Equilibrium; 6.5 Derivation of Demand Curve; 6.6 Drawbacks of Cardinal Approach; 6.7 Summary; 6.8 Review Questions and Exercises; 6.9 References

UNIT 7: THEORY OF CONSUMER DEMAND: ORDINAL UTILITY APPROACH

7.0 Introduction; 7.1 Unit Objectives; 7.2 The Meaning and Nature of Indifference Curve; 7.3 The Diminishing Marginal Rate of Substitution; 7.4 Properties of Indifference Curves; 7.5 The Budget Constraint and the Budget Line; 7.6 Consumer's Equilibrium; 7.7 Effects of Change on Consumer's Income; 7.8 Effects of Price Change; 7.9 Income and Substitution Effects of Price Change on Inferior Goods; 7.10 Complementarity and Substitutability; 7.11 Corner Solution: The Extreme Choice; 7.12 The Composite Goods Case; 7.13 Goods, Bads and Neuters; 7.14 Derivation of Individual Demand Curve; 7.15 Comparison of Cardinal and Ordinal Utility Approaches; 7.16 Critique of Indifference Curve Approach; 7.17 Applications of Indifference Curve Analysis; 7.18 Summary; 7.19 Review Questions and Exercises; 7.20 References

UNIT 8: RECENT DEVELOPMENTS IN CONSUMER THEORY

8.0 Introduction; 8.1 Unit Objectives; 8.2 Samuelson's Revealed Preference Theory; 8.3 Neumann-Morgenstern Utility Theory; 8.4 Friedman-Savage Hypothesis; 8.5 Hicks' Revised Demand Theory; 8.6 Summary; 8.7 Review Questions and Exercises; 8.8 References

UNIT 9: CONSUMER'S SURPLUS

9.0 Introduction; 9.1 Unit Objectives; 9.2 The Marshallian Consumer's Surplus; 9.3 Hicksian Method of Measuring Consumer's Surplus; 9.4 Some Uses of the Consumer's Surplus Concept; 9.5 Summary; 9.6 Review Questions and Exercises; 9.7 References

UNIT 10: THEORY OF PRODUCTION-I: PRODUCTION WITH ONE VARIABLE INPUT

10.0 Introduction; 10.1 Unit Objectives; 10.2 Meaning of Production; 10.3 Some Production Related Concepts; 10.4 Production Function; 10.5 The Laws of Production; 10.6 Summary; 10.7 Review Questions and Exercises; 10.8 References

UNIT 11: THEORY OF PRODUCTION-II: PRODUCTION WITH TWO VARIABLE INPUTS

11.0 Introduction; 11.1 Unit Objectives; 11.2 Isoquant Curves; 11.3 Marginal Rate of Technical Substitution; 11.4 Properties of Isoquant Curves; 11.5 Isoquant Map and Economic Region; 11.6 Other Forms of Isoquants; 11.7 Elasticity of Substitution; 11.8 Laws of Returns to Scale: Long Run Analysis of Production; 11.9 Summary; 11.10 Review Questions and Exercises; 11.11 Appendix; 11.12 References

UNIT 12: OPTIMUM COMBINATION OF INPUTS

12.0 Introduction; 12.1 Unit Objectives; 12.2 Budgetary Constraints and Isocosts; 12.3 Optimum Combination of Inputs; 12.4 Choice of Optimal Expansion Path; 12.5 Change in Input Prices and Input Combination; 12.6 Summary; 12.7 Review Questions and Exercises

UNIT 13: THEORY OF PRODUCTION COST

13.0 Introduction; 13.1 Unit Objectives; 13.2 Cost Concepts; 13.3 Short-Run Cost-Output Relations; 13.4 Long-Run Cost-Output Relations; 13.5 Economies of Scale: Why *LAC* Decreases; 13.6 Diseconomies of Scales: Why *LAC* Increases; 13.7 Cost Functions and Cost Curves; 13.8 Summary; 13.9 Review Questions and Exercises; 13.10 References

UNIT 14: OBJECTIVE OF BUSINESS FIRMS AND MARKET STRUCTURE

14.0 Introduction; 14.1 Unit Objectives; 14.2 Objectives of Business Firms; 14.3 Profit Maximization; 14.4 Alternative Objectives of Business Firms; 14.5 The Market Structure; 14.6 Summary; 14.7 Review Questions and Exercises; 14.8 References

UNIT 15: PRICE AND OUTPUT DETERMINATION UNDER PERFECT COMPETITION

15.0 Introduction; 15.1 Unit Objectives; 15.2 The Features of Perfect Competition; 15.3 Perfect Vs. Pure Competition; 15.4 Equilibrium of the Firm; 15.5 Derivation of Supply Curve of the Firm; 15.6 Derivation of Supply Curve of the Industry; 15.7 Price and Output Determination Under Perfect Competition; 15.8 Price and Output Determination in the Long-run; 15.9 Long-run Supply Curve of a Competitive Industry; 15.10 Summary; 15.11 Review Questions and Exercises; 15.12 References

UNIT 16: PRICE AND OUTPUT DETERMINATION UNDER MONOPOLY

16.0 Introduction; 16.1 Unit Objectives; 16.2 Monopoly: Definition and Sources; 16.3 Demand and Revenue Curves Under Monopoly; 16.4 Cost and Supply Curves Under Monopoly; 16.5 Profit Maximisation under Monopoly; 16.6 Why Absence of Supply Curve Under Monopoly; 16.7 Monopoly Vs. Perfect Competition: Comparison of Long-run Price and Output; 16.8 Equilibrium of the Multiplant Monopoly; 16.9 Price Discrimination by Monopoly; 16.10 Measures of Monopoly Power; 16.11 Summary; 16.12 Review Questions and Exercises; 16.13 References

UNIT 17: PRICE AND OUTPUT UNDER MONOPOLISTIC COMPETITION

17.0 Introduction; 17.1 Unit Objectives; 17.2 Features of Monopolistic Competition; 17.3 Foundations of the Monopolistic Competition Model; 17.4 Price and Output Determination Under Monopolistic Competition; 17.5 Analysis of Selling Cost and Firm's Equilibrium; 17.6 Critical Appraisal of Chamberlin's Theory of Monopolistic Competition; 17.7 Summary; 17.8 Review Questions and Exercises; 17.9 References

UNIT 18: PRICE AND OUTPUT DETERMINATION UNDER OLIGOPOLY

18.0 Introduction; 18.1 Unit Objectives; 18.2 Oligopoly: Meaning and Characteristics; 18.3 Duopoly Models; 18.4 Oligopoly Models; 18.5 The Game Theory Approach to Oligopoly; 18.6 Summary; 18.7 Review Questions and Exercises; 18.8 References

UNIT 19: SOME OTHER PRICING THEORIES AND PRACTICES

19.0 Introduction; 19.1 Unit Objectives; 19.2 Full-Cost Pricing; 19.3 Limit Pricing: Bain's Model; 19.4 Baumol's Theory of Sales Maximisation; 19.5 Review Questions and Exercises; 19.6 References

UNIT 20: THE CIRCULAR FLOW MODEL OF THE ECONOMY

20.0 Introduction; 20.1 Unit Objectives; 20.2 Circular Flows in a Simple Economy Model; 20.3 Circular Flows of Goods and Money in a Three-Sector Economy; 20.4 Circular Flows in a Four-Sector Model: A Model with Foreign Sector; 20.5 Summary; 20.6 Review Questions and Exercises; 20.7 References

UNIT 21: NATIONAL INCOME: CONCEPT AND MEASUREMENT

21.0 Introduction; 21.1 Unit Objectives; 21.2 Some Basic Concepts; 21.3 Measures of National Income; 21.4 Methods of Measuring National Income; 21.5 Choice of Methods; 21.6 Measurement of National Income in India; 21.7 Growth and Composition of India's National Income; 21.8 Review Questions and Exercises; 21.9 References

UNIT 22: THEORY OF NATIONAL INCOME DETERMINATION

22.0 Introduction; 22.1 Unit Objectives; 22.2 Determination of National Income: Two-Sector Model; 22.3 The Consumption Function; 22.4 Derivation of Saving Function; 22.5 A Formal Model of National Income Determination; 22.6 Shift in Aggregate Demand Function and the Multiplier; 22.7 Summary; 22.8 Review Questions and Exercises; 22.9 References

UNIT 23: INCOME DETERMINATION WITH GOVERNMENT AND FOREIGN TRADE

23.0 Introduction; 23.1 Unit Objectives; 23.2 Income Determination Model with Government: The Three-Sector

Model; 23.3 Income Determination with Foreign Trade: The Four-Sector Model; 23.4 Review Questions and Exercises

UNIT 24: THEORIES OF AGGREGATE CONSUMPTION

24.0 Introduction; 24.1 Unit Objectives; 24.2 The Absolute Income Hypothesis;
24.3 The Relative Income Hypothesis; 24.4 The Permanent Income Hypothesis;
24.5 The Life-Cycle Hypothesis; 24.6 Summary; 24.7 Review Questions and Exercises; 24.8 References

UNIT 25: KEYNESIAN THEORY OF INTEREST

25.0 Introduction; 25.1 Unit Objectives; 25.2 Money Demand and Supply: The Keynesian Approach; 25.3 The Keynesian Theory of Interest; 25.4 Drawbacks of the Keynesian Theory of Interest; 25.5 Summary; 25.6 Review Questions and Exercises; 25.7 References

UNIT 26: INVESTMENT THEORY AND ACCELERATION PRINCIPLE

26.0 Introduction; 26.1 Unit Objectives; 26.2 Some Basic Concepts; 26.3 Investment Decisions; 26.4 Change in Interest Rate, MEC and Capital Accumulation; 26.5 The Acceleration Principle; 26.6 Summary; 26.7 Review Questions and Exercises; 26.8 References

CP-1006 MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR

UNIT 1 NATURE OF MANAGEMENT

1.0 Introduction; 1.1 Unit Objectives; 1.2 Management: An Overview
1.3 Management Defined; 1.4 Nature of Management;
1.5 Scope of Management; 1.6 Need for Management;
1.7 Management and Administration; 1.8 Management-A Science or an Art;
1.9 Management Levels; 1.9.1 Top-level managers;
1.9.2 Middle level managers; 1.9.3 First level supervisory managers;
1.9.4 General versus Functional managers; 1.10 Summary;
1.11 Exercises and Questions; 1.12 Further Reading;

UNIT 2 MANAGERIAL ROLES, FUNCTIONS AND SKILLS

2.0 Introduction; 2.1 Unit Objectives; 2.2 Management Functions;
2.2.1 Planning; 2.2.2 Organising; 2.2.3 Staffing; 2.2.4 Directing;
2.2.5 Controlling; 2.3 Managerial Roles; 2.3.1 Interpersonal Roles;
2.3.2 Informational Roles; 2.3.3 Decisional Roles; 2.4 Managerial Skills;
2.4.1 Technical Skills; 2.4.2 Human Skills; 2.4.3 Conceptual skills;
2.4.4 Diagnostic Skills; 2.4.5 Communicational Skills;
2.4.6 Political Skills;
2.5 Summary; 2.6 Exercises and Questions; 2.7 Further Reading;

UNIT 3 DEVELOPMENT OF MANAGEMENT THOUGHT

3.0 Introduction; 3.1 Unit Objectives; 3.2 Classical Approach;
3.3 Bureaucracy; 3.4 The Scientific Management Stage;
3.5 Contribution by F. W. Taylor - Scientific Management;
3.6 Contribution by Henry Fayol - Principles of Management;
3.7 Contribution by Peter F. Drucker - MBO; 3.8 Summary;
3.9 Exercises and Questions; 3.10 Further Reading;

UNIT 4 COORDINATION

4.0 Introduction; 4.1 Unit Objectives;
4.2 Meaning and Definition of Coordination; 4.3 Characteristics of Coordination;
4.3.1 Need for coordination; 4.4 Types of Coordination;
4.5 Principles of Coordination; 4.5.1 Independence and coordination;
4.5.2 Approaches for achieving effective coordination;
4.6 Techniques of Coordination; 4.7 Summary;
4.8 Exercises and Questions; 4.9 Further Reading;

UNIT 5 PLANNING AND FORECASTING

5.0 Introduction; 5.1 Unit Objectives; 5.2 Planning: An Overview;
5.3 Importance of planning; 5.3.1 Advantages and Potential Disadvantages of Planning;
5.4 Principles of Effective Planning; 5.4.1 Plan types; 5.5 Levels of Planning; 5.5.1 Contingency planning; 5.6

Forecasting; 5.6.1 Techniques of Forecasting; 5.6.2 Forecasting Demand and Supply; 5.7 Summary; 5.8 Exercises and Questions; 5.9 Further Reading;

UNIT 6 OBJECTIVES AND MBO

6.0 Introduction; 6.1 Unit Objectives; 6.2 Characteristics of Objectives;
6.3 Organisational Objectives; 6.3.1 Characteristics of sound objectives;
6.3.2 Hierarchy of objectives; 6.4 Management by Objectives (MBO);
6.4.1 Objectives of MBO; 6.4.2 The MBO process; 6.4.3 Advantages of MBO; 6.4.4 Disadvantages of MBO;
6.4.5 Suggestions for improving the effectiveness of MBO;
6.5 Summary; 6.6 Exercises and Questions;
6.7 Further Reading;

UNIT 7 CORPORATE PLANNING AND ENVIRONMENTAL ANALYSIS

7.0 Introduction; 7.1 Unit objectives; 7.2 Corporate Planning Concept;
7.2.1 Corporate planning and management by objectives;
7.3 Approaches to Corporate Planning; 7.4 Determinants of Corporate Planning;
7.5 Corporate Planning Process; 7.6 Environmental Analysis and Diagnosis;
7.7 Techniques of Environmental Analysis; 7.8 Techniques of Environmental Analysis;
7.9 Summary; 7.10 Exercises and Questions; 7.11 Further Reading;

UNIT 8 DECISION MAKING CREATIVITY AND MIS

8.0 Introduction; 8.1 Unit Objectives; 8.2 Managerial Decision Making;
8.3 Defining a Problem; 8.3.1 Structure of Problems;
8.3.2 The problem pointers; 8.4 Factors Affecting Decision Making;
8.5 Steps in Decision Making; 8.6 Rational Decision Making; 8.7 MIS;
8.8 Summary; 8.9 Exercises and Questions; 8.10 Further Reading;

UNIT 9 FUNDAMENTALS OF ORGANISING

9.0 Introduction; 9.1 Unit Objectives; 9.2 What is an Organisation;
9.3 Importance of Organising; 9.3.1 Guidelines for effective organisation;

9.4 The Organisation Process; 9.4.1 Formal and Informal Organisation;
9.5 Summary; 9.6 Exercises and Questions; 9.7 Further Reading;

UNIT 10 STRUCTURAL DESIGN AND DEPARTMENTATION

10.0 Introduction; 10.1 Unit Objectives;
10.2 Organisational Structure: Design; 10.3 Steps in the
Organisational Structuring;
10.4 Benefits of a Good Organisational Structure;
10.5 Mechanistic Versus Organic Structure;
10.6 Determinants of Organisational Structure;
10.7 Types of Organisational Structures; 10.7.1 The Line
Structure;
10.7.2 Line and Staff Structure; 10.8 Departmentation;
10.8.1 The Functional Structure; 10.8.2 Divisional Structure;
10.8.3 Organisational Chart; 10.9 Summary; 10.10
Exercises and Questions;
10.11 Further Reading;

UNIT 11 SPAN OF MANAGEMENT

11.0 Introduction; 11.1 Unit Objectives; 11.2 What is Span
of Management;
11.3 Span of Control and Levels of Organisation; 11.3.1
Narrow span structure; 11.3.2 Wide span structure; 11.4
Graicunas Theory; 11.5 Factors Affecting Span of
Management; 11.6 Limitations of Span of Management;
11.7 Summary;
11.8 Exercises and Questions; 11.9 Further Reading;

UNIT 12 AUTHORITY, POWER AND POLITICS

12.0 Introduction; 12.1 Unit Objectives; 12.2 Concept of
Authority;
12.2.1 Characteristics of Authority; 12.2.2 Power and
Influence;
12.2.3 Distinction between Authority and Power; 12.3
Sources of Authority;
12.3.1 Scope of Authority; 12.4 Sources of Power; 12.4.1
Means of Influence;
12.5 Organisational Politics; 12.5.1 Techniques of political
play;
12.5.2 Some devious Political tactics; 12.5.3 Political
blunders;

12.5.4 Managing political behaviour; 12.6 Machiavellianism;
12.7 Ethics of Power and Politics; 12.8 Responsibility;
12.8.1 Characteristics of Responsibility; 12.8.2 Accountability;
12.9 Summary; 12.10 Exercises and Questions; 12.11 Further Reading;

UNIT 13 DELEGATION OF AUTHORITY

13.0 Introduction; 13.1 Unit Objectives; 13.2 Delegation of Authority;
13.2.1 Principles for delegation; 13.3 Process of Delegation;
13.4 Advantages of Delegation; 13.5 Problems with Delegation;
13.5.1 Personal factors as barriers to delegation; 13.5.2 Reluctance of executives;
13.5.3 Reluctance of subordinates; 13.6 Overcoming Obstacles;
13.7 Summary; 13.8 Exercises and Questions; 13.9 Further Reading;

UNIT 14 CENTRALISATION AND DECENTRALISATION

14.0 Introduction; 14.1 Unit Objectives; 14.2 Centralisation versus Decentralisation;
14.3 Factors determining the need for Centralisation and Decentralisation;
14.3.1 Advantages of Centralisation; 14.3.2 Advantages of Decentralisation;
14.4 Summary; 14.5 Exercises and Questions; 14.6 Further Reading;

UNIT 15 LINE AND STAFF RELATIONSHIP

15.0 Introduction; 15.1 Unit Objectives; 15.2 Line and Staff Structure;
15.3 Line and Staff Conflicts; 15.4 Achieving Cooperation between Line and Staff;
15.5 Line Authority Relationship; 15.6 Staff Authority Relationship;
15.7 Summary; 15.8 Exercises and Questions; 15.9 Further Reading;

UNIT 16 DIRECTION AND SUPERVISION

16.0 Introduction; 16.1 Unit Objectives; 16.2 Directing;
16.2.1 Principles of directing function; 16.2.2 Issuing orders or instructions;
16.3 Directing Techniques; 16.3.1 Importance of Directing;

16.3.2 Characteristics of directing; 16.4 Supervision;
16.4.1 Basic functions of a supervisor; 16.4.2 Roles of a
supervisor;
16.5 Summary; 16.6 Exercises and Questions; 16.7
Further Reading;

UNIT 17 MOTIVATION, MORALE AND PRODUCTIVITY

17.0 Introduction; 17.1 Unit Objectives; 17.2 Motivation
and Behaviour;
17.2.1 Sources of motivation; 17.3 Theories of Motivation;
17.3.1 Hierarchy of needs theory; 17.3.2 McGregor's theory
X and theory Y;
17.3.3 Theory X assumptions; 17.3.4 Theory Y
assumptions; 17.4 Morale;
17.4.1 Features of morale; 17.5 Difference between
Motivation and Morale;
17.6 Morale and Productivity; 17.7 Summary; 17.8
Exercises and Questions;
17.9 Further Reading;

UNIT 18 JOB DESIGN, JOB ENRICHMENT AND EMPOWERMENT

18.0 Introduction; 18.1 Unit Objectives; 18.2 Job Design;
18.2.1 Job Enlargement; 18.2.2 Job Enrichment; 18.2.3
Job Rotation;
18.3 Job Characteristics Model; 18.4 Job Empowerment;
18.5 Summary;
18.6 Exercises and Questions; 18.7 Further Reading;

UNIT 19 COMMUNICATION

19.0 Introduction; 19.1 Unit Objectives; 19.2 Description
of Communication;
19.2.1 Objectives; 19.3 Communication Process Model;
19.4 Means of Communication; 19.4.1 Oral communication;
19.4.2 Written communication; 19.4.3 Nonverbal
communication;
19.5 Communication Networks; 19.6 Barriers to Effective
Communication;
19.6.1 Noise barriers; 19.6.2 Interpersonal barriers;
19.6.3 Cultural barriers;
19.6.4 Overcoming communication barriers; 19.7 Summary;
19.8 Exercises and Questions; 19.9 Further Reading;

UNIT 20 NATURE, PROCESS AND TECHNIQUES OF CONTROLLING

20.0 Introduction; 20.1 Unit Objectives; 20.2 Control;

20.3 The Controlling Process; 20.3.1 Establishing Standards;
20.3.2 Measuring performance; 20.3.3 Measuring devices;
20.3.4 Comparing Measured Performance with Performance Standards;
20.3.5 Taking Corrective Action; 20.4 Essentials of Effective Control System;
20.5 Techniques of Managerial Control; 20.5.1 Traditional Control Technique;
20.5.2 Modern Control Techniques; 20.6 Behavioural Implications of Control;
20.7 Behavioural Guidelines for Effective Control; 20.8 Summary;
20.9 Exercises and Questions; 20.10 Further Reading;

UNIT 21 INDIVIDUAL BEHAVIOUR AND TEAM BUILDING

21.0 Introduction; 21.1 Unit Objective;
21.2 Biological Foundations of Behaviour; 21.3 Causes of Human Behaviour;
21.3.1 Inherited characteristics; 21.3.2 Learned Characteristics;
21.4 Environmental Effect on Behaviour;
21.5 Behaviour as an Input-Output System; 21.6 Behaviour and Performance;
21.7 Team Building; 21.7.1 Stages in team development;
21.7.2 Guidelines for individual members to make team effective; 21.8 Summary;
21.9 Exercises and Questions; 21.10 Further Reading;

UNIT 22 GROUP BEHAVIOUR AND TEAM BUILDING

22.0 Introduction; 22.1 Unit Objectives; 22.2 Reasons for Group Formation;
22.2.1 Personal Characteristics; 22.2.2 Interests and Goals;
22.2.3 Opportunity for Interaction; 22.2.4 Influence and Power;
22.3 Types of Groups; 22.3.1 Formal Groups; 22.3.2 Informal Groups;
22.4 Factors Contributing Group Cohesiveness; 22.5 Group Norms;
22.6 Committee Organisation; 22.6.1 Disadvantages of Committees;
22.6.2 Some Guidelines for Using Committees and Task Groups More Effectively;
22.6.3 Guidelines for Committee Members; 22.7 Summary;
22.8 Exercises and Questions; 22.9 Further Reading;

UNIT 23 CORPORATE ETHICS AND SOCIAL RESPONSIBILITY

23.0 Introduction; 23.1 Unit Objectives; 23.2 Meaning of Ethics;

23.3 Ethical Concepts; 23.4 Business Values;
23.5 The Concept of Social Responsibility;
23.6 Causes of Growing Awareness for Social Responsibility;
23.7 Arguments in Favour of Social Responsibility;
23.8 Arguments Against Social Responsibility; 23.9
Summary;
23.10 Exercises and Questions; 23.11 Further Reading;

CP-1007 RESEARCH AND COMMUNICATIONS METHODOLOGY

UNIT 1 RESEARCH: FUNDAMENTALS AND TERMINOLOGY

- 1.0 Introduction
- 1.1 Unit Objectives
- 1.2 Definition of Business Research
- 1.3 Scope of Business Research
- 1.4 Basic Research and Applied Research
- 1.5 Scientific Method of Research
- 1.6 Terms Associated with Business Research
- 1.7 Parameters for Undertaking Business Research
- 1.8 Approaches to Business Research
 - 1.8.1 Deductive Approach
 - 1.8.2 Inductive Approach
- 1.9 Research Project vs Research Programme
- 1.10 What is a Good Research?
- 1.11 Business Research in the 21st Century
- 1.12 Summary
- 1.13 Key Terms
- 1.14 Questions and Exercises

UNIT 2 IMPORTANCE OF RESEARCH IN MANAGEMENT DECISIONS

- 2.0 Introduction
- 2.1 Unit Objectives
- 2.2 Management and Decision-Making Process
- 2.3 Characteristics of Management Decision
- 2.4 Importance of Research
- 2.5 Role of Business Research in Different Stages of an Industry
- 2.6 Management Decisions and Stages of Research
- 2.7 Business Research as an Industry
- 2.8 Management Areas and Business Research
- 2.9 Management Decision and Areas of Research
- 2.10 Limitations of Research in Management Decision
- 2.11 Current Trends in Decision Making through Research

- 2.12 Summary
- 2.13 Key Terms
- 2.14 Questions and Exercises

UNIT 3 DEFINING RESEARCH PROBLEMS

- 3.0 Introduction
- 3.1 Unit Objectives
- 3.2 Conditions for Research Problems
- 3.3 Necessity of Defining Research Problems
- 3.4 Process of Defining Research Problems
 - 3.4.1 How to Generate a Research Idea
 - 3.4.2 Transferring Research Ideas into Research Questions
 - 3.4.3 Transferring Research Questions into Objectives
- 3.5 Prerequisites of Defining Research Problems
- 3.6 Factors Determining the Definition of Research Problems
- 3.7 Research Proposal
 - 3.7.1 Purpose of a Research Proposal
 - 3.7.2 Format of a Research Proposal
 - 3.7.3 Types of Research Proposals
 - 3.7.4 Criteria for Evaluating Research Proposals
- 3.8 Summary
- 3.9 Key Terms
- 3.10 Questions and Exercises

UNIT 4 FORMULATION OF HYPOTHESIS

- 4.0 Introduction
- 4.1 Unit Objectives
- 4.2 What is a Hypothesis?
- 4.3 Role/Importance of Hypotheses
- 4.4 Characteristics of a Good Hypothesis
- 4.5 Sources of Hypotheses
- 4.6 Types of Hypotheses
- 4.7 Difficulties in the Formulation of a Hypothesis
- 4.8 Basic Concepts Concerning Testing of Hypotheses
 - 4.8.1 Null Hypothesis and Alternative Hypothesis
 - 4.8.2 Level of Significance
 - 4.8.3 Acceptance or Rejection of a Hypothesis
 - 4.8.4 Type I and Type II Errors
- 4.9 Procedure for Hypothesis Testing
- 4.10 Summary
- 4.11 Key Terms
- 4.12 Questions and Exercises

UNIT 5 RESEARCH DESIGN

- 5.0 Introduction
- 5.1 Unit Objectives

- 5.2 Need for Research Design
- 5.3 Characteristics of Good Research Design
- 5.4 Steps in Research Design
 - 5.4.1 Formulation of Research Problem
 - 5.4.2 Literature Review
 - 5.4.3 Conceptual Framework
 - 5.4.4 Hypothesis Building
 - 5.4.5 Coverage
 - 5.4.6 Data Collection
 - 5.4.7 Analytical Tool
 - 5.4.8 Budget Allocation
- 5.5 Types of Research Designs
 - 5.5.1 Exploratory Research
 - 5.5.2 Descriptive Research
 - 5.5.3 Causal Research
- 5.6 Choosing the Research Design
- 5.7 Errors in Research
- 5.8 Summary
- 5.9 Key Terms
- 5.10 Questions and Exercises

UNIT 6 METHODS AND TECHNIQUES OF DATA COLLECTION

- 6.0 Introduction
- 6.1 Unit Objectives
- 6.2 Data Collection
- 6.3 Primary Data
 - 6.3.1 Advantages of Primary Data
 - 6.3.2 Limitations
- 6.4 Secondary Data
 - 6.4.1 Advantage
 - 6.4.2 Disadvantages
- 6.5 Sources of Secondary Data
- 6.6 Methods for Primary Data Collection
 - 6.6.1 Observation Method
 - 6.6.2 Interview Method
 - 6.6.3 Questionnaire Method
 - 6.6.4 Interview Schedule Method
 - 6.6.5 Distinction between Schedule and Questionnaire
 - 6.6.6 Case Study Method
- 6.7 Summary
- 6.8 Key Terms
- 6.9 Questions and Exercises

UNIT 7 SAMPLING AND SAMPLING TECHNIQUES

- 7.0 Introduction
- 7.1 Unit Objectives
- 7.2 Concepts and Terminology
- 7.3 Theory of Sampling
- 7.4 Scope of Sampling Method
- 7.5 Features of Sampling Method
- 7.6 Limitations of Sampling Techniques
- 7.7 Characteristics of Ideal Sampling
- 7.8 Types of Sampling Methods
 - 7.8.1 Probability Method
 - 7.8.2 Non-Probability Method
- 7.9 Sample Size
- 7.10 Sampling and Non-Sampling Errors
- 7.11 Summary
- 7.12 Key Terms
- 7.13 Questions and Exercises

UNIT 8 ATTITUDE MEASUREMENT AND SCALES

- 8.0 Introduction
- 8.1 Unit Objectives
- 8.2 Measurement in Research
- 8.3 Concept of Scale
- 8.4 Measurement Scales
 - 8.4.1 Nominal Scale; 8.4.2 Ordinal Scale; 8.4.3 Interval Scale
 - 8.4.4 Ratio Scale
- 8.5 Defining Attitude
 - 8.5.1 Components of Attitude
- 8.6 Attitude Scales
 - 8.6.1 Types of Attitude Scale
- 8.7 Criteria for Good Measurement
 - 8.7.1 Test of Validity; 8.7.2 Test of Reliability
 - 8.7.3 Sensitivity
- 8.8 Sources of Measurement Errors
- 8.9 Summary
- 8.10 Key Terms
- 8.11 Questions and Exercises

UNIT 9 REPORT WRITING AND PRESENTATION

- 9.0 Introduction
- 9.1 Unit Objectives
- 9.2 Types of Research Reports
- 9.3 Components of Research Reports

- 9.4 Style and Layout of the Report
- 9.5 Presentation of the Research Report
- 9.6 Preparation of Presentation
- 9.7 Summary
- 9.8 Key Terms
- 9.9 Questions and Exercises

UNIT 10 COMMUNICATION: NATURE, FUNCTIONS, SCOPE AND ROLE

- 10.0 Introduction
- 10.1 Unit Objectives
- 10.2 What is Communication?
- 10.3 Nature and Characteristics of Communication
 - 10.3.1 Communication Connects All Living Beings
 - 10.3.2 Communication Ushers in Progress
 - 10.3.3 Communication Galvanizes Action
 - 10.3.4 Communication Stems from the Desire to Express Oneself
- 10.4 Classification of Communication
 - 10.4.1 Formal Communication
 - 10.4.2 Informal Communication
- 10.5 Role of Communication in Business Organizations
 - 10.5.1 Importance of Internal Communication
 - 10.5.2 Importance of External Communication
- 10.6 Summary
- 10.7 Key Terms
- 10.8 Questions and Exercises

UNIT 11 COMMUNICATION PROCESS, CHANNELS AND NETWORKS

- 11.0 Introduction
- 11.1 Unit Objectives
- 11.2 Forms of Communication
 - 11.2.1 Oral Communication
 - 11.2.2 Written Communication
 - 11.2.3 Non-Verbal Communication
 - 11.2.4 Visual Communication
 - 11.2.5 Audio-Visual Communication
 - 11.2.6 Signs, Signals and Symbols
 - 11.2.7 Silence
- 11.3 Models of the Communication Process
 - 11.3.1 Perception and Reality
- 11.4 Communication Channels and Networks
 - 11.4.1 Internal Communication
 - 11.4.2 External Communication
 - 11.4.3 Upward Communication

- 11.4.4 Downward Communication
- 11.4.5 Formal Communication
- 11.4.6 Informal Communication
- 11.4.7 Lateral Communication
- 11.4.8 Interactive Communication
- 11.4.9 Mass Communication
- 11.4.10 Grapevine
- 11.5 Summary
- 11.6 Key Terms
- 11.7 Questions and Exercises

UNIT 12 MANAGEMENT COMMUNICATION AND BARRIERS TO

- 12.0 Introduction
- 12.1 Unit Objectives
- 12.2 Management and Communication Skills
 - 12.2.1 Transactional Analysis
 - 12.2.2 Understanding Audience Psychology, Building Confidence and Developing Reading Skills
 - 12.2.3 Meetings
 - 12.2.4 Seminars and Conferences
 - 12.2.5 Presentations
- 12.3 Barriers to Effective Communication
 - 12.3.1 Noise Barriers
 - 12.3.2 Interpersonal Barriers
 - 12.3.3 Cultural Barriers
 - 12.3.4 Feedback Barriers
 - 12.3.5 Overcoming Communication Barriers
 - 12.3.6 Guidelines for Effective Communication
- 12.4 Summary
- 12.5 Key Terms
- 12.6 Questions and Exercises

UNIT 13 EFFECTIVE WRITTEN AND ORAL COMMUNICATION

- 13.0 Introduction
- 13.1 Unit Objectives
- 13.2 Effective Written Communication
 - 13.2.1 Qualitative Aspects of Communication: Grammar
 - 13.2.2 Common Grammatical Errors
 - 13.2.3 Principles of Effective Writing
 - 13.2.4 Writing Process
- 13.3 Effective Oral Communication
 - 13.3.1 Importance of Speaking Well
 - 13.3.2 Skills in Oral Communication
 - 13.3.3 Interpersonal Communication

- 13.3.4 Conversational Skills
- 13.3.5 Public Speaking
- 13.3.6 Business Presentations: Role of Audio-Visual Aids and Computers
- 13.4 Communication Feedback Systems
- 13.5 Summary
- 13.6 Key Terms
- 13.7 Questions and Exercises

CP-1008 PRODUCTION AND OPERATIONS MANAGEMENT

UNIT 1 NATURE AND SCOPE OF PRODUCTION AND OPERATIONS MANAGEMENT

- 1.0 Introduction; 1.1 Unit Objectives; 1.2 Concept of Production and Operations Management; 1.3 Objectives of Production and Operations Management; 1.4 Functions of Production and operations Management; 1.5 Scope of Production and operation Management; 1.6 Problems of Production and Operations Management; 1.7 Difference between Production and Operations Management; 1.8 Summary; 1.9 Exercises and Questions; 1.10 Further Reading

UNIT 2 PLANT LOCATION—PLANT LAYOUT AND MATERIALS HANDLING 9-27

- 2.0 Introduction; 2.1 Unit Objectives; 2.2 Plant Location; 2.3 Theories of Plant Location; 2.4 Factors Influencing Location; 2.5 What is Plant Layout; 2.6 Objectives of Plant Layout; 2.7 Factors Affecting Plant Layout; 2.8 Characteristics of an Efficient Layout; 2.9 Techniques of Plant Layout; 2.10 Advantages of Plant Layout; 2.11 Types of Layout; 2.12 Material Handling; 2.13 Objectives of Material Handling; 2.14 Relationship Between Plant Layout and Material Handling; 2.15 Summary; 2.16 Exercises and Questions; 2.17 Further Reading

UNIT 3 PRODUCTION PLANNING AND CONTROL

- 3.0 Introduction; 3.1 Unit Objectives; 3.2 Production Planning; 3.3 Production Control; 3.4 Production Planning and Control; 3.5 Summary; 3.6 Exercises and Questions; 3.7 Further Reading

UNIT 4 QUALITY CONTROL AND QUALITY ASSURANCE

4.0 Introduction; 4.1 Unit Objectives; 4.2 Concepts of Quality Management; 4.3 Inspection and Testing; 4.4 Quality Control; 4.5 Difference between Inspection and Quality Control; 4.6 Control Charts; 4.7 Acceptance Sampling; 4.8 Quality Assurance; 4.9 Total Quality Management (TQM); 4.10 Summary; 4.11 Exercises and Questions; 4.12 Further Reading

UNIT 5 MATERIALS MANAGEMENT

5.0 Introduction; 5.1 Unit Objectives; 5.2 What is Materials Management; 5.3 Manufacturing Strategy; 5.4 Concept of Purchase Management; 5.5 Concept of Stores Management; 5.6 Concept of Supply Chain Management; 5.7 Coding; 5.7.1 Methods of coding; 5.8 Summary; 5.9 Exercises and Questions; 5.10 Further Reading

UNIT 6 MAINTENANCE MANAGEMENT

6.0 Introduction; 6.1 Unit Objectives; 6.2 Concept of Maintenance Management; 6.3 Objectives of Maintenance Management; 6.4 Types of Maintenance System; 6.5 Functions of Maintenance Management; 6.6 Replacement Policies; 6.7 Summary; 6.8 Exercises and Questions; 6.9 Further Reading

UNIT 7 PRODUCT DESIGN AND DEVELOPMENT

7.0 Introduction; 7.1 Unit Objectives; 7.2 Concept of Product Design and Development; 7.3 Need for Product Design and Development; 7.4 Characteristics of Good Design; 7.5 Product Life Cycle (PLC); 7.6 Product Development Process; 7.7 Product Development Techniques; 7.8 Process Design; 7.9 Inter-Relationship between Product Design and Process Design; 7.10 Summary; 7.11 Exercises and Questions; 7.12 Further Reading

UNIT 8 INDUSTRIAL ENGINEERING AND WORK STUDY

8.0 Introduction; 8.1 Unit Objectives; 8.2 Meaning and Nature of Industrial Engineering; 8.3 Applications of Industrial Engineering; 8.4 Functions of the Industrial Engineers; 8.5 Techniques of Industrial Engineering; 8.6 Concept of Work Study; 8.7 Method Study; 8.8 Work Measurement; 8.9 Productivity; 8.10 Summary; 8.11 Exercises and Questions; 8.12 Further Reading

UNIT 9 SALES FORECASTING

9.0 Introduction; 9.1 Unit Objectives; 9.2 Concept of Sales Forecasting;
9.3 Importance of Sales Forecasting; 9.4 Objectives of Sales Forecasting;
9.5 Techniques of Sales Forecasting; 9.6 Limitations of Sales Forecasting;
9.7 Approaches for Sales Forecasting; 9.8 Summary; 9.9 Exercises and Questions; 9.10 Further Reading

UNIT 10 USE OF OPERATION RESEARCH IN SOLVING PRODUCTION PROBLEMS

10.0 Introduction; 10.1 Learning Objectives; 10.2 Evaluation of Operation Research; 10.3 Nature of Operation Research; 10.4 Characteristics of Operation Research; 10.5 Phases of Operation Research; 10.6 Scope of Operation Research;
10.7 Methodology of Operation Research; 10.8 Models of Operation Research;
10.9 Classification of Operation Research Model; 10.10 Characteristics of a Good Model; 10.11 Operations Research and Managerial Decision Making;
10.12 Advantages of Operations Research; 10.13 Techniques of Operations Research; 10.14 Limitations of Operations Research ; 10.15 Summary; 10.16 Answers to 'Check Your Progress'; 10.17 Further Readings

UNIT 11 VALUE BREAK EVEN ANALYSIS

11.0 Introduction; 11.1 Unit Objectives; 11.2 Concept of Value Break Even analysis; 11.3 Uses of Value Break Even analysis; 11.4 Assumptions and Limitations of Value Break Even analysis; 11.5 Value Break Even Point; 11.6 The Value Break Even Chart; 11.7 Summary; 11.8 Exercises and Questions;
11.9 Further Reading

CP-1009 MARKETING MANAGEMENT

UNIT 1 BASICS IN MARKETING MANAGEMENT: FROM BARTER TO COMPLEX

1.0 Introduction; 1.1 Unit Objectives; 1.2 Marketing under a Barter Economy;
1.3 Marketing under the Money Economy; 1.4 Modern Complex Marketing System;
1.5 Retailing; 1.6 Direct Marketing; 1.7 Summary;
1.8 Questions and Exercises

UNIT 2 MARKETING: CORE CONCEPTS, SCOPE AND AS A DISCIPLINE

2.0 Introduction; 2.1 Unit Objectives; 2.2 Exchange; 2.3 Market;
2.4 Products and Services; 2.5 Transaction; 2.6 Nature and Scope of Marketing;
2.7 Marketing as a Discipline; 2.8 Summary; 2.9 Questions and Exercises

UNIT 3 MARKETING: FUNCTIONS, TASKS AND PHILOSOPHIES

3.0 Introduction; 3.1 Unit Objectives; 3.2 Marketing Management and Marketing Mix
Paradigm;
3.3 Criticism of the 4Ps Approach to Marketing; 3.4 Marketing Management Functions;
3.5 Marketing Management Tasks; 3.6 Basic Concepts and Philosophies;
3.7 Summary; 3.8 Questions and Exercises

UNIT 4 THE COMPANY'S MARKETING ENVIRONMENT

4.0 Introduction; 4.1 Unit Objectives; 4.2 An Organization as a System;
4.3 Components of an Organizational Marketing Environment;
4.4 Internal Micro Environment; 4.5 External Proximate Macro Environment;
4.6 Company's Macro Environment; 4.7 Summary;
4.8 Questions and Exercises

UNIT 5 CORPORATE STRATEGIC PLANNING AND MARKETING

5.0 Introduction; 5.1 Unit Objectives; 5.2 Nature of Planning;
5.3 Corporate Strategic Planning; 5.4 SWOT Analysis; 5.5 Forecasting Demand;
5.6 Corporate Mission Statement; 5.7 Intensive Growth Strategies;
5.8 Diversification Strategy; 5.9 Corporate Business Portfolio Plan;
5.10 Boston Consulting Group Matrix (BCG);
5.11 General Electric Market Attractiveness—Competitive Position Matrix;
5.12 Summary; 5.13 Questions and Exercises

UNIT 6 RESEARCH FOR MARKETING INFORMATION

6.0 Introduction; 6.1 Unit Objectives; 6.2 Marketing Information Systems – MIS;
6.3 Marketing Research Approaches; 6.4 Types of Marketing Research;
6.5 Stages in the Marketing Research Process; 6.6 Summary;
6.7 Questions and Exercises

UNIT 7 FORECASTING MARKET DEMAND

7.0 Introduction; 7.1 Unit Objectives;
7.2 Potential Market, Available Market, Served Market and Penetrated Market;
7.3 Company Sales Forecasts, Sales Budgets, Sales Quota and Sales Control;
7.4 Sales Forecasting Methods; 7.5 Forecasting Techniques;
7.6 Summary; 7.7 Questions and Exercises

UNIT 8 MARKET SEGMENTATION, TARGET SELECTION AND

8.0 Introduction; 8.1 Unit Objectives; 8.2 Customer Value Proposition;
8.3 Non Segmented Markets; 8.4 Segmentation and Market Entry;
8.5 Purpose of Segmentation; 8.6 Process of Market Segmentation: Target Marketing;
8.7 Segmenting Consumer Market; 8.8 Target Market; 8.9 Market Positioning;
8.10 Elements of Positioning; 8.11 Positioning and Marketing Mix;
8.12 Synchronization of the Marketing Mix; 8.13 Ries and Trout on Positioning;
8.14 Criteria for Successful Positioning; 8.15 Competitiveness;
8.16 Sine Qua Non of Positioning; 8.17 Repositioning; 8.18 Dilution of Positioning;
8.19 Summary; 8.20 Questions and Exercises

UNIT 9 PRODUCT DECISIONS

9.0 Introduction; 9.1 Unit Objectives; 9.2 Types of Products; 9.3 Product and Brand;
9.4 Product Line and Product Mix; 9.5 Product-Mix Modifications; 9.6 What is Brand;
9.7 Brand Building'; 9.8 Brand Name Strategies; 9.9 Brand Equity;
9.10 Leveraging Brand Equity; 9.11 Innovations: An Overview;
9.12 Creating an Innovative Culture; 9.13 Organizational Structures for Innovation
Management;
9.14 Role of Marketers; 9.15 Role of Senior Management; 9.16 Managing the
Innovation Process;
9.17 Product Replacement Strategies; 9.18 Commercialization of Technology;
9.19 Product Life Cycle (plc); 9.20 Summary; 9.21 Questions and Exercises

UNIT 10 PRICING DECISIONS

10.0 Introduction; 10.1 Unit Objectives; 10.2 Methods of Pricing;
10.3 Factors Influencing Pricing Decisions; 10.4 Initiating Price Changes;
10.5 Summary; 10.6 Questions and Exercises

UNIT 11 MARKETING COMMUNICATION: ADVERTISING, SALES PROMOTION AND PUBLICITY

11.0 Introduction; 11.1 Unit Objectives; 11.2 The Purpose of Communication;
11.3 The Process of Communication; 11.4 Non-traditional Methods of Communication;
11.5 Advertising; 11.6 Developing the Advertising Strategy; 11.7 Message Decisions;
11.8 Media Decisions; 11.9 Execute Campaign; 11.10 Sales Promotion;
11.11 Sales Promotion Techniques; 11.12 Sales Promotion Objectives;
11.13 Evaluating Sales Promotion; 11.14 Public Relations and Publicity;
11.15 Functions of Public Relations; 11.16 Publicity; 11.17 Summary;
11.18 Questions and Exercises

UNIT 12 PERSONAL SELLING, SALES FORCE MANAGEMENT AND DIRECT MARKETING

12.0 Introduction; 12.1 Unit Objectives; 12.2 Challenges in Personal Selling;
12.3 Types of Salespersons; 12.4 Sales Responsibilities; 12.5 Personal Selling Skills;
12.6 Phases of the Selling Process; 12.7 Marketing Strategy and Personal Selling;
12.8 Strategic Objectives; 12.9 Personal Selling Strategies; 12.10 Designing the Sales
Force;
12.11 Management of the Sales Force; 12.12 Problems of Sales Management;
12.13 Direct Marketing; 12.14 Summary; 12.15 Questions and Exercises

UNIT 13 MARKETING CHANNELS AND PHYSICAL DISTRIBUTION

13.0 Introduction; 13.1 Unit Objectives; 13.2 Wholesaling; 13.3 Distribution;
13.4 Functions of Channel Intermediaries; 13.5 Types of Distribution Channels;
13.6 Channel Strategy; 13.7 Channel Management; 13.8 Physical Distribution;
13.9 Retailing; 13.10 Classification of Store Formats; 13.11 Types of Retail Formats;
13.12 Theories of Retailing; 13.13 Retail Marketing Strategies; 13.14 Summary;
13.15 Questions and Exercises

UNIT 14 RELATIONSHIP MARKETING

14.0 Introduction; 14.1 Unit Objectives; 14.2 Emergence of Relationship Marketing;
14.3 Relationship Building is the Essence of Relationship Marketing;
14.4 Relationship Marketing: Definition, Scope and Application;
14.5 Dimensions of Relationships; 14.6 RM: A Subject of Current Marketing Interest;
14.7 Summary; 14.8 Questions and Exercises

UNIT 15 CONSUMER MARKET AND BUYING BEHAVIOR

15.0 Introduction; 15.1 Unit Objectives; 15.2 The Buyer;
15.3 The Buying Process; 15.4 Choice Criteria; 15.5 The Buying Situation;
15.6 Personal Influences; 15.7 Social Influences; 15.8 Summary;
15.9 Questions and Exercises

UNIT 16 BUSINESS MARKETING

16.0 Introduction; 16.1 Unit Objectives; 16.2 Types of Business Markets;
16.3 Characteristics of Business Buyer; 16.4 Dimensions of Business Buying Behavior;
16.5 Developments in Purchasing Practice; 16.6 Relationship Management in Business
Marketing
16.7 Marketing Mix; 16.8 Distribution; 16.9 Price;
16.10 Difference Between Business and Consumer Markets; 16.11 Summary;
16.12 Questions and Exercises

UNIT 17 MARKETING OF SERVICES

17.0 Introduction; 17.1 Unit Objectives; 17.2 Services; 17.3 Nature of Services;
17.4 Managing Services; 17.5 Positioning Services; 17.6 The Services Marketing Mix;
17.7 Summary; 17.8 Questions and Exercises

UNIT 18 INTERNATIONAL MARKETING

18.0 Introduction; 18.1 Unit Objectives; 18.2 Definition;
18.3 Reasons for Companies Going Global; 18.4 Which Markets Does a Company Enter
18.5 Mode of Entry in a Foreign Market; 18.6 International Marketing Strategy;
18.7 Summary; 18.8 Questions and Exercises

CP-1010 HUMAN RESOURCE MANAGEMENT

UNIT 1: HUMAN RESOURCE MANAGEMENT–AN OVERVIEW

1.0 Introduction; 1.1 Unit Objectives; 1.2 Definitions of HRM;
1.3 Features of HRM; 1.4 Process of HRM; 1.5 HRM Model;
1.6 Environmental Influences on HRM;
1.7 Objectives of HRM; 1.8 Is HRM a Profession?; 1.9
Importance of HRM;
1.10 System Approach to HRM; 1.11 The Changing Role of HR
Management; 1.12 Summary; 1.13 Exercises and
Questions

UNIT 2: HUMAN RESOURCE PLANNING

2.0 Introduction; 2.1 Unit Objectives; 2.2 Need for HR
Planning; 2.3 Integrated Strategic Planning and HR Planning;
2.4 Significance of HR Planning; 2.5 Nature of HR Planning;
2.6 HR Planning at Different Levels; 2.7 Process of HR
Planning; 2.8 Limitations of HR Planning; 2.9
Guidelines for making HR Planning Effective;
2.10 Elements of HR Planning; 2.11 Human Resource
Information System (HRIS); 2.12 Human Resource Forecast;
2.13 Case Studies; 2.14 Summary; 2.15 Exercises and
Questions

UNIT 3: RECRUITMENT AND SELECTION

3.0 Introduction; 3.1 Unit Objectives; 3.2 Definitions of
Recruitment; 3.3 Sources of Recruitment; 3.4 Recruitment
Policy; 3.5 Definitions of Selection; 3.6 Steps in the Selection
Procedure; 3.7 The Interview Process; 3.8 Types of Induction
Programme; 3.9 Case Study; 3.10 Summary; 3.11 Exercises
and Questions

UNIT 4: TRAINING AND DEVELOPMENT

4.0 Introduction; 4.1 Unit Objectives; 4.2 Meaning and Purpose of Training;
4.3 Importance of Training; 4.4 Benefits of Training; 4.5 Executive or Management Development; 4.6 Need and Importance of Executive Development; 4.7 Objectives of Executive Development; 4.8 Methods of Executive Development; 4.9 Types of Training Programmes; 4.10 Training and Development Methods; 4.11 Steps in Training Programme; 4.12 Selection of a Training Method; 4.13 Case Study;
4.14 Summary; 4.15 Exercises and Questions

UNIT 5: PERFORMANCE APPRAISAL

5.0 Introduction; 5.1 Unit Objectives; 5.2 Definitions of Performance Appraisal;
5.3 Objectives of Performance Appraisal; 5.4 Uses of Performance Appraisal;
5.5 Purpose of Performance Appraisal; 5.6 Process of Performance Appraisal;
5.7 Essentials of a Good Appraisal System; 5.8 Methods or Techniques of Performance Appraisal; 5.9 Case Studies; 5.10 Summary; 5.11 Exercises and Questions

UNIT 6: POST-APPRAISAL ANALYSIS

6.0 Introduction; 6.1 Unit Objectives; 6.2 Need of Performance Appraisal;
6.3 Problems of Performance Appraisal; 6.4 Uses of Performance Appraisals;
6.5 Suggestions for Improving Performance Appraisals; 6.6 Case Studies;
6.7 Summary; 6.8 Exercises and Questions

UNIT 7: PERFORMANCE COUNSELLING AND MENTORING

7.0 Introduction; 7.1 Unit Objectives; 7.2 Definitions of Counselling; 7.3 Types of Counselling; 7.4 Definitions of Mentoring; 7.5 Steps in Mentoring; 7.6 Case Study; 7.7 Summary; 7.8 Exercises and Questions

UNIT 8: MOTIVATING HUMAN RESOURCES

8.0 Introduction; 8.1 Unit Objectives; 8.2 Definitions of Motivation; 8.3 Nature and Characteristics of Motivation; 8.4 Importance and Benefits of Motivation; 8.5 Types of Motivation; 8.6 Theories of Motivation; 8.7 Requirements of a Sound Motivation System; 8.8 Methods of Motivating People; 8.9 Definitions of Morale; 8.10 Measures to Build up High

Employee Morale; 8.11 Individual and Group Incentives; 8.12 Objectives of Wage Incentive Schemes; 8.13 Broad Categories of Wage Incentive Schemes; 8.14 Requisites for the Success of an Incentive Plan; 8.15 Case Study; 8.16 Summary; 8.17 Exercises and Questions

UNIT 9: HUMAN RESOURCE RECORDS AND INFORMATION SYSTEMS

9.0 Introduction; 9.1 Unit Objectives; 9.2 Human Resource Records; 9.3 Objectives of HR Records; 9.4 Significance of HR Records; 9.5 Purpose of HR Records; 9.6 Essentials of a Good HR Record; 9.7 Fundamental Principles of Record Keeping; 9.8 Reports; 9.9 Essentials of a Good Report; 9.10 Information Systems; 9.12 Management's Needs and Information Systems; 9.13 The Human Resource Information System (HRIS); 9.14 Information Needs in HRM; 9.15 Need of Human Resource Information System; 9.16 Objectives of Human Resource Information System; 9.17 Personnel Inventory; 9.18 Summary; 9.19 Exercises and Questions

UNIT 10: HR ACCOUNTING AND AUDIT

10.0 Introduction; 10.1 Unit Objectives; 10.2 Definitions of Human Resource Accounting (HRA); 10.3 Objectives of HR Accounting; 10.4 Approaches or Methods of HR Valuation; 10.5 Implications of Human Capital Reporting; 10.6 Controlling Costs of Human Resources; 10.7 Human Resource Accounting in India; 10.8 Concept of HR Audit; 10.9 Objectives of HR Audit; 10.10 Qualitative and Quantitative Indicators for HR Audit; 10.11 Scope of HR Audit; 10.12 HR Audit Process; 10.13 Auditing HR Programmes; 10.14 Summary; 10.15 Exercises and Questions

UNIT 11: HUMAN RESOURCE RESEARCH

11.0 Introduction; 11.1 Unit Objectives; 11.2 Meaning of Research; 11.3 Characteristics of Research; 11.4 Personnel Research—Meaning and Characteristics; 11.5 Objectives of Personnel Research; 11.6 Techniques and Tools of Personnel Research; 11.7 Summary; 11.8 Exercises and Questions

UNIT 12: HUMAN RESOURCE POLICIES

12.0 Introduction; 12.1 Unit Objectives; 12.2 Meaning of Human Resource Policies; 12.3 Developing Human Resource Policies; 12.4 Need for HR Policy; 12.5 Factors influencing HR Policy; 12.6 Essential Characteristics of a Sound HR Policy;

12.7 Principles of HR Policies; 12.8 Types of HR Policies;
12.9 Formulation of HR Policies; 12.10 HR Policies—The
Indian Perspective; 12.11 Case Studies;
12.12 Summary; 12.13 Exercises and Questions

UNIT 13: EMPLOYEE WELFARE

13.0 Introduction; 13.1 Unit Objectives; 13.2 Need for
Employee Welfare;
13.3 Principles of Employee Welfare; 13.4 Types of Employee
Welfare;
13.5 Classification of Employee Welfare; 13.6 Summary; 13.7
Exercises and Questions

UNIT 14: COMPENSATION MANAGEMENT

14.0 Introduction; 14.1 Unit Objectives; 14.2 Methods of Wage
Payment;
14.3 Essentials of a Sound Wage Plan; 14.4 Wage Incentive
Plans; 14.5 Types of Incentive Plans; 14.6 Theory of Wages;
14.7 Factors Influencing Wage Structure; 14.8 Principles
Governing the Fixation of Wages; 14.9 Requisites of a Sound
Primary Compensation Structure; 14.10 Pay Policy; 14.11
Individual and Group Incentives; 14.12 Requisites for the
Success of an Incentive Plan; 14.13 Wage Legislation;
14.14 National Wage Policy; 14.15 Case Study; 14.16
Summary; 14.17 Exercises and Questions

UNIT 15: EMPLOYEE DISCIPLINE

15.0 Introduction; 15.1 Unit Objectives; 15.2 Discipline—
Concept and Definitions; 15.3 Essentials of a Good
Disciplinary System; 15.4 Hot-Stove Rule; 15.5 Code of
Discipline; 15.6 Role of HR Manager in Maintaining Discipline;
15.7 Case Studies; 15.8 Summary; 15.9 Exercises and
Questions

UNIT 16: GRIEVANCE HANDLING

16.0 Introduction; 16.1 Unit Objectives; 16.2 Features of
Grievance;
16.3 Understanding Employee Grievance; 16.4 Need for a
Grievance Handling Procedure; 16.5 Nature and Causes of
Grievances; 16.6 Elements required for of a Sound Grievance
Handling; 16.7 Steps in Grievance Handling; 16.8 Benefits of
Grievance Procedure; 16.9 Grievance Management in Indian
Industry; 16.10 Case Study; 16.11 Summary; 16.12 Exercises
and Questions

UNIT 17: COLLECTIVE BARGAINING 200-209

17.0 Introduction; 17.1 Unit Objectives; 17.2 Definition of Collective Bargaining; 17.3 Characteristics of Collective Bargaining; 17.4 Bargainable Issues; 17.5 Types of Bargaining; 17.6 Process of Collective Bargaining; 17.7 Collective Bargaining in India; 17.8 Conditions Essential for a Successful Collective Bargaining; 17.9 Case Study; 17.10 Summary; 17.11 Exercises and Questions

UNIT 18: INTERNATIONAL/GLOBAL HRM

18.0 Introduction; 18.1 Unit Objectives; 18.2 The Historical Roots of Globalisation of Industry; 18.3 Definition of International Human Resource Management (IHRM); 18.4 Globalisation in the Twenty-first Century; 18.5 Approaches to IHRM; 18.6 Inter-Country Differences and their Effect on HRM; 18.7 Globalisation and People Its effect on at Work; 18.8 The Expatriate Manager; 18.9 Types of Expatriate Assignment; 18.10 Managing an Expatriate; 18.11 Post Arrival Orientation and Training; 18.12 Appraising the Performance of Expatriates; 18.13 International Compensation; 18.14 Key Components of an International Compensation Programme; 18.15 Approaches to International Compensation; 18.16 International Safety and Terrorism; 18.17 Case Studies; 18.18 Summary; 18.19 Exercises and Questions

UNIT 19: CURRENT ISSUES AND TRENDS IN HRM

19.0 Introduction; 19.1 Unit Objectives; 19.2 The “Psychological Contract”; 19.3 Function of Psychological Contracts; 19.4 Types of Psychological Contracts; 19.5 Managing International Operations; 19.6 Total Quality Management (TQM) ; 19.7 HR and Kaizen; 19.8 HR and Six-Sigma; 19.9 Re-engineering; 19.10 HR’s Role in Re-engineering Processes; 19.11 Flexitime; 19.12 Emotional Intelligence (EI); 19.13 Business Trends and HR Competencies; 19.14 Human Resource Outsourcing; 19.15 When to Outsource and When not to Outsource; 19.16 Typical HR Functions that Organisations Outsource; 19.17 HR Outsourcing in Indian Context; 19.18 Outsourcing Firms; 19.19 “Bipolarisation” of Jobs; 19.20 The 21st Century Corporation; 19.21 Case Studies; 19.22 Summary; 19.23 Exercises and Questions

CP-2001 STRATEGIC MANAGEMENT

UNIT 1 STRATEGIC PLANNING AND STRATEGIC MANAGEMENT

- 1.0 Introduction
- 1.1 Unit Objectives
- 1.2 Characteristics of Strategic Decisions
- 1.3 Difference between Operational Efficiency and Strategy
- 1.4 Evolution of the Concept of Strategic Management
- 1.5 Work done in the Field of Strategy
 - 1.5.1 Ansoff's Success Paradigm
 - 1.5.2 Henry Mintzberg: Strategy as a Craft
 - 1.5.3 Peter Drucker's Contribution
 - 1.5.4 Michael Porter: Strategy and Competitive Advantage
- 1.6 Dimensions of Strategic Decisions
- 1.7 Levels of Strategic Decisions
- 1.8 From Long-Range Planning to Strategic Planning and Strategic Management
- 1.9 Summary
- 1.10 Key Terms
- 1.10 Questions and Exercises
- 1.12 Further Reading

UNIT 2 THE STRATEGIC MANAGEMENT PROCESS

- 2.0 Introduction
- 2.1 Unit Objectives
- 2.2 Purpose of Strategic Management
 - 2.2.1 Strategic Position
 - 2.2.2 Strategic Choice
 - 2.2.3 Implementation of Strategy
- 2.3 Building Success Through People, Purpose and Performance
- 2.4 Summary
- 2.5 Key Terms
- 2.6 Questions and Exercises
- 2.7 Further Reading

UNIT 3 STRATEGIC INTENT: VISION, MISSION AND OBJECTIVES

- 3.0 Introduction
- 3.1 Unit Objectives
- 3.2 Strategic Intent
- 3.3 Components of Strategic Management
 - 3.3.1 Vision; 3.3.2 Company Mission
 - 3.3.3 Company Profile; 3.3.4 External Environment
 - 3.3.5 Strategic Analysis and Choice
 - 3.3.6 Objectives: Annual, Short-term and Long-term
- 3.4 Summary

- 3.5 Key Terms
- 3.6 Questions and Exercises
- 3.7 Further Reading

UNIT 4 ENVIRONMENTAL ANALYSIS

- 4.0 Introduction
- 4.1 Unit Objectives
- 4.2 Environmental Analysis
 - 4.2.1 External Environment: Pestel Framework and Scenario Analysis
- 4.3 SWOT Analysis
- 4.4 Summary
- 4.5 Key Terms
- 4.6 Questions and Exercises
- 4.7 Further Reading
 - Case Study

UNIT 5 INDUSTRY ANALYSIS

- 5.0 Introduction
- 5.1 Unit Objectives
- 5.2 Porter's Industry Analysis: The Five Forces Model
- 5.3 Summary
- 5.4 Key Terms
- 5.5 Questions and Exercises
- 5.6 Further Reading
 - Case Study 1; Case Study 2; Case Study 3

UNIT 6 COMPETITIVE ANALYSIS

- 6.0 Introduction
- 6.1 Unit Objectives
- 6.2 Game Theory: Concept of Co-opetition
- 6.3 Concept of Complementarity
- 6.4 Summary
- 6.5 Key Terms
- 6.6 Questions and Exercises
- 6.7 Further Reading
 - Caselet

UNIT 7 INTERNAL ANALYSIS OF THE FIRM

- 7.0 Introduction
- 7.1 Unit Objectives
- 7.2 Value Chain Analysis
 - 7.2.1 Primary Activities; 7.2.2 Support Activities

- 7.3 Learning Curve and Experience Curve
- 7.4 Summary
- 7.5 Key Terms
- 7.6 Questions and Exercises
- 7.7 Further Reading
- Caselet

UNIT 8 CORPORATE-LEVEL STRATEGY

- 8.0 Introduction
- 8.1 Unit Objectives
- 8.2 Corporate Centres: What they try to do and How?
- 8.3 Rationale for Creating or Capturing Value
- 8.4 Different Roles of Corporate Centres
- 8.5 Summary
- 8.6 Key Terms
- 8.7 Questions and Exercises
- 8.8 Further Reading
- Caselet

UNIT 9 BUSINESS-LEVEL STRATEGY

- 9.0 Introduction
- 9.1 Unit Objectives
- 9.2 Types of Competitive Advantage and Sustainability
- 9.3 Overall Cost Leadership
- 9.4 Differentiation
- 9.5 Focus
- 9.6 Summary
- 9.7 Key Terms
- 9.8 Questions and Exercises
- 9.9 Further Reading
- Caselet

UNIT 10 GLOBAL STRATEGY

- 10.0 Introduction
- 10.1 Unit Objectives
- 10.2 International Strategy
- 10.3 Multi-Domestic Strategy
- 10.4 Global Strategy
- 10.5 Transnational Strategy
- 10.6 Summary
- 10.7 Key Terms
- 10.8 Questions and Exercises
- 10.9 Further Reading

UNIT 11 ACQUISITION, RESTRUCTURING AND COOPERATIVE STRATEGIES

- 11.0 Introduction
- 11.1 Unit Objectives
- 11.2 Mergers and Acquisitions
- 11.3 Rationale for Mergers and Acquisitions
 - 11.3.1 Increased Market Power; 11.3.2 Overcoming Entry Barriers
 - 11.3.3 Cost of New Product Development; 11.3.4 Increased Speed to Market
 - 11.3.5 Lower Risk Compared to Developing New Products
 - 11.3.6 Increased Diversification; 11.3.7 Reshaping the Firm's Competitive Scope
- 11.4 Reasons for Cross-Border Mergers and Acquisitions
- 11.5 Blueprint for Integrating Acquisitions
- 11.6 Corporate Restructuring
 - 11.6.1 Forms of Restructuring
- 11.7 Cooperative Strategies and Competitive Advantage
 - 11.7.1 Increasingly Pervasive use of Alliances
- 11.8 Summary
- 11.9 Key Terms
- 11.10 Questions and Exercises
- 11.11 Further Reading
 - Caselet

UNIT 12 STRATEGIC ANALYSIS AND CHOICE

- 12.0 Introduction
- 12.1 Unit Objectives
- 12.2 BCG Growth-Share Matrix
- 12.3 The GE Nine-Cell Planning Grid
- 12.4 Arthur D Little Life Cycle Approach
 - 12.4.1 Application of Lifecycle Approach
- 12.5 Swot Analysis
- 12.6 Profit Impact of Market Strategies (Pims)
- 12.7 Product Market Matrix
- 12.8 Summary
- 12.9 Key Terms
- 12.10 Questions and Exercises
- 12.11 Further Reading
 - Caselet

UNIT 13 STRATEGY IMPLEMENTATION: STRUCTURAL ISSUES

- 13.0 Introduction
- 13.1 Unit Objectives
- 13.2 Patterns of Growth of Large Corporations
- 13.3 Simple, Functional and Divisional Structure
- 13.4 Strategic Business Unit (SBU) Structure
- 13.5 Holding Company Structure

- 13.6 Matrix Structure
- 13.7 Summary
- 13.8 Key Terms
- 13.9 Questions and Exercises
- 13.10 Further Reading

UNIT 14 BEHAVIOURAL ISSUES IN STRATEGY IMPLEMENTATION

- 14.0 Introduction
- 14.1 Unit Objectives
- 14.2 Attaining Behavioural Control: Balancing Culture, Rewards and Boundaries
- 14.3 Impact of culture on Two Different Groups of Organizations
- 14.4 Strategy-Culture Relationship
 - 14.4.1 Approaches to Creation of Strategy-Supportive Culture
 - 14.4.2 Corporate Politics and use of Power
 - 14.4.3 Creating Effective Reward and Incentive Programmes
 - 14.4.4 Setting Boundaries and Constraints
- 14.5 Behavioural Control in Organizations: Situational Factors
- 14.6 Evolving from Boundaries to Rewards and Culture
- 14.7 Summary
- 14.8 Key Terms
- 14.9 Questions and Exercises
- 14.10 Further Reading
 - Caselet

UNIT 15 OPERATIONAL, MARKETING, FINANCIAL AND HUMAN

- 15.0 Introduction
- 15.1 Unit Objectives
- 15.2 Operational Strategy
 - 15.2.1 Location of Manufacturing Facility
 - 15.2.2 Global Sourcing
 - 15.2.3 Logistics Management in MNCs
 - 15.2.4 Global Supply Chain Management (GSCM)
- 15.3 Marketing Strategy
 - 15.3.1 Product; 15.3.2 Distribution; 15.3.3 Pricing; 15.3.4 Distribution Structure
 - 15.3.5 Promotion; 15.3.6 Barriers to International Communication
- 15.4 Human Resource Strategy
 - 15.4.1 Types of Staffing Policy; 15.4.2 Employing Expatriates
 - 15.4.3 Training and Development
 - 15.4.4 Performance Appraisal in Subsidiaries
 - 15.4.5 Domestic HR Strategies pursued in Subsidiaries
 - 15.4.6 Subsidiaries' Autonomy in Decision Making; 15.4.7 Labour Relations
- 15.5 Financial Management Strategy
 - 15.5.1 Foreign Exchange; 15.5.2 Meaning of Currency Risk
 - 15.5.3 Exposure – Meaning and Types; 15.5.4 Currency Risk Management Alternatives

- 15.5.5 Corporate Response to Exchange Rate Fluctuations
- 15.6 Summary
- 15.7 Key Terms
- 15.8 Questions and Exercises
- 15.9 Further Reading
 - Caselet

UNIT 16 STRATEGIC LEADERSHIP

- 16.0 Introduction
- 16.1 Unit Objectives
- 16.2 Leadership: Three Interdependent Activities
- 16.3 Overcoming Barriers to Change and Effective use of Power:
- 16.4 Emotional Intelligence: A Key Leadership Trait
- 16.5 Developing a Learning Organization
- 16.6 Creating an Ethical Organization
- 16.7 Integrity-Based vs Compliance-Based Approaches to Organizational Ethics
- 16.8 Summary
- 16.9 Key Terms
- 16.10 Questions and Exercises
- 16.11 Further Reading

UNIT 17 STRATEGY EVALUATION AND CONTROL

- 17.0 Introduction
- 17.1 Unit Objectives
- 17.2 Establishing Strategic Controls
 - 17.2.1 Premise Control
 - 17.2.2 Implementation Control
 - 17.2.3 Strategic Surveillance
 - 17.2.4 Special Alert Control
- 17.3 Operational Control Systems
 - 17.3.1 Budgets
 - 17.3.2 Schedules
 - 17.3.3 Key Success Factors
- 17.4 Crisis Management
- 17.5 Matching Structure and Control to Strategy
- 17.6 Summary
- 17.7 Key Terms
- 17.8 Questions and Exercises
- 17.9 Further Reading

UNIT 18 STRATEGY AND TECHNOLOGY MANAGEMENT

- 18.0 Introduction
- 18.1 Unit Objectives

- 18.2 Choice of Technology: Aligning Generic Strategies with Research and Development
- 18.3 Technological Leadership
- 18.4 First Mover Advantages and Disadvantages
 - 18.4.1 First Mover Disadvantages
- 18.5 Acquisition and Absorption of Technology: Licensing of Technology
- 18.6 Choosing the Right Licensee
 - 18.5.1 Pitfalls in Licensing
- 18.7 Designing a Technology Strategy
- 18.8 Summary
- 18.9 Key Terms
- 18.10 Questions and Exercises
- 18.11 Further Reading
 - Caselet

CP-2002 INTERNATIONAL BUSINESS

UNIT 1 INTRODUCTION TO INTERNATIONAL BUSINESS

- 1.0 Introduction
- 1.1 Unit Objectives
- 1.2 Concept of Business
 - 1.2.1 Business Definitions; 1.2.2 Nature of Business
 - 1.2.3 Types of Business Activities; 1.2.4 Characteristics of Business
 - 1.2.5 Business Goals; 1.2.6 Objectives of Business
 - 1.2.7 Role of Objectives
 - 1.2.8 Responsibilities of a Business Towards Various Interest Groups
- 1.3 Overview of International Business
 - 1.3.1 International Marketing
 - 1.3.2 Comparison of International and Domestic Marketing
 - 1.3.3 Problems in International Marketing
 - 1.3.4 Importance of International Business
- 1.4 Introducing the Multinational Firm
 - 1.4.1 Environment of a Multinational Firm
 - 1.4.2 Challenges of a Multinational Firm
 - 1.4.3 Opportunities for a Multinational Firm
- 1.5 Development of International Business
 - 1.5.1 Factors Leading to Growth of International Business
- 1.6 Comparison of Domestic and International Business
 - 1.6.1 Factors Changing Domestic Business to International Business
- 1.7 The Future of International Business
- 1.8 Summary
- 1.9 Questions and Exercises
- 1.10 Further Reading

UNIT 2 INTERNATIONAL BUSINESS ENVIRONMENT

- 2.0 Introduction
- 2.1 Unit Objectives
- 2.2 The Concept of Political Environment
- 2.3 The Socio-cultural and Ethical Environment
 - 2.3.1 Culture
- 2.4 The Economic System
 - 2.4.1 Preliminary Economic Indicators
- 2.5 The Multinational Financial Environment
 - 2.5.1 Reasons for Increase in Importance of International Finance
 - 2.5.2 Need for Studying Multinational Financial Environment
 - 2.5.3 Finance Function in Global Context; 2.5.4 Principles of Global Finance
 - 2.5.5 Global Financial Markets; 2.5.6 International Monetary System
 - 2.5.7 Financial Environment of Multinational Corporation
- 2.6 The Foreign Exchange Market
 - 2.6.1 Foreign Exchange Market Participants
 - 2.6.2 Factors Affecting Currency Trading
 - 2.6.3 Trading in Foreign Exchange Market
 - 2.6.4 Structure of Foreign Exchange Market
 - 2.6.5 Procedure of Currency Trading
 - 2.6.6 Transactions in Foreign Exchange Market; 2.6.7 Exchange Rate Quotations
- 2.7 The Foreign Exchange Rate Risk
- 2.8 Summary
- 2.9 Questions and Exercises
- 2.10 Further Reading

UNIT 3 GLOBAL STRATEGIES OF BUSINESS

- 3.0 Introduction
- 3.1 Unit Objectives
- 3.2 Basic concept of Strategy
 - 3.2.1 Definitions of Strategy
 - 3.2.2 Importance of Strategy
 - 3.2.3 Strategic Business Unit
- 3.3 Introduction to business-level strategies
 - 3.3.1 Generic Business Strategies; 3.3.2 Cost Leadership Business Strategy
 - 3.3.3 Differentiation Business Strategy; 3.3.4 Focus Business Strategy
- 3.4 Combination of Generic Business Strategies
- 3.5 Tactics for Business Strategies
 - 3.5.1 Timing Tactics; 3.5.2 Location Tactics; 3.5.3 Defensive Tactics
- 3.6 Strategies for International Business
 - 3.6.1 International Strategy; 3.6.2 Multidomestic Strategy
 - 3.6.3 Global Strategy; 3.6.4 Transnational Strategy
- 3.7 Strategies for Global Market Entry

- 3.7.1 Alternatives for Market Entry Strategy
- 3.8 Global Strategies of Business in India
 - 3.8.1 Obstacles to Globalization of Indian Companies
 - 3.8.2 Factors for Encouraging Globalization in India
 - 3.8.3 Globalization Strategies used by Indian Companies
- 3.9 Summary
- 3.10 Questions and Exercise
- 3.11 Further Reading

UNIT 4 MERGERS AND ACQUISITIONS

- 4.0 Introduction
- 4.1 Unit Objectives
- 4.2 An Overview of Mergers and Acquisitions
 - 4.2.1 Emergence of M & A
 - 4.2.2 Reasons for M & A
 - 4.2.3 Motives behind M & A
 - 4.2.4 M & A Integration Strategy
 - 4.2.5 Financial Accounting of M & A
 - 4.2.6 Regulation of M & A
- 4.3 Mergers
 - 4.3.1 Reasons for Mergers
 - 4.3.2 Types of Mergers
 - 4.3.3 The Merger Process
 - 4.3.4 Issues during the Merger Process
 - 4.3.5 Corporate Merger Strategy
- 4.4 Acquisitions
 - 4.4.1 Reasons for Acquisitions; 4.4.2 Types of Acquisitions
 - 4.4.3 Benefits of Acquisitions; 4.4.4 Hostile Acquisitions
- 4.5 M & A Market Place Difficulties
- 4.6 The Greater Merger Movement
 - 4.6.1 Short-run Factors; 4.6.2 Long-run Factors
- 4.7 Summary
- 4.8 Questions and Exercises
- 4.9 Further Reading

UNIT 5 GLOBAL BRANDS AND ORGANIZATIONAL BEHAVIOUR

- 5.0 Introduction
- 5.1 Unit Objectives
- 5.2 Concept of Global Brands
 - 5.2.1 Activities for Building a Great Global Brand
- 5.3 Strategies for Global Brands
- 5.4 Building International Brands
- 5.5 Global Customer Behaviour
- 5.6 Global Scenario of Organizational Behaviour
- 5.7 Approaches to Organizational Behaviour

- 5.8 Summary
- 5.9 Questions and Exercises
- 5.10 Further Reading

UNIT 6 SUPPLY CHAIN MANAGEMENT AND GLOBAL DISTRIBUTION SYSTEM

- 6.0 Introduction
- 6.1 Unit Objectives
- 6.2 Supply Chain
- 6.3 Nature and Concept of Supply Chain Management
 - 6.3.1 Functions and Contributions Supply Chain Management
- 6.4 Prerequisites for Supply Chain Management
 - 6.4.1 Phases of Supply Chain Management
 - 6.4.2 Strategic Supply Chain Management Activities
- 6.5 Types of Supply Chain Management
- 6.6 Supply Chain Management Strategy
 - 6.6.1 Cost Efficiency across the Supply Chain Network
- 6.7 Supply Chain Policies
- 6.8 Global Distribution
- 6.9 Facility Location
- 6.10 Stocking Policy
 - 6.10.1 Storage and Warehouses; 6.10.2 Stocking Policies and Tips
- 6.11 Materials Handling
 - 6.11.1 Objectives of Materials Handling; 6.11.2 Principles of Materials Handling
 - 6.11.3 Materials Handling Equipment
- 6.12 Role of Transportation in Global Distribution
 - 6.12.1 Transportation Alternatives; 6.12.2 Importance of Transportation
- 6.13 Standards and Testing Practices in Global Distribution
 - 6.13.1 ISO 9000; 6.13.2 Benefits of ISO 9000
- 6.14 Summary
- 6.15 Questions and Exercises
- 6.16 Further Reading

UNIT 7 GLOBALIZATION

- 7.0 Introduction
- 7.1 Unit Objectives
- 7.2 Introduction to Globalization
 - 7.2.1 Levels of Globalization
 - 7.2.2 Advantages of Globalization
- 7.3 Different Approaches Related to Globalization
 - 7.3.1 Globalist Approach
 - 7.3.2 Sceptic Approach
 - 7.3.3 Transformational Approach
 - 7.3.4 Anti-globalist Approach

- 7.4 Drivers of Globalization
 - 7.4.1 Globalization of the Markets
 - 7.4.2 Globalization of Production
 - 7.4.3 Falling Barriers to Trade and Investment
 - 7.4.4 Technological Innovation
- 7.5 Summary
- 7.6 Questions and Exercises
- 7.7 Further Reading

CP-2003 BUSINESS ETHICS AND CORPORATE GOVERNANCE

UNIT 1 BACKGROUND FOR ETHICAL MODELS

- 1.0 Introduction
- 1.1 Unit Objectives
- 1.2 First Principle of Ethics: Knowingly, do no Harm
- 1.3 Second Principle of Ethics: Benefits of Ethics and Ethical Business
 - 1.3.1 Meaning of the Term 'Ethics'; 1.3.2 Why Ethics?
- 1.4 Need for Ethical Background
 - 1.4.1 Theological and Philosophical Background of Ethics
 - 1.4.2 Diverse Cultural Backgrounds for Ethical Models
 - 1.4.3 Diverse Value and Priorities Background for Ethical Models
- 1.5 Third Principle of Ethics: Expanding the Human Capacity to Reason, Judge, Discern, and Make Ethical Decisions
 - 1.5.1 Utilitarian Principle; 1.5.2 Rights Principle
 - 1.5.3 Distributive Justice Principle; 1.5.4 Ethics of Care Principle
 - 1.5.5 Virtue Ethics Principle
- 1.6 Fourth Principle of Ethics: Integrity and Professional Management
 - 1.6.1 Why should Managers Invest in Ethics?
- 1.7 Fifth Principle: Individual Benefits of Business Ethics in 'Rational' and 'Political' Organizations
- 1.8 Summary
- 1.9 Key Terms
- 1.10 Questions and Exercises
- 1.11 Further Reading

UNIT 2 EVOLUTION OF BUSINESS ETHICS: WESTERN CONCEPTS OF BUSINESS

- 2.0 Introduction
- 2.1 Unit Objectives
- 2.2 Meaning of Business Ethics: Definitions and Approaches
- 2.3 Evolution of Western Concept of Business

- 2.4 Business Ethics, Private Corporation and Corporate Governance
- 2.5 Foundation of Ethics or Morality in the Business Context
- 2.6 Finding Meaning and Purpose in Business Ethics
 - 2.6.1 Business Ethics and the Commodity-based View
 - 2.6.2 Corporate Ethics and the Meaning-based View
- 2.7 Business Ethics: Implication for the Manager and the Organizational Culture
 - 2.7.1 Approaches to Managing a Company's Ethical Conduct
- 2.8 Ethics and Management: Definitions and Theories
 - 2.8.1 Management Theories and the Competing Values Framework
 - 2.8.2 Defining Ethics and the Theories of Ethics
- 2.9 Theories of Teleological Ethics
 - 2.9.1 Ethical Egoism
 - 2.9.2 Utilitarianism
 - 2.9.3 Eudaimonism or Theories of Happiness
- 2.10 Theories of Deontological Ethics
 - 2.10.1 Negative and Positive Rights Theories
 - 2.10.2 Social Contract Theories
 - 2.10.3 Social Justice Theories
- 2.11 Theories of Virtue Ethics
 - 2.11.1 Individual Character Ethics
 - 2.11.2 Work Character Ethics
 - 2.11.3 Professional Character Ethics
- 2.12 Theories of System Development Ethics
 - 2.12.1 Personal Improvement Ethics
 - 2.12.2 Organizational Ethics
 - 2.12.3 Extraorganizational Ethics
- 2.13 Theories of Ethics and Basic Managerial Orientations
 - 2.13.1 Erosion of Managerial Integrity
 - 2.13.2 Explanation for Erosion of Management Integrity
- 2.14 Summary
- 2.15 Key Terms
- 2.16 Questions and Exercises
- 2.17 Further Reading

UNIT 3 ALTERNATIVE CONCEPTS OF BUSINESS AND INDUSTRY

- 3.0 Introduction
- 3.1 Unit Objectives
- 3.2 Social and Economic Organizations
- 3.3 Individual or Corporate Business Organization
- 3.4 Relations with External Organizations
- 3.5 Summary
- 3.6 Key Terms

- 3.7 Questions and Exercises
- 3.8 Further Reading

UNIT 4 ALTERNATIVE MODEL OF ETHICS AND REALITY OF

- 4.0 Introduction
- 4.1 Unit Objectives
- 4.2 Integrity Approach to Business Ethics
 - 4.2.1 Ethics and Integrity; 4.2.2 Integrity and Consistency
 - 4.2.3 Integrity and Relational Awareness
 - 4.2.4 Integrity and Inclusion; 4.2.5 Integrity and Pursuing a Worthwhile Purpose
 - 4.2.6 Integrity and Corporation; 4.2.7 Integrity and Culture
 - 4.2.8 Integrity and Interpersonal Relations; 4.2.9 Integrity and the Organization
 - 4.2.10 Integrity and Civil Society; 4.2.11 Integrity and Natural Environment
 - 4.2.12 Integrity and Corporate Leadership
- 4.3 Reality of Business Ethics
- 4.4 Summary
- 4.5 Key Terms
- 4.6 Questions and Exercises
- 4.7 Further Reading

UNIT 5 INTRODUCTION TO CORPORATE GOVERNANCE

- 5.0 Introduction
- 5.1 Unit Objectives
- 5.2 Critical Points in Governance
- 5.3 Ethically Relevant Definitions
- 5.4 What is Moral Agency in the Context of Business?
- 5.5 Purpose of Corporate Governance
- 5.6 Mechanisms of Corporate Governance
- 5.7 What is the Purpose of Corporation?
- 5.8 Assumptions about Corporations and their Ethical Meaning to Civil Society
- 5.9 Summary
- 5.10 Key Terms
- 5.11 Questions and Exercises
- 5.12 Further Reading

UNIT 6 MODELS OF CORPORATE GOVERNANCE

- 6.0 Introduction
- 6.1 Unit Objectives
- 6.2 Agency Theory of Corporate Governance
 - 6.2.1 Theory of Pure Agency
- 6.3 Ownership, Stewardship and Corporate Governance
- 6.4 Principles of the Stewardship Model of Corporate Governance

- 6.4.1 Theory of Pure Stewardship
- 6.5 Stakeholder Theory of Corporate Governance
 - 6.5.1 Theory of Pure Stakeholder
- 6.6 Softer Approaches
- 6.7 Summary
- 6.8 Key Terms
- 6.9 Questions and Exercises
- 6.10 Further Reading

UNIT 7 OVERVIEW OF VARIOUS CODES OF CORPORATE GOVERNANCE

- 7.0 Introduction
- 7.1 Unit Objectives
- 7.2 Need for Regulatory Codes
- 7.3 Corporate Governance Reforms in India
 - 7.3.1 The Naresh Chandra Committee on Corporate Audit and Governance
 - 7.3.2 The Kumar Mangalam Birla Committee on Corporate Governance
 - 7.3.3 The Narayana Murthy Committee on Corporate Governance
 - 7.3.4 The Reserve Bank of India (RBI) Advisory Group on Corporate Governance
 - 7.3.5 The FICCI Report on Corporate Governance
- 7.4 The Cadbury Committee, UK
- 7.5 Summary
- 7.6 Key Terms
- 7.7 Questions and Exercises
- 7.8 Further Reading

UNIT 8 LEGAL ASPECTS OF CORPORATE GOVERNANCE

- 8.0 Introduction
- 8.1 Unit Objectives
- 8.2 Laws Applicable to the Corporation
 - 8.2.1 Business Corporation as a Legal Person
 - 8.2.2 Idea of Legal Personhood
- 8.3 Corporate Governance as Law
- 8.4 Theory of Companies Law
- 8.5 Study of Companies Law
- 8.6 Corporate Law
- 8.7 Consequences of Shareholder-Based Corporate Governance
- 8.8 Consequences of Separation Between Ownership and Control
 - 8.8.1 Problem of Information Asymmetry
 - 8.8.2 Problem of Aligning Conflicting Interests; 8.8.3 Problem of Agency
- 8.9 Global Trends
- 8.10 Summary
- 8.11 Key Terms
- 8.12 Questions and Exercises
- 8.13 Further Reading

CP-2004 MANAGEMENT CONTROL SYSTEM

UNIT 1 BASIC CONCEPTS OF MANAGEMENT CONTROL SYSTEMS

- 1.0 Introduction; 1.1 Unit Objectives
- 1.2 Definition and Concept of Management Control
 - 1.2.1 Characteristics of a Management Control System; 1.2.2 Nature of Management Control;
 - 1.2.3 Areas of Control; 1.2.4 Process of Control; 1.2.5 Adequate or Effective Control System
- 1.3 Summary; 1.4 Exercises and Questions

UNIT 2 STRATEGIC PLANNING AND MANAGEMENT CONTROL

- 2.0 Introduction; 2.1 Unit Objectives
- 2.2 Need for Planning
 - 2.2.1 Strategic Planning; 2.2.2 Strategic Planning Process
- 2.3 Defining Strategy
 - 2.3.1 Pitfalls of Strategy Formulation
- 2.4 Strategic Control; 2.5 Summary; 2.6 Exercises and Questions

UNIT 3 MANAGEMENT CONTROL SYSTEM: STRUCTURE AND PROCESSES

- 3.0 Introduction; 3.1 Unit Objectives
- 3.2 Structured and Unstructured Tasks
- 3.3 Techniques for Planning and Controlling Structured Processes
 - 3.3.1 Use of Formal Models in Planning; 3.3.2 Managed and Engineered Costs;
 - 3.3.3 Feedback and Feed Forward Control
- 3.4 Motivational Techniques
 - 3.4.1 Motivational Role of Financial Objectives; 3.4.2 Job Enrichment;
 - 3.4.3 Human Resource Accounting
- 3.5 Problems in Unstructured Processes
 - 3.5.1 Allocating Resources Effectively; 3.5.2 Increasing Motivation;
 - 3.5.3 Establishing Appropriate Feedback
- 3.6 Zero-Base Budgeting
 - 3.6.1 How Zero-base Budgeting Works; 3.6.2 Benefits of Zero-base Budgeting;
 - 3.6.3 Implementation of the Procedure
- 3.7 Management by Objectives
 - 3.7.1 The Goals of Management by Objectives; 3.7.2 How Management by Objectives Works;
 - 3.7.3 Two Conceptions of MBO
- 3.8 Summary; 3.9 Exercises and Questions

UNIT 4 ADAPTIVE CONTROL SYSTEM

- 4.0 Introduction; 4.1 Unit Objectives;
- 4.2 System Evaluation and Adaptation
- 4.3 New Programme Generation
 - 4.3.1 Planning Gaps; 4.3.2 Generation of New Programmes;
 - 4.3.3 Approaches to Innovation and New Programme Generation
- 4.4 Project Evaluation and Resource Allocation
 - 4.4.1 Programme Life Cycles; 4.4.2 Evaluation and Choice
- 4.5 Specification of the Long-Range Plan
 - 4.5.1 Key Variables of Long-Range Plan
- 4.6 Responsibility Unit Planning and Control
- 4.7 Summary; 4.8 Exercises and Questions

UNIT 5 MANAGEMENT CONTROL INFORMATION

- 5.0 Introduction; 5.1 Unit Objectives;
- 5.2 Purposes of Management Reporting;
- 5.3 Requisites of Good Management Reporting Systems
- 5.4 Frequency of Reports; 5.5 Enterprise Resource Planning
- 5.6 Reporting for E-Commerce and Internet Companies
- 5.7 Summary; 5.8 Exercises and Questions

UNIT 6 RESPONSIBILITY ACCOUNTING

- 6.0 Introduction; 6.1 Unit Objectives
- 6.2 Features of Responsibility Accounting
- 6.3 Responsibility Unit System Requirements
 - 6.3.1 Improving Performance
- 6.4 A Systematic Approach to System Design
 - 6.4.1 Description of Approach; 6.4.2 Relationship to the Multi-Cycle Model;
 - 6.4.3 Example; 6.4.4 Advantages of Normative Approach
- 6.5 Need for Formalization; 6.6 Summary
- 6.7 Exercises and Questions

UNIT 7 DIVISIONAL OPERATION AND PROFIT CENTRES

- 7.0 Introduction; 7.1 Unit Objectives
- 7.2 Role of Monetary Measurements in Planning and Control
 - 7.2.1 Limitations of Formal Measurements; 7.2.2 Choosing Financial Performance Measurements
- 7.3 Profit Measure
 - 7.3.1 Strengths of Profit Measure; 7.3.2 Weaknesses of Profit Measure;
 - 7.3.3 Role of Profit in Planning and Evaluation
- 7.4 Profit Centres
 - 7.4.1 Situational Requirements for Successful Implementation;
 - 7.4.2 Benefits of Profit Centres; 7.4.3 Types of Profit Centres
- 7.5 Transfer Pricing

- 7.5.1 Determining Transfer Prices; 7.5.2 Significance of Transfer Pricing
- 7.6 Two Styles of Profit Centre Management
 - 7.6.1 Profit as a Specific Performance Objective; 7.6.2 Profit as a Guiding Objective
- 7.7 Return on Investment (ROI)
 - 7.7.1 Calculation of Investment Base; 7.7.2 Advantages of ROI; 7.7.3 Disadvantages of ROI
- 7.8 Residual Income (RI)
 - 7.8.1 Advantages of RI; 7.8.2 Disadvantages of RI
- 7.9 Effective Use of Investment-Based Performance Measures
- 7.10 Alternative Approach to Planning and Controlling Investment Centres
- 7.11 Summary; 7.12 Exercises and Questions

UNIT 8 OPERATIONAL CONTROL

- 8.0 Introduction; 8.1 Unit Objectives
- 8.2 Project Control System
 - 8.2.1 Different Phases of Management Control Systems; 8.2.2 Formulation of Project Budgets;
 - 8.2.3 Features of Management Control Systems for Projects; 8.2.4 Cost Control;
 - 8.2.5 Monthly Project Performance Reports
- 8.3 Control System for Working Capital of a Multi-Plant, Multi-Product, Multi-Sales Outlet Company
 - 8.3.1 Estimating Needs of Plants and Branches;
 - 8.3.2 Determining and Allocating Maximum Funds Available;
 - 8.3.3 Monitoring Performance of Factories and Sales Branches
- 8.4 Summary; 8.5 Exercises and Questions

UNIT 9 PROJECT OPERATION AND MANAGEMENT CONTROL

- 9.0 Introduction
- 9.1 Unit Objectives
- 9.2 Project Scheduling
 - 9.2.1 Data for Scheduling; 9.2.2 Basic Issues in Scheduling; 9.2.3 Conceptual Model;
 - 9.2.4 Steps in Scheduling; 9.2.5 Categories of Project Schedules; 9.2.6 Scheduling System
- 9.3 Project Monitoring
 - 9.3.1 Role of a Monitor 9.3.2 Project Monitor's Role; 9.3.3 Steps in Monitoring;
 - 9.3.4 Scope of Monitoring; 9.3.5 Monitoring System;
 - 9.3.6 Project Management Company for Monitoring; 9.3.7 Staffing for Scheduling and Monitoring
- 9.4 Project Control
 - 9.4.1 Conceptual Model; 9.4.2 Objective; 9.4.3 Systems Approach for Project Control;
 - 9.4.4 Project Control in Practice; 9.4.5 Success Factors in Project Control;
 - 9.4.6 Problems in Project Control
- 9.5 Project Control amidst Impediments
- 9.6 Progress Measurement Technique (PROMT)

- 9.6.1 Finding a Common Yardstick for Measurement; 9.6.2 Measurement of Project Workload;
- 9.6.3 Assessing Workload in a Man-Machine Work System; 9.6.4 Measurement of Work Done;
- 9.6.5 Computing Total Project Progress
- 9.7 Performance Monitoring Technique (PERMIT)
 - 9.7.1 Three Dimensions of Performance; 9.7.2 Performance Plan vs Financial Budget;
 - 9.7.3 Operating a Performance Plan; 9.7.4 Steps in Performance Monitoring
- 9.8 Updating, Review and Reporting Technique (URT)
 - 9.8.1 Updating; 9.8.2 Reviewing; 9.8.3 Defining a Problem through Questioning Technique;
 - 9.8.4 Solving a Problem through Questioning Technique; 9.8.5 Reporting;
 - 9.8.6 Designing a Reporting System; 9.8.7 Key Result Area Analysis; 9.8.8 Identifying KRAs;
 - 9.8.9 Responsibility Involvement Matrix; 9.8.10 Preparation of Reports;
 - 9.8.11 Role of Monitoring Cell; 9.8.12 Numbering of Reports
- 9.9 Project Time Control System
 - 9.9.1 Characteristics of Project Time Control System; 9.9.2 Types of Project Time Control System;
 - 9.9.3 Balanced System; 9.9.4 Input-Output Scheduling System;
 - 9.9.5 Advantages of Input-Output Scheduling; 9.9.6 Limitations of Input-Output Scheduling for Construction;
 - 9.9.7 Making Schedule a Part of the Work System
- 9.10 Summary
- 9.11 Exercises and Questions

FM-2101 CORPORATE FINANCE

UNIT 1 FINANCIAL MANAGEMENT: BASICS

- 1.0 Introduction; 1.1 Unit Objectives; 1.2 Importance of Finance;
- 1.3 Meaning of Business Finance; 1.4 Meaning of Financial Management;
- 1.5 Objectives of Financial Management; 1.6 Scope of Financial Management;
- 1.7 Liquidity vs. Profitability; 1.8 Time Value of Money;
- 1.9 Importance of Financial Management; 1.10 Key Terms;
- 1.11 Summary; 1.12 Questions and Exercises;
- 1.13 Further Readings

UNIT 2 VALUATION CONCEPTS AND SECURITIES VALUATION

- 2.0 Introduction; 2.1 Unit Objectives; 2.2 Time Value of Money;
- 2.3 Valuation of Asset; 2.4 Valuation of Debentures;
- 2.5 Valuation of Preference Shares; 2.6 Valuation of Equity Shares;
- 2.7 Key Terms; 2.8 Summary; 2.9 Questions and Exercises;
- 2.10 Further Readings

UNIT 3 RISK AND RETURN

3.0 Introduction; 3.1 Unit Objectives; 3.2 Risk and Uncertainty;
3.3 Measurement of Return; 3.4 Relationship Between Risk and Return;
3.5 Criteria for Evaluating Proposals to Minimize Risk;
3.6 Methods of Risk Management; 3.7 Major Risk Return Decision Areas;
3.8 Capital Market Theory (CPT); 3.9 Key Terms;
3.10 Summary; 3.11 Questions and Exercises;
3.12 Further Readings

UNIT 4 CAPITAL BUDGETING

4.0 Introduction; 4.1 Unit Objectives; 4.2 Cases of Capital Budgeting Decisions;
4.3 Concept of Capital Budgeting; 4.4 Importance of Capital Budgeting;
4.5 Kinds of Capital Investment Proposals;
4.6 Factors Affecting Capital Investment Decisions;
4.7 Determination of Cash Flows for Investment Analysis;
4.8 Capital Budgeting Appraisal Methods; 4.9 Key Terms;
4.10 Summary; 4.11 Questions and Exercises;
4.12 Practical Problems; 4.13 Further Readings

UNIT 5 COST OF CAPITAL

5.0 Introduction; 5.1 Unit Objectives; 5.2 Concept of Cost of Capital;
5.3 Importance of Cost of Capital; 5.4 Classification of Cost of Capital;
5.5 Controversy Regarding Cost of Capital;
5.6 Computation of Cost of Capital; 5.7 Key Terms;
5.8 Summary; 5.9 Questions and Exercises;
5.10 Practical Problems; 5.11 Further Reading

UNIT 6 LEVERAGES

6.0 Introduction; 6.1 Unit Objectives; 6.2 Meaning of Leverage;
6.3 Types of Leverages; 6.4 Significance of Leverages;
6.5 Key Terms; 6.6 Summary; 6.7 Questions and Exercises;
6.8 Practical Problems; 6.9 Further Readings

UNIT 7 CAPITAL STRUCTURE

7.0 Introduction; 7.1 Unit Objectives; 7.2 Meaning of Capital Structure;
7.3 Capital Structure and Financial Structure;
7.4 Patterns of Capital Structure; 7.5 Point of Indifference;
7.6 Optimum Capital Structure; 7.7 Capital Structure Theories;
7.8 Capital Structure Financing Policy; 7.9 Key Terms;
7.10 Summary; 7.11 Questions and Exercises;
7.12 Practical Problems; 7.13 Further Readings

UNIT 8 DIVIDEND THEORY & POLICY

8.0 Introduction; 8.1 Unit Objectives; 8.2 Meaning of Dividend;
8.3 Nature of Dividend Decision; 8.4 Conflicting Theories;
8.5 Dividend Policy; 8.6 Forms of Dividend; 8.7 Bonus Shares;
8.8 Key Terms; 8.9 Summary; 8.10 Questions and Exercises;
8.11 Practical Problems; 8.12 Further Readings

UNIT 9 FINANCING: LONG-TERM AND SHORT-TERM

9.0 Introduction; 9.1 Unit Objectives;
9.2 Financial Markets; 9.3 Classification of Sources of Finance;
9.4 Security Financing; 9.5 Issue of Warrants; 9.6 Loan Financing;
9.7 Specialized Financial Institutions or Development Banks;
9.8 Difference Between Hire Purchase and Lease Financing;
9.9 Key Terms; 9.10 Summary; 9.11 Questions and Exercises;
9.12 Further Readings

UNIT 10 FINANCIAL STATEMENTS: ANALYSIS AND INTERPRETATION (Accounting Ratios)

10.0 Introduction; 10.1 Unit Objectives;
10.2 Relationship between Analysis and Interpretation;
10.3 Steps Involved in the Financial Statements Analysis;
10.4 Ratio Analysis; 10.5 Classification of Ratios;
10.6 Profitability Ratios; 10.7 Turnover Ratios;
10.8 Financial Ratios; 10.9 Advantages of Ratio Analysis;
10.10 Limitations of Accounting Ratios; 10.11 Key Terms;
10.12 Summary; 10.13 Questions and Exercises;
10.14 Practical Problems; 10.15 Further Readings

UNIT 11 CASH FLOW ANALYSIS

11.0 Introduction; 11.1 Unit Objectives;
11.2 Meaning of Cash Flow Statement;
11.3 Preparation of Cash Flow Statement;
11.4 Computation of Cash from Operating Activities
11.5 AS-3 (Revised) and Cash Flow Statement
11.6 Difference Between Cash Flow Analysis and Funds Flow Analysis
11.7 Utility of Cash Flow Analysis; 11.8 Limitations of Cash Flow Analysis;
11.9 Key Terms; 11.10 Summary; 11.11 Questions and Exercises;
11.12 Practical Problems; 11.13 Further Readings

UNIT 12 FINANCIAL PLANNING AND STRATEGY

12.0 Introduction; 12.1 Unit Objectives; 12.2 Meaning of Financial Planning;
12.3 Meaning of Financial Plan; 12.4 Estimating Capital Requirements;
12.5 Fixed Capital; 12.6 Working Capital; 12.7 Capitalization;
12.8 Patterns of Financing; 12.9 Time of Floatation;
12.10 Key Terms; 12.11 Summary;
12.12 Questions and Exercises;
12.13 Further Readings

UNIT 13 WORKING CAPITAL MANAGEMENT

13.0 Introduction; 13.1 Unit Objectives; 13.2 Concept of Working Capital;
13.3 Need for Working Capital; 13.4 Types of Working Capital;
13.5 Adequacy of Working Capital; 13.6 Management of Working Capital;

13.7 Management of Cash; 13.8 Management of Inventories;
13.9 Management of Accounts Receivable; 13.10 Factoring Institutions;
13.11 Management of Accounts Payable; 13.12 Working Capital Finance;
13.13 Key Terms; 13.14 Summary; 13.15 Questions and Exercises;
13.16 Practical Problems; 13.17 Further Reading

UNIT 14 CORPORATE RESTRUCTURING: DERIVATIVES AND CORPORATE GOVERNANCE

14.0 Introduction; 14.1 Unit Objectives;
14.2 Corporate Restructuring: Mergers, Amalgamations and Acquisitions;
14.3 The Meaning of Corporate Restructuring; 14.4 Forms of corporate Restructuring;
14.5 Mergers, Amalgamations and Acquisitions;
14.6 Reasons for Mergers or Acquisitions; 14.7 Types of Mergers;
14.8 The Synergy of Mergers and Acquisitions; 14.9 The Dangers of Mergers;
14.10 Amalgamations, Mergers and Acquisitions in India;
14.11 Corporate Governance; 14.12 Conclusion; 14.13 Key Terms;
14.14 Summary; 14.15 Questions and Exercises; 14.16 Further Readings

UNIT 15 INTERNATIONAL FINANCIAL MANAGEMENT

15.0 Introduction; 15.1 Unit Objectives; 15.2 Reasons for Investing Abroad;
15.3 Basic Problems in Financial Management;
15.4 Foreign Currency Management; 15.5 Financing Multinational Organizations;
15.6 Key Terms; 15.7 Summary; 15.8 Questions and Exercises;
15.9 Practical Problems; 15.10 Further Readings

UNIT 16 FINANCIAL MANAGEMENT IN PUBLIC SECTOR GOVERNMENT ENTERPRISES

16.0 Introduction; 16.1 Unit Objectives; 16.2 Meaning of Public Sector Enterprise;
16.3 Characteristics of Public Sector Enterprises; 16.4 Objectives of Public
Sector Enterprises; 16.5 Rationale of Public Sector Enterprises;
16.6 Forms of Public Sector Enterprises; 16.7 Distinctive Features of
Financial Management; 16.8 Agenda for Public Sector; 16.9 Key Terms;
16.10 Summary; 16.11 Questions and Exercises; 16.12 Further Readings

FM-2102 TAXATION : DIRECT AND INDIRECT

UNIT 1 PRINCIPLES OF TAXATION

1.0 Introduction; 1.1 Unit Objectives; 1.2 Definition of Tax
1.3 Canons of Taxation; 1.4 Guiding Principles of Tax Policy
1.5 Direct vs Indirect Taxes; 1.6 Tax Bases
1.7 Authority for Imposing Tax; 1.8 Tax Systems

1.9 Tax Evasion; 1.10 Tax Avoidance; 1.11 Tax Planning
1.12 Economic Costs of Taxation; 1.13 Tax Competition; 1.14 Tax Haven
1.15 Summary; 1.16 Questions and Exercises; 1.17 References

UNIT 2 BASIC CONCEPTS OF INCOME TAX

2.0 Introduction; 2.1 Unit Objectives; 2.2 Characteristics of Income Tax
2.3 Assessee; 2.4 Person; 2.5 Previous Year; 2.6 Income
2.7 Residential Status of an Assessee; 2.8 Resident Person
2.9 Not Ordinarily Resident; 2.10 Non Resident
2.11 Scope of Total Income; 2.12 The Accrual Concept
2.13 The Arising Concept; 2.14 Income Deemed to Accrue or Arise in India
2.15 Income Tax Rates; 2.16 Summary; 2.17 Questions and Exercises
2.18 References

UNIT 3 INCOME EXEMPTED FROM TAX

3.0 Introduction; 3.1 Unit Objectives
3.2 Income Exempted under Section 10 of ITA; 3.3 Agricultural Income
3.4 Newly Established Industrial Undertakings in FTZ
3.5 Newly Established Industrial Undertaking in SEZ
3.6 Newly Established 100 per cent EOU
3.7 Unit Exporting Hand-made Wooden Articles
3.8 Property Held under Charitable Trusts
3.9 Voluntary Contributions Received by Charitable Trusts
3.10 Specified Income of Political Parties; 3.11 Summary
3.12 Questions and Exercises

UNIT 4 INCOME FROM SALARIES

4.0 Introduction; 4.1 Unit Objectives; 4.2 What Does Salary Include?
4.3 Essential Conditions for Considering Income as Salary
4.4 Chargeability of Salary; 4.5 Taxability of Allowances
4.6 Taxability of House Rent Allowance; 4.7 Perquisite
4.8 Taxable Perquisites; 4.9 Tax-free Perquisites
4.10 Valuation of Perquisites; 4.11 Profits In Lieu of Salary
4.12 Deductions from Salaries; 4.13 Computation of Salary Income
4.14 Summary; 4.15 Questions and Exercises

UNIT 5 INCOME FROM HOUSE PROPERTY

5.0 Introduction; 5.1 Unit Objectives
5.2 What Constitutes Income from House Property?
5.3 What Does Not Constitute Income from House Property?
5.4 Annual Value; 5.5 Ownership of Property
5.6 Self-occupied Property
5.7 Deductions from Income from House Property
5.8 Subsequent Receipt of Unrealized Rent
5.9 Receipt of Arrears of Rent; 5.10 Property Owned by Co-owners
5.11 Loss from House Property; 5.12 Summary

5.13 Questions and Exercises

UNIT 6 PROFITS AND GAINS FROM BUSINESS AND PROFESSION

- 6.0 Introduction; 6.1 Unit Objectives
- 6.2 Income Chargeable under the Head 'Profits and Gains'
- 6.3 Deduction of Expenses from Gross Profits and Gains
- 6.4 Deductions Generally Allowed
- 6.5 Deductions Generally Not Allowed
- 6.6 Deductions Not Allowed in Certain Circumstances
- 6.7 Deductions Allowed Only on Actual Payment
- 6.8 Rent, Rates, Taxes, Repairs and Insurance
- 6.9 Repairs and Insurance of Certain Assets; 6.10 Depreciation
- 6.11 Expenditure on Scientific Research
- 6.12 Amortisation of Certain Preliminary Expenses
- 6.13 Refund or Recovery of Expenses Allowed Earlier
- 6.14 Capital Expenditure vs Revenue Expenditure
- 6.15 Presumptive Taxation; 6.16 Methods of Accounting
- 6.17 Fringe Benefits Tax; 6.18 Summary
- 6.19 Questions and Exercises; 6.20 References

UNIT 7 CAPITAL GAINS TAX

- 7.0 Introduction; 7.1 Unit Objectives; 7.2 Capital Gains
- 7.3 Capital Asset; 7.4 Types of Capital Assets; 7.5 Transfer of Capital Asset
- 7.6 Transactions Not Regarded as Transfer
- 7.7 Mode of Computation of Capital Gains
- 7.8 Expenditure Incurred on Transfer of a Capital Asset
- 7.9 Cost of Acquisition of an Asset
- 7.10 Notional Cost of Acquisition of an Asset; 7.11 Cost of Improvement
- 7.12 Cost Inflation Index; 7.13 Provisions Relating to Depreciable Assets
- 7.14 Capital Gains in Cases of Compulsory Acquisition
- 7.15 Reference to Valuation Officer; 7.16 Full Value of Consideration Received
- 7.17 Computation of Long-Term Capital Gains Tax
- 7.18 Exemptions from Capital Gains Taxation; 7.19 Summary
- 7.20 Questions and Exercises; 7.21 References

UNIT 8 INCOME FROM OTHER SOURCES

- 8.0 Introduction; 8.1 Unit Objectives
- 8.2 What Constitutes Income from Other Sources?
- 8.3 Deductions from Income from Other Sources
- 8.4 Amounts Not Deductible from Other Sources (Section 58)
- 8.5 Method of Accounting; 8.6 Summary; 8.7 Questions and Exercises

UNIT 9 DEDUCTIONS FROM INCOME

- 9.0 Introduction; 9.1 Unit Objectives; 9.2 Categories of Deductions
- 9.3 Specified Savings and Life Insurance Premia
- 9.4 Contribution to Pension Funds; 9.5 Medical Insurance Premium

9.6 Maintenance and Medical Treatment of a Disabled Dependant Person
9.7 Medical Treatment; 9.8 Interest on Loan Taken for Higher Education
9.9 Donations for Charitable Purposes; 9.10 Payment of House Rent
9.11 Entities Engaged in Infrastructure Development
9.12 Entities Engaged in Business Other Than Infrastructure Development
9.13 Entities Engaged in the Development of SEZs
9.14 Entities Located in Certain States
9.15 Entities Engaged in Collecting and Processing Bio-degradable Waste
9.16 Employment of New Workmen; 9.17 Royalty on Patents
9.18 Summary; 9.19 Questions and Exercises

UNIT 10 INCOME TAX RETURN AND ASSESSMENT

10.0 Introduction; 10.1 Unit Objectives
10.2 Permanent Account Number (PAN)
10.3 Income Tax Return; 10.4 Payment of Tax
10.5 Assessment; 10.6 Summary; 10.7 Questions and Exercises

UNIT 11 CUSTOMS DUTIES

11.0 Introduction; 11.1 Unit Objectives
11.2 Objectives of Customs Law; 11.3 Sources of Customs Law
11.4 Concept of Goods in Customs Law; 11.5 Classification of Goods
11.6 Charge of Customs Duties; 11.7 Taxable Event
11.8 Types of Customs Duties; 11.9 Customs Frontiers
11.10 Valuation of Imported Goods; 11.11 Customs Procedures
11.12 Summary; 11.13 Questions and Exercises

UNIT 12 CENTRAL EXCISE

12.0 Introduction; 12.1 Unit Objectives; 12.2 Sources of Central Excise Laws
12.3 Types of Excise Duties; 12.4 Taxable Event for Central Excise Duty
12.5 Liability for Central Excise; 12.6 Who is Liable to Pay Central Excise Duty?
12.7 Collection of Central Excise Duty; 12.8 Bases for Valuation of Goods
12.9 Valuation of Goods for Central Excise; 12.10 Summary
12.11 Questions and Exercises

UNIT 13 CENTRAL SALES TAX

13.0 Introduction; 13.1 Unit Objectives
13.2 Objectives of Central Sales Tax Act; 13.3 Definitions
13.4 Types of Sale; 13.5 Inter-state Sale; 13.6 Sale within a State
13.7 Liability for CST; 13.8 Rate of Central Sales Tax
13.9 Tax on Declared Goods; 13.10 Phasing Out of CSTA
13.11 Summary; 13.12 Questions and Exercises

FM-2103 CORPORATE LAWS

UNIT 1 COMPANY AND ITS FORMS

1.0 Introduction; 1.1 Unit Objectives; 1.2 Definition;
1.3 Essential Characteristics of a Company; 1.4 Kinds of Companies;
1.5 Distinction Between Private Company and Public Company;
1.6 Privileges of Private Company;
1.7 Conversion of a Private Company into a Public Company;
1.8 Conversion of a Public Company into a Private Company;
1.9 Summary; 1.10 Key Terms; 1.11 Questions and Exercises;
1.12 Practical Problem

UNIT 2 FORMATION OF A COMPANY

2.0 Introduction; 2.1 Unit Objectives; 2.2 Promotion;
2.3 Incorporation; 2.4 Commencement of Business;
2.5 Summary; 2.6 Key Terms; 2.7 Questions and Exercises;
2.8 Practical Problems

UNIT 3 MEMORANDUM OF ASSOCIATION

3.0 Introduction; 3.1 Unit Objectives; 3.2 Meaning of Memorandum;
3.3 Clauses of Memorandum; 3.4 Alteration of Memorandum;
3.5 Doctrine of *Ultra-Vires*; 3.6 Summary ; 3.7 Key Terms;
3.8 Questions and Exercises; 3.9 Practical Problems

UNIT 4 SHARES AND SHARE CAPITAL

4.0 Introduction; 4.1 Unit Objectives; 4.2 Meaning of Share;
4.3 Kinds of Shares; 4.4 Share Capital;
4.5 Commission on Issue of Shares and Debentures;
4.6 Purchase by Company of Its own Shares;
4.7 Power of Company to Purchase own Securities;
4.8 Issue of Sweat Equity Shares; 4.9 Issue of Shares at Premium;
4.10 Issue of Shares at Discount;
4.11 Issue and Redemption of Preference Shares;
4.12 Further Issue of Capital; 4.13 Stocks; 4.14 Summary;
4.15 Key Terms; 4.16 Questions and Exercises;
4.17 Practical Problems

UNIT 5 PROSPECTUS

5.0 Introduction; 5.1 Unit Objectives; 5.2 Meaning of Prospectus;
5.3 Requirements as to Prospectus; 5.4 Contents of Prospectus;
5.5 Effect of Omissions and Misstatements in a Prospectus;
5.6 Statement in Lieu of Prospectus; 5.7 Initial Offer of Securities;
5.8 Shelf Prospectus; 5.9 Summary; 5.10 Key Terms;
5.11 Questions and Exercises; 5.12 Practical Problems

UNIT 6 ARTICLES OF ASSOCIATION

6.0 Introduction; 6.1 Unit Objectives; 6.2 Meaning of Articles;
6.3 Contents of the Articles; 6.4 Binding Effects of Memorandum and Articles;
6.5 Alteration of Articles; 6.6 Constructive Notice of the Memorandum and Articles;
6.7 Doctrine of Indoor Management; 6.8 Summary; 6.9 Key Terms;
6.10 Questions and Exercises; 6.11 Practical Problems

UNIT 7 INVESTMENT BORROWINGS AND DEBENTURES

7.0 Introduction; 7.1 Unit Objectives; 7.2 Investment in Shares of Other Companies;
7.3 Extent of Borrowing Powers; 7.4 Powers to Give Security;
7.5 Charge on Uncalled Capital; 7.6 Consequences of *Ultra Vires* Borrowings;
7.7 Remedies Available to the Lender of Money;
7.8 Debentures; 7.9 Difference Between Debentures and Shares;
7.10 Charge; 7.11 Summary; 7.12 Key Terms;
7.13 Questions and Exercises

UNIT 8 DIRECTORS

8.0 Introduction; 8.1 Unit Objectives; 8.2 Choice of the Managerial Personnel;
8.3 Meaning of Directors; 8.4 Number of Directors;
8.5 Appointment of Directors; 8.6 Qualification Shares;
8.7 Number of Directorships; 8.8 Disqualification of Directors;
8.9 Removal of Directors; 8.10 Powers of Directors;
8.11 Disabilities of Directors; 8.12 Duties of Directors;
8.13 Legal Position of Directors; 8.14 Summary; 8.15 Key Terms;
8.16 Questions and Exercises; 8.17 Practical Problems

UNIT 9 OTHER MANAGERIAL PERSONNEL

9.0 Introduction; 9.1 Unit Objectives; 9.2 Managing Director;
9.3 Whole-time Director; 9.4 Managerial Remuneration of Directors;
9.5 Manager; 9.6 Summary; 9.7 Key Terms;
9.8 Questions and Exercises; 9.9 Practical Problems

UNIT 10 DIVIDENDS AND DISTRIBUTABLE PROFIT

10.0 Introduction; 10.1 Unit Objectives; 10.2 Dividends;
10.3 Bonus Shares; 10.4 Summary; 10.5 Key Terms;
10.6 Questions and Exercises; 10.7 Practical Problems

UNIT 11 COMPROMISES, ARRANGEMENTS AND AMALGAMATIONS

11.0 Introduction; 11.1 Unit Objectives;
11.2 Compromises and Arrangements;
11.3 Reconstruction Including Amalgamation;
11.4 Amalgamation of Companies in National Interest;
11.5 Preservation of Books and Papers of the Amalgamated Company;

11.6 Summary; 11.7 Key Terms; 11.8 Questions and Exercises;
11.9 Practical Problems

UNIT 12 THE SECURITIES AND EXCHANGE BOARD OF INDIA (SEBI) ACT, 1992

12.0 Introduction; 12.1 Unit Objectives;
12.2 The Management of the Securities and Exchange Board of India (SEBI);
12.3 Powers and Functions of SEBI;
12.4 Guidelines for Disclosure and Investor Protection;
12.5 Prohibition of Insider Trading Regulations;
12.6 Summary; 12.7 Key Terms; 12.8 Questions and Exercises

UNIT 13 THE FOREIGN EXCHANGE MANAGEMENT AND OTHER ACTS

13.0 Introduction; 13.1 Unit Objectives;
13.2 The Enactment and Objectives of FEMA; 13.3 FEMA vs FERA;
13.4 Definitions; 13.5 The Regulation and Management of Foreign Exchange;
13.6 Foreign Direct Investment (FDI); 13.7 The Portfolio Investment Scheme;
13.8 Convertibility of the Indian Rupee; 13.9 Bank Accounts Allowed by FEMA;
13.10 External Commercial Borrowings (ECB);
13.11 Global/American Depository Receipts (GDR/ADR);
13.12 Indian Joint Ventures Abroad (JVA); 13.13 Summary;
13.14 Key Terms; 13.15 Questions and Exercises

FM-2104 INDIAN FINANCIAL SYSTEM

UNIT 1 INTRODUCTION TO INDIAN FINANCIAL SYSTEM

1.0 Introduction; 1.1 Unit Objectives
1.2 Financial System: Significance and Definition
 1.2.1 Importance of Institutions; 1.2.2 Functions of the Financial Market
 1.2.3 Financial Assets of Banks, NBFC and FIs; 1.2.4 Perfect Capital
 Market; 1.2.5 Types of Markets
1.3 Purpose and Organization
 1.3.1 Impact of Technology on Trading; 1.3.2 Segmentation of Financial Market
1.4 Liberalization of the Financial System; 1.5 Summary
1.6 Questions and Exercises; 1.7 Further Reading

UNIT 2 SAVINGS AND FINANCIAL INTERMEDIATION

2.0 Introduction; 2.1 Unit Objectives
2.2 Factors Determining Savings
 2.2.1 Savings Ratio; 2.2.2 Gross Domestic Savings
2.3 Composition of Savings

- 2.3.1 Savings of Household Sector in the form of Gold
- 2.3.2 Savings of the Household Sector in Financial Assets
- 2.3.3 Bank Deposits; 2.3.4 Social Security Funds
- 2.3.5 Non-bank Deposits; 2.3.6 Currency; 2.3.7 Claims on Government
- 2.3.8 Investment in Shares and Debentures
- 2.4 Financial Liabilities; 2.5 Savings Rate in Ninth Plan (from 1995–96 to 2000–2001)
- 2.6 Financial Intermediation
 - 2.6.1 Brokerage and Asset Transformation; 2.6.2 Advantages of Financial Institutions
 - 2.6.3 Payment and Settlement System; 2.6.4 Real Time Gross Settlement (RTGS)
- 2.7 Summary; 2.8 Questions and Exercises; 2.9 Further Reading

UNIT 3 COMMERCIAL BANKING

- 3.0 Introduction; 3.1 Unit Objectives;
- 3.2 Evolution
 - 3.2.1 Factors Affecting Banking Systems; 3.2.2 Desegmentation of Financial Services Industry
 - 3.2.3 Mergers and Acquisitions; 3.2.4 Role of Exchanges
 - 3.2.5 Financial Information Business; 3.2.6 Internet
 - 3.2.7 Market-oriented vs Bank-oriented Financial Systems; 3.2.8 Branch vs Unit Banking Systems
 - 3.2.9 Branch Banking; 3.2.10 Retail vs Wholesale Banking; 3.2.11 Wholesale Banking
 - 3.2.12 Matching and Liquidity Distribution in Wholesale Banking; 3.2.13 Adoption of Wholesale Banking Practice
 - 3.2.14 Variable Rate Lending; 3.2.15 Marketization of Banking
 - 3.2.16 Gap between Regulated and Wholesale Deposit Rates;
 - 3.2.17 Characteristics of Banks
 - 3.2.18 Definition of Banking; 3.2.19 Functions of a Commercial Bank
 - 3.2.20 Payment Systems; 3.2.21 Intermediation; 3.2.22 Transformation Services
 - 3.2.23 Transformation Services and Risks; 3.2.24 Risk Management: Basic Function of Banks
 - 3.2.25 Mismatch, Source of Risk; 3.2.26 Credit Analysis: Traditional Technique
 - 3.2.27 Overall Risk of a Bank; 3.2.28 Types of Risk; 3.2.29 Interest Sensitive Assets
 - 3.2.30 Credit Risk; 3.2.31 Interest Rate Risk; 3.2.32 Liquidity Risk
 - 3.2.33 Foreign Exchange Risk; 3.2.34 Derivatives; 3.2.35 Treasury Function
 - 3.2.36 Monitoring Risks; 3.2.37 RBI Guidelines for Risk Management
 - 3.2.38 Credit Risk; 3.2.39 Liquidity Risk; 3.2.40 Interest Rate Risk
 - 3.2.41 Market Risk; 3.2.42 Operational Risk; 3.2.43 Risk Management Systems
- 3.3 Financial Services; 3.4 Fiduciary Services
- 3.5 Off-Balance Sheet Activities
 - 3.5.1 Insurance; 3.5.2 Entry of Banks into Insurance in India
- 3.6 Analysis of Assets and Liabilities of Scheduled Commercial Banks

- 3.6.1 Number; 3.6.2 Size
- 3.7 Liabilities
 - 3.7.1 Paid-up Capital and Reserves; 3.7.2 Banking Regulation Act, 1949
 - 3.7.3 Functions of Bank Capital; 3.7.4 Capital Adequacy; 3.7.5 Risk-adjusted Capital Requirements
 - 3.7.6 Classification of Capital of Banks; 3.7.7 Capital to Risk Assets Ratio (CRAR)
 - 3.7.8 Risk-adjusted Assets; 3.7.9 Funded Risk assets
 - 3.7.10 Off-Balance Sheet Items; 3.7.11 Norms for Capital Adequacy
 - 3.7.12 Risk-weighted Assets Ratio (CRAR); 3.7.13 New Capital Adequacy Framework, 1999
 - 3.7.14 Minimum Regulatory Capital Requirements; 3.7.15 Supervisory Review Process
 - 3.7.16 Market Discipline; 3.7.17 Review of Risk-weighted Approach
- 3.8 Interbank Borrowings
 - 3.8.1 Relationship Between Money and Foreign Exchange Markets; 3.8.2 CRR and SLR on Interbank Deposits
 - 3.8.3 Control of Banks over Deposits; 3.8.4 Credit Creation in the Indian Banking System
 - 3.8.5 Deposits from Public; 3.8.6 Deposits and GNP; 3.8.7 Types of Deposits
 - 3.8.8 Interest on Bank Deposits; 3.8.9 Maturity Pattern of Bank Deposits
 - 3.8.10 Deposit Insurance; 3.8.11 Ownership of Bank Deposits
 - 3.8.12 Certificates of Deposit (CDs); 3.8.13 Borrowings from RBI; 3.8.14 Other Liabilities
- 3.9 Assets of Commercial Banks
 - 3.9.1 Investment in Government and Other Securities; 3.9.2 Cash Reserve Ratio
 - 3.9.3 Accounting Standards for Investment; 3.9.4 Maturity Classification of Investments in Government Securities
 - 3.9.5 Investment in Shares and Debentures; 3.9.6 Loans and Advances; 3.9.7 Loans for Working Capital
 - 3.9.8 Analysis of Outstanding Loans; 3.9.9 Bank Credit and GNP; 3.9.10 Credit Repression
 - 3.9.11 Risky loans (Non-performing Assets); 3.9.12 Level and Proportion of NPAs to Loan Assets
 - 3.9.13 Financial Performance of Scheduled Commercial Banks, March 2000
 - 3.9.14 Moral Hazard and Adverse Selection; 3.9.15 Classification of Assets
 - 3.9.16 Prudential Norms; 3.9.17 Committee on Banking Sector Reforms (CBSR) 1998
 - 3.9.18 Narrow Banking; 3.9.19 Weak Public Sector Banks Report of CBSR (1998)
 - 3.9.20 Recapitalization and Write-off; 3.9.21 Capital Issues
 - 3.9.22 Report of Working Group (1999); 3.9.23 Criteria for Evaluation; 3.9.24 Crisis Management Pattern
- 3.7 Summary; 3.8 Questions and Exercises; 3.9 Further Reading

UNIT 4 RESERVE BANK OF INDIA – CENTRAL BANKING

- 4.0 Introduction; 4.1 Unit Objectives; 4.2 Introduction to Central Banking
- 4.3 Instruments of Monetary Control
 - 4.3.1 Money Supply; 4.3.2 Open Market Operations; 4.3.3 Bank Rate or Discount Rate
 - 4.3.4 Selective Credit Controls
- 4.4 Reserve Bank of India
 - 4.4.1 Introduction; 4.4.2 Main Functions of the Bank; 4.4.3 Money Supply Measures
 - 4.4.4 Issue of Currency; 4.4.5 Banker to Government; 4.4.6 Ways and Means Advances
- 4.5 Public Debt
 - 4.5.1 Nominal Rates; 4.5.2 Maturity Pattern; 4.5.3 Ownership of Securities
- 4.6 Secondary Debt Market
- 4.7 Repos
 - 4.7.1 Repos and Reverse Repos; 4.7.2 Interbank Repos; 4.7.3 Liquidity Adjustment Facility (LAF)
- 4.8 Reserve Requirements
 - 4.8.1 Cash Reserve Ratio; 4.8.2 Statutory Liquidity Ratio
- 4.9 Selective Credit Controls; 4.10 Advances to Priority Sector
- 4.11 Supervision System;
- 4.12 Camel
 - 4.12.1 Autonomy for Central Bank; 4.12.2 Monetary Policy in India
- 4.13 Summary; 4.14 Questions and Exercises; 4.15 Further Reading

UNIT 5 REGIONAL RURAL BANKS

- 5.0 Introduction; 5.1 Unit Objectives; 5.2 Objectives
- 5.3 RBI Assistance
 - 5.3.1 Growth of RRBs
- 5.4 Evaluation of RRBs
 - 5.4.1 Number, Deposits and Advances; 5.4.2 Restructuring of RRBs
 - 5.4.3 Purpose-wise Distribution of Loans; 5.4.4 Financial Performance of RRBs
 - 5.4.5 NPAs of RRBs; 5.4.6 Regulatory Control; 5.4.7 Rural Credit Delivery System
 - 5.4.8 Micro-enterprise Finance Institutions; 5.4.9 Capital of RRBs; 5.4.10 RRBS Poverty Alleviation
- 5.5 Summary; 5.6 Questions and Exercises; 5.7 Further Reading

UNIT 6 COOPERATIVE CREDIT

- 6.0 Introduction; 6.1 Unit Objectives; 6.2 Role of the RBI
- 6.3 Organizational Structure
 - 6.3.1 Long-term Credit Structure of Rural Cooperative Banks
 - 6.3.2 Rural Infrastructure Development Fund (RIDF)
- 6.4 National Bank for Agriculture and Rural Development (NABARD)

- 6.4.1 NABARD's Capital; 6.4.2 Operations; 6.4.3 Refinance
- 6.4.4 Purpose-wise Disbursements; 6.4.5 Region-wise Disbursement;
- 6.4.6 Resources
- 6.4.7 Supervision of Cooperative Banks; 6.4.8 Microfinance; 6.4.9 SHG Linkage Programme
- 6.5 Reforms in Cooperative Credit
 - 6.5.1 Supervision; 6.5.2 Deposit Insurance; 6.5.3 National Cooperative Development Corporation (NCDC)
 - 6.5.4 Review of Working of Cooperative Credit Institutions
- 6.6 Summary; 6.7 Questions and Exercises; 6.8 Further Reading

UNIT 7 NON-BANKING FINANCE COMPANIES

- 7.0 Introduction; 7.1 Unit Objectives; 7.2 Definition of Non-Banking Company
- 7.3 Mutual Benefit Finance Companies (MBFCs)
 - 7.3.1 Regulation of Non-banking Companies
- 7.4 Financial Sector Reform
 - 7.4.1 Registration; 7.4.2 Prudential Guidelines
- 7.5 Liberalization Measures for NBFCs (1996)
 - 7.5.1 Reserve Bank of India (Amendment) Act, March 1997
 - 7.5.2 Non-Banking Finance Companies (Reserve Bank) Directions, 2 January, 1998
- 7.6 Regulations for NBFCs Accepting Public Deposits
 - 7.6.1 Compliance of prudential norms; 7.6.2 Classification of NBFCs
 - 7.6.3 RBI modified regulations for NBFCs (31 January, 1998)
- 7.7 Task Force on NBFCs (1998)
 - 7.7.1 Amendments to NBFC Regulations, January 2000
 - 7.7.2 Rationalization of Regulations for NBFCs and Residuary Non-Banking Companies (RNBCs), June 2000
 - 7.7.3 Eligibility Criteria for Entry into Insurance, June 2000
- 7.8 Size of Non-banking Companies; 7.9 Deposits
- 7.10 Distribution of Deposits
 - 7.10.1 Type of Deposits; 7.10.2 Regulated Deposits; 7.10.3 Fixed Deposits
 - 7.10.4 Exempted Borrowings; 7.10.5 Bank Borrowings; 7.10.6 Debentures
- 7.11 Comparison of NOF and Deposits
 - 7.11.1 Regulated Deposits of Different NBFCs; 7.11.2 Deposits with Miscellaneous Non-Banking Companies
 - 7.11.3 Deposits In 1995-96; 7.11.4 Deposits of NBFC Sector (1999)
 - 7.11.5 Other Borrowings by NBFCs (March 1999); 7.11.6 Net-owned Funds (NOF)
 - 7.11.7 Aggregate Deposits with NBCs and Commercial banks; 7.11.8 Liabilities of Non-bank Companies
- 7.12 Capital Issues by Finance Companies; 7.13 FCNR Deposits for NBFCs (25 September, 1997)
- 7.14 Assets of NBFCs
 - 7.14.1 Application of Prudential Norms; 7.14.2 Interest Rate of NBFCs
 - 7.14.3 Investment Norms for NBFCs

- 7.15 Deployment of Funds
- 7.16 Funds Mismatch of HP/Leasing Companies
 - 7.16.1 Registration of NBFCs under Non-banking Finance Companies Directions, 2 January, 1998
 - 7.16.2 RBI Study on Performance of Financial and Investment Companies
 - 7.16.3 Pattern of Financing; 7.16.4 Capital Structure; 7.16.5 Operational Results
 - 7.16.6 Pattern of Utilization of Funds; 7.16.7 Asset Structure
- 7.17 Summary; 7.18 Questions and Exercises; 7.19 Further Reading

UNIT 8 DEVELOPMENT BANKING

- 8.0 Introduction; 8.1 Unit Objectives
- 8.2 Nature of Development Banking
 - 8.2.1 Project Identification; 8.2.2 Stages of Project Selection; 8.2.3 Feasibility Study
 - 8.2.4 Project Report; 8.2.5 Appraisal of project
- 8.3 Financial Appraisal
 - 8.3.1 Simple Rate of Return Method; 8.3.2 Payback Period
 - 8.3.3 DCF Techniques; 8.3.4 Financial Analysis
- 8.4 Liquidity Ratios
 - 8.4.1 Current Ratio; 8.4.2 Acid Test or Quick Ratio
- 8.5 Capital Ratios
 - 8.5.1 Debt Utilization Ratio; 8.5.2 Debt Equity Ratio; 8.5.3 Fixed Assets Coverage Ratio
 - 8.5.4 Debt Coverage Ratio; 8.5.5 Interest Coverage Ratio
- 8.6 The Break-even Point (BEP)
 - 8.6.1 Derivation of BEP from Income Statement
- 8.7 Technical Appraisal
 - 8.7.1 Objectives; 8.7.2 Project Concept; 8.7.3 Capacity of Plant
 - 8.7.4 Flexibility of Plant and Flexible Manufacturing Systems; 8.7.5 Evaluation of Technology
 - 8.7.6 Inputs; 8.7.7 Location; 8.7.8 Interdependence of the Parameters of Project
 - 8.7.9 Project Charts and Layouts; 8.7.10 Cost of Production
 - 8.7.11 Assessing Competitive Status for a Project/Unit; 8.7.12 Methods to Improve Quality and Productivity
- 8.8 Economical Appraisal
 - 8.8.1 Aspect of Economic Appraisal; 8.8.2 Employment Effect; 8.8.3 Net Foreign Exchange Effect
- 8.9 Social Cost-Benefit Analysis
 - 8.9.1 Objectives; 8.9.2 Market Imperfections; 8.9.3 Externalities; 8.9.4 Redistribution
- 8.10 Promoter's Contribution
 - 8.10.1 Capital Incentives; 8.10.2 Guidelines For Financing
- 8.11 Appraising Term Loans
 - 8.11.1 Debt Service Coverage Ratio (DSCR); 8.11.2 Security Margin;

- 8.11.3 Terms and Conditions for Grant of Loans; 8.11.4 Term Loans From Development Banks
- 8.12 Development Finance Institutions
 - 8.12.1 Industrial Development Bank of India (IDBI)
 - 8.12.2 Industrial Credit and Investment Corporation of India (ICICI)
 - 8.12.3 Industrial Finance Corporation of India (IFCI)
- 8.13 Capital Adequacy for Term Lending Institutions; 8.14 Sources of Funds of DFIS
- 8.15 SEBI Guidelines for Financial Institutions' Capital Issues
- 8.16 Trends in Disbursements
 - 8.16.1 State Finance Corporation (SFCs)
 - 8.16.2 Small Industries Development Bank of India (SIDBI); 8.16.3 Investment Institutions
- 8.17 Choice of Financial Institution
 - 8.17.1 Foreign Currency Loans; 8.17.2 Universal Banking; 8.17.3 Definition of Universal Banking
 - 8.17.4 Distinction Between Commercial Banks and Other Financial Institutions
 - 8.17.5 Recommendations of CBSR (1998); 8.17.6 Report of the Working Group (1998)
 - 8.17.7 RBI Discussion Paper, January 1999: Architecture for the Financial Sector
 - 8.17.8 Prudential Norms and Entry Conditions; 8.17.9 Transformation of DFI into a Bank
 - 8.17.10 Consolidated Supervision; 8.17.11 Supervisory Regime
- 8.18 Summary; 8.19 Questions and Exercises; 8.20 Further Reading

UNIT 9 INVESTMENT BANKING

- 9.0 Introduction; 9.1 Unit Objectives
- 9.2 Investment Banks and Commercial Banks
 - 9.2.1 Restrictions on Commercial Banks; 9.2.2 Investment Banking in USA
 - 9.2.3 Glass-Steagall Banking Act, 1933; 9.2.4 Regulation of Investment Banking in the US
- 9.3 Activities of Investment Banks in the US
 - 9.3.1 Issue of Securities; 9.3.2 Mergers and Acquisitions (M & A); 9.3.3 Global Custody
 - 9.3.4 Proprietary Trading and Market Making; 9.3.5 Niche Business
 - 9.3.6 Fund Management; 9.3.7 Advisory Services
 - 9.3.8 Investment Banking vs Merchant Banking; 9.3.9 Potential for Investment Banking in India
- 9.4 Summary; 9.5 Questions and Exercises; 9.6 Further Reading

UNIT 10 MERCHANT BANKING

- 10.0 Introduction; 10.1 Unit Objectives; 10.2 Banking Commission Report 1972
- 10.3 Merchant Banking in India
 - 10.3.1 Services Rendered by Merchant Banks; 10.3.2 Regulation
 - 10.3.3 Merchant Bankers Registered with SEBI; 10.3.4 Nature of Merchant Banking
 - 10.3.5 Capital Raised during 2004–05

- 10.4 Origin of Merchant Banking–Abroad
 - 10.4.1 Money Changer and Exchanger; 10.4.2 Merchant Banks in the United Kingdom
- 10.5 Regulations of Merchant Banking
 - 10.5.1 Notifications of the Ministry of Finance and SEBI; 10.5.2 Rationale of Notifications
 - 10.5.3 Objectives of the Merchant Bankers Regulations
- 10.6 Definition of Merchant Banker
 - 10.6.1 Authorized Activities; 10.6.2 Criteria for Authorization; 10.6.3 Terms of Authorization
- 10.7 Prospectus (Filing and Registration)
 - 10.7.1 Registration of Merchant Bankers; 10.7.2 Code of Conduct
- 10.8 General Obligations and Responsibilities
 - 10.8.1 Responsibilities of the Lead Manager; 10.8.2 Insider Trading
- 10.9 Procedures for Inspection
 - 10.9.1 General Defaults; 10.9.2 Minor Defaults; 10.9.3 Major Defaults
 - 10.9.4 Serious Defaults; 10.9.5 Defaults in Prospectus; 10.9.6 General Negative Marks
- 10.10 Summary; 10.11 Questions and Exercises; 10.12 Further Reading

UNIT 11 MUTUAL FUNDS

- 11.0 Introduction; 11.1 Unit Objectives
- 11.2 Mutual Funds in India
 - 11.2.1 Resource Mobilization by Mutual Funds; 11.2.2 Objectives of Mutual Funds
 - 11.2.3 Benefits of Mutual Funds
- 11.3 Types of Mutual Funds
 - 11.3.1 Closed-End Funds; 11.3.2 Open-end Funds; 11.3.3 Types of Schemes
- 11.4 Return from Mutual Funds
 - 11.4.1 Dividends; 11.4.2 Capital Gains; 11.4.3 Increase or Decrease in NAV
- 11.5 Mutual Fund Holder's Account
 - 11.5.1 Regular Account; 11.5.2 Accumulation Account
 - 11.5.3 Withdrawal Account; 11.5.4 Setting up Mutual Funds
- 11.6 Recommendations of the Study Group
- 11.7 SEBI's Directives for Mutual Funds
 - 11.7.1 SEBI Regulations for Mutual Funds (20.1.1993); 11.7.2 Advertisements
 - 11.7.3 SEBI (Mutual Funds) Regulations, 1996
- 11.8 Private Mutual Funds
 - 11.8.1 Sponsor with Track Record
- 11.9 Asset Management Company (AMC)
 - 11.9.1 Overseas Investment Opportunity (22.10.1997)
 - 11.9.2 NAV Committee Recommendations (3.7.1996)
- 11.10 Uuit Trust of India
 - 11.10.1 Dhanuka Committee; 11.10.2 Investments by UTI

- 11.10.3 Mutual Funds Abroad; 11.10.4 Investment in Mutual Funds vs Direct Holding of Stocks
- 11.10.5 Closed-end Country Funds
- 11.11 Evaluation of Performance of Mutual Funds
 - 11.11.1 Return Per Unit of Risk; 11.11.2 Differential Return (Alpha)
- 11.12 Components of Investment Performance
 - 11.12.1 Framework of Performance Analysis; 11.12.2 Market Timing
- 11.13 Money Market Mutual Funds (MMMF)
- 11.14 RBI Guidelines (23.11.1995)
 - 11.14.1 Private MMMF (RBI, 23.11.1995); 11.14.2 ITI Pioneer MMMF
 - 11.14.3 UTI's Money Market Mutual Fund (23.4.1997);
 - 11.14.4 Collective Investment Schemes (CIS)
- 11.15 Summary; 11.16 Questions and Exercises; 11.17 Further Reading

UNIT 12 MONEY MARKET

- 12.0 Introduction; 12.1 Unit Objectives; 12.2 Features
- 12.3 Instruments
 - 12.3.1 Call/Notice Money Market; 12.3.2 Term Money Market; 12.3.3 Treasury Bills
 - 12.3.4 Certificates of Deposits (CD); 12.3.5 Commercial Paper; 12.3.6 Money Market Mutual Funds
- 12.4 Secondary Market for Money Market Instruments
 - 12.4.1 Secondary Market in Government Securities
 - 12.4.2 Relative Rates of Return in Major Financial Markets
 - 12.4.3 Interest Rates on Money Market Instruments
- 12.5 Summary; 12.6 Questions and Exercises; 12.7 Further Reading

UNIT 13 FOREIGN EXCHANGE MARKET

- 13.0 Introduction; 13.1 Unit Objectives
- 13.2 Market Regimes and Rates
 - 13.2.1 Foreign Exchange Market; 13.2.2 Foreign Exchange Market and Eurodollar Market
 - 13.2.3 Exchange Control Regimes; 13.2.4 Fixed Exchange Rate vis-a-vis One Currency
 - 13.2.5 Fixed Exchange Rate vis-a-vis a Basket; 13.2.6 Flexible Exchange Rates
 - 13.2.7 Exchange Rate Peg ; 13.2.8 International Liquidity
- 13.3 Trading in Foreign Exchange Market
 - 13.3.1 Purpose and Organization
- 13.4 Impact of Technology on Trading
- 13.5 Speculation
 - 13.5.1 Bulls and Bears
- 13.6 Foreign Exchange Rates
 - 13.6.1 Exchange Quotations; 13.6.2 Exchange Rate Points; 13.6.3 Spot Exchange Rates
- 13.7 Market Makers

- 13.7.1 Exchange Rates in India; 13.7.2 Exchange Control in India
- 13.7.3 Foreign Exchange Management Act (FEMA) 1999; 13.7.4 Exchange Rates in India
- 13.8 Liberalized Exchange Rate Management System 1992; 13.9 Unified Market Determined System 1993
- 13.10 Cross Currency Options
 - 13.10.1 Currency Convertibility
- 13.11 Committee on Capital Account Convertibility; 13.12 Relationship between Exchange and Money Markets
- 13.13 Term Money Market and Interest Differentials based Forward Cover; 13.14 Foreign Exchange Market
- 13.15 Foreign Currency Accounts
 - 13.15.1 Nostro Account; 13.15.2 Vostro Account
- 13.16 Ready Exchange Rates in India
 - 13.16.1 TT (Telegraphic Transfer); 13.16.2 Bill Buying Rate
- 13.17 Transaction Costs
- 13.18 Forward Exchange Rates
 - 13.18.1 Calculation of the Forward Exchange Rate
- 13.19 Cross Rates; 13.20 Spot Exchange: Settlement Procedure
- 13.21 Currency Arbitrage
 - 13.21.1 Two Point Currency Arbitrage; 13.21.2 Triangular Arbitrage
- 13.22 Nominal, Real and Effective Exchange Rates
 - 13.22.1 Nominal Exchange Rate; 13.22.2 Real Exchange Rate
 - 13.22.3 Effective Exchange Rate
- 13.23 Hedging Exchange Risk
 - 13.23.1 Transaction Exposure; 13.23.2 Translation Exposure;
 - 13.23.3 Economic Exposure
- 13.24 Definition of Exchange Risk
 - 13.24.1 Hedging with Forward Contracts; 13.24.2 Money Market Alternative
 - 13.24.3 Futures; 13.24.4 Currency Swaps
- 13.25 Hedging with Options
 - 13.25.1 Intrinsic Value; 13.25.2 Time Value
- 13.26 Summary; 13.27 Questions and Exercises; 13.28 Further Reading

UNIT 14 PRIMARY MARKET

- 14.0 Introduction; 14.1 Unit Objectives
- 14.2 Instruments
 - 14.2.1 Nature and Kinds of Securities
- 14.3 Debentures
 - 14.3.1 Definition and Nature; 14.3.2 Features of Debentures; 14.3.3 Kinds of Debentures
 - 14.3.4 Other Debt Securities in Vogue Abroad
 - 14.3.5 Recent Trends in Instrument Design and Bond Issues by All-India Financial Institutions
 - 14.3.6 IDBI's Zero Coupon Bonds (1992 and 1996)

- 14.3.7 IFCI's Deep Discount, Easy Exit, Regular Income and Retirement Bonds (1996)
- 14.3.8 ICICIs Index Bond and Capital Gain Bond (1997)
- 14.4 Credit Rating of Debt Instruments
 - 14.4.1 Nature of Ratings; 14.4.2 Determinants of Quality Ratings; 14.4.3 Utility of Ratings
- 14.5 Preference Shares
 - 14.5.1 Cumulative and Non-cumulative; 14.5.2 Participating; 14.5.3 Redeemable Preference Shares
- 14.6 Equity Shares
 - 14.6.1 Equity Share with Detachable Warrant; 14.6.2 Voting Rights; 14.6.3 Capital
 - 14.6.4 Par Value and Book Value; 14.6.5 Cash Dividends; 14.6.6 Bonus Shares (Stock Dividends)
 - 14.6.7 Buy-back of Shares; 14.6.8 Trends in Capital Issues
- 14.7 Public Issue of Securities
 - 14.7.1 Introduction; 14.7.2 Public Issue Through Prospectus
- 14.8 Underwriting Public Issues Through Prospectus
 - 14.8.1 Need and Definition; 14.8.2 SEBI Guidelines; 14.8.3 Offers for Sale; 14.8.4 Private Placement
- 14.9 Venture Capital
 - 14.9.1 Nature and Scope; 14.9.2 Characteristics of Venture Capital
 - 14.9.3 Venture Capital in India; 14.9.4 Guidelines for Venture Capital Funds
- 14.10 Summary; 14.11 Questions and Exercises; 14.12 Further Reading

UNIT 15 SECONDARY MARKET: STOCK EXCHANGES

- 15.0 Introduction; 15.1 Unit Objectives; 15.2 Growth of Stock Exchanges
- 15.3 Growth Pattern of Listed Stock
- 15.4 Stockbrokers
- 15.5 Functions of a Stock Exchange
 - 15.5.1 Continuous Market; 15.5.2 Frequency of Sales; 15.5.3 Empirical Measurement of Liquidity
 - 15.5.4 Fair Price Determination; 15.5.5 Aid to Financing Industries; 15.5.6 Other Functions
- 15.6 Trading in Stock Exchanges
 - 15.6.1 The Auction Market; 15.6.2 The Broker-dealer Market
- 15.7 Margin Trading
 - 15.7.1 Hybrid Market: Bombay Stock Exchange; 15.7.2 The Order-driven Markets in India
- 15.8 Regulations Relating to Stock Exchanges
 - 15.8.1 Securities Contracts (Regulation) Act (SC (R)A) 1956
 - 15.8.2 Securities Contracts (Regulation) Rules 1957; 15.8.3 Submission of Returns
- 15.9 Surveillance at Stock Exchanges
- 15.10 Forward Trading

- 15.10.1 Expert Study on Trading in Shares (1991); 15.10.2 Settlement System in Vogue
- 15.10.3 Transfer of Market Position; 15.10.4 Stock Lending; 15.10.5 Short-term Finance
- 15.10.6 Committee on Review of Forward Transactions 1995 (Patel Committee)
- 15.11 Weaknesses of Badla System
- 15.12 Ban on Badla
 - 15.12.1 Impact on Ban; 15.12.2 Implementation of the Patel Committee Report (1995)
 - 15.12.3 J.R. Varma Committee Report; 15.12.4 Rolling Settlement;
 - 15.12.5 Weekly Settlement Cycle and Auction
 - 15.12.6 Derivative Trading; 15.12.7 Characteristics of Derivatives; 15.12.8 Users of Derivatives
- 15.13 Stock Index Futures
 - 15.13.1 Report of the Committee on Derivatives (1998)
 - 15.13.2 Regulation of the Derivatives Market; 15.13.3 Clearing Corporation
 - 15.13.4 Members; 15.13.5 Response of Potential Participants
 - 15.13.6 Hedgers and Stock Index Futures; 15.13.7 Settlement System
 - 15.13.8 Imperfect Markets and Arbitrageurs; 15.13.9 Representative Index
 - 15.13.10 The Market Share of Stock Exchanges
- 15.14 Bombay Stock Exchange
 - 15.14.1 Shares—Delivery and Payment; 15.14.2 Clearing House
 - 15.14.3 Listing Requirements; 15.14.4 Brokers and Dealers;
 - 15.14.5 Functional Specialization
 - 15.14.6 Dealings; 15.14.7 Borrowing and Lending Securities Scheme (BLESS);
 - 15.14.8 Market Making
- 15.15 National Stock Exchange (NSE)
 - 15.15.1 Introduction; 15.15.2 Objectives of NSE; 15.15.3 The Order-driven System
 - 15.15.4 Settlement; 15.15.5 Counter Guarantee; 15.15.6 Price Bands
 - 15.15.7 Minimum Paid-up Capital; 15.15.8 Options and Futures
 - 15.15.9 Trading; 15.15.10 Wholesale Debt Market
 - 15.15.11 Electronic Trade Monitoring System (1 September 1997)
- 15.16 Calcutta Stock Exchange
 - 15.16.1 Members; 15.16.2 Number of Companies Listed; 15.16.3 Governing Body
 - 15.16.4 Trading, Clearing and Settlement at CSE; 15.16.5 Regulation by CSE
 - 15.16.6 Amendments to By-laws and Regulations; 15.16.7 Dissemination of Market-related Information
 - 15.16.8 Computerization of Exchange Administrative Support System
 - 15.16.9 Online Screen-based Trading; 15.16.10 Matching Transactions
- 15.17 Over-the-Counter Exchange of India (OTCEI)
 - 15.17.1 Introduction; 15.17.2 Listing Requirements of OTCEI;
 - 15.17.3 Guidelines for Issue of Shares
 - 15.17.4 Revised Guidelines for Bought-out-Deals (BoDs) 22 January 1996
 - 15.17.5 Trading; 15.17.6 Trading Sessions

- 15.18 Depositories
15.18.1 The National Securities Depository Limited (NSDL)
15.18.2 Central Depository Service Limited; 15.18.3 Self-Regulatory Organizations
15.19 Summary; 15.20 Questions and Exercises; 15.21 Further Reading

FM-2105 MANAGEMENT OF FINANCIAL SERVICES

UNIT 1 FINANCIAL SYSTEM AND MARKETS

- 1.0 Introduction; 1.1 Unit Objectives; 1.2 Role of Financial System in the Growth of GDP
1.3 Long-term and Short-term Finance;
1.4 Debt and Equity Components in Long-term Finance; 1.5 Term Loan and Lease;
1.6 Types of Debentures; NCD, PCD, FCD – Examples; 1.7 Preference Shares;
1.8 Types of Foreign Currency Bonds-FRN, FCCB, Euro Currency Bonds–Examples;
1.9 Equity Shares, GDR/ADR Issue; 1.10 Market and Off–Market Deals;
1.11 NBFCs – Fund-based and Fee-based Activities;
1.12 Financial Disintermediation and Securitisation; 1.13 Commercial Banks and NBFCs;
1.14 Effects of Liberalization and Globalization of the Market;
1.15 Foreign Exchange and Derivative Markets; 1.16 Foreign Exchange Rates and Arbitrage;
1.17 Financial Derivatives; 1.18 Summary; 1.19 Questions and Exercises

UNIT 2 NATURE AND SCOPE OF FINANCIAL SERVICES

- 2.0 Introduction; 2.1 Unit Objectives; 2.2 Concept of Universal Banks;
2.3 The Changing Role of Banks and NBFCs; 2.4 New Avenues for Corporate Finance;
2.5 Deregulation of Foreign Exchange and Interest Rates;
2.6 The Basic Concept of Risk, Diversification and Management;
2.7 Exchange Traded Funds; Gold Exchange Traded Funds;
2.8 Recent Developments – New Products and Players
2.8.1 Systematic/Market Risks and Derivatives
2.9 Efficiency of the Market; 2.10 The Importance of Regulation – RBI and SEBI;
2.11 Venture Capital ; 2.12 Insurance – Life and Non-life;
2.13 Cross Border Takeover Deals and Financial Restructuring – Examples;
2.14 Summary; 2.15 Questions and Exercises

UNIT 3 REGULATORY FRAMEWORK FOR FINANCIAL SERVICES

- 3.0 Introduction; 3.1 Unit Objectives;
3.2 Liberalization and Regulation of Financial Services Sector;
3.3 RBI, SEBI and IRDA; 3.4 Regulators and their Roles, Level Playing Field;
3.5 Domains of Regulation for Different Regulators;
3.6 Protection of the Interests of Small Depositors and Investors – Deposit Insurance;
3.7 Summary; 3.8 Questions and Exercises

UNIT 4 MANAGEMENT OF RISK IN FINANCIAL SERVICES

- 4.1 Unit Objectives; 4.2 The Concept of Risk in Financial Services;
- 4.3 Examples of Risk in Various Areas of Activity;
- 4.4 Counterparty/Credit Risk; 4.5 Unsystematic Risk and its Diversification;
- 4.6 Prudential Exposure Norms for Industry, Company and Group;
- 4.7 Sovereign/ Country Risk – Example; Credit Derivative;
- 4.8 Diversification of Risk and Portfolio Approach;
- 4.9 Liberalization of Markets and Market Volatility;
- 4.10 Market Risk – Systematic Risk; Financial Derivatives;
- 4.11 Interest Rate Risk — Duration Matching and PLRs;
- 4.12 Foreign Exchange Risk and its Management;
- 4.13 Risks Associated with Foreign Currency Loans and Financial Derivatives – Example;
- 4.14 Kinds of Foreign Exchange Risk – Transaction, Translation and Operating Risks;
- 4.15 Project Risk and Their Mitigation; 4.16 Foreign Exchange Settlement Risk;
- 4.17 Summary; 4.18 Questions and Exercises

UNIT 5 STOCK EXCHANGE OPERATIONS

- 5.0 Introduction; 5.1 Unit Objectives; 5.2 The Concept of Stock and Trading in Stock;
- 5.3 Parties to Trading of Stock; 5.4 The Concept of a Stock Exchange;
- 5.5 Listing of Securities in Stock Exchange;
- 5.6 Orders, Transactions and Settlement Cycles; 5.7 Stock Market Index;
- 5.8 Computation of Sensex; 5.9 The Meaning of ‘Free-Float Market Capitalization’;
- 5.10 Index Closure Algorithm; 5.11 On-line Computation of Index;
- 5.12 Trading Costs; 5.13 Circuit Breaker;
- 5.14 Special Features of the National Stock Exchange (NSE);
- 5.15 Summary; 5.16 Questions and Exercises

UNIT 6 MUTUAL FUNDS

- 6.0 Introduction; 6.1 Unit Objectives; 6.2 The Advantages of Mutual Funds;
 - 6.3 The Structure of Mutual Funds; 6.4 The Concept of Net Asset Value (NAV) for Mutual Funds;
 - 6.5 The Different Mutual Fund Schemes; 6.6 The Costs Associated with Mutual Funds;
 - 6.7 The Distribution of Mutual Fund Income; 6.8 Returns from Mutual Funds;
 - 6.9 The Disadvantages of Mutual Fund Investment; 6.10 The Indian Mutual Fund Industry;
 - 6.11 Market Trends; 6.12 Summary; 6.13 Questions and Exercises
- Annexure

UNIT 7 MERCHANT BANKING

- 7.0 Introduction; 7.1 Unit Objectives; 7.2 The Merchant Banker as an Intermediary;
- 7.3 Due Diligence, Transparency and Disclosure Norms;
- 7.4 The Activities of Merchant Banks;
- 7.5 Project Appraisal – Technical Feasibility and Financial Viability;
Project Cost and Means of Financing; 7.6 Syndication of Loans and Leases;
- 7.7 Issue Management – Public and Rights Issue, Preferential Allotment;

7.8 Share Buyback – Guidelines; 7.9 Substantial Acquisition and Takeover;
7.10 Negotiated and Hostile Takeover; Public Offer—Example;
7.11 Consultancy – Examples; 7.12 Summary;
7.13 Questions and Exercises

UNIT 8 MANAGEMENT OF ISSUE OF SECURITIES

8.0 Introduction; 8.1 Unit Objectives;
8.2 The Definition of Security – Securities Contract Regulation Act, Listing;
Public and Private Limited Company;
8.3 Securities in the Money, Capital and Derivative Markets;
8.4 Public, Rights and Bonus Issue, and Preferential Allotment of Securities;
8.5 Offer Documents – Prospectus and Letter of Offer;
8.6 Eligibility Criteria for Public Issues;
8.7 Pricing of Public Issues – The Malegam Committee Norm;
8.8 Promoters – Their Contribution and Lock-in;
8.9 Firm Allotment, Reservation and Net Offer to the Public; 8.10 Book Building
Guidelines;
8.11 Debt Securities – Rating, Debenture Trustee, Debenture Redemption Reserve;
8.12 Underwriting of Issues; 8.13 Time Schedules for Issues;
8.14 Success/Failure of Issues, Devolvement;
8.15 Rights or Bonus Issue when Convertible Securities are Outstanding;
8.16 The Pricing Norm for Preferential Allotment;
8.17 Overall Scheme for Project Financing and Public Issues;
8.18 Summary; 8.19 Questions and Exercises

UNIT 9 LEASING AND HIRE PURCHASE

9.0 Introduction; 9.1 Unit Objectives;
9.2 The Nature of Lease Financing and its Difference with Term Loan;
9.3 The Advantages of Leasing; 9.4 The Different Types of Lease Arrangements;
9.5 Lease Financing vis-à-vis Lessee and Lessor's Perspectives;
9.6 The Development of Leasing in the Indian Scenario;
9.7 The Concept of Hire Purchase;
9.8 The Difference between Tax Treatment of Lease and Hire Purchase;
9.9 Summary; 9.10 Questions and Exercises

UNIT 10 DEBT SECURITIZATION

10.0 Introduction; 10.1 Unit Objectives;
10.2 The Parties Involved in a Debt Securitization Deal;
10.3 The Advent of Securitization in the Global Financial Scenario;
10.4 The Advantages of Securitization; 10.5 The Process of Securitization;
10.6 Improvement in the Rating of Securities Issued by
a Special Purpose Vehicle (SPV);
10.7 Securitization in India; 10.8 The Areas of Concern in Securitization in India;
10.9 Some Global Experiments; 10.10 Summary;
10.11 Questions and Exercises
Annexures

UNIT 11 HOUSING FINANCE

11.0 Introduction; 11.1 Unit Objectives;
11.2 The Importance and Growth of Housing Finance in India;
11.3 The System of Housing Finance in India ;
11.4 The Reserve Bank of India's Policy on Housing Finance;
11.5 The Prospects and Concerns in Housing Finance in India;
11.6 Summary; 11.7 Questions and Exercises

UNIT 12 CREDIT RATING

12.0 Introduction; 12.1 Unit Objectives; 12.2 Features of Rating in India;
12.3 Rating Agencies – Indian and Global; 12.4 The Interpretation of Rating;
12.5 Long-Term Rating Symbols – Acceptable Ratings;
12.6 Rating of Security and not Company — Example
12.7 Risk Return Profile and Cost Implications of Various Ratings;
12.8 Credit Enhancement – Guarantee, Escrow Mechanism — Examples;
12.9 Securitisation as a Means of Credit Enhancement — Example;
12.10 Structured Obligations;
12.11 The Implications of Positive, Neutral and Negative Outlooks;
12.12 Short-Term Ratings; 12.13 IPO Grading – Usefulness and Grades;
12.14 Rating of Mutual Funds – Long-Term and Short-Term Debt Funds;
12.15 Rating of SMEs – Enterprise Rating; 12.16 Summary;
12.17 Questions and Exercises

UNIT 13 VENTURE CAPITAL

3.0 Introduction; 13.1 Unit Objectives;
13.2 Venture Capitalists (VCs), Venture Capital Funds (VCFs)
and Venture Capital Undertakings (VCUs);
13.3 Modes of Financing a VCU; 13.4 Sources of Venture Capital;
13.5 Venture Capital Partnership; 13.6 Valuation of a VCU;
13.7 Structuring of a VC Deal; 13.8 The Indian Scenario;
13.9 Summary; 13.10 Questions and Exercises

UNIT 14 FACTORING

14.0 Introduction; 14.1 Unit Objectives;
14.2 Factoring as a Financing Arrangement;
14.3 Stages in a Factoring Deal; 14.4 The Advantages of Factoring;
14.5 'Undisclosed' and 'Disclosed' Factoring;
14.6 'Without Recourse' and 'With Recourse' Factoring;
14.7 Forfaiting; 14.8 Future Possibilities; 14.9 Summary;
14.10 Questions and Exercises

UNIT 15 PRICING OF FINANCIAL SERVICES

15.0 Introduction; 15.1 Unit Objectives;
15.2 The Concept of Pricing in Financial Services;
15.3 Modes of Pricing—Fund-based and Fee-based Financial Services;

15.4 Pricing of Loans; 15.5 The Effects of Market Movements on Bank's Cost of Funds;
15.6 Pricing of Credit Card Service; 15.7 Pricing of Contingent Financial Products;
15.8 Equated Monthly Instalments (EMI);
15.9 Determination of Fees in the Factoring Service;
15.10 Pricing of Leasing Service; 15.11 Summary;
15.12 Questions and Exercises

UNIT 16 MARKETING OF FINANCIAL SERVICES

16.0 Introduction; 16.1 Unit Objectives;
16.2 The Challenges of Financial Services Marketing;
16.3 The Objectives of Financial Services Marketing and Activities Involved;
16.4 The Effect of Environmental Factors on the Financial Service Provider (FSP)
16.5 Significant Changes in the Marketing Approach of FSPs;
16.6 Types of Marketing Strategies in Financial Services;
16.7 The Retail Boom in India: Implications on the Financial Services Industry;
16.8 Summary; 16.9 Questions and Exercises

UNIT 17 PLASTIC CARDS

17.0 Introduction; 17.1 Unit Objectives; 17.2 The Role of 'Plastic Cards';
17.3 ATM Card; 17.4 Debit Card and Credit Card; 17.5 Universal Standards;
17.6 Membership Organizations; 17.7 Co-Branding of Credit Cards;
17.8 Card Charges; 17.9 The Pressure on Service Providers;
17.10 The Redressal of Consumer Grievances;
17.11 RBI Guidelines on Credit Card Operations;
17.12 Credit Card Fraud and Security Systems;
17.13 Summary; 17.14 Questions and Exercises
Annexure

FM-2106 SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

UNIT 1 INDIAN STOCK MARKET

1.0 Introduction; 1.1 Unit Objectives;
1.2 Investment; 1.3 Speculation; 1.4 Gambling and Investment;
1.5 Investment Objectives; 1.6 The Investment Process;
1.7 Investment Policy; 1.8 Security Analysis;
1.9 Valuation; 1.10 Construction of Portfolio; 1.11 Evaluation;
1.12 Securities; 1.13 Equity Shares; 1.14 Sweat Equity;
1.15 Non-voting Shares; 1.16 Right Shares;
1.17 Bonus Shares; 1.18 Preference Stock; 1.19 Debenture;
1.20 Bonds; 1.21 Warrants; 1.22 Investment Information;
1.23 Summary; 1.24 Questions and Exercises

UNIT 2 INVESTMENT ALTERNATIVES

2.0 Introduction; 2.1 Unit Objectives;

2.2 Negotiable Securities; 2.3 Non-negotiable Securities
2.4 Schemes of LIC; 2.5 Mutual Funds;
2.6 Other Classification; 2.7 Basis for Selection;
2.8 Real Assets; 2.9 Real Estate; 2.10 Art;
2.11 Antiques; 2.12 Summary;
2.13 Questions and Exercises

UNIT 3 NEW ISSUE MARKET

3.0 Introduction; 3.1 Unit Objectives;
3.2 New Issue Market (Primary Market);
3.3 Parties Involved in the New Issue;
3.4 Government and Statutory Agencies;
3.5 Collection Centres; 3.6 Placement of the Issue;
3.7 Pricing of New Issues; 3.8 Allotment of Shares;
3.9 Investor Protection in the Primary Market;
3.10 Summary; 3.11 Questions and Exercises

UNIT 4 THE SECONDARY MARKET

4.0 Introduction; 4.1 Unit Objectives
4.2 History of Stock Exchanges in India;
4.3 Functions of Stock Exchange;
4.4 Regulatory Framework; 4.5 The Stock Exchanges;
4.6 Types of Orders; 4.7 Share Groups;
4.8 Settlement Cycle; 4.9 Price Filters;
4.10 Margins; 4.11 Recent Trends in the Margin;
4.12 J.S. Varma Committee Report;
4.13 Summary; 4.14 Questions and Exercises

UNIT 5 LISTING OF SECURITIES

5.0 Introduction; 5.1 Unit Objectives;
5.2 Merits of Listing; 5.3 Demerits;
5.4 Qualification for Listing; 5.5 Listing of Right Shares;
5.6 The High Powered Committee's Recommendation;
5.7 Chandratre Committee Report (1997);
5.8 Recent Developments; 5.9 Summary;
5.10 Questions and Exercises

UNIT 6 BSE, NSE, ISE, OTCEI AND NSDL

6.0 Introduction; 6.1 Unit Objectives;
6.2 Bombay Stock Exchange; 6.3 The Trading System;
6.4 Securities Traded; 6.5 Surveillance System;
6.6 Check on BOLT Terminals; 6.7 Protection Against Default;
6.8 National Stock Exchange; 6.9 Membership;
6.10 Capital Market Segment; 6.11 Types of Orders;
6.12 Volume Conditions; 6.13 Advantages of NSE;

6.14 Interconnected Stock Exchange; 6.15 Over-the-Counter Exchange of India;
6.16 Market Making Concept; 6.17 The Present Situation;
6.18 National Securities Depository Limited; 6.19 Functioning of NSDL;
6.20 Transactions of the NSDL; 6.21 Summary;
6.22 Questions and Exercises

UNIT 7 STOCK MARKET INDICES

7.0 Introduction; 7.1 Unit Objectives;
7.2 Usefulness of Indices; 7.3 Computation of Stock Index;
7.4 Differences between Indices; 7.5 The BSE Sensitive Index;
7.6 NSE-50 Index (Nifty); 7.7 Selection Criteria;
7.8 CNX Nifty Junior; 7.9 S & P CNX 500;
7.10 Summary; 7.11 Questions and Exercises

UNIT 8 RISK

8.0 Introduction; 8.1 Unit Objectives;
8.2 Systematic Risk; 8.3 Unsystematic Risk;
8.4 Minimising Risk Exposure; 8.5 Risk Measurement;
8.6 Summary; 8.7 Review Problems;
8.8 Questions and Exercises

UNIT 9 BOND RETURN AND VALUATION

9.0 Introduction; 9.1 Unit Objectives; 9.2 Bond Basics; 9.3 Bond Risk;
9.4 The Time Value Concept; 9.5 The Present Value;
9.6 Bond Return; 9.7 Yield to maturity;
9.8 Bond Value Theorems; 9.9 Convexity;
9.10 The Term Structure of Interest Rate (Yield Curve);
9.11 Riding the Yield Curve; 9.12 Duration; 9.13 Immunisation;
9.14 Summary; 9.15 Review Problems; 9.16 Questions and Exercises

UNIT 10 STOCK RETURN AND VALUATION

10.0 Introduction; 10.1 Unit Objectives;
10.2 Return; 10.3 The Anticipated Return;
10.4 Present Value of the Return; 10.5 Multiple Year Holding Period;
10.6 Constant Growth Model; 10.7 Two-stage Growth Model;
10.8 Three-phase Model; 10.9 Valuation through P/E Ratio;
10.10 Whitbeck Kisor Model; 10.11 Preferred Stock Valuation;
10.12 Summary; 10.13 Review Problems;
10.14 Questions and Exercises

UNIT 11 FUNDAMENTAL ANALYSIS

11.0 Introduction; 11.1 Unit Objectives;
11.2 Economic Analysis; 11.3 Industry Analysis;
11.4 Company Analysis; 11.5 Earnings of the Company;

11.6 Financial Analysis; 11.7 Growth in Earnings;
11.8 Summary; 11.9 Review Problems;
11.10 Questions and Exercises

UNIT 12 TECHNICAL ANALYSIS

12.0 Introduction; 12.1 Unit Objectives;
12.2 Technical Analysis; 12.3 Assumptions;
12.4 History of Technical Analysis; 12.5 Technical Tools;
12.6 Dow Theory; 12.7 Primary Trend; 12.8 Secondary Trend;
12.9 Minor Trends; 12.10 Support and Resistance Level;
12.11 Indicators; 12.12 Odd Lot Trading;
12.13 Moving Average; 12.14 Rate of Change;
12.15 Charts; 12.16 Technical Analysis and Fundamental Analysis;
12.17 Summary; 12.18 Questions and Exercises

UNIT 13 EFFICIENT MARKET THEORY

13.0 Introduction; 13.1 Unit Objectives;
13.2 Basic Concepts; 13.3 The Random-Walk Theory;
13.4 Weak Form of EMH; 13.5 A Study: Predictability of Stock Returns;
13.6 Semi-strong Form; 13.7 Strong Form;
13.8 The Essence of the Theory; 13.9 Market Inefficiencies;
13.10 Summary; 13.11 Questions and Exercises

UNIT 14 OPTIONS AND FUTURES

14.0 Introduction; 14.1 Unit Objectives;
14.2 Meaning; 14.3 Factors Affecting the Value of Call Option;
14.4 The Black-Scholes Option Pricing Model;
14.5 Futures; 14.6 Forward and Futures;
14.7 Selection of Index for Futures; 14.8 Summary;
14.9 Review Problems; 14.10 Questions and Exercises

UNIT 15 PORTFOLIO CONSTRUCTION

15.0 Introduction; 15.1 Unit Objectives;
15.2 Approaches in Portfolio Construction;
15.3 Determination of Objectives; 15.4 Selection of Portfolio
15.5 Summary; 15.6 Questions and Exercises

UNIT 16 PORTFOLIO: MARKOWITZ MODEL

16.0 Introduction; 16.1 Unit Objectives;
16.2 Simple diversification; 16.3 The Markowitz Model;
16.4 Risk and Return with Different correlation;
16.5 Markowitz Efficient Frontier; 16.6 Summary;
16.7 Review Problems; 16.8 Questions and Exercises

UNIT 17 THE SHARPE INDEX MODEL

17.0 Introduction; 17.1 Unit Objectives;
17.2 Single index model; 17.3 Corner Portfolio;
17.4 Sharpe's Optimal Portfolio;
17.5 Construction of the Optimal Portfolio;
17.6 Optimum Portfolio with Short Sales;
17.7 Summary; 17.8 Review Problems;
17.9 Questions and Exercises

UNIT 18 CAPITAL ASSET PRICING THEORY AND ARBITRAGE

18.0 Introduction; 18.1 Unit Objectives;
18.2 The Capital Asset Pricing Theory; 18.3 Assumptions;
18.4 Arbitrage Pricing Theory; 18.5 Summary;
18.6 Review Problems;
18.7 Questions and Exercises

UNIT 19 PORTFOLIO EVALUATION

19.0 Introduction; 19.1 Unit Objectives;
19.2 Mutual Fund; 19.3 Sharpe's Performance Index;
19.4 Treynor's Performance Index; 19.5 Jensen's Performance Index;
19.6 Summary; 19.7 Review Problems;
19.8 Questions and Exercises

FM-2107 PROJECT PLANNING ANALYSIS AND MANAGEMENT

UNIT 1 PROJECT PLANNING

1.0 Introduction; 1.1 Unit Objectives;
1.2 Overview of Capital Investments
 1.2.1 Importance of Capital Investments; 1.2.2 Difficulties in Capital Investments;
 1.2.3 Types of Capital Investments
1.3 Generation of Ideas
1.4 Tools for Identification of Project Ideas
 1.4.1 The Porter Model; 1.4.2 The Life Cycle Approach;
 1.4.3 The Experience Curve
1.5 Sources for Project Ideas; 1.6 Preliminary Screening
1.7 Project Rating Index; 1.8 Qualities for Generation of Project Ideas;
1.9 Summary; 1.10 Questions and Exercises; 1.11 Further Reading

UNIT 2 INTRODUCTION TO PROJECT ANALYSIS

2.0 Introduction; 2.1 Unit Objectives; 2.2 Project Analysis;
2.3 Technical Analysis; 2.4 Environmental Analysis;

2.5 Managerial Analysis; 2.6 Summary;
2.7 Questions and Exercises; 2.8 Further Reading

UNIT 3 MARKET, DEMAND AND SITUATIONAL ANALYSIS

3.0 Introduction; 3.1 Unit Objectives; 3.2 Situational Analysis;
3.3 Collecting Secondary Information; 3.4 Market Survey
3.5 Classification of Market; 3.6 Demand Forecasting;
3.7 Uncertainties in Demand Forecasting;
3.8 Market Planning; 3.9 Summary;
3.10 Questions and Exercises; 3.11 Further Reading

UNIT 4 TECHNICAL ANALYSIS

4.0 Introduction; 4.1 Unit Objectives; 4.2 Selecting a Technology;
4.3 Arranging for Technical Knowledge; 4.4 Defining Material Inputs and Utilities;
4.5 Deciding a Product Mix; 4.6 Determining Plant Capacity;
4.7 Selecting a Location and Site
 4.7.1 Factors Considered in Selection of a Location; 4.7.2 Selection of Site
4.8 Selecting and Procuring Machinery and Equipment;
4.9 Identifying Structures and Civil Works;
4.10 Analysing Environmental Aspects; 4.11 Designing Charts and Layouts;
4.12 Scheduling Project Implementation; 4.13 Summary;
4.14 Questions and Exercises; 4.15 Further Reading

UNIT 5 FINANCIAL ANALYSIS

5.0 Introduction; 5.1 Unit Objectives;
5.2 The Concept of Financial Analysis
 5.2.1 Funds Estimation; 5.2.2 Working Capital Requirement;
 5.2.3 Sources of Funds; 5.2.4 Appropriate Composition of Funds (Capital Budgeting)
5.3 Financial Evaluation of a Project
 5.3.1 Rate of Return Method; 5.3.2 Payback Method;
 5.3.3 Net Present Value Method; 5.3.4 Discounted Cash Flow Method
5.4 Project Cost Accounting System
5.5 Preparation of Projected Financial Statements viz. Projected Balance Sheet
 5.5.1 Projected Financial Statements; 5.5.2 Projected Balance Sheet;
 5.5.3 Projected Income Statement; 5.5.4 Projected Funds Flow Statement;
 5.5.5 Projected Cash Flow Statement; 5.5.6 Preparation of a Detailed Project Report
5.6 Internal Rate of Return
 5.6.1 Economic Interpretation of Internal Rate of Return;
 5.6.2 Limitations of Internal Rate of Return
5.7 Net Terminal Value Method; 5.8 Multiple Internal Rate of Return;
5.9 Profitability Analysis; 5.10 Summary; 5.11 Questions and Exercises;

5.12 Further Reading

UNIT 6 RISK ANALYSIS

- 6.0 Introduction; 6.1 Unit Objectives;
- 6.2 Overview of Risk Analysis
 - 6.2.1 Sources of Risk; 6.2.2 Measures of Risk; 6.2.3 Types of Risk
- 6.3 Techniques for Analysis of Stand-alone Risk
 - 6.3.1 Sensitivity Analysis; 6.3.2 Scenario Analysis; 6.3.3 Break-Even Analysis;
 - 6.3.4 Simulation Analysis; 6.3.5 Decision Tree Analysis
- 6.4 Techniques for Analysing Firm Risk and Market Risk
 - 6.4.1 Portfolio-related Risk Measures;
 - 6.4.2 Portfolio Construction using Mean-Variance;
 - 6.4.3 Capital Budgeting and Portfolio Theory; 6.4.4 Capital Asset Pricing Model;
 - 6.4.5 Capital Asset Pricing Model and Capital Budgeting
- 6.5 Strategies for Risk Management; 6.6 Summary;
- 6.7 Questions and Exercises; 6.8 Further Reading

UNIT 7 SOCIAL COST-BENEFIT ANALYSIS

- 7.0 Introduction; 7.1 Unit Objectives;
- 7.2 An Overview of Social Cost-Benefit Analysis;
- 7.3 Requirements and Need for SCBA
 - 7.3.1 The Need for SCBA; 7.3.2 Rationale for Cost-Benefit Analysis
- 7.4 Approaches to SCBA
 - 7.4.1 The UNIDO Approach; 7.4.2 The LM Approach
- 7.5 Uses of SCBA in Financial Institutions
 - 7.5.1 Public Sector Investment Decisions in India; 7.5.2 Project Appraisal Division;
 - 7.5.3 Public Investment Board; 7.5.4 Advantages and Limitations
- 7.6 An Example of SCBA
 - 7.6.1 Project Objectives; 7.6.2 Project Construction Work;
 - 7.6.3 Agricultural Production in the Region; 7.6.4 Project Operation;
 - 7.6.5 Project Financial Management; 7.6.6 Cost-Benefit Analysis
- 7.7 Summary; 7.8 Questions and Exercises; 7.9 Further Reading

UNIT 8 MULTIPLE PROJECTS AND CONSTRAINTS

- 8.0 Introduction; 8.1 Unit Objectives;
- 8.2 Understanding Constraints
 - 8.2.1 Project Dependency; 8.2.2 Capital Rationing; 8.2.3 Project Indivisibility
- 8.3 Introducing the Ranking Method;
- 8.4 Introducing the Mathematical Programming Approach

8.4.1 The Linear Programming Model; 8.4.2 The Integer Linear Programming Model;
8.4.3 The Goal Programming Model
8.5 Summary; 8.6 Questions and Exercises; 8.7 Further Reading

UNIT 9 NETWORK TECHNIQUES FOR PROJECT MANAGEMENT

9.0 Introduction; 9.1 Unit Objectives;
9.2 Developing a Project Model
9.2.1 Activity-On-Node Diagram; 9.2.2 Activity-On-Arc Diagram;
9.2.3 Dummy Activities; 9.2.4 Redundant Precedence Relationships
9.3 Scheduling Projects with Resource Constraints
9.3.1 Resource Levelling; 9.3.2 Resource Loading
9.4 Introducing Project Evaluation and Review Technique
9.4.1 PERT: Single Time Estimate; 9.4.2 The Critical Path;
9.4.3 PERT: Three Time Estimates
9.5 Introducing the Critical Path Method
9.5.1 Time-Cost Relationship; 9.5.2 An Algorithm (Procedure) for CPM Analysis;
9.5.3 An Example of CPM Project Analysis; 9.5.4 Total Cost-Time Trade-off
9.6 Summary; 9.7 Questions and Exercises; 9.8 Further Reading

UNIT 10 PROJECT REVIEW AND ADMINISTRATIVE ASPECTS OF PROJECT MANAGEMENT

10.0 Introduction; 10.1 Unit Objectives;
10.2 Overview of Project Review
10.2.1 Review during Project Development; 10.2.2 Post-completion Reviews
10.3 Abandonment Analysis
10.4 Administrative Aspects of Project Management
10.4.1 Identification of Profitable Investment Opportunities;
10.4.2 Classification of Investments; 10.4.3 Submission of Proposals;
10.4.4 Decision Making; 10.4.5 Preparation of Capital Budget;
10.4.6 Implementation of a Project; 10.4.7 Performance Review
10.5 Agency Problem; 10.6 Summary; 10.7 Questions and Exercises;
10.8 Further Reading

UNIT 11 PROJECT FINANCING

11.0 Introduction; 11.1 Unit Objectives; 11.2 Overview of Project Financing;
11.3 Sources of Project Finance;
11.4 Types of Equity
11.4.1 Equity Capital; 11.4.2 Preference Capital; 11.4.3 Internal Accruals
11.5 Types of Debt
11.5.1 Term Loans; 11.5.2 Debentures; 11.5.3 Working Capital Advances
11.6 Summary; 11.7 Questions and Exercises; 11.8 Further Reading

FM-2108 INTERNATIONAL FINANCE

UNIT 1 THE MULTINATIONAL FINANCIAL ENVIRONMENT

- 1.0 Introduction
- 1.1 Unit Objectives
- 1.2 Multinational Finance
 - 1.2.1 Reasons for the Existence of Global Financial Environment
 - 1.2.2 Overview of the Multinational Financial Environment
 - 1.2.3 Nature of International Financial Functions
 - 1.2.4 Role of IMF in Multinational Finance
- 1.3 The Euro Currency
 - 1.3.1 Introduction of the Euro
 - 1.3.2 Role of Euro in the International Monetary System
 - 1.3.3 The Euro Symbol
- 1.4 Balance of Payments
 - 1.4.1 Significance of Balance of Payments
 - 1.4.2 Structure of Balance of Payments
 - 1.4.3 Relevance of BOP for the Indian Economy
- 1.5 Role of Finance Manager in the Global Context
- 1.6 Summary
- 1.7 Key Terms
- 1.8 Questions and Exercises

UNIT 2 FOREIGN EXCHANGE MARKETS

- 2.0 Introduction
- 2.1 Unit Objectives
- 2.2 Foreign Exchange
 - 2.2.1 International Currency Standards
 - 2.2.2 Rate of Exchange
 - 2.2.3 Factors affecting Exchange Rates
 - 2.2.4 Can We Forecast Exchange Rates?
- 2.3 Foreign Exchange Rates
 - 2.3.1 Two - Way Quotations
 - 2.3.2 RBI's Reference Rate
 - 2.3.3 Types of Exchange Rates
- 2.4 The Foreign Exchange Market
 - 2.4.1 Participants in the Foreign Exchange Market
- 2.5 Foreign Exchange Transactions
 - 2.5.1 Forward vs Spot Rates
 - 2.5.2 Trends in Foreign Exchange Transactions
 - 2.5.3 BIS Triennial Survey 2001
 - 2.5.4 The Society for Worldwide International Financial Telecommunication (SWIFT)
 - 2.5.5 International Foreign Exchange Markets

- 2.5.6 The Indian Foreign Exchange Market
- 2.5.7 The Foreign Exchange Market: Some Statistics
- 2.5.8 Foreign Exchange Risks
- 2.6 International Capital Markets and their Importance
 - 2.6.1 Structure of Capital Markets
 - 2.6.2 Internationalization of Capital Markets in the Late 1990s
 - 2.6.3 Sources of Capital
 - 2.6.4 International Capital Markets
- 2.7 Summary
- 2.8 Key Terms
- 2.9 Questions and Exercises
 - 2.10 Further Reading

UNIT 3 MANAGING FOREIGN EXCHANGE EXPOSURE

- 3.0 Introduction
- 3.1 Unit Objectives
- 3.2 Foreign Exchange Exposure
 - 3.2.1 The Concept
 - 3.2.2 Types of Exposure
 - 3.2.3 Consolidated Net Exposure
- 3.3 Exchange Rate
 - 3.3.1 Factors influencing Exchange Rate
 - 3.3.2 Exchange Rate Determination in Forward Markets
- 3.4 Exchange Risk Reduction
 - 3.4.1 Techniques of Exchange Risk Reduction
- 3.5 Swaps
 - 3.5.1 Forward-Forward Swaps: Swap Positions
 - 3.5.2 Forward Currency Markets and Rates in India
- 3.6 Fundamentals of International Taxation
 - 3.6.1 Taxation and Debt Financing
 - 3.6.2 International Tax Policy
 - 3.6.3 Allocation of Profits among Foreign Branches
 - 3.6.4 International Tax Management Principles
 - 3.6.5 Branch Versus Subsidiary Status
- 3.7 International Capital Budgeting
- 3.8 Summary
- 3.9 Key Terms
- 3.10 Questions and Exercises

UNIT 4 FINANCIAL MANAGEMENT OF THE MULTINATIONAL FIRM

- 4.0 Introduction
- 4.1 Unit Objectives

- 4.2 Working Capital Management of MNCs
 - 4.2.1 The Concept
 - 4.2.2 Complexity in International Firms
 - 4.2.3 Short-Term Financial Management
 - 4.2.4 Management of Receivables
- 4.3 Management of Interest Rate Risk
 - 4.3.1 Nature and Measurement of Interest Rate Exposure
 - 4.3.2 Forward Rate Agreements
 - 4.3.3 Interest Rate Options
- 4.4 Summary
- 4.5 Key Terms
- 4.6 Questions and Exercises

UNIT 5 FINANCING FOREIGN OPERATIONS

- 5.0 Introduction
- 5.1 Unit Objectives
- 5.2 Financing the Multinational Corporation
 - 5.2.1 External Financing
 - 5.2.2 Financing the Foreign Subsidiary
- 5.3 The Euro-Currency Market
 - 5.3.1 Creation of Euro-Money
 - 5.3.2 Reasons for the Growth of Euro-Money (Euro-Deposits) Markets
 - 5.3.3 Risks of Euro-Banks
 - 5.3.4 International Banking
 - 5.3.5 Loan Syndicates (Syndication)
 - 5.3.6 Why as Banking become Multinational?
 - 5.3.7 Some Settlement Systems in the World
 - 5.3.8 Problems of Multinational Banking
- 5.4 Off-Shore Financing
 - 5.4.1 Euro-Bonds and the Euro-Bond Market
 - 5.4.2 Advantages of the Euro-Bond Market
 - 5.4.3 Currency Denomination of Euro-Bonds
 - 5.4.4 Bonds in the Portfolio of Assets
 - 5.4.5 Currency Option Bonds
 - 5.4.6 Yield Structure and Information Content
 - 5.4.7 The Euro-Note Market
 - 5.4.8 Euro-Bond Issues by Indian Government and Companies
- 5.5 The Euro Equity Market
 - 5.5.1 Mobilizing Equity Flows
 - 5.5.2 Making the Domestic Market an Investment Market
 - 5.5.3 Equity Markets of the World
- 5.6 Sources of External Finance
 - 5.6.1 Benefits of Foreign Aid
 - 5.6.2 Problems Created by Aid

- 5.6.3 Conditions to make Aid Effective
- 5.7 Summary
- 5.8 Key Terms
- 5.9 Questions and Exercises

FM-2109 MANAGEMENT OF FINANCIAL INSTITUTIONS

UNIT 1 ROLE AND IMPORTANCE OF FINANCIAL INSTITUTIONS

- 1.0 Introduction; 1.1 Unit Objectives;
- 1.2 Concept of a Financial System
 - 1.2.1 Structure of Financial System
- 1.3 Overview of Financial Institutions
 - 1.3.1 Classification of Financial Institutions
 - 1.3.2 Objectives of Financial Institutions
- 1.4 Role of Financial Intermediaries
 - 1.4.1 Providing Maturity Intermediation
 - 1.4.2 Reducing Risk via Diversification
 - 1.4.3 Reducing the Costs of Contracting and Information Processing
 - 1.4.4 Providing a Payments Mechanism
- 1.5 Role of Financial Institutions; 1.6 Importance of Financial Institutions;
- 1.7 Limitations of Financial Institutions; 1.8 Summary;
- 1.9 Exercises and Questions; 1.10 Further Reading

UNIT 2 ASSETS AND LIABILITIES OF FINANCIAL INSTITUTIONS: EVALUATION OF RISK AND RETURNS

- 2.0 Introduction; 2.1 Unit Objectives;
- 2.2 Introducing Financial Assets
 - 2.2.1 Debt, Equity and Fixed Income Instruments
 - 2.2.2 Financial Assets vs. Tangible Assets
 - 2.2.3 Role of Financial Assets
 - 2.2.4 Properties of Financial Assets
 - 2.2.5 Price of Financial Assets
- 2.3 Introducing Liabilities of Financial Institutions
 - 2.3.1 Type-I Liability
 - 2.3.2 Type-II Liability
 - 2.3.3 Type-III Liability
 - 2.3.2 Type-IV Liability
- 2.4 Understanding Asset Securitization;
- 2.5 Understanding the Asset/Liability Problem in Depository Institutions ;
- 2.6 Evaluating Risk; 2.7 Evaluating Returns;
- 2.8 Understanding Risk–Return Trade-off;
- 2.9 Understanding Asset Pricing Model
 - 2.9.1 Capital Asset Pricing Model
 - 2.9.2 Multifactor Capital Asset Pricing Model
 - 2.9.3 Arbitrage Pricing Theory Model
- 2.10 Summary; 2.11 Exercises and Questions ; 2.12 Further Reading

UNIT 3 CASH MANAGEMENT-LENDING AND BORROWING

- 3.0 Introduction; 3.1 Unit Objectives
- 3.2 Cash Management
 - 3.2.1 Cash Transmission
- 3.3 Cash Investment
 - 3.3.1 Investment of the Surplus Funds
 - 3.3.2 Financing of Short-Term Deficits
- 3.4 Borrowing and Lending
 - 3.4.1 Relationship between Lenders and Borrowers
- 3.5 Lenders;
- 3.6 Loan Syndication
 - 3.6.1 Advantages of the Syndicated Loan
 - 3.6.2 Charges on Loan Syndicate
 - 3.6.3 Quoting Spreads in Syndication
 - 3.6.4 Loan Syndication Procedure in India
 - 3.6.5 Advantages of Loan Syndication Procedure in India
 - 3.6.6 Disadvantages of Loan Syndication Procedure in India
- 3.7 Borrowers
 - 3.7.1 Borrowing and Investments in a Firm
- 3.8 Summary; 3.9 Exercises and Questions; 3.10 Further Reading

UNIT 4 FINANCIAL MANAGEMENT OF COMMERCIAL BANKS

- 4.0 Introduction; 4.1 Unit Objectives;
- 4.2 Overview of Commercial Banks
 - 4.2.1 Theoretical Basis of Banking Operations
 - 4.2.2 Balancing Profitability with Liquidity Management
 - 4.2.3 Management of Reserves
 - 4.2.4 Creation of Credit
- 4.3 Role of Commercial Banks
 - 4.3.1 Growth and Structure of Banking
 - 4.3.2 Regional Distribution of Banking Business in India
- 4.4 Liabilities of Commercial Banks
 - 4.4.1 Types of Deposits
- 4.5 Assets of Commercial Banks
 - 4.5.1 Investment in SLR Securities
 - 4.5.2 Investment in Non-SLR Securities
- 4.6 Commercial Bank Credit
 - 4.6.1 Types of Credit
- 4.7 Sectoral and Occupational Distribution of Commercial Bank Credit;
- 4.8 Security Use in Commercial Bank Lending
 - 4.8.1 Classification of Securities
- 4.9 Innovations in Commercial Banking
 - 4.9.1 Participation Certificates
 - 4.9.2 Credit Cards
 - 4.9.3 Consortium Approach
- 4.10 New Technology in Commercial Banking
 - 4.10.1 Stock Invest
 - 4.10.2 Automatic Teller Machine (ATMs)
 - 4.10.3 Other Diversifications in Banking
 - 4.10.4 Asset-Liability Management
- 4.11 Summary; 4.12 Exercises and Questions; 4.13 Further Reading

UNIT 5 CONCEPTS OF FINANCIAL INTERMEDIATION AND DISINTERMEDIATION

- 5.0 Introduction; 5.1 Unit Objectives;
- 5.2 Financial Intermediation Business
 - 5.2.1 Leasing
 - 5.2.2 Hire Purchase
 - 5.2.3 Venture Capital
 - 5.2.4 Securitization
- 5.3 Financial Disintermediation Business
 - 5.3.1 Merchant Banking
 - 5.3.2 Mutual Funds
 - 5.3.3 Stock Broking
- 5.4 Summary; 5.5 Exercises and Questions; 5.6 Further Reading

UNIT 6 INSURANCE COMPANIES

- 6.0 Introduction; 6.1 Unit Objectives; 6.2 Overview of Insurance Companies;
- 6.3 Types of Insurance
 - 6.3.1 Life Insurance
 - 6.3.2 Health Insurance
 - 6.3.3 Property Insurance
 - 6.3.4 Travel Insurance
 - 6.3.5 Long-Term Care Insurance
- 6.4 Life Insurance Corporation (LIC)
 - 6.4.1 Types and Structure of Insurance Plans
 - 6.4.2 Valuation of Life Policies
 - 6.4.3 Major Principles Guiding LIC's Investment Policy
- 6.5 General Insurance Corporation (GIC)
 - 6.5.1 Types and Structure of Business
- 6.6 Fundamentals of the Insurance Industry; 6.7 Regulation of the Insurance Industry;
- 6.8 Structure of Insurance Companies;
- 6.9 Forms of Insurance Companies
 - 6.9.1 Individual Versus Group Insurance
- 6.10 Changes in the Insurance Industry
 - 6.10.1 Deregulation of the Financial System;
 - 6.10.2 Internationalization of the Insurance Industry
 - 6.10.3 Demutualization of the Insurance Industry
- 6.11 Summary; 6.12 Exercises and Questions; 6.13 Further Reading

UNIT 7 THRIFT INSTITUTIONS

- 7.0 Introduction; 7.1 Unit Objectives; 7.2 Overview of Thrift Institutions
- 7.3 Savings Associations
 - 7.3.1 Size, Structure and Composition of Savings Associations
 - 7.3.2 Current Trends for Savings Associations
- 7.4 Savings Banks
 - 7.4.1 Size, Structure and Composition of the Savings Bank
 - 7.4.2 Current Trends for Savings Banks
 - 7.4.3 Regulators of Savings Banks
 - 7.4.4 Current Performance of Savings Banks
- 7.5 Credit Unions
 - 7.5.1 Size, Structure and Composition of Credit Unions
 - 7.5.2 Current Trends for Credit Unions
 - 7.5.3 Regulators and Current Performance of Credit Unions
- 7.6 Summary; 7.7 Exercises and Questions; 7.8 Further Reading

UNIT 8 DEVELOPMENT BANKING: ROLE IN INDUSTRIAL FINANCE

- 8.0 Introduction; 8.1 Unit Objectives; 8.2 Overview of Development Banking;
- 8.3 Project Appraisal
 - 8.3.1 Identification of Ideas for Industrial Project
 - 8.3.2 Preliminary Selection of Industrial Project
 - 8.3.3 Feasibility Study
 - 8.3.4 Generation of Project Report
 - 8.3.5 Evaluation of Idea for Industrial Project
- 8.4 Financial Appraisal
 - 8.4.1 Simple Rate of Return Method
 - 8.4.2 Payback Period Method
 - 8.4.3 Discounted Cash Flow Technique
 - 8.4.4 Financial Analysis
 - 8.4.5 The Breakeven Point Analysis
- 8.5 Economic Appraisal
 - 8.5.1 Analyzing Impact on Employment
 - 8.5.2 Analyzing Impact on Foreign Exchange
- 8.6 Guidelines for Industrial Finance
 - 8.6.1 Terms and Conditions for Industrial Finance
 - 8.6.2 Requirements for Industrial Finance
- 8.7 Summary; 8.8 Exercises and Questions; 8.9 Further Reading

UNIT 9 CAPITAL ADEQUACY AND CAPITAL PLANNING

- 9.0 Introduction; 9.1 Unit Objectives;
- 9.2 Understanding the Concept of Capital Adequacy
 - 9.2.1 Risk-based Capital Ratios
- 9.3 Understanding Capital Planning
 - 9.3.1 Net Present Value
 - 9.3.2 Internal Rate of Return
 - 9.3.3 Modified Internal Rate of Return
 - 9.3.4 Equivalent Annual Cost
- 9.4 Summary; 9.5 Exercise and Questions; 9.6 Further Reading

UNIT 10 PLANNING OF FINANCIAL INSTITUTIONS

- 10.0 Introduction; 10.1 Unit Objectives;
- 10.2 Planning for Financial Institutions
 - 10.2.1 Creating a Strategic Plan
 - 10.2.2 Creating a Financial Plan
- 10.3 Summary; 10.4 Exercises and Questions; 10.5 Further Reading

UNIT 11 WORKING AND OPERATIONS OF FINANCIAL INSTITUTIONS IN INDIA

- 11.0 Introduction; 11.1 Unit Objectives; 11.2 Development of Financial institutions
- 11.3 Financial Institutions in India;
- 11.4 All India Financial Institutions
 - 11.4.1 Term lending institutions
 - 11.4.2 Refinancing Institutions
 - 11.4.3 Investment Institutions
 - 11.4.4 Sector Specific Institutions
 - 11.4.5 Operation of FI
- 11.5 Operations of FI

- 11.5.1 Assets and Liabilities
- 11.6 Banking Regulations
- 11.7 Operations of RBI
 - 11.7.1 Functions of RBI
- 11.8 Operations of SEBI; 11.9 Summary;
- 11.10 Exercises and Questions; 11.11 Further Reading

UNIT 12 THE MULTINATIONAL FINANCIAL ENVIRONMENT

- 12.0 Introduction; 12.1 Unit Objectives;
- 12.2 Overview of Multinational Financial Environment
 - 12.2.1 Reasons for Increase in Importance of International Finance
- 12.3 Need for Studying Multinational Financial Environment;
- 12.4 The Finance Function in Global Context;
- 12.5 Principles of Global Finance;
- 12.6 Global Financial Markets
 - 12.6.1 Classification of Financial Markets
 - 12.6.2 Interest Rates in the Global Money Markets
- 12.7 The International Monetary System
 - 12.7.1 Exchange Rate Regimes
 - 12.7.2 The International Monetary Fund
 - 12.7.3 International Liquidity and Special Drawing Rights (SDRs)
 - 12.7.4 The Economic and Monetary Union
- 12.8 Financial Environment of Multinational Corporation
 - 12.8.1 Environment of Multinational Corporation
- 12.9 Summary; 12.10 Exercises and Questions; 12.11 Further Reading

FM 2110 STRATEGIC COST MANAGEMENT

UNIT 1 INTRODUCTION TO COST MANAGEMENT

- 1.0 Introduction
- 1.1 Unit Objectives
- 1.2 Cost Management
 - 1.2.1 Resource Planning; 1.2.2 Estimating Costs; 1.2.3 Cost Budgeting
 - 1.2.4 Cost Control
- 1.3 Cost Accounting
 - 1.3.1 External Reporting; 1.3.2 Internal Reporting; 1.3.3 Scorekeeping
 - 1.3.4 Budgeting; 1.3.5 Cost Reduction Analysis; 1.3.6 Pricing
 - 1.3.7 System Development and Maintenance; 1.3.8 Cost Benefit Analysis
 - 1.3.9 Government Billing; 1.3.10 Scope of Cost Accounting
 - 1.3.11 Difference between Cost Management and Cost Accounting
- 1.4 Cost Management System
 - 1.4.1 Job-Order Costing; 1.4.2 Process Costing
 - 1.4.3 Activity-Based Costing (ABC)
- 1.5 Overview of Strategic Cost Management

- 1.6 Summary
- 1.7 Questions and Exercises
- 1.8 Further Reading

UNIT 2 STRATEGIC MANAGEMENT: AN OVERVIEW

- 2.0 Introduction
- 2.1 Unit Objectives
- 2.2 Concept of Strategy
 - 2.2.1 Scope and Importance of Strategy
 - 2.2.2 Central Concepts in Strategic Management
- 2.3 Nature of Strategic Management
 - 2.3.1 Scope and Importance of Strategic Management
 - 2.3.2 Advantages of Strategic Management
 - 2.3.3 Disadvantages of Strategic Management
- 2.4 Process of Strategic Management
 - 2.4.1 Levels at which Strategy Operates; 2.4.2 Role of a Strategist
- 2.5 Benchmarking
 - 2.5.1 Types of Benchmarking; 2.5.2 Benchmarking in Work Groups
 - 2.5.3 Benchmark Ratios
- 2.6 Strategic Positioning and Alternatives
 - 2.6.1 Strategic Positioning; 2.6.2 Strategic Alternatives
 - 2.6.3 Strategic Partnership
- 2.7 Evaluating Achievements
 - 2.7.1 Techniques of evaluating the Achievements of Employees
- 2.8 Summary
- 2.9 Questions and Exercises
- 2.10 Further Reading

UNIT 3 ACTIVITY-BASED COSTING AND MANAGEMENT

- 3.0 Introduction
- 3.1 Unit Objectives
- 3.2 Activity Based Costing
 - 3.2.1 Basic Definition Related to ABC; 3.2.2 Characteristics of ABC
 - 3.2.3 Unit Cost; 3.2.4 Implementation of ABC; 3.2.5 Calculating ABC Cost
 - 3.2.6 Advantages of ABC; 3.2.7 Disadvantages of ABC
- 3.3 Activity Based Management
- 3.4 Absorption or Conventional Costing
- 3.5 Customer Revenue Analysis
 - 3.5.1 Calculation of Financial Charges
- 3.6 Customer Cost Analysis
 - 3.6.1 Types of Customer Costs
- 3.7 Concept of Distortion
- 3.8 Concept of Customer Service
 - 3.8.1 Author Definitions of Customer Service; 3.8.2 Features of Customer Service

- 3.9 ABC and ERP Systems
- 3.10 Summary
- 3.11 Questions and Exercises
- 3.12 Further Reading

UNIT 4 TOTAL QUALITY MANAGEMENT

- 4.0 Introduction
- 4.1 Unit Objectives
- 4.2 Overview of TQM
 - 4.2.1 History of TQM; 4.2.2 Traditional View of Quality
 - 4.2.3 TQM View of Quality; 4.2.4 The Deming Management Method
 - 4.2.5 Implementation Principles and Processes
 - 4.2.6 Continuous Improvement by TQM
- 4.3 Concept of Quality Management
- 4.4 Inspection and Testing
 - 4.4.1 Types of Inspection
- 4.5 Quality Control
 - 4.5.1 Advantages of Quality Control; 4.5.2 Functional Areas of Quality Control
- 4.6 Difference between Inspection and Quality Control
 - 4.6.1 Interrelation between Quality Control and Inspection
- 4.7 Control Charts
- 4.8 Acceptance Sampling
 - 4.8.1 Construction of OC Curve; 4.8.2 Parameters of an OC Curve
 - 4.8.3 Relationship between the Parameters; 4.8.4 Categories of Sampling Plans
- 4.9 Quality Assurance
 - 4.9.1 Management Actions for Assurance of Quality
 - 4.9.2 Activities under Quality Assurance
 - 4.9.3 Evaluating Product Quality and assessing Effectiveness of Quality Assurance
- 4.10 Summary
- 4.11 Questions and Exercises
- 4.12 Further Reading

UNIT 5 CUSTOMER ORIENTATION IN BUSINESS

- 5.0 Introduction
- 5.1 Unit Objectives
- 5.2 Mass Customization
 - 5.2.1 Advantages of Mass Customization; 5.2.2 Issues in Mass Customization
- 5.2.3 Suggestions to Improve Effectiveness of Mass Customization
- 5.3 Analysing the Environment in Mass Customization
 - 5.3.1 Concept of Environmental Analysis; 5.3.2 Effect of Changing Environment
 - 5.3.3 Need for Environmental Analysis
 - 5.3.4 Objectives of Environmental Analysis
 - 5.3.5 Characteristics of Environmental Analysis

- 5.3.6 Methods of Environmental Analysis
- 5.4 Analysing the Internal Environment in Mass Customization
 - 5.4.1 Considerations in Internal Analysis
 - 5.4.2 Factors Affecting Internal Analysis
- 5.4.3 Approaches to Internal Analysis;
- 5.4.4 Sources of Information for Internal Analysis
 - 5.4.5 Value Chain Management;
 - 5.4.6 Case Study for Value Chain Management
- 5.5 Target Costing
 - 5.5.1 Approaches of Target Costing;
 - 5.5.2 Steps of Target Costing Approach
 - 5.5.3 Computing Target Costing for Product Design
- 5.6 Life Cycle Costing
 - 5.6.1 Advantages of LCC;
 - 5.6.2 Principles of LCC
- 5.6.3 Fundamental Concepts of LCC
- 5.7 Life Cycle Costing Process
 - 5.7.1 Stages of LCC
- 5.8 Product Profitability Analysis
 - 5.8.1 Product Pricing;
 - 5.8.2 Product Portfolio Analysis
- 5.9 Customer Profitability Analysis
 - 5.9.1 Determining Customer Profitability;
 - 5.9.2 Customer Profitability Analysis
- 5.10 Channel Profitability Analysis
 - 5.10.1 Features of Channel Profitability Analysis
- 5.11 Use of Life Cycle Costing
- 5.12 Summary
- 5.13 Questions and Exercises
- 5.14 Further Reading

UNIT 6 MANAGING BUSINESS PROCESSES

- 6.0 Introduction
- 6.1 Unit Objectives
- 6.2 Economics of Business Process Outsourcing
 - 6.2.1 Few Terms related to BPO
- 6.3 Business Process Re-engineering
 - 6.3.1 What is Process Re-engineering?;
 - 6.3.2 Re-engineering Business Process
 - 6.3.3 Steps involved in BPR
- 6.4 Computer-Aided Design
 - 6.4.1 Design Process;
 - 6.4.2 Creating the Manufacturing Database
 - 6.4.3 Benefits of CAD
- 6.5 Computer-Aided Manufacturing
- 6.6 Computer-Aided Engineering
 - 6.6.1 Automation
- 6.7 Kaizen System of Continuous Improvement
 - 6.7.1 Key Elements of Kaizen;
 - 6.7.2 Implementation of Kaizen Blitz
 - 6.7.3 Benefits of Kaizen
- 6.8 Total Preventive Maintenance

- 6.8.1 Methods of TPM; 6.8.2 Benefits of TPM
- 6.8.3 Shortcomings of TPM
- 6.9 Functions of TPM
 - 6.9.1 Inspection Maintenance; 6.9.2 Lubrication Maintenance
 - 6.9.3 Cleaning Maintenance; 6.9.4 Frequent Checks and Repairs
 - 6.9.5 Record Maintenance; 6.9.6 Record Analysis;
 - 6.9.7 Spare Parts Maintenance; 6.9.8 Servicing Maintenance;
 - 6.9.9 Re-construction Maintenance; 6.9.10 Design Maintenance;
 - 6.9.11 Worn-out Parts Maintenance; 6.9.12 Emergency Repair Maintenance
 - 6.9.13 Maintenance Training; 6.9.14 Performance Standards Maintenance
- 6.10 Energy Audits
- 6.11 Safety Audits
- 6.12 Theory of Constraints
- 6.13 Value-Added Management
- 6.14 Cost Driver Analysis
- 6.15 Waste and Disposal Management
 - 6.15.1 Disposal of Waste
- 6.16 Summary
- 6.17 Questions and Exercises
- 6.18 Further Reading

UNIT 7 JUST-IN-TIME

- 7.0 Introduction
- 7.1 Unit Objectives
- 7.2 Overview of Just-in-Time
- 7.3 Characteristics of Just-in-Time Systems
 - 7.3.1 People Involvement; 7.3.2 Teamwork; 7.3.3 Discipline
 - 7.3.4 Total Quality Management (TQM); 7.3.5 Pull Method of Material Flow
 - 7.3.6 Small Lot Sizes; 7.3.7 Short Set-Up Times;
 - 7.3.8 Uniform Workstation Loads;
 - 7.3.9 Standardization Components and Work Method; 7.3.10 Close Supplier Ties
 - 7.3.11 Flexible Work Force; 7.3.12 Product Focus
 - 7.3.13 Automated Production; 7.3.14 Preventive Maintenance
 - 7.3.15 Production Methods
- 7.4 The Just-in-Time Manufacturing Philosophy
 - 7.4.1 Prerequisites for JIT Manufacturing
- 7.5 JIT Purchasing
 - 7.5.1 Elements of JIT Purchasing
- 7.6 Just-in-Time Scheduling
- 7.7 Summary
- 7.8 Questions and Exercises
- 7.9 Further Reading

UNIT 8 INTRODUCTION TO VALUE ANALYSIS AND VALUE ENGINEERING

- 8.0 Introduction

- 8.1 Unit Objectives
- 8.2 Value Analysis
 - 8.2.1 Objectives of Value Analysis
 - 8.2.2 When to Apply Value Analysis
 - 8.2.3 Benefits of Value Analysis
 - 8.2.4 Process of Value Analysis
- 8.3 Value Analysis Job Plan
- 8.4 Value Analysis and Value Engineering
- 8.5 Points for Consideration in Value Analysis
- 8.6 Concept of Value Break-even Analysis
- 8.7 Uses of Value Break-Even Analysis
- 8.8 Assumptions and Limitations of Value Break-Even Analysis
 - 8.8.1 Limitations of Break-Even Analysis
- 8.9 Value Break-Even Point
 - 8.9.1 Calculation of Break-Even Point
- 8.10 The Value Break-even Chart
 - 8.10.1 Preparation of Break-Even Chart
- 8.11 Summary
- 8.12 Questions and Exercises
- 8.13 Further Reading

UNIT 9 INTRODUCTION TO PRODUCTIVITY

- 9.0 Introduction
- 9.1 Unit Objectives
- 9.2 Productivity of an Organization
 - 9.2.1 Factors affecting Productivity of an Organization
 - 9.2.2 Productivity of Employees
 - 9.2.3 Types of Productivity
- 9.3 Methods for improving the Productivity of an Organization
 - 9.3.1 HRP; 9.3.2 Time Management
 - 9.3.3 Logistics Functions
 - 9.3.4 Material Management; 9.3.5 Financial Strategy
 - 9.3.6 ERP; 9.3.7 Process Selection; 9.3.8 Adapting New Technologies
- 9.4 Increasing Individual Performance
- 9.5 Productivity Cycle
- 9.6 Measurement of Productivity
 - 9.6.1 Partial Productivity Measurement
 - 9.6.2 Multi-Factor Productivity Measurement
 - 9.6.3 Total Productivity Measurement
- 9.7 Productivity Measurement System
 - 9.7.1 Measurement of Input Factors; 9.7.2 Measurement of Output Factors
- 9.8 Training
 - 9.8.1 Importance of Training; 9.8.2 Types of Training
 - 9.8.3 Steps in Training Programme; 9.8.4 Benefits of Training for Organization
 - 9.8.5 Benefits of Training for Employees; 9.8.6 Selection of Training Method
- 9.9 Morale and Productivity

- 9.9.1 Features of Morale; 9.9.2 Relationship between Morale and Productivity
- 9.10 Productivity-Linked Bonus
- 9.11 Productivity-Linked Incentives
 - 9.11.1 Types of Productivity-linked incentives
 - 9.11.2 Advantages of Productivity-Linked Incentives
- 9.12 Planning
 - 9.12.1 Characteristics of Planning; 9.12.2 Nature of Planning
 - 9.12.3 Importance of Planning; 9.12.4 Advantages of Planning
 - 9.12.5 Limitations of Planning
- 9.13 Summary
- 9.14 Questions and Exercises
- 9.15 Further Reading

Unit 10 DECISION-MAKING: A STRATEGIC EMPHASIS

10.0 INTRODUCTION

10.1 UNIT OBJECTIVES

10.2 OVERVIEW OF DECISION-MAKING

- 10.2.1 Characteristics of Decision-Making
- 10.2.2 Importance of Decision-Making
- 10.3 Types of Decisions
 - 10.3.1 Programmed and Non-Programmed Decisions
 - 10.3.2 Major and Minor Decisions; 10.3.3 Routine and Strategic Decisions
 - 10.3.4 Policy and Operative Decisions
 - 10.3.5 Organizational and Personal Decisions
 - 10.3.6 Individual and Group Decisions
 - 10.3.7 Long-Term, Departmental and Non-Economic Decisions
- 10.4 Factors affecting Decision-Making
- 10.5 Steps in Decision-Making
- 10.6 Rational Decision-Making
- 10.7 Summary
- 10.8 Questions and Exercises
- 10.9 Further Reading

UNIT 11 STRATEGIC PERFORMANCE MEASUREMENT

- 11.0 Introduction
- 11.1 Unit Objectives
- 11.2 Financial Performance Measures
 - 11.2.1 Types of Financial Performance Measures
- 11.3 Non-Financial Performance Measures
 - 11.3.1 Types of Non-Financial Performance Measures
- 11.4 Predictive Models
 - 11.4.1 Development of Predictive Models
 - 11.4.2 Types of Predictive Models
 - 11.4.3 Developing Predictive Models with the help of Neural Networks
- 11.5 Risk Measurement
 - 11.5.1 Types of Risk; 11.5.2 Measures of Risk

- 11.6 Techniques for analysing Firm Risk and Marketing Risk
 - 11.6.1 Measuring Marketing Effectiveness
- 11.7 Strategies for Risk Management
- 11.8 Summary
- 11.9 Questions and Exercises
- 11.10 Further Reading

UNIT 12 THE BALANCED SCORECARD

- 12.0 Introduction
- 12.1 Unit Objectives
- 12.2 Concept of Balanced Scorecard
 - 12.2.1 Objectives of BSC; 12.2.2 Advantages of BSC
 - 12.2.3 Steps for developing a BSC; 12.2.4 Growth of BSC
 - 12.2.5 Evolution of BSC Software; 12.2.6 BSC and Strategy Implementation
 - 12.2.7 Aspects of Strategy Implementation
 - 12.2.8 BSC as a Strategy Implementation Tool
 - 12.2.9 Key Performance Indicators (KPI);
 - 12.2.10 Using a BSC Approach to Measure Performance
- 12.3 Criteria for choosing BSC
- 12.4 Summary
- 12.5 Questions and Exercises
- 12.6 Further Reading

UNIT 13 EMPLOYEE INVOLVEMENT AND COMMITMENT

- 13.0 Introduction
- 13.1 Unit Objectives
- 13.2 Total Employee Involvement
 - 13.2.1 Methods of Involving Employees; 13.2.2 Employee Representation
 - 13.2.3 Joint Consultation; 13.2.4 Quality Circles; 13.2.5 Financial Participation
 - 13.2.6 Role of Employees in Shop Floor Planning
- 13.3 Mentoring
 - 13.3.1 Mentor; 13.3.2 Mentees; 13.3.3 Understanding Mentoring
 - 13.3.4 Mentoring Process; 13.3.5 Mentoring on Purpose
 - 13.3.6 Advantages of Mentoring
- 13.4 Policing
- 13.5 Lateral Thinking
 - 13.5.1 Provocative Operations
- 13.6 Overview of Reward System
- 13.7 Appraising for Recognition and Reward
 - 13.7.1 Types of Rewards; 13.7.2 Incentive Scheme
 - 13.7.3 Earnings vary in the same Proportion as Output
 - 13.7.4 Earnings vary less Proportionately than Output
 - 13.7.5 Earnings vary Proportionately more than Output
 - 13.7.6 Earnings differ at Different Levels of Output
 - 13.7.7 Suggestion System

- 13.8 Summary
- 13.9 Questions and Exercises
- 13.10 Further Reading

UNIT 14 MAKING CORPORATE BOARDS ACCOUNTABLE

- 14.0 Introduction
- 14.1 Unit Objectives
- 14.2 Operational Audit
 - 14.2.1 Phases of Operational Audit
- 14.3 Management Audits
- 14.4 Cost Audit under the Companies Act
- 14.5 Making Audit Committees Effective
- 14.6 Environmental Costs
- 14.7 The Enron Debacle
- 14.8 The Cadbury Committee
- 14.9 The Securities and Exchange Board of India
- 14.10 Clause 49 of the Listing Agreement
- 14.12 Summary
- 14.13 Questions and Exercises
- 14.14 Further Reading

HR-2301 ORGANIZATIONAL CHANGE AND DEVELOPMENT

UNIT 1 AN OVERVIEW OF ORGANIZATIONAL CHANGE

- 1.0 Introduction; 1.1 Unit Objectives;
- 1.2 Concepts (Understanding Change);
- 1.3 Types of Change; 1.4 The Steps to Manage Change;
- 1.5 Summary; 1.6 Questions and Exercises; 1.7 Further Reading

UNIT 2 MODELS OF CHANGE

- 2.0 Introduction; 2.1 Unit Objectives; 2.2 Concepts;
- 2.3 Summary; 2.4 Questions and Exercises;
- 2.5 Further Reading

UNIT 3 CHANGE AND ITS IMPACT

- 3.0 Introduction; 3.1 Unit Objectives; 3.2 Concepts;
- 3.3 Summary; 3.4 Questions and Exercises;
- 3.5 Further Reading

UNIT 4 ORGANIZATIONAL CULTURE AND CHANGE

4.0 Introduction; 4.1 Unit Objectives; 4.2 Concepts;
4.3 Summary; 4.4 Questions and Exercises;
4.5 Further Reading

UNIT 5 A SYSTEMATIC APPROACH TO IMPLEMENTING CHANGE

5.0 Introduction; 5.1 Unit Objectives; 5.2 Concepts;
5.3 Summary; 5.4 Questions and Exercises;
5.5 Further Reading

UNIT 6 PRESSURES AND TRENDS

6.0 Introduction; 6.1 Unit Objectives; 6.2 Concepts;
6.3 Summary; 6.4 Questions and Exercises;
6.5 Further Reading

UNIT 7 ORGANIZATIONAL DEVELOPMENT : AN INTRODUCTION

7.0 Introduction; 7.1 Unit Objectives; 7.2 Concepts;
7.3 OD Models; 7.4 Summary;
7.5 Questions and Exercises; 7.6 Further Reading

UNIT 8 DIAGNOSTIC STRATEGIES AND SKILLS

8.0 Introduction; 8.1 Unit Objectives; 8.2 Concepts;
8.3 Summary; 8.4 Questions and Exercises;
8.5 Further Reading

UNIT 9 POWER POLITICS AND ETHICS IN OD

9.0 Introduction; 9.1 Unit Objectives; 9.2 Concepts;
9.3 Summary; 9.4 Questions and Exercises;
9.5 Further Reading

UNIT 10 ORGANIZATIONAL DEVELOPMENT INTERVENTIONS

10.0 Introduction; 10.1 Unit Objectives; 10.2 Concepts;
10.3 Summary; 10.4 Questions and Exercises;
10.5 Further Reading

UNIT 11 KNOWLEDGE MANAGEMENT

11.0 Introduction; 11.1 Unit Objectives; 11.2 Concepts;
11.3 Summary; 11.4 Questions and Exercises;
11.5 Further Reading

UNIT 12 KNOWLEDGE MANAGEMENT APPROACHES

12.0 Introduction; 12.1 Unit Objectives; 12.2 Concepts;
12.3 Summary; 12.4 Questions and Exercises;
12.5 Further Reading

UNIT 13 KNOWLEDGE NETWORK

13.0 Introduction; 13.1 Unit Objectives; 13.2 Concepts;
13.3 Summary; 13.4 Questions and Exercises;
13.5 Further Reading

UNIT 14 ORGANIZATIONAL LEARNING

14.0 Introduction; 14.1 Unit Objectives; 14.2 Concepts;
14.3 Summary; 14.4 Questions and Exercises;

HR-2302 HUMAN RESOURCE PLANNING

UNIT 1 HUMAN RESOURCE POLICIES AND STRATEGIES

1.0 Introduction; 1.1 Unit Objectives; 1.2 Meaning of Policies
1.3 Essentials of Policy Formulation;
1.4 Importance of Policies
 1.4.1 Characteristics of a sound policy; 1.4.2 HR policies and procedures;
 1.4.4 Considerations in developing HR policies
1.5 Guidelines for Policy Formulation; 1.6 Steps in Policy Formulation;
1.7 Meaning of Strategy
 1.7.1 Characteristics of Strategy; 1.7.2 Strategy Formulation;
 1.7.3 Business Strategy
1.8 Integrated Strategic Planning and Human Resource Planning;
1.9 Role of HR Strategy in Strategic Management
 1.9.1 Strategies for HRP
1.10 Types of HRM Strategies
 1.10.1 Business and HR Alignment; 1.10.2 Strategic and Operational Control
1.11 Procedures
 1.11.1 Characteristics of a Good Procedure; 1.11.2 Advantages of Procedure
 1.11.3 Disadvantages of Procedure
1.12 Summary; 1.13 Questions and Exercises;
1.14 Student Activity; 1.15 Further Reading;
 Case Study – Sin Bank's Human Resource Planning

UNIT 2 HUMAN RESOURCE PLANNING

2.0 Introduction; 2.1 Unit Objectives; 2.2 Definition of Human Resource Planning;

- 2.3 Need for Human Resource Planning; 2.4 Significance of Human Resource Planning;
- 2.5 Objectives of Human Resource Planning; 2.6 Nature of Human Resource Planning;
- 2.7 Human Resource Planning at Different Levels;
- 2.8 Analysing Factors for Manpower Requirements
 - 2.8.1 Demand Forecasting; 2.8.2 Supply Forecasting
- 2.9 Human Resource Planning and Strategic Planning
 - 2.9.1 Linking the Planning Process; 2.9.2 Mapping an Organizations Human Capital;
 - 2.9.3 Ensuring Fit and Flexibility
- 2.10 Summary; 2.11 Questions and Exercises;
- 2.12 Student Activity; 2.13 Further Reading;
 - Case Study – Mother India Super-market Ltd.

UNIT 3 HUMAN RESOURCE PLANNING PROCESS

- 3.0 Introduction; 3.1 Unit Objectives; 3.2 Nature of Human Resource Planning;
- 3.3 Process of Human Resource Planning
 - 3.3.1 Analysing of Organizational Plans and Decision Objectives;
 - 3.3.2 Analysing Factors for Manpower Requirement;
 - 3.3.3 Developing Employee Plans; 3.3.4 Developing Human Resource Planning;
 - 3.3.5 Control and Review Mechanism
- 3.4 Elements of Effective Human Resource Planning;
- 3.5 Advantages of Human Resource Planning Programmes;
- 3.6 Limitations of Human Resource Planning Programmes;
- 3.7 Guidelines for Making Human Resource Planning Effective;
- 3.8 Responsibility for Human Resource Planning;
- 3.9 Human Resource Information Systems;
 - 3.9.1 Advantages of Human Resource Information Systems
- 3.10 Human Resource Forecast; 3.11 Summary
- 3.12 Questions and Exercises; 3.13 Student Activity; 3.14 Further Reading
 - Case Study – Suggestion Box, Laxmi Machine Tools Ltd.

UNIT 4 PRODUCTIVITY TECHNOLOGY AND HRP

- 4.0 Introduction; 4.1 Unit Objectives; 4.2 Definition of Productivity;
- 4.3 Technological Approach to Productivity; 4.4 Productivity Enhancement;
- 4.5 Realizing the Productivity Benefits of Technological Change;
- 4.6 Knowledge-based Economies Raises New Policy Challenges
 - 4.6.1 Technology Policy: An Integral Part of the Broader Structural Policy Agenda
 - 4.6.2 Wide-ranging Policy Reforms as Required
 - 4.6.3 Improving Conditions for the Creation and Growth of New Technology-Based Firms
- 4.7 Reforms Need to be Made Politically Feasible; 4.8 Summary; 4.9 Questions and Exercises;
- 4.10 Student Activity; 4.11 Further Reading
 - Case Study – Mangala Technologies Ltd

UNIT 5 JOB ANALYSIS, DESCRIPTION AND JOB EVALUATION

- 5.0 Introduction; 5.1 Unit Objectives;
- 5.2 Steps in the Selection Procedure
 - 5.2.1 Job Analysis; 5.2.2 Job Description; 5.2.3 Job Specification
- 5.3 Job Evaluation
 - 5.3.1 Objectives of Job Evaluation; 5.3.2 Principles of Job Evaluation;
 - 5.3.3 Advantages of Job Evaluation; 5.3.4 Disadvantages of Job Evaluation;
 - 5.3.5 Methods of Job Evaluation; 5.3.6 Uses of Job Evaluation
- 5.4 Summary; 5.5 Questions and Exercises
- 5.6 Student Activity; 5.7 Further Reading
Case Study – The Case of Corp Bank

UNIT 6 HUMAN RESOURCES PLANNING, RECRUITMENT, SELECTION AND INDUCTION

- 6.0 Introduction; 6.1 Unit Objectives; 6.2 Definition of Human Resource Planning;
- 6.3 Objectives of Human Resource Planning; 6.4 Process of Human Resource Planning;
- 6.5 Recruitment
 - 6.5.1 Sources of Recruitment
- 6.6 Recruitment Policy
 - 6.6.1 Conditions Necessary for a Good Recruitment Policy
- 6.7 Selection
 - 6.7.1 Definition of Selection; 6.7.2 Steps in Selection Procedure.
- 6.8 Placement; 6.9 Induction Programme; 6.10 Summary;
- 6.11 Questions and Exercises; 6.12 Student Activity
- 6.13 Further Reading
Case Study – InfoTech Ltd

UNIT 7 CAREER PLANNING, DEVELOPMENT AND SUCCESSION PLANNING

- 7.0 Introduction; 7.1 Unit Objectives; 7.2 Definition of Career
- 7.3 What is Career Planning?
 - 7.3.1 Aims and Objectives of Career Planning
- 7.4 Need for Career Planning; 7.5 Benefits of Career Planning;
- 7.6 Career Planning and Succession Planning
 - 7.6.1 Process of Career Planning; 7.6.2 Life and Career Stages
- 7.7 Career Development Model
 - 7.7.1 Importance of Career Development
 - 7.7.2 Career Development Programme
- 7.8 Summary; 7.9 Questions and Exercises
- 7.10 Student Activity; 7.11 Further Reading
Case Study – Leonilda Technologies Ltd

UNIT 8 TRAINING AND PERFORMANCE APPRAISAL

- 8.0 Introduction; 8.1 Unit Objectives; 8.2 Meaning and Purpose of Training;

- 8.3 Importance of Training; 8.4 Benefits of Training; 8.5 Types of Training Programmes;
- 8.6 Steps in the Training Programme; 8.7 Selection of a Training Method;
- 8.8 Executive or Management Development
 - 8.8.1 Need and Importance of Executive Development;
 - 8.8.2 Objectives of Executive Development; 8.8.3 Methods of Executive Development
- 8.9 Performance Appraisal
 - 8.9.1 Objective of Performance Appraisal; 8.9.2 Uses of Performance Appraisal;
 - 8.9.3 Purpose of Performance Appraisal; 8.9.4 Process of Performance Appraisal;
 - 8.9.5 Essentials of a Good Appraisal System; 8.9.6 Methods or Techniques of Performance Appraisal
- 8.11 Questions and Exercises; 8.12 Student Activity; 8.13 Further Reading
Case Studies
Hotel Mangalore Private Ltd.,
I G Ferns and Advertisers

UNIT 9 SKILLS AND MULTI-SKILLING

- 9.0 Introduction; 9.1 Unit Objectives; 9.2 Job Design and Work Motivation;
- 9.3 Core Job Characteristics; 9.4 Employee Competencies;
- 9.5 Organizational Competencies;
- 9.6 Multi-skilling
 - 9.6.1 Coaching and Mentoring; 9.6.2 Job Rotation
 - 9.6.3 Self Learning; 9.6.4 Team-Based Cross-Functional Projects
- 9.7 Competency Mapping
 - 9.7.1 What is Competency?
- 9.8 Identify Competencies Required to Meet or Exceed Organizational Requirements
 - 9.8.1 Top Competencies
- 9.9 Capacity Maturity Model (CMM)
 - 9.9.1 Structure of Capacity Maturity Model; 9.9.2 Framework of Capacity Maturity Model
- 9.10 People Capacity Maturity Model (P-CMM)
 - 9.10.1 Strategic Objectives of P-CMM
- 9.11 Human Capital – Return on Investment on Training
 - 9.11.1 ROI Levels
- 9.12 Man Power Redundancy; 9.13 Summary; 9.14 Questions and Exercises;
- 9.15 Student Activity; 9.16 Further Readings
Case Study – Multi-skilling the MBA Programme

UNIT 10 TRANSFER, PROMOTION AND JOB ROTATION

- 10.0 Introduction; 10.1 Unit Objectives; 10.2 Meaning and Definition of Transfer;
- 10.3 Types of Transfer; 10.4 Transfer Policy; 10.5 Transfer Procedure;
- 10.6 Promotion
 - 10.6.1 Types of Promotion; 10.6.2 Bases of Promotion;
 - 10.6.3 Promotion Policy
- 10.7 Demotion; 10.8 Job Rotation; 10.9 Summary;

10.10 Questions and Exercises; 10.11 Student Activity; 10.12 Further Reading
Case Study

HR-2303 HUMAN RESOURCE DEVELOPMENT

UNIT 1 HUMAN RESOURCE DEVELOPMENT—AN OVERVIEW

1.0 Introduction; 1.1 Unit Objectives;
1.2 HRD at the Organizational Level;
1.3 The Concept of HRD and its Dimensions
 1.3.1 Definition; 1.3.2 Why HRD?; 1.3.3 HRD Mechanisms, Processes and Outcomes;
 1.3.4 The Characteristics of HRD; 1.3.5 Demands of HRD on Employees
1.4 The Importance for HRD;
1.5 HRD Methods or Mechanisms
 1.5.1 Manpower Planning; 1.5.2 Performance Appraisal and Feedback;
 1.5.3 Training, Education and Development; 1.5.4 Potential Appraisal and Promotion;
 1.5.5 Career Development and Career Planning; 1.5.6 Compensation and Reward;
 1.5.7 OD Techniques; 1.5.8 Role Analysis and Role Development;
 1.5.9 Quality of Work Life and Employee Welfare; 1.5.10 Participative Devices;
 1.5.11 Data Storage and Research; 1.5.12 Industrial Relations
1.6 Outcomes of HRD; 1.7 Conclusion; 1.8 Summary;
1.9 Exercises and Questions; 1.10 Further Reading
Case: Mangala Auto-tech Ltd

UNIT 2 EVOLUTION OF HUMAN RESOURCE DEVELOPMENT (WITH SPECIAL REFERENCE TO INDIA)

2.0 Introduction; 2.1 Unit Objectives;
2.2 HRD in the National Context
 2.2.1 Human Capital Approach; 2.2.2 Social Psychology Approach;
 2.2.3 The Poverty Alleviation Approach;
 2.2.4 Current Approach to Human Resource Development;
 2.2.5 Renewed Emphasis on HRD
2.3 Early Approaches to HRD in the Organizational Context
 2.3.1 Early Apprenticeship Training; 2.3.2 Vocational Education Programmes;
 2.3.3 Factory Schools; 2.3.4 Training Programmes for Semi-skilled and Unskilled Workers;
 2.3.5 The Human Relations Movement; 2.3.6 The Establishment of the Training Profession;
 2.3.7 The Emergence of HRD
2.4 HRD in Indian Industries/Organizations
 2.4.1 The Report of the Royal Commission on Labour in India;
 2.4.2 The Appointment of Labour Officers; 2.4.3 The Second World War;

- 2.4.4 Enactment of the Industrial Disputes Act; 2.4.5 Enactment of Factories Act;
- 2.4.6 1960–2000; 2.4.7 2000 and After
- 2.5 Framework of HRD in the Indian Context; 2.6 Goals of HRD in the Indian Context;
- 2.7 HRD in the Current Scenario; 2.8 Conclusion;
- 2.9 Summary; 2.10 Exercises and Questions; 2.11 Further Reading
- Case: Souza Poultry Company Ltd

UNIT 3 HUMAN RESOURCE DEVELOPMENT STRATEGIES

- 3.0 Introduction; 3.1 Unit Objectives;
- 3.2 HRD Strategies; 3.3 A Case for Strategic HRD;
- 3.4 The Distinction between Strategic Approach to Training and Development and Strategic Human Resource Development (SHRD);
- 3.5 Historical Perspective of Strategy and HRD;
- 3.6 HRD: A Strategic Perspective
 - 3.6.1 Model of HRD; 3.6.2 The Balanced Scorecard;
 - 3.6.3 HRD and Life Cycle of an Organization
- 3.7 Conclusion; 3.8 Summary;
- 3.9 Exercises and Questions; 3.10 Further Reading
- Case: Mangala Automobiles Ltd

UNIT 4 DESIGNING THE HUMAN RESOURCE DEVELOPMENT SYSTEM

- 4.0 Introduction; 4.1 Unit Objectives;
- 4.2 The HRD Systems; 4.3 Principles in Designing HRD Systems;
- 4.4 Designing the HRD Process
 - 4.4.1 Need Assessment Phase; 4.4.2 Design Phase;
 - 4.4.3 Implementation Phase; 4.4.4 Evaluation Phase
- 4.5 The Philosophy of HRD; 4.6 Approaches to HRD;
- 4.7 Various Systems of HRD
 - 4.7.1 Manpower Planning; 4.7.2 Recruitment and Selection;
 - 4.7.3 Performance Appraisal; 4.7.4 Performance Counselling;
 - 4.7.5 Potential Appraisal and Development;
 - 4.7.6 Feedback and Performance Coaching; 4.7.7 Career Planning;
 - 4.7.8 Training and Development; 4.7.9 Organization Development (OD) or research and Systems Development;
 - 4.7.10 Employee Welfare and Quality of Work Life; 4.7.11 Human Resource Information;
 - 4.7.12 Contribution of other Subsystems to HRD Goals
- 4.8 Conclusion; 4.9 Summary;
- 4.10 Exercises and Questions; 4.11 Further Reading
- Case: Retention Strategy

UNIT 5 HUMAN RESOURCE DEVELOPMENT FOR WORKERS

- 5.0 Introduction; 5.1 Unit Objectives;
- 5.2 Development Needs of Workers; 5.3 Rationale behind HRD for Workers;
- 5.4 Developmental Plan for Workers
 - 5.4.1 Work and Skill Development; 5.4.2 Organizational Understanding;
 - 5.4.3 Personal Growth and Development; 5.4.4 Family and Social Responsibilities;
 - 5.4.5 Value and Attitude Development
- 5.5 HRD Mechanisms for Workers
 - 5.5.1 Training; 5.5.2 Counselling; 5.5.3 Participation;
 - 5.5.4 Employee Welfare; 5.5.5 Quality of Worklife (QWL); 5.5.6 Quality Circles;
 - 5.5.7 Grievance Mechanism; 5.5.8 Trade Unions
- 5.6 The Role of Trade Unions in the HRD Process;
- 5.7 Conclusion; 5.8 Summary;
- 5.9 Exercises and Questions; 5.10 Further Reading
Case: Hotel Mangala, Mangalore

UNIT 6 HUMAN RESOURCE DEVELOPMENT INTERVENTION

- 6.0 Introduction; 6.1 Unit Objectives;
- 6.2 The Role of HRD in the Liberalized Era; 6.4 Objectives of HRD Intervention;
- 6.5 The Goals of HRD; 6.6 Functions of HRD;
- 6.7 Approaches to HRD
 - 6.7.1 Ulrich and Lake's Strategic HR Framework Approach;
 - 6.7.2 Yeung and Berman's Integrative Framework;
 - 6.7.3 Friedman's Human Capital Appraisal Approach;
 - 6.7.4 HRD Scorecard Approach; 6.7.5 PCMM Approach;
 - 6.7.6 Integrated Systems Approach;
- 6.8 Improving Performance through HRD
 - 6.8.1 HRD to Implement Fairness in the Workplace Practices;
 - 6.8.2 HRD to Encourage Good Performance; 6.8.3 HRD and Setting Work Priorities;
 - 6.8.4 HRD and the Responsibility for Providing Meaningful Work;
 - 6.8.5 HRD and the Responsibility of Staff Development
- 6.9 Conclusion; 6.10 Summary;
- 6.11 Exercises and Questions; 6.12 Further Reading
Case: ABC Company

UNIT 7 COUNSELLING FOR EFFECTIVE HUMAN RESOURCE DEVELOPMENT

- 7.0 Introduction; 7.1 Unit Objectives;
- 7.2 Basics of Counselling
 - 7.2.1 Definition of Counselling; 7.2.2 Need for Counselling;
 - 7.2.3 Types of Counselling; 7.2.4 Drawbacks of Counselling
- 7.3 Functions of Counselling; 7.4 Counselling Process;
- 7.5 Summary; 7.6 Exercises and Questions;
- 7.7 Further Reading

Case: Mangala Tech

UNIT 8 PERSONNEL DEVELOPMENT PROGRAMME

8.0 Introduction; 8.1 Unit Objectives;

8.2 Training

8.2.1 Meaning and Purpose of Training; 8.2.2 Importance of Training;

8.2.3 Benefits of Training; 8.2.4 Types of Training Programmes;

8.2.5 Systems Approaches to Training;

8.2.6 Comparison of On-the-job and Off-the-job Training Programmes;

8.2.7 Selection of a Training Method; 8.2.8 Evaluation of Training

8.3 Executive or Management Development

8.3.1 Need and Importance of Executive Development;

8.3.2 Objectives of Executive Development; 8.3.3 Methods of Executive

Development

8.4 Career Planning

8.4.1 Aims and Objectives of Career Planning; 8.4.2 Need for Career Planning;

8.4.3 Benefits of Career Planning; 8.4.4 Process of Career Planning;

8.4.5 Issues of Importance in the Field of Career Management

8.5 Summary; 8.6 Exercises and Questions; 8.7 Further Reading

Case I: Hotel Mangalore Private Ltd; Case II: S.K. Pharma Company

UNIT 9 QUALITY OF WORK LIFE

9.0 Introduction; 9.1 Unit Objectives;

9.2 Quality of Work;

9.2.1 Scope of Quality of Work; 9.2.2 Approaches to Improve Quality of Work;

9.2.3 Impact of Quality of Work in Organizational Climate; 9.2.4 Requirements of

Quality of Work

9.3 Quality Circles

9.3.1 Historical Background; 9.3.2 Advantages of Quality Circles;

9.3.3 Phases in the life of a QC Programme;

9.3.4 Conditions Necessary for Making Quality Circles Effective

9.4 Morale

9.4.1 Definition of Morale; 9.4.2 Factors Affecting Morale;

9.4.3 Effects of Low Moral; 9.4.4 Measures to Build High Employee Morale

9.5 Job Satisfaction

9.5.1 Determinants of Job Satisfaction; 9.5.2 Consequences of Job Satisfaction

9.6 Social Security

9.6.1 Social Security in India; 9.6.2 Drawbacks of Social Security Schemes in

India; 9.6.3 Laws and Acts

9.7 Health And Safety

9.7.1 Concept of Industrial Health; 9.7.2 Industrial Accident; 9.7.3 Accident

Prevention;

9.7.4 Occupational Diseases; 9.7.5 Provisions Under the Factories Act 1948

9.8 Labour Welfare

9.8.1 Need for Labour Welfare; 9.8.2 Principles of Labour Welfare;

9.8.3 Provisions of Factories Act Regarding Labour Welfare
9.9 Summary; 9.10 Exercises and Questions; 9.11 Further Reading
Case: Sri Ram Pharmacy

UNIT 10 LEARNING AND HRD

10.0 Introduction; 10.1 Unit Objectives;
10.2 Definition of Learning; 10.3 Components of Learning; 10.4 Determinants of Learning;
10.5 Theories of Learning
 10.5.1 Classical Conditioning; 10.5.2 Operant Conditioning;
 10.5.3 Difference between Classical Conditioning and Operant Conditioning;
 10.5.4 Cognitive Theories
10.6 Principles of Reinforcement
 10.6.1 Positive Reinforcement; 10.6.2 Negative Reinforcers;
 10.6.3 Extinction: (Withholding Reinforcers); 10.6.4 Punishment
10.7 Schedules of Reinforcement
 10.7.1 Continuous Reinforcement Schedule; 10.7.2 Partial Reinforcement Schedule
10.8 Limitations of Behaviour Modification;
10.9 Learning Curves
 10.9.1 Diminishing-returns Learning Curve; 10.9.2 Increasing Returns Learning Curve;
 10.9.3 Increasing-decreasing-returns Learning Curve
10.10 Learning and Behaviour; 10.11 Learning and Personality Differences;
10.12 Summary; 10.13 Exercises and Questions; 10.14 Further Reading
Case: Post-appraisal Learning

UNIT 11 STRESS AND WELL-BEING AT WORK

11.0 Introduction; 11.1 Unit Objectives;
11.2 Definitions of Stress; 11.3 The General Adaptation Syndrome (GAS);
11.4 Approaches to Stress;
11.5 The Causes of Stress
 11.5.1 Internal Stimuli for Stress; 11.5.2 Environmental Stressors
11.6 Individual Response to Stress
 11.6.1 Life Events; 11.6.2 Type A Behaviour Pattern;
 11.6.3 Type B Behaviour Pattern; 11.6.4 Personality Hardiness;
 11.6.5 Negative Affectivity; 11.6.6 Self-Reliance; 11.6.7 Social Support
11.7 Consequences of Stress
 11.7.1 Performance and Health Benefits of Stress;
 11.7.2 Individual Distress; 11.7.3 Organizational Distress
11.8 Managing Stress
 11.8.1 Individual Level; 11.8.2 Organizational Level
11.9 Managerial Implications of Stress; 11.10 Summary;
11.11 Exercises and Questions; 11.12 Further Reading
Case: Career and Marriage

UNIT 12 ORGANIZATIONAL CHANGE AND HUMAN RESOURCE DEVELOPMENT

- 12.0 Introduction; 12.1 Unit Objectives;
- 12.2 Organizational Change; 12.3 Forces of Change in an Organization;
- 12.4 Forms of Change; 12.5 The Role of Change Agents;
- 12.6 Resistance to Change; 12.7 Managing Resistance to Change;
- 12.8 Behavioural Reactions to Change; 12.9 The Politics of Change;
- 12.10 Approaches/Models to Managing Organizational Change
 - 12.10.1 Lewin's Change Model; 12.10.2 Nadler's Organizational Model;
 - 12.10.3 A Contingency Model of Analyzing Change
- 12.11 Organizational Change and HRD; 12.12 Conclusion;
- 12.13 Summary; 12.14 Exercises and Questions; 12.15 Further Reading
Case: The Fear of going Private

HR-2304 LABOUR LAWS FOR MANAGERS

UNIT 1 INDUSTRIAL RELATIONS

- 1.0 Introduction; 1.1 Unit Objectives; 1.2 The Contextual Framework;
- 1.3 Community Prescriptions;
- 1.4 The Constitutional Framework and Industrial Relations;
- 1.5 Five-Year Plans and Industrial Relations;
- 1.6 (First) National Commission on Labour and Industrial Relations Law;
- 1.7 (Second) National Commission on Labour and Industrial Relations Law;
- 1.8 Summary; 1.9 Exercises and Questions; 1.10 Further Reading 1.11 References

UNIT 2 TRADE UNIONISM

- 2.0 Introduction; 2.1 Unit Objectives; 2.2 Need to form Trade Unions;
- 2.3 History of the Trade Union Movement in India;
- 2.4 Closed Shop/Union Shop; 2.5 Summary;
- 2.6 Exercises and Questions; 2.7 Further Reading 2.8 References

UNIT 3 STATUTORY DEFINITION OF TRADE UNION

- 3.0 Introduction; 3.1 Unit Objectives; 3.2 The Definition;
- 3.3 Members of Trade Unions; 3.4 Trade or Industry ;
- 3.5 Objectives of Trade Unions; 3.6 Trade Dispute; 3.7 Summary;
- 3.8 Exercises and Questions; 3.9 Further Reading 3.10 References

UNIT 4 REGISTRATION OF TRADE UNIONS

- 4.0 Introduction; 4.1 Unit Objectives; 4.2 The Legal Status of Registered Trade Unions;
- 4.3 Compulsory Versus Voluntary Registration; 4.4 Appointment of the Registrar;
- 4.5 Mode of Registration; 4.6 Powers of the Registrar;

4.7 No Powers of the Registrar to Verify Membership of Trade Unions;
4.8 Power to Conduct Election; 4.9 No Power to Hold Enquiry;
4.10 No Power to Decide Rival Claims;
4.11 No Power to Decide Regarding Admission of Membership;
4.12 Duties of the Registrar; 4.13 Certificate of Registration: Conclusive Evidence;
4.14 Minimum Requirement about Membership of a Trade Union;
4.15 Cancellation and Deregistration of a Registered Trade Union;
4.16 Appeal; 4.17 The Result of Deregistration; 4.18 Re-registration;
4.19 Registered Office; 4.20 Change of Name, Structure and Dissolution;
4.21 Submission of Returns; 4.22 Penalties and Procedure;
4.23 Summary; 4.24 Exercises and Questions;
4.25 Further Reading; 4.26 References

UNIT 5 MEMBERS, OFFICE-BEARERS AND OUTSIDERS IN TRADE UNIONS

5.0 Introduction; 5.1 Unit Objectives; 5.2 Some Disturbing Aspects of Outsiders
in the Union; 5.3 Rights of Minors to Membership of Trade Unions;
5.4 Outsiders in the Union Executive and the Law;
5.5 Disqualification of Office-Bearers; 5.6 Ceiling on Holding Offices in Trade Unions;
5.7 Duration of Time for Election as Office-Bearers/Members of Executive;
5.8 Rights and Duties of Office-Bearers and Members;
5.9 Inter-union and Intra-union Rivalries; 5.10 Summary;
5.11 Exercises and Questions; 5.12 Further Reading 5.13 References

UNIT 6 TRADE UNION FINANCES AND FUNDS

6.0 Introduction; 6.1 Unit Objectives; 6.2 The Factual Review;
6.3 Membership Subscription: Law's Response;
6.4 General Fund: Purposes for which it may be spent;
6.5 Political Fund; 6.6 Summary; 6.7 Exercises and Questions;
6.8 Further Reading; 6.9 References

UNIT 7 PRIVILEGES OF REGISTERED TRADE UNIONS

7.0 Introduction; 7.1 Unit Objectives; 7.2 Immunity from Criminal Conspiracy;
7.3 Immunity from Civil Actions; 7.4 Enforceability of Agreements;
7.5 Summary; 7.6 Exercises and Questions; 7.7 Further Reading
7.8 References

UNIT 8 RECOGNITION OF TRADE UNIONS

8.0 Introduction; 8.1 Unit Objectives;
8.2 The Need for Recognition of Trade Unions;
8.3 Recognition of Trade Unions in Retrospect;
8.4 Law and Practice Relating to Recognition of Trade Unions;
8.5 Summary; 8.6 Exercises and Questions; 8.7 Further Reading
8.8 References

UNIT 9 COLLECTIVE BARGAINING

9.0 Introduction; 9.1 Unit Objectives; 9.2 The Perspective;
9.3 Concept and Meaning of Collective Bargaining;
9.4 Prerequisites for Collective Bargaining;
9.5 Advantages and Disadvantages of Collective Bargaining;
9.6 Collective Bargaining in India; 9.7 Summary;
9.8 Exercises and Questions; 9.9 Further Reading
9.10 References

UNIT 10 UNFAIR LABOUR PRACTICES AND VICTIMISATION

10.0 Introduction; 10.1 Unit Objectives;
10.2 Unfair Labour Practices on the part of Employers under the Trade Unions (Amendment) Act, 1947; 10.3 Unfair Labour Practices on the Part of Trade Unions under the Trade Unions (Amendment) Act, 1947;
10.4 Judicial Delineation of “Unfair Labour Practice”;
10.5 Code of Discipline in Industry;
10.6 Response of the [First] National Commission on Labour;
10.7 Unfair Labour Practices on the Part of Employers and Trade Unions of Employers under the Industrial Disputes (Amendment) Act, 1982;
10.8 Unfair Labour Practices on the Part of Workmen and Trade Unions of Workmen Under the Industrial Disputes (Amendment) Act, 1982;
10.9 Victimization; 10.10 Scope of Interference by an Industrial Tribunal;
10.11 Summary; 10.12 Exercises and Questions; 10.13 Further Reading;
10.14 References

UNIT 11 INDUSTRIAL DISPUTES ACT, 1947

11.0 Introduction; 11.1 Unit Objectives; 11.2 Contextual Framework;
11.3 Object; 11.4 Scheme of the Act;
11.5 Industrial Disputes (Amendment) Act, 1982 And 1984
11.6 Trade Unions and the Industrial Disputes (Amendment) Bill, 1988
11.7 Interpretation of Industrial Relations Law;
11.8 No Jurisdiction of Civil Court in Industrial Dispute;
11.9 Summary; 11.10 Exercises and Questions;
11.11 Further Reading; 11.12 References

UNIT 12 INDUSTRIAL DISPUTE AND INDIVIDUAL DISPUTE

12.0 Introduction; 12.1 Unit Objectives; 12.2 Industrial Dispute;
12.3 Individual Dispute; 12.4 Legislative Response: Insertion of Section 2A;
12.5 No Time Limit Prescribed; 12.6 Section 2A : In Retrospective;
12.7 Remedy to Individual Workman under IDA: A Review;
12.8 Recommendation of the [Second] National Commission ;
12.9 Remedy to the Legal Heirs of the Deceased;
12.10 Summary; 12.11 Exercises and Questions;
12.12 Further Reading; 12.13 References

UNIT 13 ARENA OF INTERACTION AND PARTICIPANTS IN INDUSTRIAL DISPUTES

13.0 Introduction; 13.1 Unit Objectives; 13.2 Industry;
13.3 Workmen; 13.4 Employer; 13.5 Summary;
13.6 Exercises and Questions; 13.7 Further Reading
13.8 References

UNIT 14 SETTLEMENT OF INDUSTRIAL DISPUTES

14.0 Introduction; 14.1 Unit Objectives; 14.2 Works Committee;
14.3 Grievance Settlement Authorities; 14.4 Conciliation;
14.5 Court of Inquiry; 14.6 Voluntary Arbitration;
14.7 Processes Involved in Reference of Dispute to Voluntary Labour Arbitrator;
14.8 Adjudication; 14.9 Award;
14.10 Non-statutory Machinery and its Working; 14.11 Summary;
14.12 Exercises and Questions; 14.13 Further Reading
14.14 References

UNIT 15 POWERS OF THE GOVERNMENT

15.0 Introduction; 15.1 Unit Objectives; 15.2 Government's Power of Reference;
15.3 Power of the Government to Withdraw and Transfer Certain Proceedings;
15.4 Government's Power to Refer any Question for Interpretation of the Award;
15.5 Power to make Rules; 15.6 Delegation of Power;
15.7 Power to Amend Schedules; 15.8 Power of the Government to Exempt;
15.9 Summary; 15.10 Exercises and Questions;
15.11 Further Reading; 15.12 References

UNIT 16 INSTRUMENTS OF ECONOMIC COERCION

16.0 Introduction; 16.1 Unit Objectives; 16.2 Strike; 16.3 Picketing;
16.4 Gherao; 16.5 Bandh; 16.6 Lockout; 16.7 Right to Strike;
16.8 Right to Lockout; 16.9 Regulation of Strikes and Lockouts;
16.10 Illegal Strikes and Lockouts; 16.11 Sanctions and Criminal Proceedings;
16.12 Justification of Strike and Lockout; 16.13 Dismissal of Strikers;
16.14 Wages for Strike and Lockout Period; 16.15 Summary;
16.16 Exercises and Questions; 16.17 Further Reading
16.18 References

UNIT 17 LAY-OFF, RETRENCHMENT, TRANSFER AND CLOSURE

17.0 Introduction; 17.1 Unit Objectives; 17.2 Lay-off; 17.3 Retrenchment;
17.4 Transfer and Closure of the Undertaking: Prevention and Regulation;
17.5 Summary; 17.6 Exercises and Questions;
17.7 Further Reading; 17.8 References

UNIT 18 DISCHARGE AND DISMISSAL

18.0 Introduction; 18.1 Unit Objectives; 18.2 Nature and Concept;

18.3 Meaning and Scope of Misconduct;
18.4 Discharge Simpliciter or Dismissal in Disguise: Court's Power to Lift the Veil;
18.5 Regulation of Management's Prerogative of Disciplinary Action;
18.6 Powers of Labour Courts, Tribunals and National Tribunals to give
Appropriate Relief in case of Discharge or Dismissal of Workman;
18.7 Right to be Deferred by Lawyer in Domestic Enquiry;
18.8 Right of Representation in Disciplinary Proceedings through Co-employees;
18.9 Applicability of the Evidence Act;
18.10 Domestic Enquiry Pending Criminal Proceedings;
18.11 Effect of Delay in Conduct of Enquiry;
18.12 Power to Conduct Enquiry Afresh; 18.13 Non-supply of Enquiry Report;
18.14 Enquiry Officer's Rank Inferior to the Presiding Officer —Its Effect;
18.15 Domestic Enquiry Found Defective Date of its Effect;
18.16 Non-Discriminatory Treatment;
18.17 Relief to Wrongfully Dismissed Workmen; 18.18 Summary;
18.19 Exercises and Questions; 18.20 Further Reading
18.21 References

UNIT 19 SCOPE AND COVERAGE OF THE INDUSTRIAL EMPLOYMENT (STANDING ORDERS) ACT, 1946

19.0 Introduction; 19.1 Unit Objectives; 19.2 Coverage of the Act;
19.3 Workers Covered; 19.4 Employer under the Act;
19.5 Summary; 19.6 Exercises and Questions; 19.7 Further Reading;
19.8 References

UNIT 20 CONCEPT AND NATURE OF STANDING ORDERS

20.0 Introduction; 20.1 Unit Objectives;
20.2 The Concept of the Standing Orders;
20.3 Nature of the Standing Orders; 20.4 Summary;
20.5 Exercises and Questions; 20.6 Further Reading;
20.7 References

UNIT 21 CERTIFICATION PROCESS—ITS OPERATION AND

21.0 Introduction; 21.1 Unit Objectives;
21.2 Submission of Draft Standing Orders by the Employers;
21.3 Conditions of Certification of the Standing Orders;
21.4 Procedure for Certification of the Standing Orders;
21.5 Certifying Officers: Their Appointment, Jurisdiction, Powers and Duties;
21.6 Appeals Against Certifications;
21.7 Date of Operation of the Standing Orders or Amendments;
21.8 Binding Nature and Effect of the Certified Standing Orders;
21.9 Posting of Standing Orders; 21.10 Summary;
21.11 Exercises and Questions; 21.12 Further Reading;
21.13 References

UNIT 22 MODIFICATION AND TEMPORARY APPLICATION OF MODEL STANDING ORDERS

22.0 Introduction; 22.1 Unit Objectives; 22.2 Modification of Standing Orders;
22.3 Temporary Application of Model Standing Orders;
22.4 Summary; 22.5 Exercises and Questions; 22.6 Further Reading;
22.7 References

UNIT 23 ROLE OF THE GOVERNMENT UNDER THE IESOA

23.0 Introduction; 23.1 Unit Objectives;
23.2 Concept of the “Appropriate Government”;
23.3 Delegation of Power; 23.4 Power of the Government of the Make Rules;
23.5 Time-limit for Completion of Domestic Enquiry;
23.6 Subsistence Allowance; 23.7 Summary;
23.8 Exercises and Questions; 23.9 Further Reading;
23.10 References

UNIT 24 WORKERS’ PARTICIPATION IN MANAGEMENT

24.0 Introduction; 24.1 Unit Objectives;
24.2 Constitutional Commitment; 24.3 Concept of Scope;
24.4 The 1975 Scheme of Workers’ Participation in Industries;
24.5 The 1983 Scheme of Workers’ Participation in Management;
24.6 Making Workers Shareholders;
24.7 Representation of Workers on the Board of Directors;
24.8 Workers’ Participation in Winding up Operation;
24.9 Workers’ Right to run Sick Industries;
24.10 Participation of the Workers in the Management Bill, 1990;
24.11 Enforcement of the Act; 24.12 Steps Taken During 1996-97;
24.13 An Evaluation; 24.14 Summary;
24.15 Exercises and Questions; 24.16 Further Reading;
24.17 References

HR-2305 MANAGING INTERPERSONAL GROUP PROCESSES

UNIT 1 GROUPS AND LEARNING

1.0 Introduction; 1.1 Unit Objectives; 1.2 Definition of Groups;
1.3 Reasons for Forming Groups; 1.4 Stages of Group Development;
1.5 Characteristics of Groups; 1.6 External Conditions Imposed on the Group;
1.7 Organizations and Group as a medium of Learning; 1.8 Summary;
1.9 Questions and Exercises; 1.10 Further Reading

UNIT 2 ORGANIZATION DEVELOPMENT AND CHANGE

2.0 Introduction; 2.1 Unit Objectives; 2.2 Managing Change;

2.3 Forces of Change in Organization; 2.4 Organization Development;
2.5 Organization Development Interventions or Techniques;
2.6 The Future and OD; 2.7 Summary;
2.8 Questions and Exercises; 2.9 Further Reading

UNIT 3 GROUP COHESIVENESS AND INFLUENCE PROCESSES

3.0 Introduction; 3.1 Unit Objectives; 3.2 Cohesiveness
3.3 Consequences of Group Cohesiveness; 3.4 Groupthink;
3.5 Groups to Accomplish Objectives; 3.6 Increasing Group Productivity;
3.7 Summary; 3.8 Review Questions; 3.9 Further Reading

UNIT 4 INTERPERSONAL COMMUNICATION

4.0 Introduction; 4.1 Unit Objectives; 4.2 Definitions of Communication;
4.3 The Communication Process; 4.4 Directions of Communication in the
Organization;
4.5 Informal Communication; 4.6 Barriers to Effective Communication;
4.7 Keys to Effective Supervisory Communication; 4.8 Summary;
4.9 Questions and Exercises; 4.10 Further Reading

UNIT 5 INTERPERSONAL AWARENESS TRUST AND FEEDBACK PROCESS

5.0 Introduction; 5.1 Unit Objectives; 5.2 Functions of Interpersonal Communication;
5.3 Development of Interpersonal Relationship; 5.4 Managing Interpersonal Trust and
Distrust;
5.5 Relational Patterns Among Individuals; 5.6 Summary; 5.7 Questions and
Exercises;
5.8 Further Reading

UNIT 6 GROUP DECISION MAKING

6.0 Introduction; 6.1 Unit Objectives; 6.2 Meaning of Decision-making;
6.3 The Decision-making Process; 6.4 Organizational Models of Decision-making
Behaviour;
6.5 Decision-Making Techniques; 6.6 Group Decision-making;
6.7 Creativity and Decision Making; 6.8 Summary;
6.9 Questions and Exercises; 6.10 Further Reading

UNIT 7 GROUP SYNERGY AND TEAM BUILDING

7.0 Introduction; 7.1 Unit Objectives; 7.2 Understanding Work Teams;
7.3 Application of Teamwork; 7.4 Types of Teams; 7.5 Reasons for Using Teams;
7.6 Team Building; 7.7 Summary; 7.8 Questions and Exercises; 7.9 Further
Reading

UNIT 8 ORGANIZATIONAL POWER AND POLITICS

8.0 Introduction; 8.1 Unit Objectives; 8.2 The Concept of Power;
8.3 Structural Sources of Power; 8.4 Uncertainty Reduction;
8.5 Substitutability and Centrality; 8.6 Managing the Boss

8.7 Consequences of Using Power; 8.8 Political Behaviour in Organizations;
8.9 Managerial Implications: Using Power Effectively; 8.10 Summary;
8.11 Questions and Exercises; 8.12 Further Reading

UNIT 9 ORGANIZATIONAL CULTURE

9.0 Introduction; 9.1 Unit Objectives; 9.2 Definition of Culture
9.3 Basic Elements of Culture; 9.4 The Influence of the Leader on Organizational Culture;
9.5 Characteristics of Organizational Culture; 9.6 Creating and Sustaining Culture;
9.7 Managerial Decisions Affected by Culture;
9.8 How does the Environment Affect Managers?;
9.9 Stakeholders Relationship; 9.10 Successful Organizational Culture;
9.11 Changing Organizational Culture; 9.12 Summary;
9.13 Questions and Exercises; 9.14 Further Reading

HR-2306 INDUSTRIAL RELATIONS

UNIT 1 BACKGROUND TO INDUSTRIAL RELATIONS

1.0 Introduction; 1.1 Unit Objectives; 1.2 Concepts of Industrial Relations;
1.3 Significance of Industrial Relations; 1.4 Scope of Industrial Relations;
1.5 Determinants of Industrial Relations; 1.6 The Structure of an Industrial System;
1.7 Dimensions of the Problem of Industrial Relations;
1.8 Industrial Unrest and Work-Stoppages;
1.9 Unemployment and Under-employment as Barriers to Improving Industrial Relations;
1.10 Other Difficulties in the Healthy Growth of Industrial Relations through Labour Law Policy;
1.11 Summary; 1.12 Questions and Exercises; 1.13 Notes and References

UNIT 2 EVOLUTION OF INDUSTRIAL RELATIONS IN INDIA

2.0 Introduction; 2.1 Unit Objectives; 2.2 Industrial Relations during Pre-1920 period;
2.3 Industrial Relations during 1920-1945 period;
2.4 Industrial relations on Independence and After words;
2.5 Social Security Legislation; 2.6 Minimum Standard Statutes;
2.7 Trade Unions Act, 1926
2.7.1 Registration of Trade Unions; 2.7.2 Recognition of Trade Unions;
2.7.3 Plans and Recognition of Trade Unions; 2.7.4 First National Commission on Labour;
2.7.5 Industrial Relations Bill, 1978;
2.7.6 The Hospital and other Institutions (Settlement of Disputes) Bill, 1982;
2.7.7 Trade Unions (Amendment) Act, 1947; 2.7.8 The Trade Unions Bill, 1950;
2.7.9 State Legislation; 2.7.10 Tribunal's Response;
2.7.11 Non-statutory Code of Discipline in Industry; 2.7.12 Unfair Labour Practice

- 2.8 Industrial Employment (Standing Orders) Act, 1946;
- 2.9 Industrial Disputes Act, 1947; 2.10 Industrial Disputes (Amendment) Act, 1982 and 1984;
- 2.11 Trade Unions and the Industrial Disputes (Amendment) Bill, 1988;
- 2.12 Five-Year Plans and Industrial Relations;
- 2.13 [First] National Commission on Labour and Industrial Relations Law;
- 2.14 [Second] National Commission on Labour and Industrial Relations Law;
- 2.15 Summary; 2.16 Questions and Exercises; 2.17 Notes and References

UNIT 3 CHANGING PROFILES OF MAJOR STAKEHOLDERS OF INDUSTRIAL RELATIONS IN INDIA

- 3.0 Introduction; 3.1 Unit Objectives; 3.2 Employees;
- 3.3 Employers; 3.4 Government; 3.5 Trade Unions;
- 3.6 Summary; 3.7 Questions and Exercises;

UNIT 4 MANAGEMENT OF CONFLICT IN INDUSTRY

- 4.0 Introduction; 4.1 Unit Objectives; 4.2 The Process of Conflict;
- 4.3 The Concept of Industrial Conflict;
- 4.4 Collective Bargaining
 - 4.4.1 The Perspective; 4.4.2 The Concept and Meaning of Collective Bargaining;
 - 4.4.3 Prerequisites for Collective Bargaining;
 - 4.4.4 Advantages and Disadvantages of Collective Bargaining;
 - 4.4.5 Collective Bargaining in India
- 4.5 Resolution of Industrial Conflicts
 - 4.5.1 Works Committee; 4.5.2 Grievance Settlement Authorities; 4.5.3 Conciliation;
 - 4.5.4 Court of Inquiry; 4.5.5 Voluntary Arbitration;
 - 4.5.6 Processes Involved in Reference of Dispute to Voluntary Labour Arbitrator;
 - 4.5.7 Adjudication
- 4.6 Summary; 4.7 Questions and Exercises; 4.8 Notes and References

UNIT 5 POSITIVE EMPLOYEE RELATIONS

- 5.0 Introduction; 5.1 Unit Objectives; 5.2 Nature of Employee Relations;
- 5.3 Basic Concepts of Employee Relations
 - 5.3.1 Grievances; 5.3.2 Discipline; 5.3.3 Employee Empowerment; 5.3.4 Collective Bargaining
- 5.4 Positive Employee Relations Factors
 - 5.4.1 Job Satisfaction; 5.4.2 Group Dynamics; 5.4.3 Group Conflict;
 - 5.4.4 Communication; 5.4.5 Organizational Culture and Climate;
 - 5.4.6 Change Management; 5.4.7 Individual Behaviour
- 5.5 Employee Participation Strategies; 5.6 Summary; 5.7 Questions and Exercises;
- 5.8 Notes and References;

UNIT 6 TOPICAL ISSUES IN INDUSTRIAL RELATIONS

- 6.0 Introduction; 6.1 Unit Objectives
- 6.2 Outsourcing: A New Dimension of Globalization

- 6.2.1 BPO; 6.2.2 KPO
- 6.3 New Economic policy;
- 6.4 Globalization
 - 6.4.1. Concept of Globalization; 6.4.2 Basis of Globalization ; 6.4.3 Decent Work in the Context of Globalization
- 6.5 Impact of Globalization and the WTO Regime on Labour Relations;
- 6.6 Privatization and Disinvestment;
- 6.7 Export Promotion Zones, Export- Oriented Process and Special Economic Zones;
- 6.8 Sexual Harassment of Women at Workplace and Constitutional guidelines and norms;
 - 6.8.1. Guidelines and Norms
- 6.9 Summary; 6.10 Questions and Exercises; 6.11 Notes and References

UNIT 7 INTERNATIONAL DIMENSIONS OF INDUSTRIAL RELATIONS

- 7.0 Introduction; 7.1 Unit Objectives
- 7.2 Human Resource Practices and Economic Factors;
- 7.3 International Organizational Models;
- 7.4 International Recruitment Policy
 - 7.4.1 Ethnocentrism; 7.4.2 Polycentrism; 7.4.3 Geocentrism;
- 7.5 International Labour Relations; 7.6 Early International Organization;
- 7.7 International Labour Organization
 - 7.7.1 Fundamental Principles and the Philadelphia Charter;
- 7.8 Organizational Structure of ILO
 - 7.8.1 The International Labour Conference; 7.8.2 The Governing Body; 7.8.3 The International Labour Office
- 7.9 Activities of ILO;
- 7.10 Health, Safety and Welfare of Workers
 - 7.10.1 Safety; 7.10.2 Industrial Hygiene and Health; 7.10.3 Welfare;
- 7.11 Summary; 7.12 Questions and Exercises; 7.13 Notes and References

HR-2307 PERFORMANCE AND REWARD MANAGEMENT

UNIT 1 PERFORMANCE MANAGEMENT

- 1.0 Introduction
- 1.1 Unit Objectives
- 1.2 Concept of Performance Management
- 1.3 Performance Management vs. Performance Appraisal
- 1.4 Performance Management vs. Human Resource Management
- 1.5 Purpose of a Performance Management System
 - 1.5.1 Strategic Purpose
 - 1.5.2 Administrative Purpose
 - 1.5.3 Developmental Purpose

- 1.6 Significance of Performance Management Systems
 - 1.6.1 Benefits to the Organization
 - 1.6.2 Benefits to Managers
 - 1.6.3 Benefits to Employees
- 1.7 Characteristics of Performance Management Systems
- 1.8 Process of Performance Management Systems
- 1.9 Introducing PMS in an Organization
 - 1.9.1 The Ten Stage Introduction Process
 - 1.9.2 Guidelines
- 1.10 Summary
- 1.11 Answers to 'Check Your Progress'
- 1.12 Questions and Exercises
- 1.13 Further Reading

UNIT 2 PLANNING EMPLOYEE PERFORMANCE AND DEVELOPMENT

- 2.0 Introduction
- 2.1 Unit Objectives
- 2.2 Basic Concepts of Performance and Development Planning (PDP)
- 2.3 Benefits of PDP
- 2.4 Components of PDP
 - 2.4.1 Role Profile
 - 2.4.2 Performance Measures and Indicators
 - 2.4.3 Performance Planning
 - 2.4.4 Development Planning
 - 2.4.5 Procedures and Forms
- 2.5 Review of Plan
- 2.6 Summary
- 2.7 Answers to 'Check Your Progress'
- 2.8 Questions and Exercises
- 2.9 Further Reading

UNIT 3 MONITORING PERFORMANCE

- 3.0 Introduction
- 3.1 Unit Objectives
- 3.2 Monitoring Performances
- 3.3 Performance Reviews
 - 3.3.1 Objectives of Performance Review Meetings
 - 3.3.2 Frequency of Review
- 3.4 Conducting Review Meetings
- 3.5 Problems in Conducting Meetings
- 3.6 Guidelines for Conducting Meetings
- 3.7 Self-assessment
 - 3.7.1 Why Self-Assessment?
 - 3.7.2 Problems with Self-Assessment
- 3.8 Giving Feedback

- 3.9 Summary
- 3.10 Answers to 'Check Your Progress'
- 3.11 Questions and Exercises
 - 3.12 Further Reading

UNIT 4 MENTORING AND DEVELOPMENT

- 4.0 Introduction
- 4.1 Unit Objectives
- 4.2 Concept of Mentoring
- 4.3 Benefits of Mentoring
 - 4.3.1 Benefits to Mentor
 - 4.3.2 Benefits to Mentee/Protégé
- 4.4 Characteristics of a Mentor
- 4.5 Process of Mentoring
- 4.6 Group Mentoring
 - 4.6.1 What is Group Mentoring
 - 4.6.2 Benefits of Group Mentoring
 - 4.6.3 Types of Group Mentoring
- 4.7 Pitfalls in Mentoring
- 4.8 Coaching for Performance Improvement
 - 4.8.1 Concept of Coaching
 - 4.8.2 Tips for Effective Coaching
- 4.9 Counselling
 - 4.9.1 Functions of Counselling
 - 4.9.2 Steps in the Counselling Process
- 4.10 Summary
- 4.11 Answers to 'Check Your Progress'
- 4.12 Questions and Exercises
- 4.13 Further Reading

UNIT 5 ANNUAL STOCKTAKING

- 5.0 Introduction
- 5.1 Unit Objectives
- 5.2 Stocktaking of Performance
 - 5.2.1 Uses of Performance Appraisal
 - 5.2.2 Types of Performance Appraisal
 - 5.2.3 Who does the Appraisal?
 - 5.2.4 Timing of Appraisals
- 5.3 Approaches of Appraisal
- 5.4 Process of Appraisal
- 5.5 Methods of Appraisal
- 5.6 MBO and Assessment Centre
 - 5.6.1 Management by Objectives
 - 5.6.2 Assessment Centre
- 5.7 360-Degree Appraisal

- 5.7.1 Definition of 360-Degree Appraisal
- 5.7.2 Rationale for 360-Degree Feedback
- 5.7.3 How it Works
- 5.7.4 Institutionalizing 360-Degree Feedback
- 5.7.5 Problems with 360-Degree Feedback
- 5.7.6 Making 360-degree Feedback Effective
- 5.7.7 Maruti Introduces 360-Degree Appraisal System
- 5.8 Balanced Scorecard
- 5.9 Summary
- 5.10 Answers to 'Check Your Progress'
- 5.11 Questions and Exercises
- 5.12 Further Reading

UNIT 6 STOCKTAKING OF POTENTIAL, REWARD AND RECOGNITION

- 6.0 Introduction
- 6.1 Unit Objectives
- 6.2 Stocktaking of Potential
 - 6.2.1 Meaning of Potential Appraisal
 - 6.2.2 Potential Appraisal vs. Performance Appraisal
 - 6.2.3 Significance of Potential Appraisal
 - 6.2.4 Techniques of Potential Appraisal
- 6.3 Appraisal for Reward
 - 6.3.1 Types of Rewards
 - 6.3.2 Types of Performance Related Pay
 - 6.3.3 Introduction of the PRP System
- 6.4 Appraisal for Recognition
 - 6.4.1 Case of Successful Recognition
 - 6.4.2 Tips for Effective Recognition
 - 6.4.3 Recognition Methods
- 6.5 Summary
- 6.6 Answers to 'Check Your Progress'
- 6.7 Questions and Exercises
- 6.8 Further Reading

UNIT 7 GETTING INTO GRIPS

- 7.0 Introduction
- 7.1 Unit Objectives
- 7.2 Concept of a Learning Organization
 - 7.2.1 Approaches to Learning
 - 7.2.2 Sources of Learning
 - 7.2.3 Importance of Learning
 - 7.2.4 Characteristics of Learning Organization
- 7.3 Performance Management as a Source of Learning
- 7.4 Transmitting Learning into Action

- 7.5 Change through Performance Management
- 7.6 Building a High Performance System
- 7.7 Building and Leading High Performance Teams
- 7.8 Managing Under-Performers
- 7.9 Summary
- 7.10 Answers to 'Check Your Progress'
- 7.11 Questions and Exercises
- 7.12 Further Reading

UNIT 8 REWARD AND COMPENSATION MANAGEMENT

- 8.0 Introduction
- 8.1 Unit Objectives
- 8.2 Concept and Types of Compensation
- 8.3 Objectives and Criteria of Compensation
- 8.4 Competitive Imperatives
 - 8.4.1 Internal Factors
 - 8.4.2 External Factors
 - 8.4.3 Planning for Competitiveness
- 8.5 Equity in Compensation Systems
- 8.6 Designing Compensation
 - 8.6.1 Pay Level Decision
 - 8.6.2 Pay Structure Decision
 - 8.6.3 Individual Pay Decision
- 8.7 Fringe Benefits
 - 8.7.1 Objectives of Fringe Benefits
 - 8.7.2 Factors Influencing Fringe Benefits
 - 8.7.3 Types of Fringe Benefits
- 8.8 Retirement Benefits
- 8.9 Statutory and Tax Aspects
 - 8.9.1 Statutory Framework
 - 8.9.2 Taxes on Income of Employees
- 8.10 Summary
- 8.11 Answers to 'Check Your Progress'
- 8.12 Questions and Exercises
 - 8.13 Further Reading

HR-2308 INTERNATIONAL HUMAN RESOURCE MANAGEMENT

UNIT 1 THE EVERLASTING ENVIRONMENT OF INTERNATIONAL HUMAN RESOURCE MANAGEMENT

- 1.0 Introduction; 1.1 Unit Objectives; 1.2 The Environment
- 1.3 What is IHRM?
- 1.4 Domestic vs International HRM

- 1.4.1 More HR Activities
- 1.4.2 The Need for Broader Perspective
- 1.4.3 More Involvement in Employees' Personal Lives
- 1.4.4 Change in Emphasis as the Workforce mix of PCNs and HCNs varies
- 1.4.5 Risk Exposure
- 1.4.6 More External Influence
- 1.5 Variables that Moderate Differences between Domestic and International HRM
 - 1.5.1 The Cultural Environment
 - 1.5.2 Industry Type
 - 1.5.3 Reliance of the Multinational in its Home-country Domestic Market
- 1.6 The Enduring Context of IHRM
 - 1.6.1 Division of Labour
 - 1.6.2 Forces for Change
 - 1.6.3 Impact on Multinational Management
- 1.7 Summary; 1.8 Exercises and Questions; 1.9 Further Reading

UNIT 2 THE ORGANIZATION CONTEXT

- 2.0 Introduction; 2.1 Unit Objectives
- 2.2 Stages of Internationalization
 - 2.2.1 Different Approaches in Building Multinational/International Organizations
 - 2.2.2 Stages of Internationalization
- 2.3 Organizational Structures in MNCs
 - 2.3.1 Hierarchy Approaches
 - 2.3.2 Polycentric Approaches
 - 2.3.3 The Matrix
 - 2.3.4 Other Approaches
 - 2.3.5 Where does HR Function fit in Structural Forms
- 2.4 Control Mechanisms
 - 2.4.1 Control through Personal Relationship
 - 2.4.2 Control through Corporate Culture
- 2.5 Mode of Operation
 - 2.5.1 Contractual Mode
 - 2.5.2 Cooperative Mode
- 2.6 Summary; 2.7 Exercises and Questions; 2.8 Further Reading

UNIT 3 IHRM: SUSTAINING INTERNATIONAL BUSINESS OPERATION

- 3.0 Introduction; 3.1 Unit Objectives
- 3.2 Linking International Assignments with Organizational Strategy
 - 3.2.1 Ethnocentric
 - 3.2.2 Polycentric
 - 3.2.3 Geocentric
 - 3.2.4 Regiocentric
- 3.3 Reasons for International Assignments
 - 3.3.1 Position Filling
 - 3.3.2 Management Development
 - 3.3.3 Organization Development

- 3.4 Types of International Assignments
- 3.5 The Roles of an Expatriate
 - 3.5.1 Agent of Direct Control
 - 3.5.2 Agent of Socialization
 - 3.5.3 Network Builder
 - 3.5.4 Boundary Scanner
 - 3.5.5 Language Node
 - 3.5.6 Agent of Knowledge-Competency Transfer
- 3.6 The Role of Non-Expatriates
- 3.7 The Role of IHRM Functions
 - 3.7.1 The Central Tasks of HR Professionals in Building an Organization's Capability
- 3.8 Summary; 3.9 Exercises and Questions; 3.10 Further Reading

UNIT 4 STAFFING FOR INTERNATIONAL ASSIGNMENTS

- 4.0 Introduction; 4.1 Unit Objectives
- 4.2 Major Considerations for Selecting Expatriates
 - 4.2.1 Expatriate Failure
 - 4.2.2 Adjustment
 - 4.2.3 The Employment Relationship
- 4.3 Recruitment and Selection
 - 4.3.2 Recruitment
 - 4.3.2 Selection
- 4.4 Dual-career Couples
 - 4.4.1 Alternative Assignment Arrangements
- 4.5 Women as International Managers
- 4.6 Summary; 4.7 Exercises and Questions; 4.8 Further Reading

UNIT 5 EXPATRIATE TRAINING AND DEVELOPMENT

- 5.0 Introduction; 5.1 Unit Objectives
- 5.2 Training of Expatriates for Assignments Abroad
 - 5.2.1 Country-level Differences in Training
 - 5.2.2 Components of Effective Pre-departure Programmes
- 5.3 Developing Staff through International Assignments
 - 5.3.1 Management Development
 - 5.3.2 Organization Development
 - 5.3.3 Individual Development
 - 5.3.4 Developing International Staff and Multinational Teams
- 5.6 Summary; 5.7 Exercises and Questions; 5.8 Further Reading

UNIT 6 GLOBAL COMPENSATION PRACTICES

- 6.0 Introduction; 6.1 Unit Objectives
- 6.2 Purposes of International Compensation
 - 6.2.1 From the Perspective of a Multinational Firm
 - 6.2.2 From the Perspective of an Expatriate
 - 6.2.3 Reasons for Differences in Compensation between Countries
- 6.3 International Compensation Component/Package

- 6.3.1 Base Salary
- 6.3.2 Allowances
- 6.3.3 Benefits
- 6.3.4 Taxation
- 6.4. Existing Approaches in Global Compensation
 - 6.4.1 Balance Sheet (Home-net) System
 - 6.4.2 Local Going Rate (Market Rate) Approach
 - 6.4.3 Hybrid Approach
- 6.5 New Approaches to Compensation
 - 6.5.1 Skill-based Pay
 - 6.5.2 Broad-banding
 - 6.5.3 Variable Pay
 - 6.5.4 Team Rewards
- 6.6 Summary; 6.7 Exercises and Questions; 6.8 Further Reading

UNIT 7 REPATRIATION AND THE CAREER BEYOND

- 7.0 Introduction; 7.1 Unit Objectives
- 7.2 The Process of Repatriation
- 7.3 Making Repatriation Succeed
 - 7.3.1 Satisfaction with Repatriation
 - 7.3.2 Turnover upon Return
- 7.4 Career Development and Expatriate Re-entry
 - 7.4.1 Expatriate Career Management
 - 7.4.2 The Role of Repatriation in Developing a Global Management Cadre
- 7.5. Duties of IHRM in Repatriation
 - 7.5.1 Return on Investment (ROI)
- 7.6 Summary; 7.7 Exercises and Questions; 7.8 Further Reading

UNIT 8 HRM IN THE HOST COUNTRY

- 8.0 Introduction; 8.1 Unit Objectives
- 8.2 Standardization and Adaptation of Work Practices
 - 8.2.1 Diverse Workforce and MNC's Strategies to Manage Diversity
 - 8.2.2 Awareness of Host-Country Environment
 - 8.2.3 Language Standardization
- 8.3 Retaining, Developing and Retrenching Staff
 - 8.3.1 Retaining Staff
 - 8.3.2 Developing Staff
 - 8.3.3 Retrenchment
- 8.4 The Role of the Corporate HR Function in the International Firm
 - 8.4.1 Centralized HR Companies
 - 8.4.2 Decentralized HR Companies
 - 8.4.3 Transnational HR Companies
 - 8.4.4 Geographic Subsidiary Management
 - 8.4.5 Ethics and Corporate Social Responsibility
- 8.5 Summary; 8.6 Exercises and Questions; 8.7 Further Reading

UNIT 9 INTERNATIONAL PRACTICES IN INDUSTRIAL RELATIONS

- 9.0 Introduction; 9.1 Unit Objectives
- 9.2 Key Issues in Industrial Relations
 - 9.2.1 Industrial Relations Policies and Practices of MNCs
 - 9.2.2 International Integration
 - 9.2.3 Nationality of Ownership of the Subsidiary
 - 9.2.4 International HRM Approach
 - 9.2.5 Subsidiary Characteristics
 - 9.2.6 Characteristics of the Home Product Market
 - 9.2.7 Management Attitude Towards Unions
- 9.3 Trade Unions and Approaches of MNCs
 - 9.3.1 The Role of Trade Unions
 - 9.3.2 Differences in Practices Across Countries
- 9.4 IR Trends in MNCs
 - 9.4.1 From the Organization's Point of View
 - 9.4.2 From the Point of View of Unions
- 9.5 Employees' Participation in Management
 - 9.5.1 Participation in Decision-making
 - 9.5.2 Participation in Improvement of Quality of Work Life
 - 9.5.3 Employee Participation : Variations Across Nations
- 9.6 Impact of EU and NAFTA on IR
 - 9.6.1 The Impact of the European Union
 - 9.6.2 The Impact of the North America Free Trade Agreement (NAFTA)
- 9.7. Division of Labour and International Trade; 9.8 Summary
- 9.9 Exercises and Questions; 9.10 Further Reading

UNIT 10 PERFORMANCE MANAGEMENT

- 10.0 Introduction; 10.1 Unit Objectives
- 10.2 Multinational Performance Management
 - 10.2.1 Whole is Greater than the Sum of the Parts
 - 10.2.2 When Comparison is not Possible
 - 10.2.3 Unpredictable Global Environment
 - 10.2.4 Time and Distance Separation
 - 10.2.5 Variableness in the Levels of Maturity
- 10.3 Evaluating Expatriate's Performance
 - 10.3.1 Host National Management's Perception of Actual Job Performance
 - 10.3.2 Home Office Management's Perception of Actual Job Performance
 - 10.3.3 Management Ethnocentricity
 - 10.3.4 Actual Job Performance
 - 10.3.5 Guidelines on How to Appraise an Expatriate's Performance
 - 10.3.6 Criteria for Evaluation of Performance
- 10.4 Performance Management of Host Country Employees
 - 10.4.1 Step 1: Creating a System
 - 10.4.2 Step 2: Planning Individual Performance
 - 10.4.3 Step 3: Effective Implementation of the Performance Management System

10.5 Summary; 10.6 Exercises and Questions; 10.7 Further Reading

UNIT 11 IHRM TRENDS AND FUTURE CHALLENGES

11.0 Introduction; 11.1 Unit Objectives

11.2 Organizational Capabilities

11.2.1 Organizational Capability and Globalization

11.2.2 Understanding and Building Centres of Excellence

11.2.3 Developing Organizational Capability

11.2.4 Streamlining HR Support Functions: HR Service Centres

11.2.5 Outsourcing or In-sourcing HR

11.3 Mechanisms of Integration

11.3.1 Talent Management

11.3.2 Global Knowledge Management

11.3.3 Management through Global Networking

11.3.4 Global E-Enablement of HR Processes

11.4 Summary; 11.5 Exercises and Questions; 11.6 Further Reading

HR-2309 MANAGEMENT OF TRAINING AND DEVELOPMENT

UNIT 1 AN OVERVIEW OF THE TRAINING AND LEARNING PROCESS

1.0 Introduction; 1.1 Unit Objectives; 1.2 Training, Education and Development;

1.3 Importance of Training; 1.4 Objectives of Training;

1.5 Prerequisites for Training, Education and Development;

1.6 Conditions of a Good Training Programme; 1.7 Designing a Training Programme;

1.8 Training and Development Process; 1.9 Evaluation of Training;

1.10 Management Training in India; 1.11 Evaluation of Training in India;

1.12 Selecting and Retaining Training and Development Staff;

1.13 Key Principles of Learning; 1.14 Methods of Learning;

1.15 Summary; 1.16 Questions and Exercises

UNIT 2 ROLE, RESPONSIBILITIES AND CHALLENGES OF TRAINING MANAGERS

2.0 Introduction; 2.1 Unit Objectives; 2.2 Profile of Training;

2.3 Effective Training; 2.4 Inputs in Training and Development Programme;

2.5 Designing the Training and Development Programme;

2.6 Methods and Techniques of Training;

2.7 Methods and Techniques of Development;

2.8 Functions and Roles of Training and Development Managers;

2.9 Implementation of the Training Programme;

2.10 Impediments to Effective Training; 2.11 Summary;

2.12 Questions and Exercises

UNIT 3 ORGANIZATION AND MANAGEMENT OF TRAINING FUNCTION

3.0 Introduction; 3.1 Unit Objectives;
3.2 Organization and Management of Training; 3.3 Course Content;
3.4 Methods/Techniques; 3.5 Group Strength; 3.6 Facilities;
3.7 Group Composition; 3.8 Location; 3.9 Schedule/Duration;
3.10 Programme Check-List; 3.11 Participant's Role;
3.12 Evaluation of Training; 3.13 Evaluating the Training Programme;
3.14 Evaluating the Training Objectives; 3.15 Evaluating the Participants;
3.16 Basis of Evaluation; 3.17 Training Evaluation Formats;
3.18 Follow-up of Training; 3.19 Training Functions;
3.20 Technical Training; 3.21 Apprenticeship Training;
3.22 Summary; 3.23 Questions and Exercises

UNIT 4 TRAINING NEED ASSESSMENT AND ACTION RESEARCH

4.0 Introduction; 4.1 Unit Objectives; 4.2 Methods Assessing Learning Needs;
4.3 Individual and Organizational Training Needs;
4.4 Responding to Individual Training Needs;
4.5 Methods for Collecting Information;
4.6 Benefits and Needs of Assessment;
4.7 Consequences of Absence of Training Needs;
4.8 Training Needs Caused by Changes;
4.9 Technological Changes; 4.10 Market Changes; 4.11 Legislative Changes;
4.12 Manpower Composition Changes; 4.13 Summary; 4.14 Questions and Exercises

UNIT 5 TRAINING OBJECTIVES

5.0 Introduction; 5.1 Unit Objectives;
5.2 Designing Training Programme in Different Contexts; 5.3 Learning Objectives;
5.4 Lesson Planning; 5.5 Training Methods; 5.6 Types of Training Programme;
5.7 Other Forms of Training; 5.8 Summary; 5.9 Questions and Exercise

UNIT 6 TRAINING CLIMATE AND PEDAGOGY

6.0 Introduction; 6.1 Unit Objectives; 6.2 Pivotal Areas of Training;
6.3 Training for Unskilled, Semi-skilled, Skilled Workers and for Executives;
6.4 Meta-Theories of Learning; 6.5 Pedagogy; 6.6 Programmed Instruction;
6.7 Special features of PI; 6.8 Benefits of PI; 6.9 Learning Principles;
6.10 Summary; 6.11 Questions and Exercises

UNIT 7 MODULES OF TRAINING AND DEVELOPMENT

7.0 Introduction; 7.1 Unit Objectives;
7.2 Role, Responsibilities and Challenges of Training Managers;
7.3 Organization and Management of Training Function;
7.4 Training Need Assessment and Action Research;
7.5 Training Climate and Pedagogy;
7.6 Training Methods and Techniques; 7.7 Facilities Planning and Training Aids;
7.8 Training Communication; 7.9 Training Evaluation;

7.10 Alternatives of Training and Development;
7.11 Summary; 7.12 Questions and Exercises

UNIT 8 TRAINING METHODS AND TECHNIQUES

8.0 Introduction; 8.1 Unit Objectives; 8.2 Lecture Method;
8.3 Vestibule Training; 8.4 Role Play Method; 8.5 Group Discussions;
8.6 Brainstorming; 8.7 Buzz Groups; 8.8 Management Games;
8.9 Incident Process; 8.10 Sensitivity Training; 8.11 Syndicate Method;
8.12 Project Work; 8.13 Conference Method; 8.14 Summary;
8.15 Question and Exercises

UNIT 9 TRAINING AIDS

9.0 Introduction; 9.1 Unit Objectives; 9.2 Choice of Aids;
9.3 Training Facilities; 9.4 Training and Development Budgets;
9.5 Summary; 9.6 Questions and Exercises

UNIT 10 TRAINING COMMUNICATION

10.0 Introduction; 10.1 Unit Objectives; 10.2 Nature and Definition;
10.3 Effective Communication; 10.4 Communication Process;
10.5 Communication Failures; 10.6 Types of Communications;
10.7 Presentation Skills and Behaviour; 10.8 Summary;
10.9 Questions and Exercises

UNIT 11 TRAINING EVALUATION

11.0 Introduction; 11.1 Unit Objectives; 11.2 Kirkpatrick Model;
11.3 Implementation of Training Programme; 11.4 Measuring Training;
11.5 Course Content; 11.6 Methods/Techniques; 11.7 Group Strength;
11.8 Facilities; 11.9 Group Composition; 11.10 Location; 11.11 Schedule/Duration;
11.12 Programme Checklist; 11.13 Participants' Role; 11.14 Evaluating Training Effectiveness;
11.15 The Result Assessment System; 11.16 Summary; 11.17 Questions and Exercises

MM-2201 MARKETING RESEARCH

UNIT 1 NATURE AND SCOPE OF MARKETING RESEARCH

- 1.0 Introduction
- 1.1 Unit Objectives
- 1.2 Need to Know the Customer
- 1.3 Definition and Meaning of Marketing Research
 - 1.3.1 Internal Continuous Data
 - 1.3.2 Internal Ad Hoc Data
 - 1.3.3 Environmental Scanning

- 1.4 Marketing Research
- 1.5 Application of Marketing Reserach
 - 1.5.1 Ad Hoc Research
 - 1.5.2 Continuous Research Interview
- 1.6 Summary
- 1.7 Questions and Exercises
- 1.8 Further Reading

UNIT 2 THE RESEARCH PROCESS

- 2.0 Introduction
- 2.1 Unit Objectives
- 2.2 Steps in designing a Research Project
 - 2.2.1 Initial Contact
 - 2.2.2 Research Brief
 - 2.2.3 Research Proposal
- 2.3 Types of Research Methods
 - 2.3.1 Exploratory Research
 - 2.3.2 Secondary Research
 - 2.3.3 Qualitative Research
 - 2.3.4 Depth Interviews
 - 2.3.5 Descriptive Research
 - 2.3.6 Experimental Research
- 2.4 The Main Data Collection Stage
- 2.5 Survey Methods
- 2.6 Questionnaire Design
- 2.7 Pilot Stage
- 2.8 Data Analysis and Interpretation
- 2.9 Report Writing and Presentation
- 2.10 Scientific Method
- 2.11 Summary
- 2.12 Questions and Exercises
- 2.13 Further Reading

UNIT 3 TYPES OF RESEARCH DESIGNS

- 3.0 Introduction
- 3.1 Unit Objectives
- 3.2 Exploratory Research
- 3.3 Descriptive Research
- 3.4 Experimental Research
- 3.5 Summary
- 3.6 Questions and Exercises
- 3.7 Further Reading

UNIT 4 VALUE OF INFORMATION

- 4.0 Introduction
- 4.1 Unit Objectives

- 4.2 Types of Data (Primary and Secondary)
- 4.3 Data Sources
- 4.4 Data Collection Methods
 - 4.4.1 Observation
 - 4.4.2 Questioning
- 4.5 Questionnaire Construction
 - 4.5.1 Words
 - 4.5.2 Questions
 - 4.5.3 Format
 - 4.5.4 Hypothesis
 - 4.5.5 Designing a Questionnaire
- 4.6 Types of Questionnaires
- 4.7 Summary
- 4.8 Question and Exercises
 - 4.9 Further Reading

UNIT 5 SAMPLING

- 5.0 Introduction
- 5.1 Unit Objectives
- 5.2 Types of Sampling
 - 5.2.1 Probability Sampling
 - 5.2.2 Non-Probability Sampling
- 5.3 Application of Sampling Methods to Marketing Problems
- 5.4 Summary
- 5.5 Questions and Exercises
- 5.6 Further Reading

UNIT 6 PROCESSING OF DATA AND ANALYSIS

- 6.0 Introduction
- 6.1 Unit Objectives
- 6.2 Processing of Data
- 6.3 Tabulation of Data
- 6.4 Analysis of Data
(Univariate Analysis Multivariate Analysis, Chi-Square, T-Test, Z-Test)
- 6.5 Cluster
- 6.6 Factor Analysis
- 6.7 Conjoint Analysis
- 6.8 Summary
- 6.9 Questions and Exercises
- 6.10 Further Reading

UNIT 7 ATTITUDE MEASUREMENT

- 7.0 Introduction
- 7.1 Unit Objectives
- 7.2 Attitudes as Evaluations
- 7.3 Methods of Measuring Attitudes
 - 7.3.1 Tricomponent Attitude Model

- 7.3.2 Multi-Attribute Attitude Models
- 7.4 Scales of Measuring Attitudes
 - 7.4.1 Likert Scale
 - 7.4.2 Semantic Differential Scale
 - 7.4.3 Thurstone Scale
- 7.5 Multi-Dimensional Scaling
- 7.6 Summary
- 7.7 Questions and Exercises
- 7.8 Further Reading

UNIT 8 SEGMENTING THE MARKET

- 8.0 Introduction
- 8.1 Unit Objectives
- 8.2 Customer Value Proposition
- 8.3 Non-Segmented Markets
- 8.4 Purpose of Segmentation
 - 8.4.1 Target Market Selection
 - 8.4.2 Tailored Marketing Mix
 - 8.4.3 Differentiation
 - 8.4.4 Opportunities and Threats
- 8.5 Segmenting Consumer Markets
 - 8.5.1 Behavioural Segmentation
 - 8.5.2 Psychographic Segmentation
 - 8.5.3 Profile Segmentation
- 8.6 Combining Segmentation Variables
- 8.7 Segmenting Organizational Markets
 - 8.7.1 Macrosegmentation
 - 8.7.2 Microsegmentation
- 8.8 Evaluating Market Segments and Target Market Selection
 - 8.8.1 Market Attractiveness
 - 8.8.2 Firm's Capability to Serve Segments
- 8.9 Target Market Strategies
 - 8.9.1 Undifferentiated Marketing
 - 8.9.2 Differentiated Marketing
 - 8.9.3 Focus
 - 8.9.4 Customized Marketing
- 8.10 Summary
- 8.11 Questions and Exercises
 - 8.12 Further Reading

UNIT 9 PRODUCT RESEARCH

- 9.0 Introduction
- 9.1 Unit Objectives
- 9.2 Concept Testing
- 9.3 Test Marketing

- 9.3.1 Controlled Test Markets
- 9.3.2 Simulated Test Markets
- 9.3.3 Standard Test Markets
- 9.4 Real-Time Product Research
 - 9.4.1 Current New Product Market Research
- 9.5 New Product Research: A Case Study of the Automobile Industry
- 9.6 Summary
- 9.7 Questions and Exercises
- 9.8 Further Reading

UNIT 10 ADVERTISING RESEARCH

- 10.0 Introduction
- 10.1 Unit Objectives
- 10.2 What should be measured?
- 10.3 When and how to measure?
- 10.4 Summary
- 10.5 Questions and Exercises
- 10.6 Further Reading

UNIT 11 SALES ANALYSIS AND FORECASTING

- 11.0 Introduction
- 11.1 Unit Objectives
- 11.2 Potential Market, Available Market, Served Market and Penetrated Market
- 11.3 Company Sales Forecasts, Sales Budgets, Sales Quota and Sales Control
- 11.4 Sales Forecasting Methods
- 11.5 Summary
- 11.6 Questions and Exercises
- 11.7 Further Reading

UNIT 12 APPLICATIONS OF MARKET RESEARCH IN INDIA

- 12.0 Introduction
- 12.1 Unit Objectives
- 12.2 Application of Marketing Research in India
- 12.3 Summary
- 12.4 Questions and Exercises
- 12.5 Further Reading

MM-2202 ADVERTISING AND SALES PROMOTION

UNIT 1 INTRODUCTION TO ADVERTISING

- 1.0 Introduction
- 1.1 Unit Objectives
- 1.2 Advertising Classification, Functions and Benefits
- 1.3 Economic, Social and Ethical Issues
- 1.4 Client and Advertising Agency

- 1.5 Summary
- 1.6 Questions and Exercises

UNIT 2 MARKETING COMMUNICATIONS

- 2.0 Introduction
- 2.1 Unit Objectives
- 2.2 Source, Message and Medium Factors
- 2.3 Consumer Behaviour Perspective and Advertising Response Process
- 2.4 Summary
- 2.5 Questions and Exercises

UNIT 3 SEGMENTATION AND POSITIONING

- 3.0 Introduction
- 3.1 Unit Objectives
- 3.2 Brand Awareness, Brand Attitudes and Feelings
- 3.3 Brand Equity, Image and Personality
- 3.4 Advertising Objectives and Budget Allocation
- 3.5 Summary
- 3.6 Questions and Exercises

UNIT 4 MEDIA PLANNING AND STRATEGY

- 4.0 Introduction
- 4.1 Unit Objectives
- 4.2 Media Evaluation
- 4.3 Support Media
- 4.4 The Internet
- 4.5 Summary
- 4.6 Questions and Exercises

UNIT 5 CREATIVE STRATEGY – PLANNING AND DEVELOPMENT

- 5.0 Introduction
- 5.1 Unit Objectives
- 5.2 Creative Strategy – Execution and Evaluation
- 5.3 Planning Advertising Campaign
- 5.4 Advertising Research
- 5.5 Summary
- 5.6 Questions and Exercises

UNIT 6 SALES PROMOTION

- 6.0 Introduction
- 6.1 Unit Objectives
- 6.2 Sales Promotion and Consumer Behaviour
- 6.3 Sales Promotion Objectives and Budgeting
- 6.4 Sales Promotion Design Issues, Planning Guidelines and Evaluation

- 6.5 Summary
- 6.6 Questions and Exercises

UNIT 7 SALES PROMOTION TOOLS AND TECHNIQUES

- 7.0 Introduction
- 7.1 Unit Objectives
- 7.2 Consumer Promotion
- 7.3 Trade Promotions
- 7.4 Summary
- 7.5 Questions and Exercises

MM-2203 CONSUMER BEHAVIOUR

UNIT 1 INTRODUCTION TO CONSUMER RESEARCH

- 1.0 Introduction; 1.1 Unit Objectives; 1.2 Initial Contact;
- 1.3 Research Brief; 1.4 Research Proposal;
- 1.5 Types of Research Methods; 1.6 The Main Data Collection Stage;
- 1.7 Survey Methods; 1.8 Questionnaire Design; 1.9 Pilot Stage;
- 1.10 Data Analysis and Interpretation;
- 1.11 Report Writing and Presentation; 1.12 Summary;
- 1.13 Questions and Exercises

UNIT 2 MARKET SEGMENTATION AND POSITIONING CONCEPTS

- 2.0 Introduction; 2.1 Unit Objectives; 2.2 Customer Value Proposition;
- 2.3 Non-Segmented Markets; 2.4 Purpose of Segmentation;
- 2.5 Segmentation and Market Entry;
- 2.6 Process of Market Segmentation: Target Marketing
- 2.7 Segmenting Consumer Markets; 2.8 Segmenting Organizational Markets;
- 2.9 Evaluating Market Segments and Target Market Selection;
- 2.10 Differential Advantage; 2.11 Positioning, Differentiation and Marketing Mix;
- 2.12 Differentiation in All the Steps of The Consumption Chain;
- 2.13 Synchronization of the Marketing Mix;
- 2.14 Criteria for Successful Positioning;
- 2.15 Dilution of Positioning; 2.16 Repositioning;
- 2.17 Summary; 2.18 Questions and Exercises; 2.19 References

UNIT 3 CONSUMER MOTIVATION

- 3.0 Introduction; 3.1 Unit Objectives; 3.2 Needs and Goals;
- 3.3 Positive and Negative Motivation; 3.4 Rational Versus Emotional;
- 3.5 Dynamic Nature of Motivation; 3.6 Types and Systems of Needs;

3.7 Segmentation and Promotional Applications; 3.8 Measurement of Motives;
3.9 Summary; 3.10 Questions and Exercises

UNIT 4 CONSUMER PERSONALITY

4.0 Introduction; 4.1 Unit Objectives; 4.2 What is Personality?;
4.3 Theories of Personality; 4.4 Personality and Understanding Consumer Diversity;
4.5 Brand Personality; 4.6 Self and Self-Image;
4.7 Summary; 4.8 Questions and Exercises

UNIT 5 CONSUMER PERCEPTION

5.0 Introduction; 5.1 Unit Objectives; 5.2 Elements of Perception
5.3 Dynamics of Perception; 5.4 Consumer Imagery;
5.5 Summary; 5.6 Questions and Exercises

UNIT 6 CONSUMER LEARNING, MEMORY AND INVOLVEMENT

6.0 Introduction; 6.1 Unit Objectives; 6.2 Consumer Learning Process;
6.3 Behavioural Learning Theories; 6.4 Cognitive Learning Theory;
6.5 Structure of Memory: How Consumers Store, Retain and Retrieve Information;
6.6 Involvement Theory; 6.7 Measures of Consumer Learning;
6.7 Summary; 6.8 Questions and Exercises

UNIT 7 CONSUMER ATTITUDES

7.0 Introduction; 7.1 Unit Objectives; 7.2 Tricomponent Attitude Model;
7.3 Multi-attribute Attitude Models; 7.4 Functional Theory of Attitudes;
7.5 Measurement of Attitudes; 7.6 Scales for measuring Attitudes;
7.7 Summary; 7.8 Questions and Exercises

UNIT 8 ATTITUDE CHANGE

8.0 Introduction; 8.1 Unit Objectives; 8.2 Changing the Attitude of Consumers;
8.3 Summary; 8.4 Questions and Exercises

UNIT 9 MARKETING COMMUNICATIONS PROCESS

9.0 Introduction; 9.1 Unit Objectives; 9.2 The Purpose of Communication;
9.3 Marketing Communication Process;
9.4 Integrated Marketing Communication (IMC);
9.5 Consumer Psyche: How Consumers Perceive Messages;
9.6 An Unambiguous, Single Signal to the Target Customers;
9.7 Use the Right Time and the Correct Channels;
9.8 Summary; 9.9 Questions and Exercises

UNIT 10 CONSUMER AND CULTURAL INFLUENCES

10.0 Introduction; 10.1 Unit Objectives;
10.2 Influence of Culture on Consumer Behaviour;
10.3 Summary; 10.4 Questions and Exercises

UNIT 11 SOCIAL CLASS INFLUENCES AND CONSUMER BEHAVIOUR

11.0 Introduction; 11.1 Unit Objectives; 11.2 Measuring Social Class;
11.3 Social Stratification and Marketing Strategy;
11.4 Summary; 11.5 Questions and Exercises

UNIT 12 GROUP INFLUENCES AND CONSUMER BEHAVIOUR

12.0 Introduction; 12.1 Unit Objectives; 12.2 What is a Group?;
12.3 Understanding the Power of Reference Groups;
12.4 Factors that affect Reference Group Influence;
12.5 Selected Consumer-Related Reference Groups;
12.6 Celebrities and Other Reference Group Appeals;
12.7 Summary; 12.8 Questions and Exercises

UNIT 13 HOUSEHOLD DECISION-MAKING

13.0 Introduction; 13.1 Unit Objectives;
13.2 Family as a Reference Group;
13.3 The Family is a Concept in Flux;
13.4 Socialisation of Family Members;
13.5 Family Decision-Making and Consumption-Related Roles;
13.6 The Family Life Cycle; 13.7 Summary;
13.8 Questions and Exercises

UNIT 14 COMMUNICATION WITHIN GROUPS AND OPINION LEADERSHIP

14.0 Introduction; 14.1 Unit Objectives;
14.2 Engendering Word-of-Mouth Communication;
14.3 Blogging; 14.4 Customer Communities; 14.5 Opinion Leadership
14.6 Summary; 14.7 Questions and Exercises

UNIT 15 INNOVATIONS AND THE DIFFUSION PROCESS

15.0 Introduction; 15.1 Unit Objectives;
15.2 Defining Innovations; 15.3 Creating an Innovative Culture;
15.4 Organizational Structures for Innovation Management ;
15.5 Role of Marketers; 15.6 Role of Senior Management;
15.7 Managing the Innovation Process; 15.8 Product Replacement Strategies;
15.9 Commercialization of Technology; 15.10 Next-Generation Products;
15.11 Modular Designs; 15.12 Disruptive Innovations;
15.13 Open-Market Innovations; 15.14 Experimentation in Innovation;

15.15 Summary; 15.16 Questions and Exercises; 15.17 References

UNIT 16 CONSUMER DECISION PROCESS

16.0 Introduction; 16.1 Unit Objectives;
16.2 Problem Recognition; 16.3 Information Search;
16.4 Evaluation of Alternatives and Purchase;
16.5 Purchase and Post-Purchase Evaluation of Decisions;
16.6 Choice Criteria; 16.7 The Buying Situation; 16.8 The Buyer;
16.9 Summary; 16.10 Questions and Exercises

UNIT 17 ORGANIZATIONAL BUYER BEHAVIOUR

17.0 Introduction; 17.1 Unit Objectives;
17.2 Characteristics of Business Buyer;
17.3 Dimensions of Business Buying Behaviour;
17.4 Organizational Buying Behaviour; 17.5 Choice Criteria;
17.6 Influences on Business Buying Behaviour;
17.7 Developments in the Purchasing Practice;
17.8 Relationship Management in Business Marketing;
17.9 Summary; 17.10 Questions and Exercises

MM-2204 INDUSTRIAL MARKETING

UNIT 1 INDUSTRIAL MARKETING LANDSCAPE

1.0 Introduction; 1.1 Unit Objectives; 1.2 Indian Scenario;
1.3 Trends in Industrial Marketing; 1.4 Marketing Orientation;
1.5 Marketing Performance; 1.6 Marketing Perspectives; 1.7 Marketing Environment;
1.8 Marketing Dynamics; 1.9 Industry Structure; 1.10 Benchmarking;
1.11 Quality Management; 1.12 Summary; 1.13 Questions and Exercises

UNIT 2 INDUSTRIAL MARKETS, GOODS AND CUSTOMERS

2.0 Introduction; 2.1 Unit Objectives; 2.2 Producer Segment; 2.3 Types of Industrial Goods;
2.4 Further Classification; 2.5 Industrial Customers; 2.6 Public; 2.7 Product Management;
2.8 Industrial Demand; 2.9 Purchasing Practices of Industrial Customers;
2.10 Distribution Channels; 2.11 Organisational Characteristics of Customer Firm;
2.12 Difference between Industrial and Consumer Marketing; 2.13 Reciprocity;
2.14 Leasing; 2.15 Summary; 2.16 Questions and Exercises

UNIT 3 INDUSTRIAL BUYING BEHAVIOUR

3.0 Introduction; 3.1 Unit Objectives; 3.2 Industrial Purchase; 3.3 Perceptual Factors;
3.4 Vendor Performance; 3.5 Conceptualisation of Buying Behaviour;
3.6 Purchasing Strategies; 3.7 Role Participants; 3.8 Individual and Organisational Goals;
3.9 Multiple Influence Groups; 3.10 Models of Organisational Buying Behaviour;
3.11 Negotiation; 3.12 Summary; 3.13 Questions and Exercises

UNIT 4 INDUSTRIAL MARKET SEGMENTATION

4.0 Introduction; 4.1 Unit Objectives; 4.2 Market Segmentation Factors;
4.3 Process of Segmentation; 4.4 Market Potential; 4.5 Market Testing Methods;
4.6 Target Marketing; 4.7 Product Positioning; 4.8 Summary;
4.9 Questions and Exercises

UNIT 5 INDUSTRIAL MARKETING PLANNING

5.0 Introduction; 5.1 Unit Objectives; 5.2 Effectiveness of Planning;
5.3 Marketing Planning Vs Strategic Planning; 5.4 Strategy Implementation and Control;
5.5 Situation Assessment; 5.6 Strategic Planning and the Marketing Process;
5.7 Strategy Development Process; 5.8 Product Life Cycle and Strategy Formulation;
5.9 Industrial Marketing Strategies; 5.10 Portfolio Analysis using Strategy Grids;
5.11 Derivation of Marketing Strategies; 5.12 Time Frame in Industrial Marketing Planning;
5.13 Forecasting System; 5.14 Summary; 5.15 Questions and Exercises

UNIT 6 INDUSTRIAL PRODUCT PLANNING AND DEVELOPMENT

6.0 Introduction; 6.1 Unit Objectives; 6.2 Dimensions of Newness;
6.3 Concept of Innovation; 6.4 Dimensions of Innovation; 6.5 Technological Innovation;
6.6 Sources of New Product Ideas; 6.7 Process of New Product Development;
6.8 New Product Strategies; 6.9 Concept of Product Life cycle;
6.10 Technological Forecasting; 6.11 Plotting a Breakthrough;
6.12 Role of Technological Forecasting; 6.13 Performance Characteristics of Technology;
6.14 Choice of Technology; 6.15 Evaluation of Competitive Activity;
6.16 Limitations of Technological Forecasting; 6.17 Technology Assessment;
6.18 Product Design and Development; 6.19 Engineering the Prototype;
6.20 Process Development; 6.21 Forecasting Methods; 6.22 Summary;
6.23 Questions and Exercises

UNIT 7 INDUSTRIAL PRODUCT PRICING

7.0 Introduction; 7.1 Unit Objectives; 7.2 Factors Affecting Prices;
7.3 Objectives of Pricing Policy; 7.4 Pricing Decisions; 7.5 Pricing a New Product;
7.6 Factors Influencing Pricing; 7.7 Pricing Methods; 7.8 Pricing Levels;
7.9 Pricing Policies; 7.10 Product Analysis Pricing; 7.11 Usual Procedure;
7.12 Future Pricing Decisions; 7.13 Price Management; 7.14 Industrial Bidding;
7.15 Bidding Decisions; 7.16 Information Required; 7.17 Quantitative Approach;
7.18 Most Profitable Trade-off; 7.19 Summary; 7.20 Questions and Exercises

UNIT 8 INDUSTRIAL ADVERTISING AND SALES PROMOTION

8.0 Introduction; 8.1 Unit Objectives; 8.2 Media; 8.3 Industrial Selling;
8.4 Sales Promotion; 8.5 Personal Selling; 8.6 Publicity; 8.7 Multi-stage
Coordination of Promotion;
8.8 Strategies Available to Sales Organisation; 8.9 Tasks Involved in Field Selling;
8.10 Exhibitions; 8.11 Films; 8.12 Selling Corporate Name; 8.13 Summary;
8.14 Questions and Exercises

UNIT 9 INDUSTRIAL MARKETING RESEARCH

9.0 Introduction; 9.1 Unit Objectives; 9.2 Industrial Marketing Research Process;
9.3 Industrial Vs Consumer Marketing Research; 9.4 Classification of Marketing
Research;
9.5 Marketing Information System; 9.6 Research Instruments; 9.7 Sample Surveys;
9.8 Sampling Methods; 9.9 Importance of Sampling Error; 9.10 Key Account
Management;
9.11 Techniques in Marketing Research; 9.12 Marketing Research in Indian
Corporate Sector;
9.13 Summary; 9.14 Questions and Exercises

MM-2205 SERVICES MARKETING

UNIT 1 CONCEPTUAL ISSUES IN SERVICES MARKETING

1.0 Introduction; 1.1 Unit Objectives;
1.2 Increasing Importance of Services;
1.3 All Principles of Marketing apply to services;
1.4 Nature of Services; 1.5 Summary;
1.6 Questions and Exercises

UNIT 2 UNDERSTANDING THE SERVICES PHENOMENON

2.0 Introduction; 2.1 Unit Objectives;

2.2 Distinguishing Features of a Service;
2.3 Managing Services; 2.4 Summary;
2.5 Questions and Exercises

UNIT 3 ROLE OF SERVICES IN ECONOMY

3.0 Introduction; 3.1 Unit Objectives;
3.2 The Emergence of The Service Economy;
3.3 Overview of The Indian Economy;
3.4 Services Sector in The Indian Economy;
3.5 Summary; 3.6 Questions and Exercises

UNIT 4 CHARACTERISTICS OF SERVICES AND MARKETING

4.0 Introduction; 4.1 Unit Objectives;
4.2 Distinguishing Features of a Service;
4.3 Classification of Services; 4.4 Summary;
4.5 Questions and Exercises

UNIT 5 EXTENDED MARKETING MIX FOR SERVICES

5.0 Introduction; 5.1 Unit Objectives; 5.2 The Service;
5.3 Promotion; 5.4 Price; 5.5 Place; 5.6 People;
5.7 Physical evidence; 5.8 Process; 5.9 Summary;
5.10 Questions and Exercises

UNIT 6 DIFFERENTIATION STRATEGIES

6.0 Introduction; 6.1 Unit Objectives;
6.2 Elements of Positioning; 6.3 Service Differentiation;
6.4 Summary; 6.5 Questions and Exercises

UNIT 7 SERVICES QUALITY

7.0 Introduction; 7.1 Unit Objectives; 7.2 Defining Service Quality;
7.3 Researching Service Quality; 7.4 SERVQUAL;
7.5 Setting Quality Standards;
7.6 Managing the Marketing Mix for Quality;
7.7 Organizing and Implementing Service Quality;
7.8 Summary; 7.9 Questions and Exercises

UNIT 8 SERVICES STRATEGIES

8.0 Introduction; 8.1 Unit Objectives;
8.2 Customer and Customer Value in Services;
8.3 The Service Product; 8.4 Managing the Service Encounter;
8.5 Blueprinting; 8.6 Developing Relationships with Customers;
8.7 The Management of Customer Demand; 8.8 Distribution Strategy;
8.9 Pricing of Services; 8.10 Promoting Services;
8.11 Summary; 8.12 Questions and Exercises

MM-2206 BRAND MANAGEMENT

UNIT 1 INTRODUCTION TO BRANDING—SERVICE BRANDING

1.0 Introduction; 1.1 Unit Objectives; 1.2 Understanding a Brand;
1.3 Brand Attributes; 1.4 Service Branding; 1.5 Summary;
1.6 Questions and Exercises ; 1.7 Further Reading

UNIT 2 BRAND IDENTITY

2.0 Introduction; 2.1 Unit Objectives; 2.2 Brand Identity;
2.3 Brand Image; 2.4 Difference between Brand Identity and Brand Image;
2.5 Changing Brand Identity at Intel Corporation; 2.6 Summary;
2.7 Questions and Exercises; 2.8 Further Reading

UNIT 3 IDENTITY SOURCES—SYMBOLS, LOGOS, TRADEMARKS

3.0 Introduction; 3.1 Unit Objectives; 3.2 Symbols; 3.3 Logos;
3.4 Trademarks; 3.5 Summary;
3.6 Questions and Exercises; 3.7 Further Reading

UNIT 4 ADVERTISING AND BRANDING

4.0 Introduction; 4.1 Unit Objectives; 4.2 Building Brand Trust through Advertising;
4.3 How Advertising Works; 4.4 Developing the Advertising Strategy;
4.5 Defining Advertising Objectives; 4.6 Determining the Advertising Spend;
4.7 Message Decisions; 4.8 Media Decisions; 4.9 Execute Campaign;
4.10 Evaluate Advertising Effectiveness; 4.11 Improving Advertising Results;
4.12 Organizing a Campaign Development; 4.13 Summary;
4.14 Questions and Exercises; 4.15 Further Reading

UNIT 5 BRAND CREATION PRINCIPLES

5.0 Introduction; 5.1 Unit Objectives; 5.2 Brand Creation;
5.3 Building a Corporate Brand; 5.4 Building a Brand without using Mass Media;
5.5 Brand Equity; 5.6 Brand Personality; 5.7 Summary;
5.8 Questions and Exercises; 5.9 Further Reading

UNIT 6 TIME EFFECTS

6.0 Introduction; 6.1 Unit Objectives; 6.2 Pyramidal Model;
6.3 Reinforcing and Revitalizing Brands; 6.4 Summary;
6.5 Questions and Exercises; 6.6 Further Reading;

UNIT 7 BRAND EXTENSION

7.0 Introduction; 7.1 Unit Objectives; 7.2 What is Brand Extension?;
7.3 Line Extension; 7.4 Brand Stretching or Vertical Extensions;
7.5 Co-Branding; 7.6 Summary; 7.7 Questions and Exercises; 7.8 Further Reading

UNIT 8 RELATIONSHIP OF BRAND AND PRODUCT

8.0 Introduction; 8.1 Unit Objectives;
8.2 Relationship of Brand and Product: Strategies and Selection;
8.3 Portfolio of Brands: Strategies and Limitations;
8.4 Retailer Brands; 8.5 Internationalization of Brands;
8.6 Summary; 8.7 Questions and Exercises; 8.8 Further Reading

MM-2207 RURAL MARKETING

UNIT 1 INTRODUCTION TO RURAL MARKETING

1.0 Introduction; 1.1 Unit Objectives; 1.2 Definition of Rural Marketing;
1.3 Summary; 1.4 Questions and Exercises; 1.5 Further Reading

UNIT 2 RURAL MARKET ENVIRONMENT

2.0 Introduction; 2.1 Unit Objectives; 2.2 Population;
2.3 Occupation Pattern; 2.4 Income Generation;
2.5 Location of Rural Population; 2.6 Expenditure Pattern;
2.7 Literacy Level; 2.8 Land Distribution; 2.9 Land Use Pattern;
2.10 Irrigation; 2.11 Development Programmes; 2.12 Infrastructure Facilities;
2.13 Rural Credit Institutions; 2.14 Rural Retail Outlets;
2.15 Print Media in Rural Areas; 2.16 Rural Areas Requirements;
2.17 Summary; 2.18 Questions and Exercises; 2.19 Further Reading

UNIT 3 RURAL DEMAND AND RURAL MARKET INDEX

3.0 Introduction; 3.1 Unit Objectives; 3.2 Thompson Rural Market Index;
3.3 Indicators Considered for Rural Market Index; 3.4 Summary;
3.5 Questions and Exercises; 3.6 Further Reading

UNIT 4 PROBLEMS IN RURAL MARKETING

4.0 Introduction; 4.1 Unit Objectives;
4.2 An underdeveloped People and Underdeveloped Market;
4.3 Lack of Proper Physical Communication Facilities;
4.4 Media for Rural Communication; 4.5 Many Languages and Dialects;
4.6 Vastness and Uneven Spread; 4.7 Low Per Capita Incomes;
4.8 Logistics, Storage, Handling and Transport;
4.9 Market Organization and Staff; 4.10 Product Positioning;
4.11 Hierarchy of Markets; 4.12 Low Levels of Literacy;
4.13 Seasonal Demand; 4.14 Summary;
4.15 Questions and Exercises; 4.16 Further Reading

UNIT 5 MARKETING OF AGRICULTURAL INPUTS

5.0 Introduction; 5.1 Unit Objectives; 5.2 Consumable Inputs;
5.3 Durable Inputs; 5.4 Fertilizers; 5.5 Product; 5.6 Price;
5.7 Distribution; 5.8 Promotion; 5.9 SWOT Analysis of Fertilizer Market;
5.10 Agro-chemicals; 5.11 Product; 5.12 Price; 5.13 Distribution;
5.14 Promotion; 5.15 SWOT Analysis of Agro-chemicals Market;
5.16 Seeds; 5.17 Cattle, Poultry and Aqua Feeds;
5.18 Tractors and Power Tillers; 5.19 Irrigation Equipment;
5.20 Other Farm Machinery; 5.21 Summary;
5.22 Questions and Exercises; 5.23 Further Reading

UNIT 6 MARKETING OF CONSUMABLES AND DURABLES

6.0 Introduction; 6.1 Unit Objectives; 6.2 Product; 6.3 Price;
6.4 Distribution; 6.5 Distribution Strategy—Hindustan Lever;
6.6 Promotion; 6.7 Product Redesign or Modification Needs;
6.8 Summary; 6.9 Questions and Exercises; 6.10 Further Reading

UNIT 7 MARKETING OF AGRICULTURAL PRODUCE AND RURAL AND COTTAGE INDUSTRY PRODUCTS

7.0 Introduction; 7.1 Unit Objectives; 7.2 Marketing of Agricultural Produce;
7.3 Regulated Markets; 7.4 Formation of Cooperative Organizations;
7.5 Contract Farming; 7.6 Agricultural Export Zones (AEZ);
7.7 Marketing of Rural/Cottage, Industry/Artisan Products;
7.8 Summary; 7.9 Questions and Exercises; 7.10 Further Reading

UNIT 8 ROLE OF FINANCIAL INSTITUTIONS IN RURAL MARKETING

8.0 Introduction; 8.1 Unit Objectives; 8.2 Agricultural Productivity and
Need for Credit; 8.3 Agricultural Credit Situation; 8.4 Types of Credit;
8.5 Rural Credit Institutions; 8.6 National Bank for Agriculture and
Rural Development; 8.7 Commercial Banks;
8.8 State Cooperative Banks (SCBs);
8.9 State Cooperative Agricultural and Rural Development Banks (SCARDBs);
8.10 Regional Rural Banks (RRBs); 8.11 Local Area Banks;
8.12 Flow of Institutional Credit to Agriculture; 8.13 Kissan Credit Card Scheme;
8.14 Impact on Rural Market; 8.15 Summary;
8.16 Questions and Exercises; 8.17 Further Reading

UNIT 9 ROLE OF COOPERATIVE INSTITUTIONS IN RURAL MARKETING

9.0 Introduction; 9.1 Unit Objectives; 9.2 Cooperatives as Organizations;
9.3 Structure of Cooperative Organizations; 9.4 Types of Cooperative Organizations;
9.5 Share of Cooperatives in National Economy; 9.6 Impact of Cooperatives on
Rural Marketing; 9.7 Summary; 9.8 Questions and Exercises;
9.9 Further Reading

UNIT 10 RURAL MARKETING STRATEGIES

10.0 Introduction; 10.1 Unit Objectives; 10.2 Rural Market Segmentation;
10.3 Product Strategies; 10.4 Pricing Strategies;
10.5 Distribution Strategies; 10.6 Promotion Strategies;
10.7 Social Marketing; 10.8 Summary; 10.9 Questions and Exercises;
10.10 Further Reading

MM-2208 SALES AND DISTRIBUTION MANAGEMENT

UNIT 1 THE SALES MANAGEMENT GAME: THE NATURE AND SCOPE OF SALES MANAGEMENT

1.0 Introduction; 1.1 Unit Objectives;
1.2 Sales Management: Marketing Management and the New Economy;
1.3 Sales Management
 1.3.1 What is Sales Management; 1.3.2 Sales Management and the Environment;
 1.3.3 Sales and Other Departments
1.4 The Scope of Sales Management
 1.4.1 Characteristics of the Sales Job; 1.4.2 Categories of Salespersons;
 1.4.3 The Role of a Salesperson
1.5 Sales-related Marketing Policies
 1.5.1 Sales and Advertising; 1.5.2 Sales and Distribution;
 1.5.3 Sales and Pricing
1.6 The Sales Management Process
 1.6.1 Implementing the Sales Programme;
 1.6.2 Evaluation Control of the Sales Programme;
 1.6.3 Sales Management and Control; 1.6.4 Formal Control
1.7 Key Account Management
 1.7.1 Building Relationships with Key Accounts
1.8 Tactics of Relationship Selling; 1.9 Summary; 1.10 Glossary;
1.11 Questions and Exercises; 1.12 Case Study: Tupperware

UNIT 2 THE SALES ENVIRONMENT TODAY

2.0 Introduction; 2.1 Unit Objectives; 2.2 Understanding the Business Environment;
2.3 Organizational Readiness for Change;
2.4 Technology and Environment in Personal Selling
 2.4.1 Infusing Technology into Personal Selling; 2.4.2 Organizing; 2.4.3 Informing;;
 2.4.4 Supporting and Processing Transactions; 2.4.5 Communicating
2.5 Sales Culture Variables
 2.5.1 The Role of Relationship Selling; 2.5.2 Market Orientation as a Corporate Culture;
 2.5.3 Ethical Issues in Selling; 2.5.4 Create an Ethical Sales Climate;

2.5.5 Establish Control Systems
2.6 Summary; 2.7 Glossary; 2.8 Questions and Exercises; 2.9 Case Study: McDonald's

UNIT 3 SALES ORGANIZATION

3.0 Introduction; 3.1 Unit Objectives; 3.2 Objectives of a Sales Organization;
3.3 Structure of a Sales Organization
3.3.1 Geographical Organization; 3.3.2 Product Organization; 3.3.3 Customer-based Organization;
3.3.4 Functional Sales Organization; 3.3.5 Team-based Organization;
3.3.6 Hybrid Sales Organization; 3.3.7 Other Forms Of Sales Organizations
3.4 Conclusion; 3.5 Summary; 3.7 Glossary; 3.7 Question and Exercises

UNIT 4 RECRUITMENT AND SELECTION OF SALES PERSONNEL

4.0 Introduction; 4.1 Unit Objectives; 4.2 Recruitment;
4.3 Organization for Recruiting and Selection
4.3.1 Sources within the Organization
4.3.2 Sources Outside the Company: Direct Unsolicited Application
4.4 Sources of Indirect Recruitment;
4.5 Selection of The Salesperson
4.5.1 Formal Application Form; 4.5.2 The Interview;
4.5.3 Interviewing Technique; 4.5.4 References;
4.5.5 Different Types of Tests Administered on Recruitment of Sales People
4.6 Job Description
4.6.1 Job Specification
4.7 Summary; 4.8 Glossary; 4.9 Questions and Exercises

UNIT 5 TRAINING AND DEVELOPMENT OF SALES PERSONNEL

5.0 Introduction; 5.1 Unit Objectives;
5.2 Building a Sales Training Programme
5.2.1 Identifying Initial Training Needs
5.3 Content of Training;
5.4 Methods of Training
5.4.1 Lecture; 5.4.2 Role Playing; 5.4.3 Case Method;
5.4.4 Gaming Simulation; 5.4.5 On-the-job Training;
5.4.6 Programmed Learning/Electronic Training; 5.4.7 Correspondence Courses;
5.4.8 Sales Training Programmes
5.5 Evaluation of Training Programmes;
5.6 Objectives of Sales Training
5.6.1 Creating Credibility in Sales Training; 5.6.2 Analyse Needs;
5.6.3 Determine Objectives; 5.6.4 Develop and Implement Programme
5.7 Summary; 5.8 Glossary; 5.9 Questions and Exercises

UNIT 6 MONITORING AND PERFORMANCE APPRAISAL

6.0 Introduction; 6.1 Unit Objectives;
6.2 Objectives of Salespersons' Performance Evaluation;

- 6.3 Evaluation of Salespersons' Performance;
- 6.4 Key Issues in Evaluating and Controlling Salespersons' Performance
 - 6.4.1 Criteria for Performance Evaluation;
 - 6.4.2 Behaviour;
 - 6.4.3 Professional Development;
 - 6.4.4 Results
- 6.5 Methods of Performance Evaluation
 - 6.5.1 Graphic Rating/Checklist Methods;
 - 6.5.2 Ranking Methods;
 - 6.5.3 Objective-setting Methods;
 - 6.5.4 Behaviourally Anchored Rating Scales
- 6.6 Using Performance Information;
- 6.7 Summary;
- 6.8 Glossary;
- 6.9 Questions and Exercises

UNIT 7 SALES TERRITORY QUOTAS AND MANAGING ACCOUNTS

- 7.0 Introduction;
- 7.1 Unit Objectives;
- 7.3 Policies for Account Management;
- 7.4 The Account Management Planning Process
 - 7.4.1 Maintaining Relationship with Major Accounts;
 - 7.4.2 Systems Selling;
 - 7.4.3 Electronic Ordering And Customer Alliances;
 - 7.4.4 Improving Post-sale Customer Service and Loyalty;
 - 7.4.5 Major Account Teams;
 - 7.4.6 Quotas;
 - 7.4.7 Financial Quotas;
 - 7.4.8 Net Profit Quotas;
 - 7.4.9 Expense Quotas;
 - 7.4.10 Activity Quotas;
 - 7.4.11 Combination Quotas;
 - 7.4.12 Usage of the Quota System
- 7.5 Territory Management
 - 7.5.1 Designing Sales Territories;
 - 7.5.2 Market Build-up Approach;
 - 7.5.3 W.J. Talley's Workload Approach;
 - 7.5.4 Territorial Adjustments;
 - 7.5.5 Developing Territories;
 - 7.5.6 Routing the Sales Force
- 7.6 Sales Forecasting
 - 7.6.1 Jury of Executive Opinion;
 - 7.6.2 The Delphi Technique;
 - 7.6.3 Poll of Sales Force Opinion;
 - 7.6.4 Projection of Past Sales;
 - 7.6.5 Time-series Analysis;
 - 7.6.6 Evaluation of Past Sales Projection Methods;
 - 7.6.7 Regression Analysis;
 - 7.6.8 Econometric Model Building and Simulation;
 - 7.6.9 Forecasting Systems
- 7.7 Summary;
- 7.8 Glossary;
- 7.9 Questions and Exercises

UNIT 8 SALES BUDGET AND CONTROL

- 8.0 Introduction;
- 8.1 Unit Objectives;
- 8.2 What is a Sales Budget?;
- 8.3 The Budgeting Process;
- 8.4 Methods of Sales Budgeting;
- 8.5 Preparing the Sales Budget
 - 8.5.1 Review and Analysis of the Marketing Environment
- 8.6 Sales Control
 - 8.6.1 Purpose of Sales Control
 - 8.6.2 The Sales Control System
- 8.7 Nature of Control
 - 8.7.1 Methods of Sales Control
- 8.8 Summary;
- 8.9 Glossary;
- 8.10 Questions and Exercises

UNIT 9 DISTRIBUTION COST CONTROL AND SERVICE

- 9.0 Introduction; 9.1 Unit Objectives; 9.2 What is Distribution?;
- 9.3 The Distribution System
 - 9.3.1 The Structure of the Distribution System;
 - 9.3.2 The Processes Involved; 9.3.3 The Resources Required
- 9.4 The Structure of the Distribution System
 - 9.4.1 Type 1 for Convenience Products;
 - 9.4.2 For Specialty Products ;
 - 9.4.3 For Bulk Supplies;
 - 9.4.4 Distribution Paths
- 9.5 The Functions of a Distribution System
 - 9.5.1 Processes Involved in the Distribution System
- 9.6 Outsourcing and Distribution
 - 9.6.1 Distribution Channels Defined
- 9.7 Value Enhancement Through the Distribution Function: Motivation Tools of Channel Members;
- 9.8 Distribution Channel Strategy
 - 9.8.1 Setting Distribution Objectives;
 - 9.8.2 Bulkbreaking; 9.8.3 Spatial Convenience; 9.8.4 Waiting Time;
 - 9.8.5 Assortment
- 9.9 SUMMARY; 9.10 GLOSSARY; 9.11 QUESTIONS AND EXERCISES

UNIT 10 WAREHOUSING AND TRANSPORTATION DECISIONS

- 10.0 Introduction
- 10.1 Unit Objectives
- 10.2 Objectives of Logistics
- 10.3 Logistics
 - 10.3.1 Principles of Logistics
- 10.4 The Complexities of Modern Logistics
- 10.5 The Structure of the Logistics System
 - 10.5.1 Route Planning
- 10.6 Logistics Functions
 - 10.6.1 Packaging;; 10.6.2 Documentation; 10.6.3 Insurance;
 - 10.6.4 Transportation; 10.6.5 Warehousing; 10.6.6 Logistics Processes;
 - 10.6.7 The Stimulus; 10.6.8 The Inputs; 10.6.9 The Activities;
 - 10.6.10 The Output; 10.6.11 The Resources Required
- 10.7 Merchandising
- 10.8 Techniques of Managing the Channel
 - 10.8.1 The Profit Motive; 10.8.2 Image Creation; 10.8.3 Location Advantage;
 - 10.8.4 Time Control; 10.8.5 Brand Image; 10.8.6 Product Leadership;
 - 10.8.7 Advertising and Sales Promotion
- 10.9 Supplier-Trade Relationships
 - 10.9.1 Warehousing; 10.9.2 Why Do we need Warehouses;
 - 10.9.3 Main Functions of Warehousing Operations; 10.9.4 Main Decisions in Warehousing;

10.10 Transportation Decisions

10.10.1 Mode Selection; 10.10.2 Vehicle Routing and Scheduling;

10.10.3 Freight Consolidation; 10.10.4 Factors Affecting Transportation Costs

10.11 Summary; 10.12 Glossary 10.13 Questions and Exercises

UNIT 11 MANAGING CHANNEL STRUCTURE, DESIGN AND FUNCTIONS

11.0 Introduction;

11.2 What is a Marketing Channel?

11.2.1 Demand-side Factors; 11.2.2 Supply-side Factors;

11.3 Role and Functions of Marketing Channels

11.3.1 Manufacturers; 11.3.2 Intermediaries;

11.3.3 End-users; 11.3.4 Manufacturer-based Channel Formats;

11.3.5 Marketing Channel Design;

11.4 Channel Design Segmentation; 11.5 Channel Design Positioning

11.6 Channel Design Targeting;

11.7 Channel Design: Establish new Channels or Refine Existing Channels

11.7.1 Implementation of Channel Design;

11.7.2 Goals of the Channel Members May Differ;

11.7.3 The Alternatives; 11.7.4 The Distribution Framework;

11.8 Channel Conflicts; 11.9 Channel Coordination;

11.10 Service Outputs

11.10.1 New Initiatives in Channel Output

11.11 Segmenting the Market by Service Output Demands; 11.12 Summary;

11.13 Glossary; 11.14 Questions and Exercises

UNIT 12 MOTIVATION AND TOOLS FOR DISTRIBUTION CHANNELS

12.0 Introduction; 12.1 Unit Objectives;

12.2 Self-image: An Important Dimension of the Relationship Strategy;

12.3 Self-image and Success

12.3.1 Character and Integrity;

12.3.2 Non-verbal Strategies that Add Value To Your Relationships;

12.3.3 Non-verbal Messages; 12.3.4 Shaking Hands;

12.3.5 Facial Expressions; 12.3.6 Eye Contact;

12.3.7 Effect of Appearance on Relationships; 12.3.8 Visual Integrity;

12.4 Customer Service Methods that Strengthen the Partnership

12.4.1 Adding Value with Suggestion Selling;

12.4.2 Preventing Post Sale Problems;

12.4.3 Adding Value with Customer Follow-up;

12.4.4 Preplan Your Service Strategy;

12.5 Summary; 12.6 Questions and Exercises

UNIT 13 LOGISTICS OF CUSTOMER SATISFACTION

13.0 Introduction; 13.1 Unit Objectives; 13.2 Channel Relationship;

13.3 Why do we Need Inventories?

13.3.1 Improvement of Customer Service;

13.3.2 Smoothens the Operations of the Logistics System ;

13.3.3 Reduction of Costs; 13.3.4 Objectives of Inventory Management

13.4 The Distribution Resources Planning System; 13.5 The Core Elements of a Channel;
13.6 Capability Building Programmes; 13.7 Incentive Programmes;
13.8 Channel Influence Strategies; 13.9 Exercising Influence Strategies;
13.10 Conflict Management Methods;
13.11 Conflict Resolution Mechanisms
 13.11.1 Negotiation as a Mechanism for Resolving Conflict
13.12 Summary; 13.13 Questions and Exercises

MM-2209 INTERNATIONAL MARKETING

UNIT 1 GLOBALIZATION: THOUGHTS AND PROCESS

1.0 Introduction; 1.1 Unit Objectives; 1.2 For and Against Globalization;
1.3 Determinants of Global Trade; 1.4 Global Trade Dynamics;
1.5 Global Trade and Economy Flows During 2002-2003;
1.6 International Competition; 1.7 Outgrowth of New Markets;
1.8 Defining Concepts of Global Trade; 1.9 Drivers of Globalization;
1.10 Organizing Global Marketing; 1.11 Global Local Marketing;
1.12 Objectives of Global Marketing; 1.13 Summary;
1.14 Exercises and Questions; 1.15 Further Reading
Case Studies
NESTLÉ: Experiencing Globalization Benefits
Royal Philips Electronics of Netherlands: Managing the Global Home

UNIT 2 GLOBAL MARKETPLACE: ENVIRONMENT AND MANAGEMENT

2.0 Introduction; 2.1 Unit Objectives; 2.2 Key Aspects of International Marketing;
2.3 The Global Marketplace; 2.4 The Triad Market;
2.5 Asia-Caribbean-Pacific Rim Countries; 2.6 Post-Communist Countries;
2.7 Latin America; 2.8 The African Marketplace; 2.9 China and India;
2.10 Global Market Segmentation; 2.11 Grouping of Countries;
2.12 Market Segmentation through Perceptual Mapping;
2.13 Niche Marketing; 2.14 Summary;
2.15 Exercises and Questions; 2.16 Further Reading
Case Studies
Canon: Striving with Competition in Global Imaging Market
BMW: The Customer Segmentation Way

UNIT 3 INTERNATIONAL MONETARY SYSTEM

3.0 Introduction; 3.1 Unit Objectives; 3.2 Bretton Woods Conference;

3.3 Globalization and Monetary Institutions; 3.4 Debt Crisis Management;
3.5 Debt Crisis of the 1990s; 3.6 Foreign Exchange Rate;
3.7 Purchasing Power Parity; 3.8 Arbitrage and Currency Market;
3.9 Global Financial Trends and Banking System;
3.10 Management of Finance by MNCs;
3.11 Focus on International Investments; 3.12 Balance of Payments;
3.13 Summary; 3.14 Exercises and Questions; 3.15 Further Reading

Case Studies

Consumer Preferences on Buying Automobiles: A Case of PT Cruiser of Daimler Chrysler

Economic and Financial Reforms in Latin America

UNIT 4 INTERNATIONAL ECONOMIC ENVIRONMENT

4.0 Introduction; 4.1 Unit Objectives; 4.2 Macroeconomic Environment;
4.3 Microeconomic Environment; 4.4 Screening the Microeconomic Environment;
4.5 Expansion of Microeconomic Insights;
4.6 Business Opportunities in Developing Countries;
4.7 Competitive Market Governance;
4.8 Microeconomic Analysis of a Sustainable Market Strategy;
4.9 Some Major Conclusions on Microeconomic Factors;
4.10 Summary; 4.11 Exercises and Questions; 4.12 Further Reading;

Case Studies

Tanzanian Textile Industry: Weaving through the Turbulent Economy

Cadbury Schweppes: Positioning in Latin America

UNIT 5 CULTURAL ENVIRONMENT

5.0 Introduction; 5.1 Unit Objectives; 5.2 Defining Culture;
5.3 Cultural Variables and International Business Environment;
5.4 Cultural Influence on Marketing-Mix;
5.5 Business Operations within Cultural Limits; 5.6 Summary;
5.7 Exercises and Questions; 5.8 Further Reading

Case Studies

Performing Business in India: Communication Model for Foreign Entrepreneurs

Relating in China: Wal-Mart Revolutionizing Culture

UNIT 6 POLITICAL AND LEGAL ENVIRONMENT

6.0 Introduction; 6.1 Unit Objectives; 6.2 Determining Political Environment;
6.3 Political Interventions; 6.4 Political Systems;
6.5 Political and Residual Risks in International Business;
6.6 Legal Outlook on International Business;
6.7 Tariff Barriers; 6.8 Anti-Dumping Laws; 6.9 Import Licensing;
6.10 Summary; 6.11 Exercises and Questions; 6.12 Further Reading

Case Study

Green Selling: The Body Shop

UNIT 7 PRODUCT STRATEGY

7.0 Introduction; 7.1 Unit Objectives; 7.2 Levels of Product;
7.3 Product Hierarchy; 7.4 International Product-line Analysis;
7.5 Product Design Strategy; 7.6 Product Life Cycle Management;
7.7 New Product Development; 7.8 Product Planning Matrix;
7.9 Product Portfolio Matrix; 7.10 Dimensions of Product Strategies;
7.11 Product Repositioning Strategy; 7.12 Product Strategy Perspectives;
7.13 International Brand Strategy; 7.14 Brand Categories;
7.15 Brand Drivers in International Markets; 7.16 Summary;
7.17 Exercises and Questions; 7.18 Further Reading

Case Study

L' Oréal Netherlands: Product Marketing Strategy in Europe

UNIT 8 INTERNATIONAL PRICING

8.0 Introduction; 8.1 Unit Objectives; 8.2 Value and Skimming Pricing;
8.3 Pricing with Demand Curve; 8.4 Penetration Pricing;
8.5 Geographical Pricing; 8.6 Dual Standards; 8.7 Conspicuous Pricing;
8.8 Psychological Pricing; 8.9 Value-added Pricing;
8.10 Complementary Product Pricing; 8.11 Price Discounts;
8.12 Discriminating Pricing; 8.13 Promotional Pricing;
8.14 Mark-up Pricing; 8.15 Fundamentals of International Pricing;
8.16 Cost-plus Pricing; 8.17 Customer Expectation-based Pricing;
8.18 Pricing Models; 8.19 Price-Market Relationship;
8.20 Blockbuster Entertainment Corporation: Cross Promotion and Pricing Strategy;
8.21 Pricing Strategies Management; 8.22 Price Control;
8.23 Building Pricing Strategies; 8.24 Other Pricing Modalities;
8.25 Strategy for Price Leadership; 8.26 Non-price Factors;
8.27 An Overview of International Pricing; 8.28 Summary;
8.29 Exercises and Questions; 8.30 Further Reading

Case Studies

Case 2: The Air Cargo Competition

Case 2: Crimson Nectar' Blows-up in Board Room: A Case of Building Marketing Policy of a new Generation Product

UNIT 9 INTERNATIONAL DISTRIBUTION

9.0 Introduction; 9.1 Unit Objectives;
9.2 Profile of Principal Distribution Strategies; 9.3 International Channel Selection;
9.4 Distribution in Gray Market; 9.5 Logistics Management;
9.6 International Channel Management; 9.7 Developing Logistics Strategy;
9.8 Physical Distribution; 9.9 Toyota Motors – Distribution Strategy;
9.10 Distribution Planning; 9.11 Functional Excellence in Distribution Planning;
9.12 Summary; 9.13 Exercises and Questions; 9.14 Further Reading

Case Studies

Domino's Pizza Distribution Plan

UNIT 10 INTERNATIONAL PROMOTION STRATEGIES

10.0 Introduction; 10.1 Unit objectives; 10.2 What is Advertising?;
10.3 Developing International Advertising Strategy;
10.4 Advertising Environment; 10.5 The Advertising Process;
10.6 Advertising Categories; 10.7 Advertising and Buyer Perception;
10.8 Strategies in Advertising; 10.9 Advertising Styles;
10.10 Direct Response Advertising; 10.11 Display Advertising;
10.12 Brand Positioning and Advertising Evaluation
10.13 Positioning Methods; 10.14 The Concept of Promotion Mix;
10.15 Advertising Objectives; 10.16 Advertising Styles;
10.17 Message Strategy; 10.18 Advertising Concepts: Monte Carlo;
10.19 Creative-Mix; 10.20 Strategies to Develop Word-of-Mouth Advertising;
10.21 Copywriting; 10.22 Developing a Media Plan;
10.23 Advertising Campaign; 10.24 Institutional Advertising;
10.25 Advertising Appropriation; 10.26 Advertising Research;
10.27 Effectiveness of Advertising; 10.28 Web Advertising and Promotion;
10.29 Summary; 10.30 Exercises and Questions; 10.31 Further Reading
Case Study
Penetrating Media Across the Boundaries: The Strategy of Azteca America

UNIT 11 INTERNATIONAL SALES MANAGEMENT

11.0 Introduction; 11.1 Unit objectives; 11.2 Consultative Sales;
11.3 Technical Sales; 11.4 Commercial Sales and Direct Sales;
11.5 Organizing the Sales Force; 11.6 Retailing; 11.7 Departmental Store;
11.8 Exclusive Retail Stores; 11.9 Supermarkets; 11.10 Convenience Stores;
11.11 Discount Stores; 11.12 Catalogue Showroom; 11.13 Non-store Retailing;
11.14 Decision-making in Retailing; 11.15 Tools of Retailing; 11.16 Distribution;
11.17 Information on Sales; 11.18 Selling and Buying Process;
11.19 Measuring Sales Performance; 11.20 Sales Compensation;
11.21 Summary; 11.22 Exercises and Questions; 11.23 Further Reading
Case Study
Canon in Mexican Business Environment

UNIT 12 EXPORT MANAGEMENT

12.0 Introduction; 12.1 Unit objectives; 12.2 Managing Export Decisions;
12.3 Direct Export; 12.4 Export Contract – Cost Descriptions;
12.5 Risk Coverage; 12.6 Export Documentation;
12.7 Modes of Payment; 12.8 Barter Arrangements in Exports;
12.9 Export Finance in India; 12.10 Export Promotion in India;
12.11 Mode of Entry Options for Foreign Firms;
12.12 Exit Policy; 12.13 Product Branding Decisions;
12.14 Summary; 12.15 Exercises and Questions;
12.16 Further Reading
Case Study

Nuticos: Marketing New Products in Latin American Markets Amidst Rival Competition in the Cosmetic Industry

UNIT 13 INTERNATIONAL MARKETING RESEARCH

13.0 Introduction; 13.1 Unit objectives; 13.2 Scope of Marketing Research; 13.3 Marketing Research Process; 13.4 Sampling Techniques; 13.5 Tools of Data Collection; 13.6 Data Preparation; 13.7 Data Analysis Approaches; 13.8 Market Information Management; 13.9 Monitoring and Evaluation Research in Marketing; 13.10 SWOT Analysis; 13.11 Qualitative Market Research; 13.12 Summary; 13.13 Exercises and Questions; 13.14 Further Reading

Case Study

Campbell's IQ Meals: Gaps in Business Research

UNIT 14 INTERNATIONAL TRADE AND INDIA

14.0 Introduction; 14.1 Unit objectives; 14.2 Indian Economy in Post-Liberalization Period; 14.3 Sectoral Trade and Growth; 14.4 Indian Export Performance; 14.5 Trade Barriers Affecting Foreign Trade in India; 14.6 Regional Trade Cooperation; 14.7 Trade-related Economy; 14.8 Corporate Strategies for Indian Markets; 14.9 Customer and Product Mix Strategies under Competition; 14.10 Foreign Investment Regulations; 14.11 Summary; 14.12 Exercises and Questions; 14.13 Further Reading

Case Studies

Case 1: Market Leadership and Sustenance: Hindustan Lever Limited

Case 2: Magic Relief: A Case Study on Vicks

UNIT 15 MODES OF ENTRY INTO INTERNATIONAL MARKETS

15.0 Introduction; 15.1 Unit objectives; 15.2 Low Intensity Mode of Entry; 15.3 Piggybacking; 15.4 Go-to-Market Strategy; 15.4 Motivation to Export; 15.6 Exporting; 15.7 Contractual Agreement; 15.8 Licensing; 15.9 Franchising; 15.10 Joint Ventures; 15.11 Strategic Alliances; 15.12 Wholly-owned Subsidiaries; 15.13 Developing an Entry Plan; 15.14 Control Management; 15.15 Exit Policy; 15.16 Market Uncertainties and Entry Decisions; 15.17 Becoming a Business Leader; 15.18 Summary; 15.19 Exercises and Questions; 15.20 Further Reading

Case Study

Market Entry of Coca-Cola in Latin America

MU-2401 MANUFACTURING STRATEGY

UNIT 1 DEVELOPING A MANUFACTURING STRATEGY STRUCTURE

- 1.0 Introduction
- 1.1 Unit Objectives
- 1.2 Manufacturing Strategy in Production/Operations
 - 1.2.1 An Overview of Manufacturing Strategy
 - 1.2.2 From Craft to Strategic Manufacturing
 - 1.2.3 Evaluating the Success of Manufacturing Strategies
 - 1.2.4 Key Reasons for Having a Manufacturing Strategy
 - 1.2.5 Manufacturing Strategy
 - 1.2.6 The Importance of Manufacturing Strategy
- 1.3 Functional Strategy
- 1.4 Reasons for Manufacturing's Reactive Role in Corporate Strategy Formulation
 - 1.4.1 Company View of Manufacturing Strategy
 - 1.4.2 Effect of Debate in Strategic Outcomes
- 1.5 Functional Goals
 - 1.5.1 Functional and Non-Functional Goals
 - 1.5.2 Functional Goals Versus Manufacturing's Needs
- 1.6 Developing Manufacturing Strategy
 - 1.6.1 Developing a Manufacturing Strategy
- 1.7 Strategic Integration
- 1.8 Linking a Manufacturing to Marketing
- 1.9 The Outputs of Manufacturing Strategy
 - 1.9.1 The First Output; 1.9.2 The Second Output
- 1.10 Business Strategy
 - 1.10.1 Business Segmentation; 1.10.2 Create a Linked Manufacturing Strategy
 - 1.10.3 Strategic Decision-Making Categories
- 1.11 Some Tools for Manufacturing Strategy Development
 - 1.11.1 Identifying Manufacturing Tactics
 - 1.11.2 Organize for Manufacturing Success
 - 1.11.3 Manufacturing Strategy Goal Alignment
 - 1.11.4 Five-Step Approach to Manufacturing Strategy Development
- 1.12 Summary
- 1.13 Questions and Exercises

UNIT 2 METHODOLOGY TO DEVELOP MANUFACTURING STRATEGY

- 2.0 Introduction
- 2.1 Unit Objectives
- 2.2 Checking Markets
 - 2.2.1 Substituting Customer's Behaviour for Customer's Voice
- 2.3 Outcome of the Market Debate
 - 2.3.1 Describing the Competitor; 2.3.2 Outcomes of the Market Debate
 - 2.3.3 Evaluation the Competitor; 2.3.4 Anticipating Competitors' Actions
 - 2.3.5 Identifying New Competitors; 2.3.6 Phases of Competition
 - 2.3.7 Market Size Estimation

- 2.4 Relating Manufacturing to the Agreed Market
 - 2.4.1 Describing and Analysing End-Users
 - 2.4.2 Identifying and Describing Buyers
 - 2.4.3 How Buyers Make a Choice; 2.4.4 Environmental Influences
 - 2.4.5 Building Customer Profiles; 2.4.6 Analysing Competition
- 2.5 Price
 - 2.5.1 Methods of Estimating Perceived Value
 - 2.5.2 Going-Rate Pricing; 2.5.3 Sealed-Bid Pricing
 - 2.5.4 Psychological Pricing
 - 2.5.5 The Influence of Other Marketing-Mix Elements on Price
 - 2.5.6 Company Pricing Policies; 2.5.7 Impact of Price on Other Parties
 - 2.5.8 Adapting the Price; 2.5.9 Promotional Pricing..
 - 2.5.10 Economic Lot Size; 2.5.11 Product-Mix Pricing
 - 2.5.12 Pricing Situations
 - 2.5.13 Initiating and Responding to Price Changes
 - 2.5.14 Customers' Reactions to Price Changes
 - 2.5.15 Uses of Price in Positioning Strategy
 - 2.5.16 Competitors' Reactions to Price Changes
 - 2.5.17 Responding to Price Changes; 2.5.18 Pricing Strategies
- 2.6 Quality
 - 2.6.1 Meaning of Quality; 2.6.2 Quality of Performance
 - 2.6.3 Quality Control
- 2.7 Reliability
 - 2.7.1 Basic Elements of Reliability; 2.7.2 Delivery Reliability
 - 2.7.3 Definitions of Reliability; 2.7.4 Importance of Reliability Study
 - 2.7.5 Reliability Terms; 2.7.6 Failure
- 2.8 Delivery
 - 2.8.1 Cost; 2.8.2 Delivery Speed
- 2.9 Eight Attributes of Quality
 - 2.9.1 The Strategic Importance of Quality
 - 2.9.2 The Firm's Strategic Response to Quality
 - 2.9.3 Quality as the Central Focus in Manufacturing
 - 2.9.4 The Evolution From Inspection to TQM
- 2.10 Product/Market Analysis
- 2.11 New-Product Leadership
- 2.12 Organizational Aspects
- 2.13 Summary
- 2.14 Questions and Exercises

UNIT 3 PROCESS CHOICE

- 3.0 Introduction
- 3.1 Unit Objectives
- 3.2 Process Choice: An Overview
- 3.3 Manufacturing Strategy/Function
- 3.4 The Types of Process Choice
 - 3.4.1 Generic Introduction; 3.4.2 Job Processing

- 3.4.3 Batch; 3.4.4 Line
- 3.4.5 Continuous Process; 3.4.6 Linking Process Choice and Layout
- 3.4.7 Process Choice and Marketing Strategy
- 3.4.8 Process Choice and the Product Life Cycle
- 3.4.9 Product-Process Matrix
- 3.5 Technical Specification
- 3.6 Correspondence Between Security Qualities in Business and Technology Specifications
 - 3.6.1 Technical Specification versus Business Specification
- 3.7 Technology Strategy
 - 3.7.1 Technology Strategy in the 21st Century
- 3.8 Manufacturing Strategy and Technological Opportunities
- 3.9 Manufacturing's Strategic Response
- 3.10 Summary
- 3.11 Questions and Exercises

UNIT 4 PRODUCT PROFILING

- 4.0 Introduction
- 4.1 Unit Objectives
- 4.2 Product Profiling
- 4.3 Levels of Application
- 4.4 Profiling Procedure
 - 4.4.1 Enterprise Goals and Objectives
- 4.5 Company-Based Profiles
- 4.6 Applying the Same Manufacturing Strategy to Two Different Markets
- 4.7 Incremental Marketing Decisions Resulting in a Mismatch
- 4.8 Reallocation of Products Due to Downsizing
 - 4.8.1 Downsizing; 4.8.2 Reallocation of Products Due to Downsizing
 - 4.8.3 Downscoping
- 4.9 Summary
- 4.10 Questions and Exercises

UNIT 5 FOCUSED MANUFACTURING

- 5.0 Introduction
- 5.1 Unit Objectives
- 5.2 Economics of Scale
- 5.3 Trade-offs in Focused Manufacturing
- 5.4 Alternative Approaches to Focused Manufacturing
- 5.5 Progression or Regression in Focused Manufacturing
- 5.6 Introduction—Plant Location
 - 5.6.1 Plant Location—Factors
 - 5.6.2 Origins of Existing Plants
 - 5.6.3 Factors Considered for General Location of Plant
 - 5.6.4 Economic Survey—for Deciding on Plant Location
- 5.7 Introduction—Plant Layout: (Facilities layout)
 - 5.7.1 Objectives of Plant Layout

- 5.7.2 Principles of Plant Layout
- 5.7.3 Factors Influencing Plant Layout
- 5.7.4 Plant Layout—Types
- 5.8 Moving to Focused Plants
- 5.9 Process Rearrangement
 - 5.9.1 Process Rearrangement
 - 5.9.2 Benchmarking
- 5.10 Manufacturing Facilities Design
 - 5.10.1 Infrastructure Rearrangement
- 5.11 Summary
- 5.12 Questions and Exercises

UNIT 6 MAKE OR BUY

- 6.0 Introduction
- 6.1 Unit Objectives
- 6.2 Make or Buy: An Overview
 - 6.2.1 Break-Even Analysis for Make or Buy Decisions
 - 6.2.2 Effect of Managerial Decisions on the Breakeven Point
 - 6.2.3 Usefulness of Breakeven Analysis
- 6.3 Issues Involved in Decisions
 - 6.3.1 The Competitive Environment; 6.3.2 Technological Change
 - 6.3.3 Financial Consideration
 - 6.3.4 The Manufacturing Process; 6.3.5 Sociopolitical and Economical Factors
- 6.4 Vendor Selection/Supplier Selection
 - 6.4.1 The General Problems of Vendor Quality
 - 6.4.2 A Framework for Vendor Quality Survey
 - 6.4.3 Supplier Partnership; 6.4.4 Partnering
 - 6.4.5 Sourcing; 6.4.6 Supplier Rating
- 6.5 Just-In-Time (JIT) Manufacturing
 - 6.5.1 Definitions; 6.5.2 Characteristics of JIT Management
 - 6.5.3 The Goals of JIT; 6.5.4 Pre-Requisites of JIT a Programme
 - 6.5.5 Components/Element of JIT; 6.5.6 The JIT Principles
 - 6.5.7 JIT Approach to Labour; 6.5.8 JIT Approach to Inventory
 - 6.5.9 JIT Approach to Quality; 6.5.10 JIT Approach to Product Flow and Flexibility
 - 6.5.11 JIT Production Objectives; 6.5.12 Managing the JIT system
 - 6.5.13 Benefits of JIT; 6.5.14 Limitations of JIT
- 6.6 Summary
- 6.7 Questions and Exercises

UNIT 7 MANUFACTURING INFRASTRUCTURE DEVELOPMENT

- 7.0 Introduction
- 7.1 Unit Objectives
- 7.2 Manufacturing Infrastructure Issues
- 7.3 Organizational Issues
 - 7.3.1 Role of Specialists;

- 7.3.2 Specialists and Economies of Scale
- 7.4 Operational Effects of Structural Decisions
 - 7.4.1 The Operator's Job
- 7.5 Strategy-Based Alternatives
 - 7.5.1 Functional Teamwork;
 - 7.5.2 Structure of Work
- 7.6 Operational Control
 - 7.6.1 Control of Quality;
 - 7.6.2 Control of Inventory
 - 7.6.3 Control of Manufacturing
- 7.7 Automation in Manufacturing
 - 7.7.1 Factory Automation;
 - 7.7.2 Engineering Automation
 - 7.7.3 Planning Control Automation
- 7.8 Integration in Manufacturing
 - 7.8.1 Just-In-Time Manufacturing (JIT)
 - 7.8.2 Design For Manufacturability (DFM)
 - 7.8.3 Quality Function Deployment (QFD)
 - 7.8.4 Computer-Integrated Manufacturing (CIM)
 - 7.8.5 Manufacturing Strategy; 7.8.6 The Manufacturing Task
 - 7.8.7 Manufacturing Tasks: Three Types
 - 7.8.8 Manufacturing Strategy as the Integrator
- 7.9 Summary
- 7.10 Questions and Exercises

UNIT 8 FUNCTIONAL PERSPECTIVES

- 8.0 Introduction
- 8.1 Unit Objectives
- 8.2 Investment Decision
- 8.3 Factors in Decision Making
 - 8.3.1 Portfolio Management Process
 - 8.3.2 Approaches to Investment Decision Making
 - 8.3.3 Common Errors in Investment Management
 - 8.3.4 The Theory of Investment Analysis
 - 8.3.5 Evaluation of Financial Attractiveness of Projects
 - 8.3.6 Pay-Back Period
 - 8.3.7 Return On Investment (ROI)
 - 8.3.8 The Discounted Cash Flow (DCF) Techniques
 - 8.3.9 The DCF Techniques-concluding observations
 - 8.3.10 Risk Analysis;
 - 8.3.11 Sensitivity Analysis
 - 8.3.12 Capital Expenditure Budgeting and Control
- 8.4 Linking Investment to Product Life Cycles
- 8.5 Value and Risk in Portfolios
 - 8.5.1 Portfolio Building, Value Creation and Risk

- 8.5.2 Tradeoffs with Risks
- 8.6 Operating Controls and Information
- 8.7 Linking Process Investment Decisions and Evaluation of Controls
- 8.8 Summary
- 8.9 Questions and Exercises

MU-2402 WORLD CLASS MANUFACTURING

UNIT 1 INDUSTRIAL DECLINE AND ASCENDENCY

- 1.0 Introduction; 1.1 Unit Objectives; 1.2 Journey Towards World-class Manufacturing;
- 1.3 Manufacturing Excellence; 1.4 US and French Manufacturers;
- 1.5 Different Manufacturing Eras; 1.6 Eras of Scale and Cost Strategies;
- 1.7 Introduction of New Technology; 1.8 Major Shift Towards Services;
- 1.9 Manufacturing Productivity Trends; 1.10 Summary;
- 1.11 Exercises and Questions; 1.12 Further Reading

UNIT 2 BUILDING STRENGTH THROUGH CUSTOMER-FOCUSED PRINCIPLES

- 2.0 Introduction; 2.1 Unit Objectives; 2.2 Becoming a Customer-focused Organization;
- 2.3 Schonberger's Sixteen Principles;
- 2.4 Target Areas
 - 2.4.1 Customers; 2.4.2 Design; 2.4.3 Capacity; 2.4.4 Operations; 2.4.5 Quality;
 - 2.4.6 Information for Control and Operations; 2.4.7 Marketing/Promotion; 2.4.8 Human Resource
- 2.5 Action Plan for Implementation; 2.6 Summary; 2.7 Exercises and Questions;
- 2.8 Further Reading

UNIT 3 COSTING AND VALUATION

- 3.0 Introduction; 3.1 Unit Objectives; 3.2 Towards New Paradigms in Costing;
- 3.3 Cost Reduction and Performance Improvement; 3.4 Summary;
- 3.5 Exercises and Questions; 3.6 Further Reading

UNIT 4 STRATEGIC LINKAGES

- 4.0 Introduction; 4.1 Unit Objectives; 4.2 Development of Strategic Linkages
- 4.3 Vertical Integration; 4.4 Effective Product Decisions;
- 4.5 Customer Service Excellence; 4.6 Bridging Marketing and Operation Divide;
- 4.7 Multicompany Planning; 4.8 Manufacturing Planning;
- 4.9 Smoothing Demand Turbulence; 4.10 Summary;
- 4.11 Exercises and Questions; 4.12 Further Reading

UNIT 5 FACILITY DESIGN AND MANAGEMENT

- 5.0 Introduction; 5.1 Unit Objectives; 5.2 Issues in Facilities Management;
- 5.3 Modular Plant Design; 5.4 Flexibility in Production Systems;

5.5 Automation: Fundamentals, Need and Implementation; 5.6 Assembly Line Design;
5.7 Material Flow System; 5.8 Types of Line Configuration; 5.9 Summary;
5.10 Exercises and Questions; 5.11 Further Reading

UNIT 6 REMAKING HUMAN RESOURCE MANAGEMENT

6.0 Introduction; 6.1 Unit Objectives; 6.2 Teamsmanship: Essence of High Potential Teams;
6.3 Structural Foundations of Teamsmanship; 6.4 Understanding Team Roles;
6.5 Towards Process-focused Teams; 6.6 Managers as Facilitators; 6.7 Managers as Coaches;
6.8 Workers as Associates; 6.9 Creating a Continuous Improvement Culture;
6.10 Action Learning; 6.11 Motivation and Reward in the Age of Continuous Improvement;
6.12 Recognition: A Great Motivation Tool; 6.13 Towards Competency-Based Reward Systems;
6.14 Performance Appraisal; 6.15 Multi-skilling: Towards Fewer Job Classifications;
6.16 Summary; 6.17 Exercises and Questions; 6.18 Further Reading

UNIT 7 QUALITY

7.0 Introduction; 7.1 Unit Objectives; 7.2 Definition of Quality;
7.3 Quality in Manufacturing; 7.4 Quality in Service; 7.5 Total Quality Control;
7.6 Total Quality Tools and Techniques; 7.7 Quality Control Tools;
7.8 Contributions of Quality Gurus; 7.9 Evolution of Quality Management;
7.10 Total Quality Management as a Tool for Global Competitiveness;
7.11 American and European Approaches to Total Quality Management;
7.12 The Economics of Quality; 7.13 Benchmarking;
7.14 Factors Affecting Quality Management; 7.15 Quality as a Culture;
7.16 5S Principles: Clean It up, Make It Visible;
7.17 Sustaining Total Quality Management; 7.18 Quality Education and Training;
7.19 Management's Commitment (Leadership);
7.20 Customer and Employee Focus in TQM; 7.21 Quality Function Deployment;
7.22 Sustaining Strategic Supplier Collaboration; 7.23 Managing Customer Stability;
7.24 Customer-Supplier Partnership; 7.25 Team Cohesiveness; 7.26 Summary;
7.27 Exercises and Questions; 7.28 Further Reading

MU-2403 PRODUCTION PLANNING AND CONTROL

UNIT 1 INTRODUCTION TO PRODUCTION PLANNING AND CONTROL

1.0 Introduction
1.1 Unit Objectives
1.2 Production Planning
1.2.1 Characteristics of Production Planning; 1.2.2 Objectives of Production Planning;

- 1.2.3 Importance of Production Planning in Production Management;
- 1.2.4 Prerequisites of Production Planning Department;
- 1.2.5 Organization of Production Planning Department;
- 1.2.6 Functions of Production Planning; 1.2.7 Steps Involved in Production Planning
- 1.3 Production Control
 - 1.3.1 Objectives of Production Control; 1.3.2 Functions of Production Control;
 - 1.3.3 Advantages of Production Control
- 1.4 Production Planning and Control
 - 1.4.1 Objectives of Production Planning and Control;
 - 1.4.2 Scope of Production Planning and Control System;
 - 1.4.3 Techniques of Production Planning and Control;
 - 1.4.4 Phases in Production Planning and Control System;
 - 1.4.5 Benefits of Production Planning and Control; 1.4.6 Limitations of Production Planning and Control;
 - 1.4.7 Requirements for Effective Production Planning and Control;
 - 1.4.8 Measuring Effectiveness of Production Planning and Control;
 - 1.4.9 Procedures of Production Planning and Control
- 1.5 Production Planning and Control in Various Manufacturing Systems
 - 1.5.1 Production Planning and Control in Job Production;
 - 1.5.2 Batch Production Planning and Control in Production
- 1.6 Summary
- 1.7 Exercises and Questions
- 1.8 Further Reading

UNIT 2 AGGREGATE PLANNING

- 2.0 Introduction
- 2.1 Unit Objectives
- 2.2 Overview of Aggregate Planning
 - 2.2.1 Increasing Demand; 2.2.2 Fulfilling Capacity Requirements
- 2.3 Latest Trends in Aggregate Planning
- 2.4 Aggregate Capacity Planning
 - 2.4.1 Characteristics of Aggregate Capacity Planning;
 - 2.4.2 Need for Aggregate Capacity Planning
- 2.5 Aggregate Planning Strategies
 - 2.5.1 Graphical Method—An Alternative to Aggregate Planning Strategies
- 2.6 Rough-cut Capacity Planning
 - 2.6.1 Creating Rough-cut Capacity Plan;
 - 2.6.2 Merits and Demerits of Rough-cut Capacity Planning;
 - 2.6.3 Materials Requirement Planning (MRP); 2.6.4 Capacity Requirement Planning
- 2.7 Developing Aggregate Plan
- 2.8 Summary
- 2.9 Exercises and Questions
- 2.10 Further Reading

UNIT 3 CAPACITY PLANNING AND SHOP FLOOR PLANNING

- 3.0 Introduction
- 3.1 Unit Objectives
- 3.2 Overview of Capacity Planning
 - 3.2.1 Measuring Capacity; 3.2.2 Factors Affecting Capacity Planning
- 3.3 Capacity Planning Process
 - 3.3.1 Assessing the Existing Capacity; 3.3.2 Forecasting Future Capacity Requirements;
 - 3.3.3 Identifying Alternative Ways;
 - 3.3.4 Evaluating Short-term and Long-term Capacity Requirements;
 - 3.3.5 Selecting the Suitable Alternative
- 3.4 Shop Floor Planning Process
 - 3.4.1 Assigning Jobs to Work Centres; 3.4.2 Determining the Sequence of Jobs;
 - 3.4.3 Establishing Start and Finish Times of Jobs; 3.4.4 Taking Actions against Delay
- 3.5 Gantt Chart
- 3.6 Overview of Control System
 - 3.6.1 Elements of Control System; 3.6.2 Types of Control System
- 3.7 Summary
- 3.8 Exercises and Questions
- 3.9 Further Reading

UNIT 4 EVALUATING PRODUCTION PLANNING AND CONTROL PROCESS

- 4.0 Introduction
- 4.1 Unit Objectives
- 4.2 Basics of Linear Programming
 - 4.2.1 Basic Terms of Linear Programming; 4.2.2 Uses of Linear Programming;
 - 4.2.3 Structure of Linear Programming Model; 4.2.4 Formulation of Linear Programming;
 - 4.2.5 Matrix Form of Linear Programming; 4.2.6 Advantages of Linear Programming;
 - 4.2.7 Limitations of Linear Programming
- 4.3 Graphical Method of Linear Programming
- 4.4 Simplex Method of Linear Programming
 - 4.4.1 Procedure of Simplex Method
- 4.5 Decision Tree Analysis
- 4.6 Summary
- 4.7 Exercises and Questions
- 4.8 Further Reading

UNIT 5 PRODUCTION DESIGN AND DEVELOPMENT

- 5.0 Introduction
- 5.1 Unit Objectives
- 5.2 Concept of Production Design and Development
 - 5.2.1 Need for Production Design and Development; 5.2.2 Types of Production Design

- 5.3 Characteristics of Production Design
 - 5.3.1 Functionality; 5.3.2 Reliability; 5.3.3 Productivity;
 - 5.3.4 Quality; 5.3.5 Standardization;
 - 5.3.6 Maintainability; 5.3.7 Cost Effective
- 5.4 Product Life Cycle (PLC)
- 5.5 Product Development Process
 - 5.5.1 The Conception Stage; 5.5.2 The Acceptance Stage;
 - 5.5.3 The Execution Stage; 5.5.4 The Evaluation Stage;
 - 5.5.5 The Translation Stage; 5.5.6 The Pre-production Stage;
 - 5.5.7 The Product Use and Support Stage
- 5.6 Product Development Techniques
 - 5.6.1 Standardization; 5.6.2 Simplification; 5.6.3 Specialization;
 - 5.6.4 Diversification; 5.6.5 Automation
- 5.7 Summary
- 5.8 Exercises and Questions
- 5.9 Further Reading

UNIT 6 IMPLEMENTATION OF PRODUCTION PLANNING AND CONTROL IN A CONTINUOUS FLOW SYSTEM

- 6.0 Introduction
- 6.1 Unit objectives
- 6.2 Line Balancing
 - 6.2.1 Computerized Line Balancing
- 6.3 Heuristic Method
 - 6.3.1 Steps Involved in Heuristic Method
- 6.4 Job Shop Scheduling
 - 6.4.1 Minimizing Make Span in Job Shop; 6.4.2 Critical Ratio
- 6.5 Simulation
 - 6.5.1 Advantages of Simulation; 6.5.2 Disadvantages of Simulation;
 - 6.5.3 Monte Carlo Simulation
- 6.6 Intermittent Production Systems
- 6.7 Case Study
- 6.8 Summary
- 6.9 Exercises and Questions
- 6.10 Further Reading

UNIT 7 TECHNOLOGIES IN MANUFACTURING

- 7.0 Introduction
- 7.1 Unit Objectives
- 7.2 Just In Time (JIT)
 - 7.2.1 Characteristics of JIT Systems; 7.2.2 JIT Manufacturing Philosophy; 7.2.3 JIT Purchasing
- 7.3 Flexible Manufacturing System
 - 7.3.1 Levels of Flexibility; 7.3.2 Advantages of FMS; 7.3.3 Disadvantages of FMS
- 7.4 Computer Integrated Manufacturing

- 7.4.1 Computer Aided Design; 7.4.2 Computer Aided Manufacturing;
- 7.4.3 Computer Aided Engineering; 7.4.4 Computer Aided Process Planning
- 7.5 Group Technology
 - 7.5.1 Group Technology Layout; 7.5.2 Cellular Planning
- 7.6 Robotics
 - 7.6.1 Classification of Robots; 7.6.2 Robot Components; 7.6.3 Advantages of Robots;
 - 7.6.4 Disadvantages of Robots; 7.6.5 Applications of Robots
- 7.7 Role of Computers in Production Planning and Control
- 7.8 Case Study
- 7.9 Summary
- 7.10 Exercises and Questions
- 7.11 Further Reading

MU-2404 MATERIAL REQUIREMENT PLANNING

UNIT 1 INTRODUCTION TO MATERIAL REQUIREMENTS PLANNING

- 1.0 Introduction
- 1.1 Unit Objectives
- 1.2 Inventory Management
- 1.3 Material Requirements Planning
- 1.4 The Paradox of Inventory Management
- 1.5 Order Point versus MRP
- 1.6 Inventory—Asset or Liability
- 1.7 Summary
- 1.8 Questions and Exercises

UNIT 2 PREREQUISITES OF MRP

- 2.0 Introduction
- 2.1 Unit Objectives
- 2.2 Bill of Materials
- 2.3 Master Production Schedules
- 2.4 Assumptions of MRP
- 2.5 Essential Data and Inventory Status
- 2.6 Features of Program Design
- 2.7 Summary
- 2.8 Questions and Exercises

UNIT 3 MRP METHODOLOGY

- 3.0 Introduction
- 3.1 Unit Objectives

- 3.2 Master Production Scheduling
- 3.3 Explosion of Requirements
- 3.4 Handling Common Components
- 3.5 Determining Gross and Net Requirements
- 3.6 Summary
- 3.7 Questions and Exercises

UNIT 4 LOT SIZING AND SAFETY STOCK

- 4.0 Introduction
- 4.1 Unit Objectives
- 4.2 Inventory Costs
- 4.3 Lot-Sizing Techniques
- 4.4 Evaluating the Lot-Sizing Techniques
- 4.5 Summary
- 4.6 Questions and Exercises

UNIT 5 DATA REQUIREMENTS AND MANAGEMENT

- 5.0 Introduction
- 5.1 Unit Objectives
- 5.2 Files and Databases
 - 5.2.1 File Organization and Access
 - 5.2.2 The Complete Record
- 5.3 Updating Inventory Records
 - 5.3.1 Transaction Types and Effects
- 5.4 Bills of Material
 - 5.4.1 Bill-of-Material Structuring
 - 5.4.2 Transient Sub-assemblies
 - 5.4.3 Product Model Designations
- 5.5 Modularization of Bills of Material
 - 5.5.1 Modularization Technique
 - 5.5.2 Pseudo Bills of Material
 - 5.5.3 Manufacturing Bills of Material
- 5.6 Summary
- 5.7 Questions and Exercises

UNIT 6 DEVELOPING INPUTS FOR APPLICATIONS

- 6.0 Introduction
- 6.1 Unit Objectives
- 6.2 Sources for Inputs
- 6.3 Input Data Integrity
- 6.4 Master Production Schedules
- 6.5 Resource Requirement Planning
- 6.6 Summary
- 6.7 Questions and Exercises

UNIT 7 APPLICATIONS DEVELOPING OUTPUTS

- 7.0 Introduction
- 7.1 Unit Objectives
- 7.2 Making Outputs Useful
- 7.3 Uses of MRP Outputs
- 7.4 Planning Valid Priorities
- 7.5 MRP Program Health Monitors
- 7.6 Summary
- 7.7 Questions and Exercises

UNIT 8 APPLICATIONS—PLANNING VERSUS EXECUTION

- 8.0 Introduction
- 8.1 Unit Objectives
- 8.2 Planning and Execution
- 8.3 The Execution Phase
- 8.4 Role of Inventory Planners
- 8.5 Summary
- 8.6 Questions and Exercises

UNIT 9 FUTURE OF MRP

- 9.0 Introduction
- 9.1 Unit Objectives
- 9.2 Evolution and Extension of MRP
 - 9.2.1 Implementation Benefits
 - 9.2.2 Guidelines for Technology Selection
- 9.3 Making MRP Systems more Effective
 - 9.3.1 Improving the Effectiveness of MRP Systems
 - 9.3.2 Future Research Projects
- 9.4 Future Trends
- 9.5 Effects of JIT
 - 9.5.1 Vendor-Managed Inventory
 - 9.5.2 JIT II
- 9.6 Summary
- 9.7 Questions and Exercises

MU-2405 LOGISTICS AND SUPPLY CHAIN MANAGEMENT

UNIT 1 LOGISTICS – AN OVERVIEW

1.0 Introduction; 1.1 Unit Objectives; 1.2 Definitions of Logistics;
1.3 Business logistics; 1.4 Decisions; 1.5 Classification of Logistics Applications;
1.6 Logistics Costs; 1.7 Models in Logistics Management;
1.8 Key Actors, Interfaces and Issues;
1.9 The Role and Importance of Logistics Management;
1.10 Summary; 1.11 Questions and Exercises

UNIT 2 CUSTOMER SERVICE

2.0 Introduction; 2.1 Unit Objectives; 2.2 Customer Service as the Focus;
2.3 Product Life Cycle and Logistics; 2.4 Basic Services and Value-Added Services;
2.5 Service Capability; 2.6 The Perfect Order; 2.7 Gap Analysis of Customer Service;
2.8 Summary; 2.9 Exercises and Questions

UNIT 3 INTEGRATED LOGISTICS MANAGEMENT

3.0 Introduction; 3.1 Unit Objectives; 3.2 The Logistical Mission;
3.3 Network Design; 3.4 Network Elements; 3.5 Performance Cycles;
3.6 Integrated Logistics; 3.7 Operating Objectives;
3.8 Managing Operational Uncertainties; 3.9 Barriers to Internal Integration;
3.10 Summary; 3.11 Questions and Exercises

UNIT 4 INFORMATION

4.0 Introduction; 4.1 Unit Objectives; 4.2 Information Functionality;
4.3 Principles of Logistical Information; 4.4 Information Architecture;
4.5 Role of Information Technologies in Logistics;
4.6 Summary; 4.7 Exercises and Questions

UNIT 5 INVENTORY

5.0 Introduction; 5.1 Unit Objectives; 5.2 What is Inventory?;
5.3 Functions of Inventory; 5.4 Inventory Costs;
5.5 Elementary Inventory Models; 5.6 Inventory Control Systems;
5.7 Inventory Classification Models; 5.8 Summary;
5.9 Exercises and Questions

UNIT 6 TRANSPORTATION

6.0 Introduction; 6.1 Unit Objectives; 6.2 Transportation Functionality and Principles;
6.3 Transportation Economic Concepts; 6.4 Transportation Infrastructure Providers;
6.5 Transportation Infrastructure Operators and Value-added Services;
6.6 Inter-modal Transportation; 6.7 Summary;
6.8 Exercises and Questions

UNIT 7 TRANSPORTATION MODELS

7.0 Introduction; 7.1 Unit Objectives;
7.2 Solving Quantitative Problems Relating to Transportation;
7.3 Load–distance Models; 7.4 The Transportation Model;
7.5 LP using the Solver; 7.6 Summary;
7.7 Exercises and Questions

UNIT 8 THE WAREHOUSING NETWORK

8.0 Introduction; 8.1 Unit Objectives; 8.2 Warehouse Functionality;
8.3 Economic Benefits; 8.4 Warehousing Costs;
8.5 Warehousing Alternatives; 8.6 Warehouse Design Principles;
8.7 Warehousing Strategies; 8.8 Summary;
8.9 Exercises and Questions

UNIT 9 PACKAGING

9.0 Introduction; 9.1 Unit Objectives; 9.2 Types of Packaging Systems and Functions;
9.3 Containment and Protection; 9.4 Apportionment and Unitization (Containerization);
9.5 Convenience and Communication; 9.6 Selection of Logistical Packaging Systems;
9.7 Utilization and Channel Integration; 9.8 Summary;
9.9 Questions and Exercises

UNIT 10 LOGISTICS TO SUPPLY CHAIN MANAGEMENT

10.0 Introduction; 10.1 Unit Objectives;
10.2 Logistics and Supply Chain Management;
10.3 Supply Chain Management Basics;
10.4 Supply Chain Processes: Internal and External Supply Chains;
10.5 Strategic Role of the Supply Chain; 10.6 Thrust Areas of SCM;
10.7 Summary; 10.8 Questions and Exercises

UNIT 11 SUPPLY CHAIN MANAGEMENT

11.0 Introduction; 11.1 Unit Objectives; 11.2 Supply Chain Design ;
11.3 Integration of Supply Chain Strategies; 11.4 Bottlenecks and Remedies;
11.5 Supply Chain Performance; 11.6 Summary;
11.7 Questions and Exercises

MU-2406 PRODUCTIVITY AND TOTAL QUALITY MANAGEMENT

UNIT 1 INTRODUCTION TO PRODUCTIVITY

1.0 Introduction; 1.1 Unit Objectives;
1.2 Productivity of an Organization;
1.3 Methods for Improving the Productivity of an Organization;
1.4 Kaizen System of Continuous Improvement;
1.5 Just In Time; 1.6 Increasing Individual Performance;
1.7 Productivity Cycle; 1.8 Measurement of Productivity;
1.9 Productivity Measurement System; 1.10 Training;
1.11 Morale and Productivity; 1.12 Productivity Linked Bonus;
1.13 Productivity Linked Incentives; 1.14 Planning;
1.15 Summary; 1.16 Questions and Exercises;
1.17 Further Reading

UNIT 2 VALUE ANALYSIS AND VALUE ENGINEERING

2.0 Introduction; 2.1 Unit Objectives;
2.2 Value Analysis; 2.3 Value Analysis Job Plan;
2.4 Value Analysis and Value Engineering;
2.5 Points for Consideration in Value Analysis;
2.6 Concept of Value Break Even Analysis;
2.7 Uses of Value Break Even Analysis;
2.8 Assumptions and Limitations of Value Break Even Analysis;
2.9 Value Break Even Point; 2.10 The Value Break Even Chart;
2.11 Summary; 2.12 Questions and Exercises;
2.13 Further Reading

UNIT 3 LEARNING AND EXPERIENCE CURVE

3.0 Introduction; 3.1 Unit Objectives;
3.2 Learning; 3.3 Learning Organizations;
3.4 Applying Learning in Organizations;
3.5 Quantitative Measures of Learning Curve;
3.6 Experience Curve; 3.7 Attitude;
3.8 Perception in Learning Organizations;
3.9 Impression Management; 3.10 Summary;
3.11 Questions and Exercises; 3.12 Further Reading

UNIT 4 JOB EVALUATION

4.0 Introduction; 4.1 Unit Objectives;
4.2 Overview of Job Evaluation; 4.3 Methods of Job Evaluation;
4.4 Computer Assisted Job Evaluation;
4.5 Designing a Point Factor Job Evaluation Scheme;
4.6 The Design and Implementation Programme;
4.7 Case Study on Job Evaluation; 4.8 Summary;

4.9 Questions and Exercises;
4.10 Further Reading

UNIT 5 INCENTIVE COMPENSATION PLANS

5.0 Introduction; 5.1 Unit Objectives;
5.2 Incentive Compensation Plans;
5.3 Methods of Wage Payment;
5.4 Types of Wage Incentive Plans;
5.5 Profit Sharing; 5.6 Fringe Benefits;
5.7 Labour Co-partnership; 5.8 Wage Differentials;
5.9 Motivation; 5.10 Motivation and Behaviour;
5.11 Theories of Motivation; 5.12 Summary;
5.13 Questions and Exercises; 5.14 Further Reading

UNIT 6 QUALITY CONCEPT

6.0 Introduction; 6.1 Unit Objectives; 6.2 Quality Challenges;
6.3 Quality of Design and Conformance to Design;
6.4 Quality Assurance and Quality Control;
6.5 Integrating Quality with Business Processes;
6.6 Summary; 6.7 Questions and Exercises; 6.8 Further Reading

UNIT 7 TOTAL QUALITY MANAGEMENT APPROACH

7.0 Introduction; 7.1 Unit Objectives; 7.2 Quality Policy;
7.3 Effective Leadership; 7.4 Continuous Improvement;
7.5 TQM Models: MBNQA and CII-Quality Excellence Model; 7.6 Customer-Supplier Chain;
7.7 Consequences of Total Quality; 7.8 Company-Wide Quality Control;
7.9 Implementation of TQM; 7.10 Improving Productivity; 7.11 Summary;
7.12 Questions and Exercises; 7.13 Further Reading

UNIT 8 THE PIONEERS OF TQM AND THEIR PHILOSOPHIES

8.0 Introduction; 8.1 Unit Objectives; 8.2 Philosophy of Quality Masters;
8.3 Commonality in the Principles and Approach of Quality Masters;
8.4 Summary; 8.5 Questions and Exercises; 8.6 Further Reading

UNIT 9 QUALITY SYSTEMS

9.0 Introduction; 9.1 Unit Objectives; 9.2 Quality Systems and Procedures;
9.3 ISO-9000 Quality Management System; 9.4 QS-9000 Quality Management System;
9.5 Role of Quality Standards; 9.6 Summary;
9.7 Questions and Exercises; 9.8 Further Reading

UNIT 10 TOOLS AND TECHNIQUES IN QUALITY

10.0 Introduction; 10.1 Unit Objectives; 10.2 Statistical Approach to Quality Management;
10.3 Quality Planning and Improvement Tools; 10.4 Summary;
10.5 Questions and Exercises; 10.6 Further Reading

UNIT 11 STATISTICAL PROCESS CONTROL

11.0 Introduction; 11.1 Unit Objectives; 11.2 SPC Fundamentals;
11.3 Control Charts for Variables and Attributes;
11.4 Applications of Control Charts; 11.5 Statistical Process Control: Process Capability
11.6 Summary; 11.7 Questions and Exercises; 11.8 Further Reading

UNIT 12 QUALITY-RELATED COSTS

12.0 Introduction; 12.1 Unit Objectives; 12.2 The Cost of Quality;
12.3 Analysis of Quality—Cost Relationship;
12.4 Scope of Improvement and Measurement of Quality Cost;
12.5 Summary; 12.6 Questions and Exercises;
12.7 Further Reading

UNIT 13 PARTICIPATIVE QUALITY MANAGEMENT

13.0 Introduction; 13.1 Unit Objectives;
13.2 Approaches to Participative Quality Management;
13.3 Quality Circle; 13.4 “5-S” Principles; 13.5 Suggestion Box Scheme (SBC);
13.6 Summary; 13.7 Questions and Exercises; 13.8 Further Reading

UNIT 14 QUALITY IN ACTION

14.0 Introduction; 14.1 Unit Objectives; 14.2 Quality in Engineering and Design;
14.3 Quality Functions in Manufacturing and Services;
14.4 Quality Training and Education; 14.5 Quality Measurement;
14.6 Quality Audit and Reviews; 14.7 Summary;
14.8 Questions and Exercises; 14.9 Further Reading

UNIT 15 TOTAL QUALITY IN SERVICE SECTORS

15.0 Introduction; 15.1 Unit Objectives;
15.2 Distinction of Quality Features in Service Industries;
15.3 A Model for Service Quality; 15.4 Quality Management in Service Industries;
15.5 Benefits of Total Quality in Service Sector; 15.6 Summary;
15.7 Questions and Exercises; 15.8 Further Reading

UNIT 16 RELIABILITY ENGINEERING

16.0 Introduction; 16.1 Unit Objectives;
16.2 Concept and Components of Reliability;

16.3 Concept of Failure in Reliability Engineering;
16.4 Reliability of System; 16.5 Methods of Achieving Higher Reliability;
16.6 Reliability, Availability and Maintainability; 16.7 Summary;
16.8 Questions and Exercises; 16.9 Further Reading

MU-2407 APPLIED OPERATIONS RESEARCH

UNIT 1 OPERATIONS RESEARCH

1.0 Introduction; 1.1 Unit Objectives;
1.2 Operations Research: Author Definitions;
1.3 Evolution of Operations Research
 1.3.1 Operations Research in India
1.4 The Nature of Operations Research;
 1.4.1 Operations Research and Managerial Decision Making
1.5 Characteristics of Operations Research;
1.6 Limitations of Operations Research; 1.7 Phases of Operations Research;
1.8 The Scope of Operations Research; 1.9 The Methodology of Operations Research;
1.10 The Operations Research Model
 1.10.1 Advantages of the Operations Research Model;
 1.10.2 Disadvantages of the Operations Research Model
1.11 Advantages of Operations Research;
1.12 Techniques of Operations Research;
1.13 The Role of Computers in Operations Research;
1.14 Summary; 1.15 Exercises and Questions; 1.16 Further Reading

UNIT 2 INTRODUCTION TO LINEAR PROGRAMMING

2.0 Introduction; 2.1 Unit Objectives;
2.2 The Concept of Linear Programming and Optimisation
 2.2.1 Basic Terms
2.3 The Uses of Linear Programming;
2.4 Structure of the Linear Programming Model;
2.5 Formulation of Linear Programming Problems;
2.6 Formulation of Linear Programming;
2.7 The Matrix Form of Linear Programming;
2.8 Advantages of Linear Programming;
2.9 Limitations of Linear Programming;
2.10 Summary; 2.11 Exercises and Questions; 2.12 Further Reading

UNIT 3 METHODS OF LINEAR PROGRAMMING

3.0 Introduction; 3.1 Unit Objectives;
3.2 Basic Terms in Linear Programming; 3.3 The Graphical Method;
3.4 Problems Based on the Graphical Method;

- 3.5 The Simplex Method; 3.6 Procedure of the Simplex Method;
- 3.7 The Big-M Method;
- 3.8 Duality
 - 3.8.1 The Symmetrical Form; 3.8.2 The Standard Form;
 - 3.8.3 Problems Based on Duality
- 3.9 Sensitivity Analysis
 - 3.9.1 Change in Objective Function Coefficient;
 - 3.9.2 Change in Availability of Resources;
 - 3.9.3 Change in Input-Out Coefficients;
 - 3.9.4 Addition of a New Variable; 3.9.5 Addition of New Constraint
- 3.10 Parametric Analysis
 - 3.10.1 Changes in Objective Function Coefficients;
 - 3.10.2 Changes in Availability of Resources
- 3.11 Summary; 3.12 Exercises and Question; 3.13 Further Reading

UNIT 4 INVENTORY CONTROL

- 4.0 Introduction
- 4.1 Unit Objectives
- 4.2 Understanding the Concept of Inventory
- 4.3 Overview of Inventory Control
 - 4.3.1 Objectives of Inventory Control; 4.3.2 Benefits of Inventory Control;
 - 4.3.3 Components of Inventory Control;
 - 4.3.4 Factors Affecting Inventory Control Policy
- 4.4 Deterministic Inventory Control Model
 - 4.4.1 Model I: Purchasing Model without Shortages;
 - 4.4.2 Model II: Manufacturing Model without Shortages;
 - 4.4.3 Model III: Purchasing Model with Shortages;
 - 4.4.4 Model IV: Manufacturing Model with Shortages
- 4.5 Probabilistic Inventory Model
 - 4.5.1 Model V(a): Stock Levels in Discrete Units;
 - 4.5.2 Model V(b): Stock Levels in Continuous Units
- 4.6 Summary
- 4.7 Exercises and Questions
- 4.8 Further Reading

UNIT 5 THE QUEUING THEORY

- 5.0 Introduction; 5.1 Unit Objectives;
- 5.2 The Concept of the Queuing Theory
 - 5.2.1 Elements of the Queuing Theory; 5.2.2 Benefits of the Queuing Theory
- 5.3 The Elementary Queuing System
 - 5.3.1 Operating Characteristics of the Queuing System
- 5.4 The Queuing Model
 - 5.4.1 Model I: (M/M/1):(∞/FCFS) or Single-Channel Queuing Model;
 - 5.4.2 Model II: Multiple-Service or Multiple-Channel Queuing Model (M/M/S):(∞/FCFS)

5.5 Summary; 5.6 Exercises and Questions; 5.7 Further Reading

UNIT 6 THE NETWORK MODEL

6.0 Introduction; 6.1 Unit Objectives;

6.2 Overview of Network Models

6.2.1 Properties of a Network

6.3 Minimum Spanning Tree Algorithm; 6.4 Shortest Route Problem;

6.5 Time Analysis

6.5.1 Forward Pass Computations for the Earliest Event Time;

6.5.2 Backward Pass Computations for the Latest Allowable Time;

6.5.3 Determination of Floats and Slack Times

6.6 The Critical Path Method

6.6.1 Advantages of the CPM; 6.6.2 Disadvantages of the CPM

6.7 The Programme Evaluation and Review Technique (PERT)

6.7.1 The PERT System of Three Time Estimates; 6.7.2 The PERT Process

6.8 Summary; 6.9 Exercises and Questions;

6.10 Further Reading

UNIT 7 NON-LINEAR PROGRAMMING TECHNIQUES

7.0 Introduction; 7.1 Unit Objectives;

7.2 Non-Linear Programming Problems;

7.3 Direct Search Method;

7.4 Gradient Method; 7.5 The Graphical Method;

7.6 Quadratic Programming

7.6.1 The Kuhn-Tucker Condition Method; 7.6.2 Wolfe's Modified Simplex Method;

7.6.3 Beale's Method

7.7 Summary; 7.8 Exercises and Questions;

7.9 Further Reading

UNIT 8 REPLACEMENT MODELS AND PORTFOLIO MANAGEMENT

8.0 Introduction; 8.1 Unit Objectives;

8.2 The Concept of the Replacement Theory;

8.3 Replacement Models for Items that Deteriorate with Time

8.3.1 Deteriorating with Time without Change in Money

8.3.2 Deteriorating with Time with Change in Money

8.4 Optimal Replacement Policy;

8.5 Replacement Models for Items that Fail Suddenly;

8.6 Portfolio Management; 8.7 Summary;

8.8 Exercises and Questions; 8.9 Further Reading

UNIT 9 DYNAMIC PROGRAMMING

9.0 Introduction; 9.1 Unit Objectives;

9.2 The Concept of Dynamic Programming;

9.3 Decision Tree and Bellman's Principle of Optimality;

9.4 Functions and Characteristics of Dynamic Programming;

- 9.5 The Dynamic Programming Algorithm;
- 9.6 Solution of Linear Programming by using Dynamic Programming;
- 9.7 Reliability Modelling
 - 9.7.1 Distribution of Machine Life; 9.7.2 Common Types of Machine Combinations
- 9.8 Summary; 9.9 Exercises and Questions; 9.10 Further Reading

MU-2408 PROJECT MANAGEMENT

UNIT 1 INTRODUCING PROJECTS

- 1.0 Introduction; 1.1 Unit Objectives;
- 1.2 Concept of Project
 - 1.2.1 Characteristics of a Project; 1.2.2 Types of Projects;
 - 1.2.3 Steps in the Identification of Projects; 1.2.4 Importance of Projects
- 1.3 Factors Influencing a Project;
- 1.4 Project as a System;
- 1.5 Life Cycle of a System and a Project
 - 1.5.1 The Conception/Formation Phase; 1.5.2 The Definition/Build-Up Phase;
 - 1.5.3 The Acquisition/Production Phase; 1.5.4 The Operation Phase;
 - 1.5.5 The Divestment/Termination Phase
- 1.6 Selection of a Project
 - 1.6.1 Project Selection Models
- 1.7 Summary; 1.8 Exercises and Questions; 1.9 Further Reading

UNIT 2 OVERVIEW OF PROJECT MANAGEMENT

- 2.0 Introduction; 2.1 Unit Objectives;
- 2.2 Concepts of Project Management
 - 2.2.1 Characteristics of Project Management;
 - 2.2.2 Prerequisites for Successful Project Management;
 - 2.2.3 Principles of Project Management; 2.2.4 Scope of Project Management;
 - 2.2.5 Importance of Project Management
- 2.3 Need for Project Management; 2.4 Challenges in Project Management;
- 2.5 Types of Project Managers;
- 2.6 Forms of Project Management
 - 2.6.1 Basic Project Management; 2.6.2 Programme Management;
 - 2.6.3 New Venture Management; 2.6.4 Product Management;
 - 2.6.5 Ad hoc Committees or Task Forces
- 2.7 Summary; 2.8 Exercises and Questions; 2.9 Further Reading

Unit 3 FACILITY LOCATION AND LAYOUT FOR PRODUCTION

- 3.0 Introduction; 3.1 Unit Objectives;
- 3.2 Overview of Facility Location
 - 3.2.1 Importance of Facility Location Decision;
 - 3.2.2 Advantages of Facility Location; 3.2.3 Disadvantages of Facility Location

- 3.3 Types of Facility Location
 - 3.3.1 Single Facility Location;
 - 3.3.2 Multiple Facility Location;
- 3.4 Factors Affecting Location Analysis;
- 3.5 Location Analysis Techniques
 - 3.5.1 Dimensional Analysis;
 - 3.5.2 Brown and Gibson Model;
 - 3.5.3 Factor Rating Method;
 - 3.5.4 Point Rating Method;
 - 3.5.5 Break-Even Analysis
- 3.6 Overview of Layout for Production
 - 3.6.1 Objectives of Plant Layout;
 - 3.6.2 Factors Affecting Plant Layout;
 - 3.6.3 Characteristics of an Efficient Layout
- 3.7 Techniques of Plant Layout;
- 3.8 Advantages of Plant Layout;
- 3.9 Types of Plant Layout
 - 3.9.1 Process Layout;
 - 3.9.2 Product Layout;
 - 3.9.3 Project Layout;
- 3.10 Summary; 3.11 Exercises and Questions; 3.12 Further Reading

UNIT 4 AGGREGATE PLANNING

- 4.0 Introduction; 4.1 Unit Objectives;
- 4.2 Overview of Aggregate Planning
 - 4.2.1 Increasing Demand;
 - 4.2.2 Fulfilling Capacity Requirements
- 4.3 Latest Trends in Aggregate Planning;
- 4.4 Aggregate Capacity Planning
 - 4.4.1 Characteristics of Aggregate Capacity Planning;
 - 4.4.2 Need for Aggregate Capacity Planning
- 4.5 Aggregate Planning Strategies
 - 4.5.1 Graphical Method –An Alternative to Aggregate Planning Strategies
- 4.6 Rough-Cut Capacity Planning
 - 4.6.1 Creating a Rough-Cut Capacity Plan;
 - 4.6.2 Merits and Demerits of Rough-Cut Capacity Planning;
 - 4.6.3 Material Requirement Planning; 4.6.4 Capacity Requirement Planning
- 4.7 Developing an Aggregate Plan; 4.8 Summary; 4.9 Exercises and Questions;
- 4.10 Further Reading

UNIT 5 JOB DESIGN

- 5.0 Introduction; 5.1 Unit Objectives;
- 5.2 Overview of Job Design
 - 5.2.1 Objectives of Job Design;
 - 5.2.2 Approaches of Job Design
- 5.3 Safety and Physical Environment
 - 5.3.1 Need for Safety and Physical Environment;
- 5.4 Effect of Automation in Job Design; 5.5 Concept of Work-Study;
- 5.6 Method Study
 - 5.6.1 Objectives of Method Study;
 - 5.6.2 Procedures of Method Study
- 5.7 Operations Standards
 - 5.7.1 Standards at Various Levels in the Organization;
 - 5.7.2 Uses of Operations Standards
- 5.8 Work Measurement

- 5.8.1 Objectives of Work Measurement; 5.8.2 Uses of Work Measurement;
- 5.8.3 Measurement and Control of Quality of Services
- 5.9 Productivity
 - 5.9.1 Factors Affecting Productivity; 5.9.2 Measures to Improve Productivity
- 5.10 Summary; 5.11 Exercises and Questions; 5.12 Further Reading

Unit 6 SERVICE DELIVERY

- 6.0 Introduction; 6.1 Unit Objectives;
- 6.2 Introduction to Service Delivery
 - 6.2.1 Service Delivery System, 6.2.2 Service Desk
- 6.3 Analysing Quality of Services
 - 6.3.1 Definition of Quality; 6.3.2 Verification of Quality
- 6.4 Providing Quality Services
 - 6.4.1 Quality Approaches; 6.4.2 Quality Standards;
- 6.5 Analysing the Service Delivery System;
- 6.6 Scheduling of Service Personnel and Vehicles
 - 6.6.1 Automated Scheduling of Service Personnel and Vehicles
- 6.7 Scheduling Techniques
 - 6.7.1 Transportation Problem; 6.7.2 Assignment Problem
- 6.8 Summary; 6.9 Exercises and Questions; 6.10 Further Reading

UNIT 7 SERVICE DISTRIBUTION

- 7.0 Introduction; 7.1 Unit Objectives;
- 7.2 Introduction to Waiting Line Analysis
 - 7.2.1 Commonly Used Terms in Waiting Line Analysis;
 - 7.2.2 Types of Waiting Line Situations; 7.2.3 Benefits of Waiting Line Analysis
- 7.3 Elementary Waiting Line System
 - 7.3.1 Elements of Waiting Line System;
 - 7.3.2 Operating Characteristics of Waiting Line System
- 7.4 Waiting Line Model
 - 7.4.1 Model I: (M/M/1):(¥/FCFS) or Single Channel Waiting Line Model;
 - 7.4.2 Model II: Multiple service or Multiple Channel Waiting Line Model (M/M/S):(¥/FCFS)
- 7.5 Stocking Policy
 - 7.5.1 Storage and Warehouses; 7.5.2 Stocking Policies and Tips
- 7.6 Materials Handling
 - 7.6.1 Objectives of Materials Handling; 7.6.2 Principles of Materials Handling;
 - 7.6.3 Basic Materials Handling Considerations
- 7.7 Materials Handling Equipment; 7.8 Summary;
- 7.9 Exercises and Questions; 7.10 Further Reading

UNIT 8 INTRODUCING PROJECT EVALUATION TECHNIQUES

- 8.0 Introduction; 8.1 Unit Objectives;
- 8.2 Overview of Project Evaluation
 - 8.2.1 Formative Evaluation; 8.2.2 Summative Evaluation;
 - 8.2.3 Project Evaluation Techniques
- 8.3 CPM

- 8.3.1 Advantages of CPM; 8.3.2 Disadvantages of CPM;
- 8.3.3 Time-Cost Relationship; 8.3.4 An Algorithm Procedure for CPM
Analysis;
- 8.3.5 Total Cost-Time Trade-Off
- 8.4 PERT
 - 8.4.1 PERT: Single Time Estimate; 8.4.2 PERT System of Three Time
Estimates;
 - 8.4.3 PERT Process
- 8.5 Summary; 8.6 Exercises and Questions; 8.7 Further Reading

Master of Commerce (M.Com) M07Syllabus

Part I

	Marks
Paper I: Management Concept and Business Environment (Compulsory)	100
II: Business Economics (Compulsory).	100
III: Special Group – Paper I	100
IV: Special Group – Paper II	100

Part II

Paper I: Management Accounting (Compulsory)	100
II: Corporate Laws and Direct Taxes (Compulsory)	100
III: Special Group – Paper III	100
IV: Special Group – Paper IV	100(50 + 50)
(Research Methodology 50, Project Work/ Case study 50)	

Total Marks 800

Special Groups:

- 1) Advance Accounting
- 2) Business Entrepreneurship
- 3) Cost Accounting
- 4) Advance Banking & Finance.

M. COM PART –I

Compulsory Paper : COM-501 MANAGEMENT CONCEPTS AND BUSINESS ENVIRONMENT

UNIT 1 NATURE AND SCOPE OF MANAGEMENT

- 1.0 Introduction; 1.1 Unit Objectives; 1.2 Concept of Management;
- 1.3 Nature of Management; 1.4 Approaches to Management Thought; 1.5 Function of Management;
- 1.6 Managerial Roles; 1.7 Significance of Management; 1.8 Management and Administration;
- 1.9 Management-A Science or an Art; 1.10 Management Levels; 1.11 General and Functional Managers;
- 1.12 Summary; 1.13 Exercises and Questions; 1.14 Further Reading

UNIT 2 PLANNING AND ORGANIZATION

- 2.0 Introduction; 2.1 Unit Objectives; 2.2 Planning: Concept and Significance;
- 2.3 Merits and Demerits of Planning; 2.4 Planning Process;
- 2.5 Types of Plans; 2.6 Levels of Planning; 2.7 Contingency Planning;
- 2.8 Organization-Concepts and Nature; 2.9 Guidelines of Effective Organization;
- 2.10 Process of Organization; 2.11 Formal and Informal Organization;
- 2.12 Organizational Structure; 2.13 Process of Organizational Structuring;
- 2.14 Mechanistic Versus Organic Structure; 2.15 Determinants of Organizational Structure;
- 2.16 Types of Organizational Structures; 2.17 Departmentation;
- 2.18 Organizational Chart; 2.19 Authority and Responsibility; 2.20 Delegation;
- 2.21 Centralization Versus Decentralization; 2.22 Summary;
- 2.23 Exercises and Questions; 2.24 Further Reading

UNIT 3 MOTIVATION AND LEADERSHIP

- 3.0 Introduction; 3.1 Unit Objectives; 3.2 Motivation—Process of Motivation;
- 3.3 Theories of Motivation; 3.4 Leadership; 3.5 Leadership Theory;
- 3.6 Summary; 3.7 Exercises and Questions; 3.8 Further Reading

UNIT 4 MANAGEMENT CONTROL AND CHANGE

- 4.0 Introduction; 4.1 Unit Objectives; 4.2 Concept;
- 4.3 New Technique of Managerial Control; 4.4 Need for Change;
- 4.5 Change Process; 4.6 Types of Change; 4.7 Implementing;
- 4.8 Change Agents; 4.9 Resistance to Change; 4.10 Handling Resistance to Change;
- 4.11 Summary; 4.12 Exercises and Questions; 4.13 Further Reading

UNIT 5 THEORETICAL FRAMEWORK OF BUSINESS ENVIRONMENT

5.0 Introduction; 5.1 Unit Objectives;
5.2 Concept, Significance and nature of Business Environment; 5.3 Elements of Environment;
5.4 Internal and External Environment; 5.5 Changing Dimensions of Business environment;
5.6 Summary; 5.7 Exercises and Questions; 5.8 Further Reading

UNIT 6 ECONOMIC ENVIRONMENT OF BUSINESS

6.0 Introduction; 6.1 Unit Objectives;
6.2 Concept, Signification and Element of Economic Environment;
6.3 Economic System and Business Environment; 6.4 Government Policies and Industrial Policy;
6.5 Summary; 6.6 Exercises and Questions; 6.7 Further Reading

UNIT 7 GOVERNMENT POLICIES (AFTER 1991)

7.0 Introduction; 7.1 Unit Objectives; 7.2 Industrial Policy;
7.3 Fiscal Policy; 7.4 Marketing Policy; 7.5 National Foreign Trade Policy;
7.6 Foreign Policy; 7.7 Investment Flows and Barriers; 7.8 Summary;
7.9 Exercises and Questions; 7.10 Further Reading

UNIT 8 INTERNATIONAL ENVIRONMENT

8.0 Introduction; 8.1 Unit Objectives; 8.2 Multinational Corporation;
8.3 Foreign Collaborations and Indian Business; 8.4 International Economic Institutions;
8.5 Trends in World Trade and Problems of Developing Countries; 8.6 Summary;
8.7 Exercises and Questions; 8.8 Further Reading

Compulsory Paper : COM 502: Business Economics

UNIT 1 NATURE AND SCOPE OF MANAGERIAL ECONOMICS

1.0 Introduction
1.1 Unit Objectives
1.2 Definition of Managerial Economics
1.3 Scope of Managerial Economics
1.4 Contribution of Managerial Economics to Business Decision-making
1.5 Some Basic Economic Concepts
1.6 Summary
1.7 Questions and Exercises

UNIT 2 THE ELASTICITY OF DEMAND AND SUPPLY

- 2.0 Introduction
- 2.1 Unit Objectives
- 2.2 Concept of Elasticity
- 2.3 Price Elasticity of Demand
- 2.4 Income Elasticity of Demand
- 2.5 Cross Elasticity of Demand
- 2.6 Elasticity of Supply
- 2.7 Summary
- 2.8 Questions and Exercises

UNIT 3 THEORY OF CONSUMER CHOICE

- 3.0 Introduction
- 3.1 Unit Objectives
- 3.2 Cardinal and Ordinal Utility
- 3.3 Cardinal Utility Approach
- 3.4 Ordinal Utility Approach
- 3.5 Revealed Preference Theory
- 3.6 Consumer Choice Under Risk
- 3.7 Estimation of Demand for Consumer Durables and Non-Durables
- 3.8 Summary
- 3.9 Questions and Exercises

UNIT 4 DEMAND FORECASTING TECHNIQUES

- 4.0 Introduction
- 4.1 Unit Objectives
- 4.2 Need for Demand Forecasting
- 4.3 Methods of Demand Forecasting
- 4.4 Concluding Remarks
- 4.5 Summary
- 4.6 Questions and Exercises

UNIT 5 THEORY OF PRODUCTION

- 5.0 Introduction
- 5.1 Unit Objectives
- 5.2 Production Function
- 5.3 Production with One Variable Input: Law of Diminishing Returns
- 5.4 Production with Two Variable Inputs: Laws of Returns to Scale
- 5.5 Estimation of Production Function
- 5.6 Economies and Diseconomies of Scale
- 5.7 Summary
- 5.8 Questions and Exercises

UNIT 6 THEORIES OF COST

- 6.0 Introduction
- 6.1 Unit Objectives
- 6.2 Cost Concepts
- 6.3 Theories of Cost
- 6.4 Optimum Production in the Short Run
- 6.5 Summary
- 6.6 Questions and Exercises

UNIT 7 PRICE DETERMINATION UNDER DIFFERENT MARKET CONDITIONS

- 7.0 Introduction
- 7.1 Unit Objectives
- 7.2 Market Structure and Degree of Competition
- 7.3 Price Determination and Firm's Equilibrium under Perfect Competition
- 7.4 Price Determination and Firm's Equilibrium under Monopoly
- 7.5 Price Determination and Firm's Equilibrium under Monopolistic Competition
- 7.6 Price Determination and Firm's Equilibrium under Oligopoly
- 7.7 Methods of Price Determination in Practice
- 7.8 Summary
- 7.9 Questions and Exercises

UNIT 8 MEASURING MACROECONOMIC VARIABLES

- 8.0 Introduction
- 8.1 Unit Objectives
- 8.2 Concepts of National Product
- 8.3 Methods of Measuring National Income
- 8.4 International Comparison of National Income
- 8.5 Summary
- 8.6 Questions and Exercises

UNIT 9 DETERMINATION OF NATIONAL INCOME AND PRICE LEVEL

- 9.0 Introduction
- 9.1 Unit Objectives
- 9.2 Basic Model: Aggregate Demand and Aggregate Supply
- 9.3 Theory of National Income Determination
- 9.4 Shift in *AD* curve and the Multiplier
- 9.5 Change in National Income and the Price Level
- 9.6 *AD* Shocks and *AS* Shocks

9.7 Summary

9.8 Questions and Exercises

UNIT 10 THE ROLE OF MONEY IN MACROECONOMICS

10.0 Introduction

10.1 Unit Objectives

10.2 Definition, Kinds and Functions of Money

10.3 Supply of Money

10.4 Demand for Money

10.5 Monetary Sector Equilibrium: Keynesian System

10.6 Portfolio Theory of Demand for Money

10.7 Summary

10.8 Questions and Exercises

UNIT 11 IS-LM MODEL OF THE ECONOMY

11.0 Introduction

11.1 Unit Objectives

11.2 *IS-LM* Model : An Introduction

11.3 *IS-LM* Model with Government Sector

11.4 *IS-LM* Model with Foreign Trade

11.5 Aggregate Demand and Aggregate Supply

11.6 Macroeconomic Issues

11.7 Summary

11.8 Questions and Exercises

UNIT 12 BALANCE OF PAYMENTS AND EXCHANGE RATE

12.0 Introduction

12.1 Unit Objectives

12.2 Balance of Payments Accounts

12.3 Meaning of Balance of Payments Disequilibrium

12.4 Causes and Types of BOP Disequilibrium

12.5 Free Trade vs Protection

12.6 Foreign Exchange Market

12.7 Demand for and Supply of Foreign Exchange

12.8 Determination of Exchange Rate

12.9 Summary

12.10 Questions and Exercises

M. COM PART –I

Special Group:(1) Advance Accounting

Paper I: COM-503 ADVANCED FINANCIAL ACCOUNTING

UNIT 1 AMALGAMATION AND ABSORPTION OF JOINT STOCK COMPANIES AS PER INDIAN ACCOUNTING STANDARD-14

- 1.0 Introduction
- 1.1 Unit Objectives
- 1.2 Definition, Objectives and Procedure
 - 1.2.1 Amalgamation and External Reconstruction
- 1.3 Vendor and Purchasing Companies
- 1.4 Purchase Consideration
 - 1.4.1 Meaning; 1.4.2 Different Terms Used; 1.4.3 Methods of Calculation
- 1.5 Accounting Standard 14 and Amalgamation
- 1.6 Common Procedures
- 1.7 Types of Amalgamation
 - 1.7.1 Amalgamation in the Nature of Merger; 1.7.2 Amalgamation in the Nature of Purchase
- 1.8 Dissenting Shareholders
- 1.9 Amalgamation Schemes
- 1.10 Treatment of Reserves Specified in a Scheme of Amalgamation
 - 1.10.1 Disclosure; 1.10.2 Amalgamation after the Balance Sheet Date
- 1.11 Summary
- 1.12 Key Terms
- 1.13 Questions and Exercises
- 1.14 Further Reading

UNIT 2 HIRE-PURCHASE ACCOUNTING

- 2.0 Introduction
- 2.1 Unit Objectives
- 2.2 Meaning of Hire-Purchase Accounting
- 2.3 Systems of Accounting Records
 - 2.3.1 Accounting Records for Goods of Substantial Sales Value;
 - 2.3.2 Accounting Entries; 2.3.3 Default and Repossession; 2.3.4 Books of Buyer;
 - 2.3.5 Books of Hire-Vendor; 2.3.6 Full Seizure of Goods or Complete Repossession;
 - 2.3.7 Full as well as Partial Seizure of Goods;
 - 2.3.8 Accounting Records for Goods of Small Sales Value; 2.3.9 Ascertainment of Profit;
 - 2.3.10 Default and Repossession; 2.3.11 Hire-Purchase Adjustment Account;

- 2.3.12 Hire-Purchase Trading Account
- 2.4 Summary
- 2.5 Key Terms
- 2.6 Questions and Exercises
- 2.7 Further Reading

UNIT 3 ACCOUNTS OF BANKING COMPANIES

- 3.0 Introduction
- 3.1 Unit Objectives
- 3.2 Regulation of Banking Companies
- 3.3 Legal Requirements
- 3.4 Items Requiring Special Attention in Preparation of Final Accounts
- 3.5 Preparation of Balance Sheet
 - 3.5.1 RBI and Disclosure of Information; 3.5.2 Comments on Balance Sheet Items;
 - 3.5.3 Accounting Policies for Banking Sector;
- 3.6 Accounting Treatment
 - 3.6.1 Income from NPA; 3.6.2 Bad Debts and Provisions for Doubtful Debts
- 3.7 Rebate on Bills Discounted
- 3.8 Summary
- 3.9 Key Terms
- 3.10 Questions and Exercises
- 3.11 Further Reading

UNIT 4 HUMAN RESOURCE ACCOUNTING

- 4.0 Introduction
- 4.1 Unit Objectives
- 4.2 Concept of Human Resource Accounting
- 4.3 Valuation of Human Resources
 - 4.3.1 Historical Cost Approach; 4.3.2 Replacement Cost Approach;
 - 4.3.3 Opportunity Cost Approach; 4.3.4 Standard Cost Approach;
 - 4.3.5 Present Value Approach
- 4.4 Recording and Disclosure in Financial Statements
- 4.5 Importance of Human Resource Accounting
- 4.6 Objections Against Human Resource Accounting
- 4.7 Human Resource Accounting in India
- 4.8 Summary
- 4.9 Key Terms
- 4.10 Questions and Exercises
- 4.11 Further Reading

UNIT 5 ACCOUNTS OF HOLDING COMPANIES

- 5.0 Introduction
- 5.1 Unit Objectives

- 5.2 Concept of Holding Company
- 5.3 Wholly Owned and Partly Owned Subsidiaries
- 5.4 Final Accounts
 - 5.4.1 Financial Year of Holding and Subsidiary Companies;
 - 5.4.2 Consolidated Final Accounts
- 5.5 Consolidated Balance Sheet
 - 5.5.1 Elimination of Investment in Shares of Subsidiaries Account;
 - 5.5.2 Minority Interest; 5.5.3 Cost of Control (Goodwill or Capital Reserve);
 - 5.5.4 Capital Profits and Revenue Profits; 5.5.5 Inter-company Transactions
 - 5.5.6 Contingent Liabilities; 5.5.7 Unrealised Profits;
 - 5.5.8 Revaluation of Assets and Liabilities; 5.5.9 Preference Shares in Subsidiaries
 - ;
 - 5.5.10 Bonus Shares; 5.5.11 Dividends; 5.5.12 Share Premium, Capital Reserve, etc.;
 - 5.5.13 Preliminary Expenses; 5.5.14 Provision for Taxation;
 - 5.5.15 Purchase of Shares in Instalments;
 - 5.5.16 Sale of Shares
- 5.6 Summary
- 5.7 Key Terms
- 5.8 Questions and Exercises
- 5.9 Further Reading

UNIT 6 ACCOUNTS OF GENERAL INSURANCE COMPANIES

- 6.0 Introduction
- 6.1 Unit Objectives
- 6.2 Insurance Business in India
 - 6.2.1 General Insurers; 6.2.2 Appointment of Ombudsmen
- 6.3 Insurance Regulatory and Development Authority (IRDA)
 - 6.3.1 Composition of IRDA; 6.3.2 Duties, Powers and Functions of IRDA;
 - 6.3.3 Legal Framework
- 6.4 Financial Statements of Insurance Business
 - 6.4.1 Application of Accounting Standards;
 - 6.4.2 Disclosures Forming Part of Financial Statements;
 - 6.4.3 General Instructions for Preparation of Financial Statements;
 - 6.4.4 Management Report
- 6.5 Format of Financial Statements
- 6.6 General Insurance Business
- 6.7 Important Terms
- 6.8 General Insurance
- 6.9 Summary
- 6.10 Key Terms
- 6.12 Questions and Exercises
- 6.13 Further Reading

UNIT 7 VALUATION OF GOODWILL AND SHARES

- 7.0 Introduction
- 7.1 Unit Objectives
- 7.2 Meaning of Goodwill
 - 7.2.1 Need for Valuation of Goodwill; 7.2.2 Factors Affecting Value of Goodwill
- 7.3 Methods of Valuation of Goodwill
- 7.4 Valuation of Shares
 - 7.4.1 Need for Valuation; 7.4.2 Valuation and Stock Exchange Prices
- 7.5 Methods of Valuation
 - 7.5.1 Net Assets Backing Method; 7.5.2 Yield Method;
 - 7.5.3 Valuation Based on Price Earning Ratio; 7.5.4 Capitalization Factor;
 - 7.5.5 Valuation Based on Productivity Factor; 7.5.6 Fair Value of a Share;
 - 7.5.7 Valuation of Preference Shares
- 7.6 Summary
- 7.7 Key Terms
- 7.8 Questions and Exercises
- 7.9 Further Reading

UNIT 8 ACCOUNTING STANDARDS

- 8.0 Introduction
- 8.1 Unit Objectives
- 8.2 Meaning of Accounting Standards
- 8.3 Objectives of Accounting Standards
- 8.4 Benefits of Accounting Standards
- 8.5 Limitations of Accounting Standards
- 8.6 Generally Accepted Accounting Principles
- 8.7 International Accounting Standards and International Accounting Standards Boards
- 8.8 Accounting Standards and the Institute of Chartered Accountants of India
 - 8.8.1 Preface to the Statements of Accounting Standards (Revised 2004)
- 8.9 Summary
- 8.10 Key Terms
- 8.11 Questions and Exercises
- 8.12 Further Reading

M. COM PART –I

Special Group:(1) Advance Accounting

Paper II: COM 504: Auditing

UNIT 1 DEFINITION, OBJECTS, ADVANTAGES & SCOPE OF AUDITING, KINDS OF AUDIT, COMMENCEMENT OF NEW AUDIT, AUDIT PROGRAMME

- 1.0 Introduction; 1.1 Unit Objectives; 1.2 Definition;
- 1.3 Objects and Scope of an Audit
 - 1.3.1 Responsibility for the Detection of Fraud and Error

- 1.4 Advantages and Scope of Auditing
 - 1.4.1 Advantages of an Audit; 1.4.2 Scope of an Audit
- 1.5 Kinds of Audit
 - 1.5.1 Private Audit; 1.5.2 Audit Under Statute; 1.5.3 Internal Audit;
 - 1.5.4 Final Audit or Completed Audit; 1.5.5 Continuous Audit; 1.5.6 Interim Audit;
 - 1.5.7 Partial Audit; 1.5.8 Procedural Audit or Systems Audit; 1.5.9 Balance Sheet Audit;
 - 1.5.10 Social Audit or Social Responsibility Audit; 1.5.11 Operational Audit; 1.5.12 Management Audit;
 - 1.5.13 Cost Audit; 1.5.14 Special Audit Under the Companies Act
- 1.6 Commencement of New Audit
 - 1.6.1 Importance of Audit Planning; 1.6.2 Factors to be Considered when Planning an Audit;
 - 1.6.3 Stages in Audit Planning
- 1.7 Audit Programme
 - 1.7.1 Advantages and Disadvantages of Audit Programmes
- 1.8 Summary; 1.9 Exercises and Questions; 1.10 Further Reading

UNIT 2 VOUCHING OF BOOKS OF ORIGINAL ENTRY, AUDIT OF DIFFERENT LEDGERS

- 2.0 Introduction; 2.1 Unit Objectives; 2.2 Vouching;
- 2.3 Audit of Different Ledgers
 - 2.3.1 Purchase Ledger or Creditors Ledger; 2.3.2 Sales Ledger or Debtors Ledger;
 - 2.3.3 Impersonal Ledger
- 2.4 Summary; 2.5 Exercises and Questions; 2.6 Further Reading

UNIT 3 INTERNAL CHECK AND ROLE OF INTERNAL AUDITOR

- 3.0 Introduction; 3.1 Unit Objectives; 3.2 Internal Check;
- 3.3 Inherent Limitations of Internal Control;
- 3.4 Basic Principles Governing Internal Control;
- 3.5 Role of Internal Auditor;
- 3.6 Objectives and Scope of Internal Audit
 - 3.6.1 Quality of the Internal Audit Personnel;
 - 3.6.2 Degree of Independence of the Internal Auditors and the Objectivity with which the Work is Performed;
 - 3.6.3 Scope of the Internal Audit Function
- 3.7 Possible Areas of Cooperation and Coordination; 3.8 Documentation;
- 3.9 Summary; 3.10 Exercises and Questions; 3.11 Further Reading

UNIT 4 FRAUDS—THEIR DETECTION AND PREVENTION

- 4.0 Introduction; 4.1 Unit Objectives;
- 4.2 Investigation for Suspected Fraud;
 - 4.2.1 Misappropriation or Embezzlement of Cash;
 - 4.2.2 Manipulation of Accounts not Involving Defalcation either of Cash or Goods
- 4.3 Internal Audit and Elements of Internal Control
 - 4.3.1 Plan of Organization; 4.3.2 Authorization, Recording and Custody Procedures;

- 4.3.3 Managerial Supervision and Reviews (including internal audit)
- 4.4 Prevention; 4.5 Summary;
- 4.6 Exercises and Questions; 4.7 Further Reading

UNIT 5 VALUATION AND VERIFICATION OF ASSETS AND LIABILITIES

- 5.0 Introduction; 5.1 Unit Objectives;
- 5.2 Valuation of Fixed Assets;
 - 5.2.1 Internal Controls Relating to Fixed Assets; 5.2.2 Fixed Asset Register;
 - 5.2.3 Audit Approach in Relation to Fixed Assets;
 - 5.2.4 Additional Audit Steps in Relation to Specified Categories of Fixed Assets
- 5.3 Audit of Current Assets;
- 5.4 Inventories (stocks in trade)
 - 5.4.1 Audit Approach to Verify Inventories; 5.4.2 Contemporary Audit Practice in Relation to Inventories
- 5.5 Cutoff Procedures
 - 5.5.1 Valuation of Inventories; 5.5.2 Net Realizable Value; 5.5.3 Disclosure in Financial Statements;
 - 5.5.4 Auditor's Duties in Relation to Valuation of Inventories
- 5.6 Long Term Work in Progress
 - 5.6.1 Accounting for Construction Contracts
- 5.7 Trade Debtors
 - 5.7.1 Internal Control over Trade Debtors;
 - 5.7.2 Audit Approach for Verification of Trade Debtors; 5.7.3 Debtors Circularisation;
 - 5.7.4 Selection of Balances for Circularisation; 5.7.5 Positive and Negative Circularisation;
 - 5.7.6 Where No Reply is Received; 5.7.7 Evaluation of the Results of Circularisation; 5.7.8 Valuation of Book Debts
- 5.8 Investments
 - 5.8.1 Internal Controls Over Investments; 5.8.2 Audit Approach for Verification of Investments;
 - 5.8.3 Valuation of Investments
- 5.9 Loans and Advances
 - 5.9.1 Audit Steps Concerning the Verification of Loans and Advances
- 5.10 Bank Balances
 - 5.10.1 Internal Control Over Bank Transactions; 5.10.2 Audit Approach for Verification of Bank Balances
- 5.11 Cash Balance on Hand
 - 5.11.1 Internal Control over Cash; 5.11.2 Audit Approach in Relation to Cash Balances on Hand
- 5.12 Trade Creditors
 - 5.12.1 Internal Control Over Trade Creditors; 5.12.2 Audit Approach in Relation to Trade Creditors
- 5.13 Contingent Liabilities
 - 5.13.1 Disclosure of Contingent Liabilities
- 5.14 Summary; 5.15 Exercises and Questions; 5.16 Further Reading

UNIT 6 COMPANY AUDIT IN BROADLINE, PROFIT AVAILABLE FOR DIVIDEND, AUDITORS DUTIES REGARDING RESERVES

- 6.0 Introduction; 6.1 Unit Objectives;
- 6.2 Company Audit in Broadline
 - 6.2.1 Basic Considerations in Commencing a Limited Company Audit
- 6.3 Commencement of Work
 - 6.3.1 Books of Account of the Company; 6.3.2 Conclusion;
 - 6.3.3 Officials of the Company and Books Maintained by Them; 6.3.4 Examination of Basic Documents
- 6.4 Companies Act Requirements Concerning Matters Relating to the Issue of Shares/Debentures
 - 6.4.1 Allotment
- 6.5 Commissions and Discounts
 - 6.5.1 Issue of Shares at Premium and Discount; 6.5.2 Issue and Redemption of Preference Shares;
 - 6.5.3 Further Issue of Capital; 6.5.4 Kinds of Share Capital; 6.5.5 Reduction of Share Capital;
 - 6.5.6 Transfer of Shares and Debentures;
 - 6.5.7 Construction of Certain Expressions Used in Sections 108A to 108G (Section 108H);
 - 6.5.8 Share Warrants; 6.5.9 Special Provisions as to Debentures; 6.5.10 Registration of Charges
- 6.6 Share Capital Audit
 - 6.6.1 Audit Objectives; 6.6.2 Audit Procedures in Relation to Issue of Shares;
 - 6.6.3 Shares Issued for Consideration other than Cash;
 - 6.6.4 Purchase of Own Securities ("Buy-Back) (Refer Sections 77A, 77AA and 77B)—Audit Steps;
 - 6.6.5 Shares Issued at a Premium (Refer Section 78)—Audit Steps;
 - 6.6.6 Shares Issued at a Discount (Refer Section 79)—Audit Steps;
 - 6.6.7 Issue of Sweat Equity Shares (Refer Section 79A)—Audit Steps;
 - 6.6.8 Issue of Bonus Shares; 6.6.9 Audit Practice in Relation to Bonus Shares;
 - 6.6.10 Forfeiture of Shares—Audit Verification ; 6.6.11 Audit Procedures in Relation to Reissue of Forfeited Shares— ;
 - 6.6.12 Reduction of Share Capital (Refer Section 100)—Audit Steps;
 - 6.6.13 Alteration of Share Capital (Refer Sections 94, 94A, 95, 96 and 97) —Audit Steps;
 - 6.6.14 Share Warrants (Refer Sections 114 and 115)—Audit Steps;
 - 6.6.15 Redemption of Preference Shares (Refer Section 80)—Audit Steps;
 - 6.6.16 Redemption of Irredeemable Preference Shares (Refer Section 80A)—Audit Steps;
 - 6.6.17 Further Issue of Capital (Refer Section 81)—Audit Steps;
 - 6.6.18 Share Transfer (Refer Sections 108, 110, and 111)—Audit Steps;
 - 6.6.19 Transmission of Shares (Refer Section 109B)—Audit Steps
- 6.7 Audit of Debentures
 - 6.7.1 Allotment of Debentures (Refer Sections 72, 73, 76, 117A, 117B and 117C);

- 6.7.2 Auditor's Duties; 6.7.3 Redemption of Debentures
- 6.8 Preliminary Expenses
 - 6.8.1 Audit Procedures in Relation to Preliminary Expenses;
 - 6.8.2 Interest Paid Out of Capital; 6.8.3 Audit Procedures in Relation to Interest Paid Out of Capital
- 6.9 Statutory Meeting and Statutory Report
 - 6.9.1 Section 165 (as amended by the Companies (Amendment) Act, 2000); 6.9.2 Audit Procedure in Relation to Statutory Report
- 6.10 Profits, Distributable Profits and Dividends
- 6.11 Distributable Profits
 - 6.11.1 Determination of Distributable Profits Under the Companies Act;
 - 6.11.2 Amount of Depreciation to be Provided; 6.11.3 Specified Period;
 - 6.11.4 Mode of Payment of Dividend; 6.11.5 Transfer to Reserves; 6.11.6 Payment of Dividend Out of Reserves;
 - 6.11.7 Payment of Interest Out of Capital; 6.11.8 Declaration and Payment of Dividend;
 - 6.11.9 Stock Exchange Requirements; 6.11.10 Unpaid Dividends
- 6.12 Legal Decisions
 - 6.12.1 Past Losses; 6.12.2 Loss on Current Assets; 6.12.3 Capital Profits; 6.12.4 Unrealized Capital Profits
- 6.13 Interim Dividends
 - 6.13.1 Subsection (1A); 6.13.2 Subsection (1B); 6.13.3 Subsection (1C)
- 6.14 Profits Prior to Incorporation
 - 6.14.1 Apportionment
- 6.15 Losses Prior to Incorporation
- 6.16 Auditors Duties Regarding Reserves
 - 6.16.1 Auditor's Duties in Relation to Capital Reserves;
 - 6.16.2 Auditor's Duties in Relation to Revenue Reserves; 6.16.3 Auditor's Duties in Relation to Secret Reserves
- 6.17 Summary; 6.18 Exercises and Questions; 6.19 Further Reading

UNIT 7 QUALIFICATION, APPOINTMENT, RIGHTS, DUTIES AND RESPONSIBILITIES OF A COMPANY

- 7.0 Introduction
- 7.1 Unit Objectives
- 7.2 Qualifications and Disqualifications of Auditors
- 7.3 Appointment and Remuneration of Auditors
 - 7.3.1 Appointment of Auditor by Special Resolution;
 - 7.3.2 Provisions as to Resolutions for Appointing or Removing Auditors;
 - 7.3.3 Appointment of Auditor of a Government Company
- 7.4 Rights of Company Auditors
 - 7.4.1 Right of Access to Books, Accounts and Vouchers and Right to Require Information;

- 7.4.2 Right to Attend General Meetings of the Company; 7.4.3 Right of Lien; 7.4.4 Right of Working Papers
- 7.5 Duties and Responsibilities of a Company Auditor
 - 7.5.1 Duties of a Company Auditor; 7.5.2 Responsibilities;
 - 7.5.3 Integrity and Objectivity; 7.5.4 Independence; 7.5.5 Confidentiality; 7.5.6 Ethical Behaviour;
 - 7.5.7 Reliance on Work Performed by Others; 7.5.8 Documentation; 7.5.9 Audit Planning;
 - 7.5.10 Reviewing the Accounting System and Related Internal Controls; 7.5.11 Audit Evidence;
 - 7.5.12 Reviewing Financial Statements; 7.5.13 Audit Report
- 7.6 Company Auditor; 7.7 Summary; 7.8 Exercises and Questions; 7.8 Further Reading

UNIT 8 AUDIT REPORT AND AUDITOR'S CERTIFICATE

- 8.0 Introduction; 8.1 Unit Objectives;
- 8.2 Audit Reports
 - 8.2.1 Basic Features of an Audit Report
- 8.3 Audit Reports and Company Auditor
 - 8.3.1 Manufacturing and Other Companies (Auditor's Report) Order, 1988; 8.3.2 Definitions
- 8.4 Types of Audit Reports
 - 8.4.1 Unqualified Opinion
- 8.5 Opinions Other than Unqualified
 - 8.5.1 Qualified Opinion; 8.5.2 Adverse Opinion; 8.5.3 Disclaimer of Opinion;
 - 8.5.4 Guidelines on Expressing an Opinion Other than Unqualified
- 8.6 Reasons for Qualifications Further Considered
 - 8.6.1 Disagreement with Management (resulting in either a qualified opinion or adverse opinion);
 - 8.6.2 Uncertainty (resulting in either a qualified opinion or disclaimer of opinion);
 - 8.6.3 Paragraph Expressing Adverse Opinion or Disclaimer of Opinion
- 8.7 Other Information Issued with Audited Financial Statements
 - 8.7.1 Material Inconsistencies; 8.7.2 Material Misstatement of Fact;
 - 8.7.3 Other Information Received After the Date of the Audit Report
- 8.8 Post Balance Sheet Events
 - 8.8.1 Classification of Post Balance Sheet Events; 8.8.2 Accounting Standard (AS 4);
 - 8.8.3 Auditor's Duties; 8.8.4 Events After the Date of the Auditor's Report but Before the Financial Statements are Issued;
 - 8.8.5 Discovery of Events Subsequent to the Issue of Financial Statements
- 8.9 Going Concern
 - 8.9.1 Indications Raising Questions About the Going Concern Assumption;
 - 8.9.2 Methods of Obtaining Audit Evidence — Audit Procedures; 8.9.3 Effect on the Auditor's Report
- 8.10 True and Fair View; 8.11 Audit Report and Auditor's Certificate;
- 8.12 Summary; 8.13 Exercises and Questions; 8.14 Further Reading

M. COM PART –I

Special Group: (2) Business Entrepreneurship Group

Paper I: COM-505 BUSINESS ENTREPRENEURSHIP-I

UNIT 1 INTRODUCTION TO ENTREPRENEUR AND ENTREPRENEURSHIP

- 1.0 Introduction
- 1.1 Unit Objectives
- 1.2 The Concept of an Entrepreneur;
 - 1.2.1 Some Definitions;
 - 1.2.2 Characteristics of an Entrepreneur
- 1.3 The Concept of Entrepreneurship
 - 1.3.1 Author Definitions for Entrepreneurship;
 - 1.3.2 Characteristics of Entrepreneurship
- 1.4 Development of the Concept of Entrepreneurship
- 1.5 Theories of Entrepreneurship
 - 1.5.1 Sociological Theories;
 - 1.5.2 Economic Theories;
 - 1.5.3 Psychological Theories;
- 1.6 Specialists' Views on Entrepreneurship
 - 1.6.1 Walker's views on Entrepreneurship;
 - 1.6.2 Harbison's views on Entrepreneurship;
 - 1.6.3 Drucker's views on Entrepreneurship;
 - 1.6.4 Peter Kilby's views on Entrepreneurship;
- 1.7 Comparison of Entrepreneur with Entrepreneurship, Enterprise and Manager
- 1.8 Types of Entrepreneurs
 - 1.8.1 Types of Entrepreneurs According to Danhof;
 - 1.8.2 Other Types of Entrepreneurs;
- 1.9 Functions of an Entrepreneur
- 1.10 Entrepreneurial Competence
- 1.11 Intrapreneurs and Ultrapreneurs
- 1.12 Summary
- 1.13 Exercises and Questions
- 1.14 Further Reading

UNIT 2 ENTREPRENEURSHIP DEVELOPMENT

- 2.0 Introduction
- 2.1 Unit Objectives
- 2.2 The Meaning of Entrepreneurship Development Programmes (EDPs)
- 2.3 Need for EDP
 - 2.3.1 The Kakinada Experiment
- 2.4 The Indian EDP Model
- 2.5 Phases of EDPs

- 2.6 EDP Curriculum
- 2.7 Evolution of EDP
- 2.8 Entrepreneurship Development Cycle
 - 2.8.1 The Simulatory Phase;
 - 2.8.2 The Support Phase;
 - 2.8.3 The Sustaining Phase
- 2.9 Entrepreneurial Development Training
 - 2.9.1 The Importance of Training Programmes;
 - 2.9.2 Objectives of Training;
 - 2.9.3 Methods of Training;
 - 2.9.4 Steps in a Training Programmes;
 - 2.9.5 Selection of Training Method;
 - 2.9.6 Benefits of Training for Organizations;
 - 2.9.7 Benefits of Training for Entrepreneurs;
 - 2.9.8 Entrepreneurship Development Programme Organizations
- 2.10 Training Programmes and Employee Levels
 - 2.10.1 Training for Operators;
 - 2.10.2 Training for Supervisors;
 - 2.10.3 Training for Managers
- 2.11 Common Denominators of Success of EDPs
- 2.12 Barriers to Entrepreneurship Development
 - 2.12.1 Economic Factors;
 - 2.12.2 Non-economic Factors;
 - 2.12.3 Miscellaneous Factors;
- 2.13 The Role of Government in Overcoming Barriers
 - 2.13.1 Establishment of specialized Institutions at the National Level;
 - 2.13.2 Establishment of District Industries Centres (DICs);
 - 2.13.3 Introduction of Entrepreneurship Courses;
 - 2.13.4 Financial Support Provided by the Government, Development Banks, and Nationalized Public Sector Banks;
 - 2.13.5 Funding Support by the Government/Development Bankers to Conduct Seminars/Workshops and Industrial Potential Survey;
 - 2.13.6 Institutional Support System for Entrepreneurial Development and Need for Institutional Support;
- 2.14 Measures to be Taken for Overcoming Barriers
- 2.15 The Role, Relevance and Achievements of EDPs
 - 2.15.1 Role of EDP;
 - 2.15.2 Relevance of EDP;
 - 2.15.3 Achievements of EDPs
- 2.16 Summary
- 2.17 Exercises and Questions
- 2.18 Further Reading

UNIT 3 THE GROWTH AND DEVELOPMENT OF ENTREPRENEURSHIP IN INDIA

- 3.0 Introduction
- 3.1 Unit Objectives
- 3.2 The History of the Entrepreneurial Class
 - 3.2.1 Entrepreneurship in the Ancient Period;
 - 3.2.2 Entrepreneurship in the Pre-Independence era before 1850 A.D.;
 - 3.2.3 Entrepreneurship During the Years 1850-1947;
 - 3.2.4 Entrepreneurship in 1947 and Onwards—the Post-Independence Period

- 3.3 The Present Era of Entrepreneurship in India
 - 3.3.1 The Entrepreneur as Innovator;
 - 3.3.2 Role of the Entrepreneur in Creating Employment;
 - 3.3.3 Role of the Entrepreneur in Economic Growth
- 3.4 Significance of the Entrepreneur in Attaining Social Balance
 - 3.4.1 The Entrepreneur and Social Stability;
 - 3.4.2 The Entrepreneur and Balanced Regional Development
- 3.5 Export-Import and the Entrepreneur
 - 3.5.1 Export Promotion; 3.5.2 Import Substitution
- 3.6 Other Roles of the Entrepreneur
 - 3.6.1 The Entrepreneur and Foreign Exchange Earnings;
 - 3.6.2 The Entrepreneur and Augmentation of Local Demand
- 3.7 Women Entrepreneurship in India
- 3.8 Entrepreneurship Acts in India
 - 3.8.1 The Consumer Protection Act; 3.8.2 The Essential Commodities Act;
 - 3.8.3 The Prevention of Food Adulteration Act; 3.8.4 The Sale of Goods Act;
 - 3.8.5 The Negotiable Instruments Act; 3.8.6 The Factories Act, 1948;
 - 3.8.7 The Industrial Disputes Act, 1947;
 - 3.8.8 The Workmen's Compensation Act, 1923;
 - 3.8.9 The Employees' Provident Fund Act, 1952;
 - 3.8.10 The Payment of Bonus Act, 1985; 3.8.11 The Minimum Wages Act, 1948;
 - 3.8.12 Tax Consideration
- 3.9 Policies of the Government
 - 3.9.1 Industrial Policy Resolution 1948; 3.9.2 Industrial Policy Resolution 1956;
 - 3.9.3 New Small Enterprise Policy, 1991
- 3.10 Setting up of a Small-Scale Industrial Enterprise
- 3.11 Legal Requirements for Establishing a New Unit
- 3.12 The Challenges of Globalization
- 3.13 Features of Entrepreneurial Communities
- 3.14 Summary
- 3.15 Exercises and Questions
- 3.16 Further Reading

UNIT 4 DIMENSIONS OF ENTREPRENEURSHIP

- 4.0 Introduction
- 4.1 Unit Objectives
- 4.2 Introduction to Dimensions of Entrepreneurship
- 4.3 Creativity and Innovation
 - 4.3.1 Characteristics of a Creative Environment
 - 4.3.2 The Concept of Business Idea
 - 4.3.3 Techniques of Creativity
 - 4.3.4 Creativity and the Entrepreneur
 - 4.3.5 Innovation
 - 4.3.6 Levels of Innovation
- 4.4 Resource Gathering for an Economic Organization

- 4.4.1 Inventory Management
- 4.4.2 Production and Operation Management
- 4.4.3 Marketing Management
- 4.4.4 Human Resource Management
- 4.4.5 Total Quality Management
- 4.5 Risk Management and Growth Strategies
 - 4.5.1 Principles of Risk Management
 - 4.5.2 Classification of Risks
 - 4.5.3 Risk Mitigation, Monitoring and Management
 - 4.5.4 Growth Strategies
- 4.6 Summary
- 4.7 Exercises and Questions
- 4.8 Further Reading

UNIT 5 INSTITUTIONAL SUPPORT BY THE CENTRAL GOVERNMENT

- 5.0 Introduction
- 5.1 Unit Objectives
- 5.2 Overview of Small-scale Industries (SSI)
 - 5.2.1 Characteristics of SSI;
 - 5.2.2 Types of SSI;
 - 5.2.3 Small-scale Industries Board
- 5.3 Small-scale Industries Development Organization
 - 5.3.1 Functions Related to Coordination
 - 5.3.2 Functions Related to Industrial Development
 - 5.3.3 Functions Related to Extension
 - 5.3.4 Small-scale Industries Service Institutes
- 5.4 Product-cum-Process Development Centres
 - 5.4.1 Fragrance and Flavour Development Centre, Kannauj
 - 5.4.2 Centre for Development of Glass Industry, Firozabad
 - 5.4.3 Process-cum-Product Development Centre, Agra
 - 5.4.4 Process-cum-Product Development Centre, Meerut
 - 5.4.5 Electronics Services and Training Centre (ESTC), Ramnagar, Nainital
 - 5.4.6 Institute for Design of Electrical Measuring Instruments (IDEMI), Mumbai
- 5.5 Regional Testing Centres
- 5.6 National Small Industries Corporations (NSIC)
- 5.7 National Productivity Council
- 5.8 Khadi and Village Industries Commission (KVIC)
 - 5.8.1 Functions of KVIC;
- 5.9 Small Industries Development Bank of India
- 5.10 Commercial Banks
 - 5.10.1 The Theoretical Basis of Banking Operations;
- 5.11 Role of Commercial Banks
 - 5.11.1 Growth and Structure of Banking;
 - 5.11.2 Regional Distribution of the Banking Business in India;
- 5.12 Liabilities of Commercial Banks
 - 5.12.1 Types of Deposits;
- 5.13 Assets of Commercial Banks

- 5.13.1 Investment in SLR Securities; 5.13.2 Investment in Non-SLR Securities
- 5.14 Commercial Bank Credit
 - 5.14.1 Types of Credit
- 5.15 Sectoral and Occupational Distribution of Commercial Bank Credit
- 5.16 Security Use in Commercial Bank Lending
 - 5.16.1 Classification of Securities;
- 5.17 Exports Promotion
 - 5.17.1 Export Credit Guarantee Corporation of India;
 - 5.17.2 Export Promotion Council; 5.17.3 Export Inspection Council;
- 5.18 Industrial Associations
 - 5.18.1 CII; 5.18.2 FICCI; 5.18.3 FASSI
- 5.19 National Institutes for Entrepreneurship and Small Business Development (NIESBUD)
- 5.20 National Institute for Small Industries Extension and Training (N.S.E.T.)
- 5.21 Summary
- 5.22 Exercises and Questions
- 5.23 Further Reading

UNIT 6 INSTITUTIONAL FINANCE TO ENTREPRENEURS

- 6.0 Introduction;
- 6.1 Unit Objectives
- 6.2 District Industries Centres
- 6.3 State Financing Corporations
 - 6.3.1 Industry-wise Financial Assistance by SFCs;
 - 6.3.2 Financial Assistance Sanctioned by SFCs to Small-scale Sectors;
 - 6.3.3 Size-wise Financial Assistance Sanctioned by SFCs;
 - 6.3.4 Purpose-wise Financial Assistance Sanctioned by SFCs
- 6.4 State Industry Technical Consultancy Organizations
 - 6.4.1 Different SITCOs Operating in India
- 6.5 State Centres for Entrepreneurship Development
- 6.6 Small Industries Development Corporations
- 6.7 Small Industries Service Institutions
- 6.8 Industrial Estates
- 6.9 Organization Development
 - 6.9.1 Action Research; 6.9.2 Intervention; 6.9.3 Performance Management;
 - 6.9.4 Team Building; 6.9.5 Organizational Planning;
 - 6.9.6 Managing Organizational Resources; 6.9.7 Competency;
 - 6.9.8 Measuring Organization Capability; 6.9.9 Examining Organizational Behaviour;
 - 6.9.10 Strategic Alliances; 6.9.11 Benchmarking;
 - 6.9.12 Business Process Re-engineering; 6.9.13 Total Quality Management
 - 6.9.14 Enterprise Resource Planning
- 6.10 Backward Classes
 - 6.10.1 The National Commission for Backward Classes Act, 1993

- 6.11 Summary
- 6.12 Exercises and Questions
- 6.13 Further Reading

M. COM PART –I
Special Group: (2) Business Entrepreneurship Group

Paper II: COM-506 BUSINESS ENTREPRENEURSHIP-II

UNIT 1 INTRODUCTION TO ENTREPRENEURSHIP

- 1.0 Introduction
- 1.1 Unit Objectives
- 1.2 The Concept of Entrepreneurship
 - 1.2.1 Definitions of Entrepreneurship
- 1.3 Characteristics of Entrepreneurship
- 1.4 History of Entrepreneurial Class
 - 1.4.1 Entrepreneurship in the Ancient Period;
 - 1.4.2 Entrepreneurship in the Pre-Independence Era, before 1850 A.D.;
 - 1.4.3 Entrepreneurship during 1850-1947;
 - 1.4.4 Entrepreneurship in 1947 and Onwards – the Post-Independence Period
- 1.5 The Concept of Entrepreneur
 - 1.5.1 Definitions of Entrepreneur;
 - 1.5.2 Characteristics of an Entrepreneur;
 - 1.5.3 Functions of an Entrepreneur
- 1.6 Types of Entrepreneur
 - 1.6.1 Other Types of Entrepreneurs
- 1.7 Comparison of Entrepreneur with Entrepreneurship, Enterprise and Manager
- 1.8 Environment and Entrepreneurship
 - 1.8.1 Role of Socio-Economic Environment;
 - 1.8.2 Social Environment and Entrepreneurship
 - 1.8.3 Economic Environment and Entrepreneurship;
- 1.9 The Concept of Entrepreneurship Development Programmes (EDPs)
- 1.10 Small Scale Industries (SSI)
 - 1.10.1 Status of Small-Scale Industrial Undertaking;
 - 1.10.2 Specified Activities Eligible for SSI Registration upto Rs. 5 Crore
- 1.11 Setting up of a Small-Scale Industrial Enterprise
- 1.12 Legal Requirements for Establishing a New Business Venture
- 1.13 Role of SSI in National Economy

- 1.14 A Holistic Approach to New Business Ventures
- 1.15 Summary
- 1.16 Exercises and Questions
- 1.17 Further Reading

UNIT 2 BUSINESS OPPORTUNITY IDENTIFICATION

2.0 INTRODUCTION

2.1 UNIT OBJECTIVES

2.2 AN OVERVIEW OF BUSINESS OPPORTUNITY

- 2.2.1 Advantages of Business Opportunity;
- 2.2.2 Disadvantages of Business Opportunity

2.3 TYPES OF BUSINESS OPPORTUNITIES

2.4 SOURCES OF IDENTIFICATION OF BUSINESS OPPORTUNITY

- 2.4.1 Selection of a Business Idea; 2.4.2 Business Idea Processing;
- 2.4.3 Factors for Identification of Sources of Business Opportunity

2.5 THE CONCEPT OF ENVIRONMENT IN BUSINESS OPPORTUNITY

2.6 THE CONCEPT OF ENVIRONMENTAL ANALYSIS

- 2.6.1 Effect of Changing Environment; 2.6.2 Need for Environmental Analysis;
- 2.6.3 Objectives of Environmental Analysis;
- 2.6.4 Characteristics of Environmental Scanning;
- 2.6.5 Applicability of Environment; 2.6.6 Factors for Environmental Scanning

2.7 ANALYSIS OF EXTERNAL ENVIRONMENT

2.8 MACRO ENVIRONMENT ANALYSIS

- 2.8.1 An Integrated and Analytical Understanding of the Environment;
- 2.8.2 Understanding Environment of Conditions;
- 2.8.3 Auditing Environmental Influences;
- 2.8.4 Barriers to Environmental Analysis;
- 2.8.5 Sources of Information of Environmental Analysis

2.9 METHODS AND TECHNIQUES OF ENVIRONMENTAL ANALYSIS

2.10 SUMMARY

2.11 EXERCISES AND QUESTIONS

2.12 FURTHER READING

UNIT 3 PROJECT MEANING AND REPORT

3.0 INTRODUCTION

3.1 UNIT OBJECTIVES

3.2 THE CONCEPT OF PROJECT

- 3.2.1 Characteristics of a Project; 3.2.2 Types of Projects;
- 3.2.3 Steps in the Identification of Projects; 3.2.4 Importance of Projects

3.3 FACTORS INFLUENCING A PROJECT

3.4 PROJECT AS A SYSTEM

3.5 LIFES CYCLE SYSTEM OF A PROJECT

- 3.5.1 The Conception/Formation Phase;
- 3.5.2 The Definition/Build-up Phase;
- 3.5.3 The Acquisition/Production Phase;
- 3.5.4 The Operation Phase;
- 3.5.5 The Divestment/Termination Phase

3.6 IDENTIFICATION OF A PROJECT

- 3.6.1 Project Selection Models;
- 3.6.2 The Non-numeric Model

3.7 GENERATION OF IDEAS

3.8 TOOLS FOR IDENTIFICATION OF PROJECT IDEAS

3.9 SOURCES FOR PROJECT IDEAS

3.10 QUALITIES FOR GENERATION OF PROJECT IDEAS

3.11 PROJECT RATING

3.12 PROJECT REPORT

- 3.12.1 Contents of a Detailed Project Report

3.13 SIGNIFICANCE OF PROJECT REPORT WRITING

3.14 DIFFERENT STEPS IN REPORT WRITING

3.15 LAYOUT OF THE PROJECT REPORT

3.16 TYPES OF PROJECT REPORTS

3.17 THE MECHANICS OF WRITING A PROJECT REPORT

3.18 PRECAUTIONS FOR WRITING A PROJECT REPORT

3.19 PROJECT REVIEW

- 3.19.1 Review during Project Development;
- 3.19.2 Post-Completion Reviews

3.20 SUMMARY

3.21 EXERCISES AND QUESTIONS

3.22 FURTHER READING

UNIT 4 PROJECT APPRAISAL BY BANKS

4.0 INTRODUCTION

4.1 UNIT OBJECTIVES

4.2 PROJECT APPRAISAL

4.3 TECHNICAL APPRAISAL

4.4 ENVIRONMENTAL APPRAISAL

4.5 MANAGERIAL APPRAISAL

4.6 SUMMARY

4.7 EXERCISES AND QUESTIONS

4.8 Further Reading

UNIT 5 PROJECT EXECUTION

5.0 INTRODUCTION

5.1 UNIT OBJECTIVES

5.2 AN OVERVIEW OF PROJECT EVALUATION

5.2.1 Formative Evaluation; 5.2.2 Summative Evaluation;

5.2.3 Project Evaluation Techniques

5.3 CPM

5.3.1 Advantages of CPM; 5.3.2 Disadvantages of CPM;

5.3.3 Time-Cost Relationship; 5.3.4 An Algorithm Procedure for CPM Analysis;

5.3.5 Total Cost-Time Trade-off

5.4 PERT

5.4.1 PERT: Single Time Estimate; 5.4.2 PERT System of Three-Time Estimates;

5.4.3 The PERT Process

5.5 SUMMARY

5.6 EXERCISES AND QUESTIONS

5.7 FURTHER READING

UNIT 6 INTRODUCTION TO BUSINESS PLAN

6.0 INTRODUCTION

6.1 UNIT OBJECTIVES

6.2 AN OVERVIEW OF A BUSINESS PLAN

6.3 THE CONCEPT OF MARKETING PLAN

6.3.1 The Marketing Plan; 6.3.2 Reasons for Failure of the Marketing Plan;

6.3.3 Marketing Mix

6.4 PRODUCTION PLANNING

6.4.1 Characteristics of Production Planning;

6.4.2 Objectives of Production Planning;

6.4.2 Importance of Production Planning; 6.4.4 Functions of Production Planning;

6.4.5 Steps Involved in Production Planning

6.5 FACTORY LAYOUT

6.5.1 Objectives of Factory Layout;

6.6 FACTORS AFFECTING FACTORY LAYOUT

6.7 CHARACTERISTICS OF AN EFFICIENT LAYOUT

6.8 TECHNIQUES OF FACTORY LAYOUT

6.9 ADVANTAGES OF FACTORY LAYOUT

6.10 TYPES OF LAYOUT

6.11 SELECTING AND PROCURING MACHINERY AND EQUIPMENTS

6.12 THE CONCEPT OF AN ORGANIZATIONAL PLAN

6.12.1 Steps for Creating an Organizational Plan

6.13 ORGANIZATIONAL STRUCTURE

6.13.1 Steps for Creating Organizational Structure

6.14 BENEFITS OF A GOOD ORGANIZATIONAL STRUCTURE

6.15 TYPES OF ORGANIZATIONAL STRUCTURES

- 6.15.1 The Traditional Structure;
- 6.15.2 The Line Structure;
- 6.15.3 The Line and Staff Structure;
- 6.15.4 The Matrix Organization

6.16 THE CONCEPT OF A FINANCIAL PLAN

- 6.16.1 Financial Statements;
- 6.16.2 Balance Sheet;
- 6.16.3 Income Statement;
- 6.16.4 Cash Flow Statement;
- 6.16.5 The Financial Planning Process;
- 6.16.6 Financial Planning Standards

6.17 SOURCES OF FINANCE

6.18 COST OF CAPITAL

6.19 SUMMARY

6.20 EXERCISES AND QUESTIONS

6.21 FURTHER READING

UNIT 7 FINANCIAL APPRAISAL

7.0 INTRODUCTION

7.1 UNIT OBJECTIVES

7.2 THE CONCEPT OF FINANCIAL APPRAISAL

- 7.2.1 Funds Estimation;
- 7.2.2 Working Capital Requirement;
- 7.2.3 Sources of Funds;
- 7.2.4 Appropriate Composition of Funds (Capital Budgeting)

7.3 FINANCIAL EVALUATION OF A PROJECT

- 7.3.1 Rate of Return Method;
- 7.3.2 Payback Method;
- 7.3.3 Net Present Value Method;
- 7.3.4 Discounted Cash Flow Method

7.4 PROJECT COST ACCOUNTING SYSTEM

7.5 PREPARATION OF PROJECTED FINANCIAL STATEMENTS VIZ. PROJECTED BALANCE SHEET

- 7.5.1 Projected Financial Statements;
- 7.5.2 Projected Balance Sheet;
- 7.5.3 Projected Income Statement;
- 7.5.4 Projected Funds Flow Statement;
- 7.5.5 Projected Cash Flow Statement

7.6 INTERNAL RATE OF RETURN

- 7.6.1 Economic Interpretation of Internal Rate of Return;
- 7.6.2 Limitations of Internal Rate of Return

7.7 NET TERMINAL VALUE METHOD

7.8 MULTIPLE INTERNAL RATES OF RETURN

7.9 PROFITABILITY ANALYSIS

7.10 SUMMARY

7.11 EXERCISES AND QUESTIONS

7.12 FURTHER READING

UNIT 8 TURNAROUND MANAGEMENT

8.0 INTRODUCTION

8.1 UNIT OBJECTIVES

8.2 BUSINESS CRISIS

- 8.2.1 Seven Essential Ingredients;
- 8.2.2 Types of Business Crisis;
- 8.2.3 Causes of Business Crisis;
- 8.2.4 Symptoms of Business Crisis;
- 8.2.5 Sickness of Business

8.3 TURNAROUND STRATEGY

8.4 SUMMARY

8.5 EXERCISES AND QUESTIONS

8.6 Further Reading

M. COM PART –I

Special Group: (3) Cost Accounting Group

Paper I: COM 507 :ADVANCED COST ACCOUNTING

UNIT 1 BASIC CONCEPTS IN COST ACCOUNTING

- 1.0 Introduction; 1.1 Unit Objectives; 1.2 Concept of Cost;
- 1.3 Cost Expense and Loss; 1.4 Elements of Cost;
- 1.5 Components of Total cost; 1.6 Computation of Profit;
- 1.7 Cost Sheet; 1.8 Classification of Costs; 1.9 Cost Ascertainment;
- 1.10 Direct Expenses; 1.11 Types of Direct Expenses;
- 1.12 Control Over Direct Expenses; 1.13 Accounting for Direct Expenses;
- 1.14 Overheads—General; 1.15 Factory Overheads;
- 1.16 Office and Administrative Overheads; 1.17 Selling and Distribution Overheads;
- 1.18 Overheads Distribution Stages; 1.19 Distribution of Factory Overheads;
- 1.20 Distribution of Selling and Distribution Overheads; 1.21 Material Losses;
- 1.22 Scrap; 1.23 Spoilage; 1.24 Defectives; 1.25 Summary;
- 1.26 Key Terms; 1.27 Questions and Exercises; 1.28 Further Reading

UNIT 2 METHODS OF COSTING

- 2.0 Introduction; 2.1 Unit Objectives; 2.2 Job Costing; 2.3 Batch Costing;
- 2.4 Process Costing; 2.5 Difference Between Process Costing and Job Costing;
- 2.6 Types of Processing; 2.7 Process Losses and Wastage;
- 2.8 By-Products and Joint Products; 2.9 Inter-process Profits;
- 2.10 Comprehensive Illustrations; 2.11 Operation Costing;
- 2.12 Costing Procedure; 2.13 Meaning of Operating Costing;

2.14 Determination of Unit of Cost; 2.15 Collection of Costing Data;
2.16 Transport Costing; 2.17 Power House Costing;
2.18 Canteen Costing; 2.19 Cinema Costing; 2.20 Hotel Costing;
2.21 Hospitals Costing; 2.22 Summary; 2.23 Key Terms;
2.24 Questions and Exercises; 2.25 Practical Problems; 2.26 Further Reading;

UNIT 3 COST BOOKS

3.0 Introduction; 3.1 Unit Objectives; 3.2 Systems of Accounting;
3.3 Ledgers Required; 3.4 Journal Entries; 3.5 Meaning of Integral System;
3.6 Basic Requirements; 3.7 Journal Entries; 3.8 Third Entry Method;
3.9 Interlocking and Integration of Cost and Financial Accounts;
3.10 Summary; 3.11 Key Terms; 3.12 Questions and Exercises;
3.13 Practical Problems; 3.14 Further Reading

UNIT 4 ACTIVITY-BASED COSTING

4.0 Introduction; 4.1 Unit Objectives;
4.2 Activity-Based Costing: Meaning and Importance;
4.3 Significant Terms; 4.4 Characteristics of *ABC*;
4.5 Elements Involved in *ABC*; 4.6 Steps Involved in *ABC*;
4.7 Activity-Based Costing Versus Traditional Costing;
4.8 Requirements of *ABC* System;
4.9 Uses of Activity Based Information;
4.10 Problems with the *ABC* Approach;
4.11 Summary; 4.12 Key Terms; 4.13 Questions and Exercises;
4.14 Practical Problems; 4.15 Further Reading

UNIT 5 COSTING TECHNIQUES: MARGINAL COSTING

5.0 Introduction; 5.1 Unit Objectives;
5.2 Absorption Costing; 5.3 Marginal Costing;
5.4 Difference Between Absorption Costing and Marginal Costing;
5.5 Marginal Costing and Direct Costing;
5.6 Marginal Costing and Differential Costing; 5.7 Marginal Cost;
5.8 Segregation of Semi-Variable Costs; 5.9 Profit Planning;
5.10 Cost Volume Profit Analysis; 5.11 Break-Even Analysis;
5.12 Key Factor; 5.13 Break-Even Chart; 5.14 Angle of Incidence;
5.15 Assumptions Underlying CVP Analysis/Break-Even Charts;
5.16 Utility of CVP Analysis; 5.17 Summary; 5.18 Key Terms;
5.19 Questions and Exercises; 5.20 Practical Problems;
5.21 Further Reading

UNIT 6 COSTING TECHNIQUES: STANDARD COSTING

6.0 Introduction; 6.1 Unit Objectives;
6.2 Meaning of Standard Costing;

6.3 Budgetary Control and Standard Costing;
6.4 Historical Costing, Estimated Costing and Standard Costing;
6.5 Suitability of Standard Costing;
6.6 Standard Costing as a Management Tool;
6.7 Limitations of Standard Costing;
6.8 Meaning of Standard Costs;
6.9 Standard Costs and Budgeted Costs;
6.10 Determination of Standard Costs;
6.11 Revision of Standards; 6.12 Cost Variances;
6.13 Direct Material Variances; 6.14 Direct Labour Variances;;
6.15 Overhead Variances; 6.16 Sales Variances;
6.17 Variance with Reference to Profit; 6.18 Control of Variances;
6.19 Disposal of Variances; 6.20 Summary; 6.21 Key Terms;
6.22 Questions and Exercises; 6.23 Practical Problems;
6.24 Further Reading

UNIT 7 COSTING TECHNIQUES: BUDGETARY CONTROL

7.0 Introduction; 7.1 Unit Objectives; 7.2 Meaning of Budget;
7.3 Meaning of Control; 7.4 Meaning of Budgetary Control;
7.5 Budgetary Control as a Management Tool;
7.6 Limitations of Budgetary Control; 7.7 Forecasts and Budgets;
7.8 Installation of Budgetary Control System;
7.9 Classification of Budgets; 7.10 Fixed and Flexible Budgeting;
7.11 Performance Budgeting; 7.12 Control Ratios;
7.13 Responsibility Accounting; 7.14 Zero-Base Budgeting;
7.15 Summary; 7.16 Key Terms; 7.17 Questions and Exercises;
7.18 Practical Problems; 7.19 Further Reading

UNIT 8 COST REDUCTION AND COST CONTROL

8.0 Introduction; 8.1 Unit Objectives; 8.2 Cost Control;
8.3 Cost Reduction; 8.4 Value Analysis; 8.5 Learning Curve;
8.6 Summary; 8.7 Key Terms; 8.8 Questions and Exercises;
8.9 Practical Problem; 8.10 Further Reading

UNIT 9 PRODUCTIVITY

9.0 Introduction; 9.1 Unit Objectives; 9.2 Meaning and Concept;
9.3 Importance of Productivity; 9.4 Productivity Measurement ;
9.5 Specific Productivity Performance Measures ;
9.6 Measures to Improve Productivity; 9.7 Summary;
9.8 Key Terms; 9.9 Questions and Exercises;
9.10 Further Reading

M. COM PART –I

Special Group: (3) Cost Accounting Group

Paper II: COM 508 : Cost Audit & Management Audit .

UNIT 1 INTRODUCTION TO COST AUDIT

- 1.0 Introduction; 1.1 Unit Objectives;
- 1.2 Overview of Cost Audit
 - 1.2.1 Objectives of Cost Audit
- 1.3 Distinction between Cost and Financial Audit;
- 1.4 Efficiency Audit
 - 1.4.1 Parameters of Measuring Efficiency Audit;
 - 1.4.2 Organizational Set-up of Efficiency Audit
- 1.5 Propriety Audit
 - 1.5.1 Limitations of Propriety Audit; 1.5.2 Propriety Requirements
- 1.6 Cost Audit Under the Companies Act; 1.7 Summary;
- 1.8 Questions and Exercises; 1.9 Further Reading;

UNIT 2 COST AUDITOR

- 2.0 Introduction; 2.1 Unit Objectives;
- 2.2 The Cost Auditor – An Overview
 - 2.2.1 Disqualification of a Cost Auditor; 2.2.2 Characteristics of a Cost Auditor;
 - 2.2.3 Appointment of a Cost auditor
- 2.3 An Audit Engagement Letter
 - 2.3.1 Principal Contents; 2.3.2 A Sample of an Audit Engagement Letter;
 - 2.3.3 An Audit Engagement Letter as Defined by ICAI
- 2.4 The Powers and Duties of a Cost Auditor;
- 2.5 The Role and Status of Cost Auditors
 - 2.5.1 The Cost Auditor as an Agent; 2.5.2 The Cost Auditor as an Officer;
 - 2.5.3 The Cost Auditor as a Servant
- 2.6 The Liabilities of a Cost Auditor; 2.7 Summary;
- 2.8 Questions and Exercises; 2.9 Further Reading

UNIT 3 COST AUDIT PROCEDURE

- 3.0 Introduction; 3.1 Unit Objectives;
- 3.2 Familiarization with the Industry; 3.3 Familiarization with Cost Audit;
- 3.4 Audit Planning
 - 3.4.1 Outline of a Cost Audit Plan
- 3.5 A Cost Audit Programme
 - 3.5.1 Need for a Cost Audit Programme; 3.5.2 Types of Cost Audit Programmes;

- 3.5.3 Materiality in a Cost Audit Programme; 3.5.4 Outline of a Cost Audit Programme
- 3.6 Computer Assisted Audit Techniques
 - 3.6.1 Generalized Audit Software; 3.6.2 Specialized Audit Software;
 - 3.6.3 The Test Data Technique; 3.6.4 Integrated Test Data Facility;
 - 3.6.5 Parallel Simulation
- 3.7 Guidelines for CAATs
 - 3.7.1 Background; 3.7.2 Planning; 3.7.3 Performance of Audit Work;
 - 3.7.4 CAATs Documentation; 3.7.5 Reporting
- 3.8 Summary; 3.9 Questions and Exercises; 3.10 Further Reading

UNIT 4 COST AUDIT REPORT

- 4.0 Introduction; 4.1 Unit Objectives;
- 4.2 The Meaning of a Cost Audit Report
 - 4.2.1 Audit Report under Section 32 AB (5)
- 4.3 A Qualified Report Specimen of a Cost Audit Report for Different Industries;
- 4.4 Cost Audit Report Rules under Section 233B;
- 4.5 Cost Accounting Record Rules under Section 209(1) (d) of the Companies Act, 1956;
- 4.6 The Auditor's Report; 4.7 Summary;
- 4.8 Questions and Exercises; 4.9 Further Reading

UNIT 5 MANAGEMENT AUDIT

- 5.0 Introduction; 5.1 Unit Objectives;
- 5.2 An Introduction to Management Audit
 - 5.2.1 Definitions of Management Audit;
 - 5.2.2 The Development of Management Audit;
 - 5.2.3 The Objectives of Management Audit;
 - 5.2.4 The Advantages of Management Audit
- 5.3 The Scope and Concept of Management Audit
 - 5.3.1 The Scope of Management Audit; 5.3.2 Management Audit Concepts
- 5.4 Comparison of Management Audit with Cost Audit;
- 5.5 Summary; 5.6 Questions and Exercises; 5.7 Further Reading

UNIT 6 PROCESS OF MANAGEMENT AUDIT

- 6.0 Introduction; 6.1 Unit Objectives;
- 6.2 Audit of the Management Process
 - 6.2.1 Audit of Management Functions
- 6.3 Auditing the Management Information System (MIS)
 - 6.3.1 The Goals of MIS; 6.3.2 The Characteristics of MIS;
 - 6.3.3 Levels of Management Activities; 6.3.4 Audit of MIS;
 - 6.3.5 Building a Corporate Image
- 6.4 Social Audit

- 6.4.1 The Relation between Social Value, Social Resource and Social Costs;
- 6.4.2 Social Cost Benefit Analysis (SCBA);
- 6.4.3 Contents of a Corporate Social Audit Report; 6.4.4 Social Audit in India
- 6.5 Summary; 6.6 Questions and Exercises; 6.7 Further Reading

UNIT 7 NUMERICAL PROBLEMS ON COST AND MANAGEMENT AUDIT

- 7.0 Introduction; 7.1 Unit Objectives;
- 7.2 Valuation of the Closing Stock of Raw Materials;
- 7.3 Calculation of Power Cost;
- 7.4 Calculation of Different Ratios;
- 7.5 Reconciliation between Costing and Financial Profit and Loss Account;
- 7.6 Work-in-Process and Finished Goods;
- 7.7 Calculation of Prices to be Quoted;
- 7.8 Summary; 7.9 Questions and Exercises;
- 7.10 Further Reading

M. COM PART –I

Special Group: (4) Advance Banking Finance Group

Paper I: COM 509 : FINANCIAL MARKETS AND INSTITUTIONS IN INDIA

Unit 1 NATURE AND ROLE OF THE FINANCIAL SYSTEM IN INDIA

- 1.0 Introduction; 1.1 Unit Objectives;
- 1.2 Introduction to Financial System
 - 1.2.1 Structure of Financial System;
 - 1.2.2 Financial System of India before and after Liberalization
- 1.3 Overview of Financial Institutions
 - 1.3.1 Classification of Financial Institutions;
 - 1.3.2 Objectives of Financial Institutions
- 1.4 Role of Financial Intermediaries
 - 1.4.1 Providing Maturity Intermediation; 1.4.2 Reducing Risk via Diversification;
 - 1.4.3 Reducing the Costs of Contracting and Information Processing;
 - 1.4.4 Providing a Payments Mechanism
- 1.5 Role of Financial Institutions; 1.6 Importance of Financial Institutions;
- 1.7 Limitations of Financial Institutions;
- 1.8 Financial Markets
 - 1.8.1 Bond Market; 1.8.2 Types of Bonds; 1.8.3 Primary Market;
 - 1.8.4 Players Involved in Primary Market; 1.8.5 Secondary Market;
 - 1.8.6 Over-the-Counter Market
- 1.9 Financial Instruments and Services;
- 1.10 Financial System and Economic Development
 - 1.10.1 Effect of Financial System on Savings and Investment
- 1.11 Summary; 1.12 Exercises and Questions;

1.13 Further Reading

UNIT 2 INDIAN MONEY MARKET

- 2.0 Introduction; 2.1 Unit Objectives;
- 2.2 Overview of the Money Market
 - 2.2.1 Key Players in the Money Market;
 - 2.2.2 Features of the Money Market
 - 2.2.3 Functions of the Money Market
- 2.3 Participants in the Indian Money Market
 - 2.3.1 Banks;
 - 2.3.2 Primary Dealers;
 - 2.3.3 Government;
 - 2.3.4 Discount Houses
- 2.4 Money Market Instruments
 - 2.4.1 Call/Notice Money Market;
 - 2.4.2 Term Money Market;
 - 2.4.3 Treasury Bill Market;
 - 2.4.4 Commercial Paper Market;
 - 2.4.5 Repo Market;
 - 2.4.6 Certificate of Deposits Market;
 - 2.4.7 Commercial Bill Market;
 - 2.4.8 Government Securities Market
- 2.5 Deficiencies of Indian Money Market; 2.6 Summary;
- 2.7 Exercises and Questions; 2.8 Further Reading

Unit 3 THE INDIAN CAPITAL MARKET

- 3.0 Introduction; 3.1 Unit Objectives;
- 3.2 Capital Markets
 - 3.2.1 Features of the Capital Market;
 - 3.2.2 Structure of the Capital Market;
 - 3.2.3 Functions of the Capital Market
- 3.3 Participants in the Indian Capital Market
 - 3.3.1 Bombay Stock Exchange; 3.3.2 National Stock Exchange; 3.3.3 Over-the-Counter Exchange of India;
 - 3.3.4 Regional Stock Exchange; 3.3.5 Depositories; 3.3.6 Banks; 3.3.7 Foreign Institutional Investors;
 - 3.3.8 Merchant Banking; 3.3.9 Mutual Funds; 3.3.10 Securities and Exchange Board of India;
 - 3.3.11 Brokers; 3.3.12 Underwriters
- 3.4 Instruments in the Indian Capital Market
 - 3.4.1 American and Global Depositories; 3.4.2 Shares; 3.4.3 Debentures
- 3.5 Deficiencies of the Indian Capital Market
- 3.6 Summary; 3.7 Exercises and Questions; 3.8 Further Reading

UNIT 4 THE FOREIGN EXCHANGE MARKET IN INDIA

- 4.0 Introduction; 4.1 Unit Objectives;
- 4.2 An Overview of the Foreign Exchange Market
 - 4.2.1 Foreign Exchange Market Participants;
 - 4.2.2 Factors Affecting Currency Trading;
 - 4.2.3 Trading in the Foreign Exchange Market
- 4.3 Structure of the Foreign Exchange Market
 - 4.3.1 Price Makers; 4.3.2 Foreign Currency Brokers; 4.3.3 Price Takers
- 4.4 The Foreign Exchange Market in India

- 4.4.1 Exchange Rate in India;
- 4.4.2 Deficiencies of the Indian Foreign Exchange Market
- 4.5 Procedure of Currency Trading
 - 4.5.1 Warehousing the Dealing; 4.5.2 Back-to-Back Dealing;
 - 4.5.3 Position of the Bank;
 - 4.5.4 Society for Worldwide Interbank Financial Telecommunication;
 - 4.5.5 Factors Affecting Currency Trading
- 4.6 Dealings in Foreign Exchange Market
 - 4.6.1 Types of Dealings
- 4.7 Exchange Rate Quotations
 - 4.7.1 Spot Quotation; 4.7.2 Outright Forward Quotation; 4.7.3 Swap Quotation;
 - 4.7.4 Change in Exchange Rate; 4.7.5 Indexes for Exchange Rate
- 4.8 Rate of Broken Data Forward Contract
 - 4.8.1 Risk-adjusted Future Spot Rate
- 4.9 Cross Currency Option
 - 4.9.1 Currency Convertibility; 4.9.2 Capital Account Convertibility
- 4.10 Foreign Exchange Rate Risk; 4.11 Summary;
- 4.12 Exercises and Questions; 4.13 Further Reading

Unit 5 COMMERCIAL BANKS AND REGIONAL RURAL BANKS

- 5.0 Introduction; 5.1 Unit Objectives;
- 5.2 Overview of Commercial Banks
 - 5.2.1 Theoretical Basis of Banking Operations;
 - 5.2.2 Balancing Profitability with Liquidity Management;
 - 5.2.3 Management of Reserves; 5.2.4 Creation of Credit;
 - 5.2.5 Classification of Commercial Banks
- 5.3 Role of Commercial Banks
 - 5.3.1 Growth and Structure of Banking;
 - 5.3.2 Regional Distribution of Banking Business in India
- 5.4 Liabilities of Commercial Banks
 - 5.4.1 Types of Deposits
- 5.5 Assets of Commercial Banks
 - 5.5.1 Investment in SLR Securities; 5.5.2 Investment in Non-SLR Securities
- 5.6 Commercial Bank Credit
 - 5.6.1 Types of Credit
- 5.7 Sectoral and Occupational Distribution of Commercial Bank Credit
- 5.8 Security Use in Commercial Bank Lending
 - 5.8.1 Classification of Securities
- 5.9 Commercial Banking Innovations
 - 5.9.1 Participation Certificates; 5.9.2 Credit Cards; 5.9.3 Consortium Approach
- 5.10 New Technology in Commercial Banking

- 5.10.1 Stock Invest; 5.10.2 Automatic Teller Machine (ATMs);
- 5.10.3 Other Diversifications in Banking; 5.10.4 Asset-Liability Management
- 5.11 Pre-Nationalization Period of Commercial Banks;
- 5.12 Post-Nationalization Period of Commercial Banks
 - 5.12.1 Progress of Commercial Banks after Nationalization
- 5.13 The State Bank of India
 - 5.13.1 Associate Banks of SBI; 5.13.2 Management of SBI;
 - 5.13.3 Role of SBI in the Indian Economy
- 5.14 Regional Rural Bank
 - 5.14.1 Need of RRBs; 5.14.2 Objectives of RRBs;
 - 5.14.3 Organizational Structure of RRBs; 5.14.4 Progress of RRBs;
 - 5.14.5 Regulatory Control of RRBs; 5.14.6 Functions of RRBs
- 5.15 Public Sector Banks; 5.16 Private Sector Banks in India;
- 5.17 Summary; 5.18 Exercises and Questions; 5.19 Further Reading

UNIT 6 CO-OPERATIVE BANKS IN INDIA

- 6.0 Introduction; 6.1 Unit Objectives;
- 6.2 Overview of Co-operative Banks
 - 6.2.1 Features of Co-operative Banks;
 - 6.2.2 Evolution of Co-operative Banks in India
- 6.3 Structure of Co-operative Banks;
- 6.4 Primary Agricultural Co-operative Credit Societies
 - 6.4.1 Problems Faced by PACS
- 6.5 District Central Co-operative Banks; 6.6 State Co-operative Banks;
- 6.7 The Urban Co-operative Banking System
 - 6.7.1 Supervision of UCBs; 6.7.2 Operation and Performance of UCBs,
 - 6.7.3 Urban Co-operative Banks; 6.7.4 Urban Co-operative Credit Societies
- 6.8 Features of Operation of Co-operative Banking System; 6.9 Summary;
- 6.10 Exercises and Questions; 6.11 Further Reading

Unit 7 DEVELOPMENT AND SPECIALIZED FINANCIAL INSTITUTIONS

- 7.0 Introduction; 7.1 Unit Objectives;
- 7.2 Overview of Development Banking
 - 7.2.1 Size, Structure and Composition of Development and Specialized Financial Institutions;
 - 7.2.2 Functions of Development and Financial Institutions
- 7.3 Development of Financial Institutions
 - 7.3.1 Financial Institutions in India
- 7.4 All-India Financial Institutions
 - 7.4.1 Term Lending Institutions; 7.4.2 Refinancing Institutions; 7.4.3 Investment Institutions;
 - 7.4.4 Sector-specific Institutions
- 7.5 Operations of Financial Institutions
 - 7.5.1 Assets and Liabilities

- 7.6 Difference between Commercial Banks and Development Financial Institutions
- 7.7 Role of Development and Specialized Financial Institutions in Industrial Development
 - 7.7.1 Project Appraisal;
 - 7.7.2 Financial Appraisal;
 - 7.7.3 Financial Analysis;
 - 7.7.4 The Break-Even Analysis; 7.7.5 Economic Appraisal
- 7.8 The Finance Function of Development Banks in the Universal Context;
- 7.9 Summary; 7.10 Exercises and Questions; 7.11 Further Reading

UNIT 8 NON-BANKING FINANCING COMPANIES

- 8.0 Introduction; 8.1 Unit Objectives;
- 8.2 Introduction to Non-banking Financing Companies (NBFCs)
 - 8.2.1 Importance of NBFCs
- 8.3 Lease Finance Companies
 - 8.3.1 Leasing
- 8.4 Venture Capital Financing Companies
 - 8.4.1 Venture Capital
- 8.5 Hire-Purchase Financing Companies
 - 8.5.1 Hire-Purchase
- 8.6 Factoring
 - 8.6.1 Types of Factoring; 8.6.2 Functions of Factoring;
 - 8.6.3 Advantages of Factoring
- 8.7 Housing Finance Companies
 - 8.7.1 Suppliers of House Mortgage Loans in India
- 8.8 Regulations of NBFIs in India; 8.9 Summary;
- 8.10 Exercises and Questions; 8.11 Further Reading

M. COM PART –I

Special Group: (4) Advance Banking Finance Group

Paper II: COM 510 : MONEY, CENTRAL BANKING IN INDIA AND INTERNATIONAL FINANCIAL INSTITUTIONS

UNIT 1 MONEY

- 1.0 Introduction
- 1.1 Unit Objectives
- 1.2 Barter Economy and Evolution of Money
- 1.3 Introduction to Money
 - 1.3.1 Definition of Money; 1.3.2 Types of Money;
 - 1.3.3 Money Supply; 1.3.4 Monetary Policy;
 - 1.3.5 Economic Characteristics of Money
- 1.4 Classification of Money

- 1.4.1 Actual Money and Money of Account; 1.4.2 Representative Money;
- 1.4.3 Legal Tender Money and Optional Money;
- 1.4.4 Metal Money and Paper Money
- 1.5 Money and Near Money
 - 1.5.1 Savings Accounts; 1.5.2 Money Market Funds;
 - 1.5.3 Bank Time Deposits; 1.5.4 Government Treasury Securities;
 - 1.5.5 Bonds
- 1.6 RBI's Definitions of Money and Liquidity Measures
 - 1.6.1 M1 Measure of Money Supply; 1.6.2 M2 Measure of Money Supply;
 - 1.6.3 M3 Measure of Money Supply; 1.6.4 M4 Measure of Money Supply;
 - 1.6.5 Liquidity Measures
- 1.7 Functions of Money
 - 1.7.1 Primary Functions of Money; 1.7.2 Secondary Functions of Money;
 - 1.7.3 Contingent Functions of Money
- 1.8 The Significance of Money
- 1.9 Summary
- 1.10 Key Terms
- 1.11 Questions and Exercises
- 1.12 Further Reading

UNIT 2 MONEY AND PRICES

- 2.0 Introduction
- 2.1 Unit Objectives
- 2.2 Overview of Money and Price
- 2.3 Quantity Theory of Money
 - 2.3.1 Fisher's Quantity Theory of Money; 2.3.2 Assumptions of Fisher's Equation;
 - 2.3.3 Criticism of the Quantity Theory of Money
- 2.4 Value of Money
 - 2.4.1 Price and Value; 2.4.2 Inflation; 2.4.3 Keynesian Definition of Inflation;
 - 2.4.4 Types of Inflation; 2.4.5 Effects of Inflation
 - 2.4.6 Effect of Inflation on Distribution of Income; 2.4.7 Measures to Control Inflation
- 2.5 Deflation
 - 2.5.1 Effects of Deflation; 2.5.2 Measures to Control Deflation
- 2.6 Comparison between Inflation and Deflation
- 2.7 Summary
- 2.8 Key Terms
- 2.9 Questions and Exercises
- 2.10 Further Reading

UNIT 3 CENTRAL BANKING

- 3.0 Introduction
- 3.1 Unit Objectives

- 3.2 Introduction to Central Banking
 - 3.2.1 Definitions of a Central Bank;
 - 3.2.2 Evolution of Central Banks in India;
 - 3.2.3 Characteristics of Central Banking
- 3.3 Monetary Management
 - 3.3.1 Types of Monetary Policy;
 - 3.3.2 Monetary Policy Tools
- 3.4 The Reserve Bank of India
 - 3.4.1 The Evolution of RBI;
 - 3.4.2 The Objectives of RBI;
 - 3.4.3 The Organization of RBI;
 - 3.4.4 The Supervision System of RBI;
 - 3.4.5 Reserve Requirements of RBI;
 - 3.4.6 Banking Regulations;
 - 3.4.7 Developing Financial Institutions
- 3.5 Departments of the Reserve Bank
- 3.6 Traditional Functions of the Reserve Bank of India
- 3.7 Promotional Functions of the Reserve Bank of India
- 3.8 Summary
- 3.9 Key Terms
- 3.10 Questions and Exercises
- 3.11 Further Reading

UNIT 4 CREDIT CONTROL

- 4.0 Introduction
- 4.1 Unit Objectives
- 4.2 Credit Control
 - 4.2.1 Quantitative Control;
 - 4.2.2 Selective or Qualitative Control
- 4.3 Methods of Credit Control in India
 - 4.3.1 Differential Lending Rates;
 - 4.3.2 The New Refinance Policy;
 - 4.3.3 Statutory Liquidity Ratio
- 4.4 Difficulties in Credit Control
- 4.5 Differential Rate of Interest
- 4.6 Summary
- 4.7 Key Terms
- 4.8 Questions and Exercises
- 4.9 Further Reading

UNIT 5 INTERNATIONAL FINANCIAL INSTITUTIONS: AN OVERVIEW

- 5.0 Introduction
- 5.1 Unit Objectives
- 5.2 Introduction to International Financial Institutions
 - 5.2.1 The Need for IFIs;
 - 5.2.2 The Objectives of IFIs;
 - 5.2.3 The Importance of IFIs
- 5.3 Classification of International Financial Institutions
 - 5.3.1 Banking and Non-Banking Institutions;
 - 5.3.2 Intermediaries and Non-Intermediaries
- 5.4 Leading International Financial Institutions
 - 5.4.1 Bretton Woods Institutions;
 - 5.4.2 Regional Development Banks;
 - 5.4.3 Bilateral Development Banks;
 - 5.4.4 Other Regional IFIs

- 5.5 Limitations of International Financial Institutions
- 5.6 Summary
- 5.7 Key Terms
- 5.8 Questions and Exercises
- 5.9 Further Reading

UNIT 6 THE INTERNATIONAL MONETARY FUND

- 6.0 Introduction
- 6.1 Unit Objectives
- 6.2 An Overview of the International Monetary Fund (IMF)
 - 6.2.1 Establishment of IMF; 6.2.2 Surveillance
- 6.3 How IMF Works
 - 6.3.1 Article 1: Purposes; 6.3.2 Article 2: Membership;
 - 6.3.3 Article 3: Quotas and Subscriptions;
 - 6.3.4 Article 4: Obligations Regarding Exchange Agreements;
 - 6.3.5 Article 5: Operations and Transactions of the Fund;
 - 6.3.6 Article 6: Capital Transfers
- 6.4 Organization and Management
 - 6.4.1 Section 1: Structure of the Fund; 6.4.2 Section 2: Board of Governors;
 - 6.4.3 Section 3: Executive Board; 6.4.4 Section 4: Managing Director and Staff;
 - 6.4.5 Section 5: Voting;
 - 6.4.6 Section 6: Reserves, Distribution of Net Income and Investment;
 - 6.4.7 Section 7: Publication of Reports;
 - 6.4.8 Section 8: Communication of Views to its Members
- 6.5 How IMF Lends Money
- 6.6 The Executive Directors of IMF and Their Voting Power
- 6.7 The Members of IMF
- 6.8 Summary
- 6.9 Key Terms
- 6.10 Questions and Exercises
- 6.11 Further Reading

UNIT 7 INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT

- 7.0 Introduction
- 7.1 Unit Objectives
- 7.2 An Introduction of the International Bank for Reconstruction and Development
 - 7.2.1 The Origin of IBRD; 7.2.2 IBRD Articles of Agreement;
 - 7.2.3 Organizational Structure; 7.2.4 Membership; 7.2.5 Voting Power;
 - 7.2.6 Sources of Funds
- 7.3 The Lending Operations of the Bank
- 7.4 Technical Assistance
- 7.5 India and the World Bank

- 7.6 IBRD and Its Associates
 - 7.6.1 The International Development Association (IDA);
 - 7.6.2 The International Finance Corporation (IFC);
 - 7.6.3 The Multilateral Investment Guarantee Agency (MIGA)
- 7.7 Summary
- 7.8 Key Terms
- 7.9 Questions and Exercises
- 7.10 Further Reading

UNIT 8 ASIAN DEVELOPMENT BANK

- 8.0 Introduction
- 8.1 Unit Objectives
- 8.2 An Overview of the Asian Development Bank (ADB)
 - 8.2.1 Article 1: Purpose; 8.2.2 Article 2: Functions; 8.2.3 Article 3: Membership
- 8.3 Financial Resources of ADB
 - 8.3.1 Article 4: Authorized Capital; 8.3.2 Article 5: Subscription of Shares;
 - 8.3.3 Article 6: Payment of Subscriptions; 8.3.4 Article 7: Ordinary Capital Resources
- 8.4 ADB's Operations
 - 8.4.1 Article 8: Use of Resources; 8.4.2 Article 9: Ordinary and Special Operations;
 - 8.4.3 Article 10: Separation of Operations;
 - 8.4.4 Article 11: Recipients and Methods of Operation;
 - 8.4.5 Article 12: Limitations of Ordinary Operations;
 - 8.4.6 Article 13: Provision of Currencies for Direct Loans;
 - 8.4.7 Article 14: Operating Principles
- 8.5 Funds and Borrowing
 - 8.5.1 Article 15: Terms and Conditions of Direct Loans and Guarantees;
 - 8.5.2 Article 16: Commission and Fees; 8.5.3 Article 17: Special Reserves;
 - 8.5.4 Article 18: Methods of Meeting Liabilities of the Bank;
 - 8.5.5 Article 19: Special Funds; 8.5.6 Article 20: Special Fund Resources;
 - 8.5.7 Article 21: General Powers
- 8.6 ADB and India
- 8.7 Summary
- 8.8 Key Term
- 8.9 Questions and Exercises
- 8.10 Further Reading

M. COM PART –II

Compulsory Paper I:

COM-521 MANAGEMENT ACCOUNTING

UNIT 1 INTRODUCTION TO MANAGEMENT ACCOUNTING

- 1.0 Introduction
- 1.1 Unit Objectives
- 1.2 Meaning of Management Accounting
- 1.3 Objectives of Management Accounting
- 1.4 Scope of Management Accounting
- 1.5 Management Accounting and Financial Accounting
- 1.6 Advantages of Management Accounting
- 1.7 Disadvantages of Management Accounting
- 1.8 Management Accountant: Role, Position and Responsibilities
- 1.9 Summary
- 1.10 Key Terms
- 1.11 Questions and Exercises
- 1.12 Further Reading

UNIT 2 ANALYSING FINANCIAL STATEMENTS

- 2.0 Introduction
- 2.1 Unit Objectives
- 2.2 Types of Financial Analysis
- 2.3 Purpose of Financial Analysis
- 2.4 Steps Involved in Financial Analysis
- 2.5 Interfirm Comparison
- 2.6 Ratio Analysis
- 2.7 Summary
- 2.8 Key Terms
- 2.9 Questions and Exercises
- 2.10 Practical Problems
 - 2.11 Further Reading

UNIT 3 FUNDS FLOW STATEMENT

- 3.0 Introduction
- 3.1 Unit Objectives

- 3.2 Meaning of Funds Flow Statement
- 3.3 Uses of Funds Flow Statement
- 3.4 Funds Flow Statement and Income Statement
- 3.5 Preparation of Funds Flow Statement
- 3.6 Treatment of Provision for Taxation and Proposed Dividends
- 3.7 Computation of Funds from Operations
- 3.8 Comprehensive Funds Flow Statements
- 3.9 Statement of Changes in Financial Position
- 3.10 Key Terms
- 3.11 Summary
- 3.12 Questions and Exercises
- 3.13 Practical Problems
- 3.14 Further Reading

UNIT 4 CASH FLOW STATEMENT

- 4.0 Introduction
- 4.1 Unit Objectives
- 4.2 Meaning of Cash Flow Statement
- 4.3 Preparation of Cash Flow Statement
- 4.4 Sources of Cash
- 4.5 Difference between Cash Flow Analysis and Funds Flow Analysis
- 4.6 Utility of Cash Flow Analysis
- 4.7 Limitations of Cash Flow Analysis
- 4.8 AS 3 (Revised): Cash Flow Statements
- 4.9 Key Terms
- 4.10 Summary
- 4.11 Questions and Exercises
- 4.12 Practical Problems
- 4.13 Further Reading

UNIT 5 WORKING CAPITAL MANAGEMENT

- 5.0 Introduction
- 5.1 Unit Objectives
- 5.2 Concept of Working Capital
- 5.3 Need for Working Capital
- 5.4 Types of Working Capital
- 5.5 Adequacy of Working Capital
- 5.6 Management of Working Capital
- 5.7 Sources of Working Capital
- 5.8 Management of Cash
- 5.9 Management of Inventories
- 5.10 Management of Accounts Receivable
- 5.11 Management of Accounts Payable

- 5.12 Over and Under Trading
- 5.13 Key Terms
- 5.14 Summary
- 5.15 Questions and Exercises
- 5.16 Practical Problems
- 5.17 Further Reading

UNIT 6 RESPONSIBILITY ACCOUNTING

- 6.0 Introduction
- 6.1 Unit Objectives
- 6.2 Concept of Responsibility Accounting
- 6.3 Intra-Company Transfer Pricing
- 6.4 Utility of Responsibility Accounting
- 6.5 Limitations of Responsibility Accounting
- 6.6 Key Terms
- 6.7 Summary
- 6.8 Questions and Exercises
- 6.9 Practical Problems
- 6.10 Further Reading

UNIT 7 BUDGET AND BUDGETARY CONTROL

- 7.0 Introduction
- 7.1 Unit Objectives
- 7.2 Meaning of Budget
- 7.3 Meaning of Control
- 7.4 Meaning of Budgetary Control
- 7.5 Budgetary Control as a Management Tool
- 7.6 Limitations of Budgetary Control
- 7.7 Forecasts and Budgets
- 7.8 Installation of Budgetary Control System
- 7.9 Classification of Budgets
- 7.10 Fixed and Flexible Budgeting
- 7.11 Performance Budgeting
- 7.12 Control Ratios
- 7.13 Zero-Base Budgeting
- 7.14 Key Terms
- 7.15 Summary
- 7.16 Questions and Exercises
- 7.17 Practical Problems
- 7.18 Further Reading

UNIT 8 MARGINAL COSTING AND BREAK-EVEN ANALYSIS

- 8.0 Introduction
- 8.1 Unit Objectives
- 8.2 Absorption Costing
- 8.3 Marginal Costing
- 8.4 Difference between Absorption Costing and Marginal Costing
- 8.5 Marginal Costing and Direct Costing
- 8.6 Marginal Costing and Differential Costing
- 8.7 Marginal Cost
- 8.8 Segregation of Semi-Variable Costs
- 8.9 Profit Planning
- 8.10 Cost-Volume-Profit Analysis
- 8.11 Break-Even Analysis
- 8.12 Key Factor
- 8.13 Break-Even Chart
- 8.14 Angle of Incidence
- 8.15 Assumptions underlying CVP Analysis/Break-Even Charts
- 8.16 Utility of CVP Analysis
- 8.17 Key Terms
- 8.18 Summary
- 8.19 Questions and Exercises
- 8.20 Practical Problems
- 8.21 Further Reading

UNIT 9 STANDARD COSTING AND VARIANCE ANALYSIS

- 9.0 Introduction
- 9.1 Unit Objectives
- 9.2 Meaning of Standard Costing
- 9.3 Budgetary Control and Standard Costing
- 9.4 Historical Costing, Estimated Costing and Standard Costing
- 9.5 Suitability of Standard Costing
- 9.6 Standard Costing as a Management Tool
- 9.7 Limitations of Standard Costing
- 9.8 Meaning of Standard Costs
- 9.9 Standard Costs and Budgeted Costs
- 9.10 Determination of Standard Costs
- 9.11 Revision of Standards
- 9.12 Cost Variances
- 9.13 Direct Material Variances
- 9.14 Direct Labour Variances
- 9.15 Overhead Variances
- 9.16 Sales Variances
- 9.17 Variance with Reference to Profit

- 9.18 Control of Variances
- 9.19 Disposal of Variances
- 9.20 Key Terms
- 9.21 Summary
- 9.22 Questions and Exercises
- 9.23 Practical Problems
- 9.24 Further Reading

UNIT 10 MANAGEMENT INFORMATION SYSTEM

- 10.0 Introduction
- 10.1 Unit Objectives
- 10.2 Information System
- 10.3 Management Information System
- 10.4 Essentials of a Good MIS System
- 10.5 Methods of Reporting
- 10.6 Computer-Based Reports
- 10.7 Requisites of a Good Report
- 10.8 Steps for Effective Reporting
- 10.9 Types of Reports
- 10.10 Specimen Forms of Management Reports
- 10.11 Review of Reports
- 10.12 Key Terms
- 10.13 Summary
- 10.14 Questions and Exercises
- 10.15 Further Reading

M. COM PART –II

Compulsory Paper II : COM-522 CORPORATE LAWS AND DIRECT TAXES

UNIT 1 NATURE OF COMPANY

- 1.0 Introduction
- 1.1 Unit Objectives
- 1.2 Overview of Company Law
 - 1.2.1 Characteristics of a Company Law
- 1.3 Types of Companies
 - 1.3.1 Classification on the Basis of Incorporation;
 - 1.3.2 Classification on the Basis of Liability;
 - 1.3.3 Classification on the Basis of Number of Members;

- 1.3.4 Classification on the Basis of Control;
- 1.3.5 Classification on the Basis of Ownership
- 1.4 Formation of a Company
 - 1.4.1 Promotion of a Company; 1.4.2 Incorporation of a Company
- 1.5 Memorandum of Association
 - 1.5.1 Printing and Signing of Memorandum of Association;
 - 1.5.2 Form of Memorandum of Association;
 - 1.5.3 Contents of Memorandum of Association
- 1.6 Articles of Association
 - 1.6.1 Contents of Articles of Association;
 - 1.6.2 Companies that must have Articles of Association;
 - 1.6.3 Difference between Memorandum and Articles of Association
- 1.7 Prospectus
 - 1.7.1 Importance of Prospectus; 1.7.2 Contents of Prospectus;
 - 1.7.3 Statement in Lieu of Prospectus; 1.7.4 Commencement of Business
- 1.8 Shares and Debentures
 - 1.8.1 Introduction to Shares; 1.8.2 Debentures;
 - 1.8.3 Issue of Shares and Debentures; 1.8.4 Contents of Share Certificate;
 - 1.8.5 Forfeiture of Shares; 1.8.6 Difference between Shares and Debentures
- 1.9 Summary
- 1.10 Key Terms
- 1.11 Questions and Exercises
- 1.12 Further Reading

UNIT 2 COMPANY MANAGEMENT

- 2.0 Introduction
- 2.1 Unit Objectives
- 2.2 Introduction to Company Management
 - 2.2.1 Need for Company Management
- 2.3 Directors
 - 2.3.1 Appointment of Directors; 2.3.2 Position of the Director;
 - 2.3.3 Number of Directorships; 2.3.4 Disqualification of Directors;
 - 2.3.5 Vacation of Office Directors; 2.3.6 Removal of Directors;
 - 2.3.7 Remuneration of Directors; 2.3.8 Loans to Directors;
 - 2.3.9 Meetings of Directors; 2.3.10 Powers to Directors
- 2.4 Duties of Directors
 - 2.4.1 Fiduciary Duties; 2.4.2 Duties of Care, Skills and Diligence;
 - 2.4.3 Other Duties
- 2.5 Meetings and Proceedings of Directors
 - 2.5.1 Meetings of Shareholders: General Meetings;
 - 2.5.2 Requisites of a Valid Meeting
- 2.6 Resolutions
 - 2.6.1 Types of Resolutions; 2.6.2 Registration of a Resolution
- 2.7 Winding Up
 - 2.7.1 Winding up by the Court; 2.7.2 Voluntary Winding up
- 2.8 Summary

- 2.9 Key Terms
- 2.10 Questions and Exercises
- 2.11 Further Reading

UNIT 3 FOREIGN EXCHANGE MANAGEMENT

- 3.0 Introduction
- 3.1 Unit Objectives
- 3.2 Foreign Exchange Market
 - 3.2.1 Foreign Exchange Market Participants;
 - 3.2.2 Factors affecting Currency Trading;
 - 3.2.3 Trading in Foreign Exchange Market
- 3.3 Structure of Foreign Exchange Market
 - 3.3.1 Price Makers; 3.3.2 Foreign Currency Brokers; 3.3.3 Price Takers
- 3.4 Settlement of Foreign Transactions
 - 3.4.1 Types of Transactions
- 3.5 Foreign Exchange Market in India
 - 3.5.1 Exchange Rate in India
- 3.6 Foreign Exchange Management Act
 - 3.6.1 Capital Accounts Transactions;
 - 3.6.2 Provisions relating to Preliminary Aspects of FEMA
- 3.7 Authorized Dealers
- 3.8 Moneychangers
- 3.9 FOREX for Residents
 - 3.9.1 Purchase of Foreign Exchange; 3.9.2 Purchase of Foreign Currency Notes;
 - 3.9.3 Period Rules for FOREX; 3.9.4 Foreign Exchange as Gift;
 - 3.9.5 International Credit Card and Foreign Exchange;
 - 3.9.6 Indian Currency Limits while Entering and Departing from India;
 - 3.9.7 Foreign Currency Denominated Account in India;
 - 3.9.8 Liberalized Remittance Scheme of US \$ 50, 000
- 3.10 FOREX for Non-Residents
 - 3.10.1 FOREX facilities pertaining to Banking;
 - 3.10.2 FOREX facilities pertaining to Investment
- 3.11 Methods of Payment
- 3.12 Provisions of FEMA for obtaining License for dealing in Foreign Exchange
- 3.13 Enforcement Directorate
 - 3.13.1 Organization Set-up; 3.13.2 Staff; 3.13.3 Functions;
 - 3.13.4 Procedural Provisions; 3.13.5 Adjudication and Appeals;
 - 3.13.6 Public Grievances Machinery
- 3.14 Summary
- 3.15 Key Terms
- 3.16 Questions and Exercises
- 3.17 Further Reading

UNIT 4 SEBI ACT

- 4.0 Introduction
- 4.1 Unit Objectives
- 4.2 Meaning of Stock Exchange
 - 4.2.1 Dealings of Stock Exchanges;
 - 4.2.2 Speculation on the Stock Exchange
- 4.3 The Securities Contracts (Regulation) Act, 1956
 - 4.3.1 Application of the Act;
 - 4.3.2 Recognition of Stock Exchanges;
 - 4.3.3 Listing Regulations;
 - 4.3.4 Listing of Securities;
 - 4.3.5 Listing Requirements
- 4.4 The Securities and Exchange Board of India
 - 4.4.1 Organization of SEBI;
 - 4.4.2 Functions of SEBI;
 - 4.4.3 Regulations of SEBI
- 4.5 Role of SEBI in Controlling Security Markets
 - 4.5.1 Evolution of SEBI as controller of Security Markets;
 - 4.5.2 Development of SEBI as a Regulator;
 - 4.5.3 Evaluation of SEBI as a Controller
- 4.6 The Securities Contracts (Regulation) Act, 1956 and SEBI
 - 4.6.1 Securities Contract Act Redefined;
 - 4.6.2 SEBI Guidelines for Capital Issues
- 4.7 Summary
- 4.8 Key Terms
- 4.9 Questions and Exercises
- 4.10 Further Reading

UNIT 5 INCOME TAX MANAGEMENT

- 5.0 Introduction
- 5.1 Unit Objectives
- 5.2 Income Tax Act
- 5.3 Income
 - 5.3.1 Distinction between Capital and Revenue Receipts
- 5.4 Computation of Total Income
 - 5.4.1 Income from Salary;
 - 5.4.2 Income from House Property;
 - 5.4.3 Income from Profits and Gains of Business;
 - 5.4.4 Income from Capital Gains;
 - 5.4.5 Income from Other Sources
- 5.5 Income Tax Deductions
 - 5.5.1 Deductions from Gross National Income
- 5.6 Incomes Exempt from Income Tax
- 5.7 Assessment Year [Section 2 (9)]
- 5.8 Assessment of Companies
 - 5.8.1 Special Provisions of Income Tax
- 5.9 Summary
- 5.10 Key Terms
- 5.11 Questions and Exercises
- 5.12 Further Reading

M. COM PART –II

Compulsory Paper : COM-523 RESEARCH METHODOLOGY

UNIT 1 INTRODUCTION TO RESEARCH METHODOLOGY

- 1.0 Introduction
- 1.1 Unit Objectives
- 1.2 Overview of Research
 - 1.2.1 Objectives of Research; 1.2.2 Characteristics of Research
 - 1.2.3 Types of Research
- 1.3 Research Approaches
 - 1.3.1 Quantitative Approach; 1.3.2 Qualitative Approach
 - 1.3.3 Significance of Research
 - 1.3.4 Research Method versus Research Methodology
 - 1.3.5 Importance of Knowledge in Research Methodology
- 1.4 Process of Research
 - 1.4.1 Features of Good Research; 1.4.2 Limitations of Research
- 1.5 Scope of Research
- 1.6 Use of Research in Management Decisions
 - 1.6.1 Marketing Research
- 1.7 Introduction to Research Planning
 - 1.7.1 Types of Research Planning; 1.7.2 Research Planning Considerations
- 1.8 Designing a Research Plan
- 1.9 Research Problem
 - 1.9.1 Selecting a Problem; 1.9.2 Necessity of Formulating the Problem
 - 1.9.3 Techniques involved in Formulating a Problem
- 1.10 Summary
- 1.11 Key Terms
- 1.12 Questions and Exercises
- 1.13 Further Reading

UNIT 2 RESEARCH DESIGN AND HYPOTHESIS

- 2.0 Introduction
- 2.1 Unit Objectives
- 2.2 Research Design
 - 2.2.1 Need for Research Design; 2.2.2 Features of a Good Research Design
- 2.3 Important Concepts Related to Research Design
- 2.4 Different Research Designs
 - 2.4.1 Research Design in Exploratory Research Studies
 - 2.4.2 Research Design in Descriptive Studies
- 2.5 Basic Principles of Research Design
 - 2.5.1 Replication Principle; 2.5.2 Randomization Principle
 - 2.5.3 Local Control Principle
- 2.6 Overview of Experimental Design
 - 2.6.1 Internal Validity of Experimental Design
 - 2.6.2 External Validity of Experimental Design
- 2.7 Feasibility of Experimental Design

- 2.7.1 Controlling the Confounding Variables
- 2.7.2 Controlling the Threats to External and Internal Validity
- 2.8 Hypothesis of Experimental Design
- 2.9 Types of Experimental Design
 - 2.9.1 Pre-Experimental Design; 2.9.2 Quasi-Experimental Design
 - 2.9.3 True Experimental Design
- 2.10 Hypothesis
- 2.11 Concepts Regarding Testability of Hypotheses
- 2.12 Procedure for Hypothesis Testing
 - 2.12.1 Types of Tests of Hypothesis
- 2.13 Parametric Tests
- 2.14 Hypothesis Testing of Means
- 2.15 Hypothesis Testing for Difference between Means
- 2.16 Hypothesis Testing for Comparing Two Related Terms
 - 2.16.1 Hypothesis Testing of Proportions
 - 2.16.2 Hypothesis Testing for Difference between Proportions
- 2.17 Hypothesis Testing for Comparing a Variance
- 2.18 Testing the Equality of Variances of Two Normal Populations
- 2.19 Hypothesis Testing of Correlation Coefficients
- 2.20 Testing of Hypothesis-II
 - 2.20.1 Important Distribution-Free Tests
 - 2.20.2 Types of Distribution Non-Parametric Tests
- 2.21 Summary
- 2.22 Key Terms
- 2.23 Questions and Exercises
- 2.24 Further Reading

UNIT 3 DATA COLLECTION

- 3.0 Introduction
- 3.1 Unit Objectives
- 3.2 Collection of Primary Data
 - 3.2.1 Observation Method; 3.2.2 Types of Observation Methods
 - 3.2.3 Limitations of the Observation Method
 - 3.2.4 Points to be Remembered while doing Observation
- 3.3 Interview Method
 - 3.3.1 Personal Interviews
- 3.4 Collection of Data through Questionnaires
 - 3.4.1 Open Ended Questions; 3.4.2 Closed Ended Questions
 - 3.4.3 Designing a Questionnaire
- 3.5 Collection of Data through Schedules
 - 3.5.1 Objectives of a Schedule; 3.5.2 Types of Schedules
 - 3.5.3 Merits of the Schedule Method; 3.5.4 Limitations of the Schedule Method
 - 3.5.5 Characteristics of Good Schedule; 3.5.6 Suitability of the Schedule Method
 - 3.5.7 Organization of Schedule; 3.5.8 Testing the Validity of Gathered Data
- 3.6 Difference between Questionnaires and Schedules

- 3.7 Other Methods of Data Collection
- 3.8 Collection of Secondary Data
 - 3.8.1 Selection of Appropriate Method for Data Collection
- 3.9 Case Study Method
 - 3.9.1 Characteristics of the Case Study Method
 - 3.9.2 Evolution and Scope of the Case Study Method
 - 3.9.3 Assumptions of the Case Study Method
 - 3.9.4 Major Phases of the Case Study Method
 - 3.9.5 Advantages of the Case Study Method
 - 3.9.6 Limitations of the Case Study Method
- 3.10 Sampling
 - 3.10.1 Fundamental Definitions of Sampling; 3.10.2 Types of Sampling
- 3.11 Sampling Process
- 3.12 Sampling Distribution
 - 3.12.1 Sampling Distribution of Mean; 3.12.2 Sampling Distribution of Proportion
 - 3.12.3 Student's Distribution; 3.12.4 F Distribution
 - 3.12.5 Chi-Square (χ^2) Distribution; 3.12.6 Central Limit Theorem
- 3.13 Sampling Theory
- 3.14 Sandler's A-Theory
- 3.15 Concept of Standard Error
- 3.16 Estimation
 - 3.16.1 Estimating the Population Mean; 3.16.2 Estimating Population Proportion
- 3.17 Sample Size and its Determination
 - 3.17.1 Determination of Sample Size
 - 3.17.2 Determination of Sample Size through Bayesian Statistics
- 3.18 Summary
- 3.19 Key Terms
- 3.20 Questions and Exercises
- 3.21 Further Reading

UNIT 4 ANALYSIS OF DATA AND REPORT WRITING

- 4.0 Introduction
- 4.1 Unit Objectives
- 4.2 Processing of Data
- 4.3 Classification of Data
 - 4.3.1 Classification of Data According to Attributes
 - 4.3.2 Classification of Data According to Class-Intervals
 - 4.3.3 Problems Related to Classification of Data
- 4.4 Editing of Data
- 4.5 Coding of Data
 - 4.5.1 Checklist for Coding; 4.5.2 Significance of Coding
- 4.6 Tabulation of Data
 - 4.6.1 Methods of Tabulation; 4.6.2 Significance of Tabulation
 - 4.6.3 Checklist for Tables

- 4.7 Diagrammatic Representation of Data
 - 4.7.1 Significance of Diagrammatic Representation of Data
 - 4.7.2 Checklist for Diagrammatic Representation
 - 4.7.3 Common Techniques of Diagrammatic Representation
- 4.8 Analysis and Interpretation of Data
 - 4.8.1 Types of Analysis; 4.8.2 Data Interpretation
 - 4.8.3 Classification of Statistical Methods
- 4.9 Significance of Report Writing
- 4.10 Features of a Good Report
 - 4.10.1 Language and Style of a Report; 4.10.2 Structure of a Report
 - 4.10.3 Presentation of a Report
- 4.11 Steps in Report Writing
- 4.12 Layout of a Research Report
- 4.13 Types of Reports
- 4.14 Mechanics of Writing a Research Report
- 4.15 Precautions for Writing Research Reports
- 4.16 Summary
- 4.17 Key Terms
- 4.18 Questions and Exercises
- 4.19 Further Reading

M. COM PART –II

Special Group:(1) Advance Accounting

Special Group:(3) Cost Accounting

Paper III: COM-526 MANAGEMENT INFORMATION AND CONTROL SYSTEM

UNIT 1 INTRODUCTION TO INFORMATION SYSTEM

- 1.0 Introduction
- 1.1 Unit Objectives
- 1.2 Information
- 1.3 Information and Its Value
 - 1.3.1 Types of Information; 1.3.2 Value and Cost of Information
- 1.4 Knowledge Management
 - 1.4.1 Knowledge Base; 1.4.2 Key Concepts of Knowledge Management
- 1.5 System
 - 1.5.1 Multiple Meanings of System; 1.5.2 Characteristics of a System
- 1.6 Concept of Information System
 - 1.6.1 Characteristics of an Information System;
 - 1.6.2 Importance of an Information System;

- 1.6.3 Components of an Information Systems; 1.6.4 Types of Information Systems
- 1.6.5 Difference between Manual and Computerized Systems
- 1.7 Expert System
 - 1.7.1 Business Expert System; 1.7.2 Building Blocks of a Business Expert System
 - 1.7.3 Procurement Options; 1.7.4 Benefits of Business Expert Systems
 - 1.7.5 Limitations of Business Expert Systems
- 1.8 Levels of Management
- 1.9 Information System Organization
- 1.10 Business Processes
 - 1.10.1 Distinction between Business Process and Information System
- 1.11 Information System Planning
- 1.12 Decision-making
 - 1.12.1 Types of Decisions in Decision-making
 - 1.12.2 Decision-making and Information Systems
- 1.13 Information System Security
 - 1.13.1 Why are Systems Vulnerable?;
 - 1.13.2 Concerns for System Builders and Users; 1.13.3 Internet Hackers
 - 1.13.4 System Quality Problems; 1.13.5 Creating a Control Environment
 - 1.13.6 General Controls; 1.13.7 Application Controls
 - 1.13.8 Building a Control Structure
- 1.14 Summary
- 1.15 Key Terms
- 1.16 Questions and Exercises
- 1.17 Further Reading

UNIT 2 MANAGEMENT INFORMATION SYSTEM

- 2.0 Introduction
- 2.1 Unit Objectives
- 2.2 Introduction to Management Information System
 - 2.2.1 Definitions of MIS; 2.2.2 Evolution of MIS; 2.2.3 Objectives of MIS
- 2.3 Characteristics of MIS
 - 2.3.2 Framework of Business Planning and Control
- 2.4 Classification of MIS
 - 2.4.1 Operations Support Systems; 2.4.2 Management Support Systems
- 2.5 Levels of MIS
- 2.6 Structure of MIS
 - 2.6.1 Management; 2.6.2 Information; 2.6.3 Need for Information
 - 2.6.4 Sources of Information; 2.6.5 Environmental Information
 - 2.6.6 Competitive Information; 2.6.7 Internal Information
- 2.7 Need for MIS
 - 2.7.1 Increased Complexity in Business
 - 2.7.2 Increased Complexity of Management; 2.7.3 Management Science
 - 2.7.4 E-Way
- 2.8 Strategic Planning for System Development

- 2.8.1 Elements of Strategic Planning
- 2.9 Programmability Level of Decision-making
- 2.10 Summary
- 2.11 Key Terms
- 2.12 Questions and Exercises
- 2.13 Further Reading

UNIT 3 MANAGEMENT INFORMATION SYSTEM DESIGN

- 3.0 Introduction
- 3.1 Unit Objectives
- 3.2 Objectives of System Design
- 3.3 Conceptual Design
 - 3.3.1 Problem Definition; 3.3.2 Set System Objectives
 - 3.3.3 Constraint Identification; 3.3.4 Determination of Information Requirements
 - 3.3.5 Determination of Information Sources
 - 3.3.6 Development of Various Designs; 3.3.7 Conceptual Design Documentation
 - 3.3.8 Preparation of Report
- 3.4 Design Methods
- 3.5 Detailed Design of System
 - 3.5.1 Project Planning and Control; 3.5.2 Involvement of the User
 - 3.5.3 Definition of Detailed Subsystem; 3.5.4 Output/Input Design
 - 3.5.5 Feedback from the User; 3.5.6 Design of the Database
 - 3.5.7 Design of the Procedure; 3.5.8 Design Documentation
- 3.6 Implementation of MIS
 - 3.6.1 Planning for Implementation
 - 3.6.2 Acquisition of Facilities and Space Planning
 - 3.6.3 MIS Organization and Procedure Development; 3.6.4 User Training
 - 3.6.5 Acquisition of Hardware and Software; 3.6.6 Creation of Forms and Database
 - 3.6.7 Testing; 3.6.8 Changeover
- 3.7 Building Business Model through MIS
 - 3.7.1 Financial Information System; 3.7.2 Marketing Information System
 - 3.7.3 Production Information System; 3.7.4 Human Resource Information System
 - 3.7.5 Operations Information System
- 3.8 Summary
- 3.9 Key Terms
- 3.10 Questions and Exercises
- 3.11 Further Reading

UNIT 4 INTRODUCTION TO MANAGEMENT CONTROL SYSTEM

- 4.0 Introduction
- 4.1 Unit Objectives
- 4.2 Management Control and Management Control System

- 4.2.1 Management Controlling
- 4.2.2 Management Control System
- 4.2.3 Definition and Scope of MCS
- 4.2.4 Elements of Management Control system
- 4.3 Management Control Strategies and Behaviour in Organizations
 - 4.3.1 Management Control Strategies
 - 4.3.2 Management Control and Behaviour in Organizations
 - 4.3.3 Behavioural Responses to Management Control
 - 4.3.4 Dysfunctional Consequences of Control
- 4.4 Financial Responsibility Centres
 - 4.4.1 Types of Responsibility Centres
 - 4.4.2 Issues in Responsibility Centres
 - 4.4.3 Advantages and Disadvantages of Responsibility Accounting
- 4.5 Transfer Pricing and Profit Centres
 - 4.5.1 Nature of Transfer Pricing
 - 4.5.2 Objectives of Transfer Prices
 - 4.5.3 Types of Transfer Prices
- 4.6 Measurement of Assets in Investment Centres
 - 4.6.1 Return on Investment
 - 4.6.2 Economic Value Added
 - 4.6.3 Measuring Assets for Investment Centre Evaluation
- 4.7 Summary
- 4.8 Key Terms
- 4.9 Questions and Exercises
- 4.10 Further Reading

UNIT 5 PROCESS OF MANAGEMENT CONTROL

- 5.0 Introduction
- 5.1 Unit Objectives
- 5.2 Strategic Planning of Management Control
 - 5.2.1 Process of Strategic Planning
- 5.3 Analysis of Ongoing Projects
 - 5.3.1 Managerial Analysis
- 5.4 Budget Preparation
 - 5.4.1 Inputs of the Budgeting Process
 - 5.4.2 Tools and Techniques for Budgeting Process
 - 5.4.3 Outputs of the Budgeting Process
- 5.5 Financial Analysis of a Project Report
 - 5.5.1 Funds Estimation; 5.5.2 Working Capital Requirement
 - 5.5.3 Sources of Funds
- 5.6 Performance Measurement Systems through Balanced Scorecard
 - 5.6.1 Objectives of Balanced Scorecard
 - 5.6.2 Advantages of Balanced Scorecard
 - 5.6.3 Steps for Developing a Balanced Scorecard
 - 5.6.4 Growth of the Balanced Scorecard

- 5.6.5 Key Performance Indicators (KPI)
- 5.6.6 Using a Balanced Scorecard Approach to Measure Performance
- 5.7 Interactive Control
- 5.8 Compensation Plans
 - 5.8.1 Bonus; 5.8.2 Gratuity; 5.8.3 Productivity link bonus
 - 5.8.4 Provident Fund; 5.8.5 Payment of Wages Act
 - 5.8.6 Managerial Compensation
- 5.9 Summary
- 5.10 Key Terms
- 5.11 Questions and Exercises
- 5.12 Further Reading

UNIT 6 INTRODUCTION TO INFORMATION TECHNOLOGY135-164

- 6.0 Introduction
- 6.1 Unit Objectives
- 6.2 Overview of Information Technology
- 6.3 Information Technology Tools
 - 6.3.1 DBMS; 6.3.2 Data Warehousing
- 6.4 Information System in Organizations
 - 6.4.1 Components of Information Systems
 - 6.4.2 Applications of Information Systems
- 6.5 Intelligent Agents in Information Technology Systems
- 6.6 Business on the Internet
 - 6.6.1 Brief History of the Internet; 6.6.2 Characteristics of the Internet
 - 6.6.3 Elements of the Internet; 6.6.4 Key Uses of the Internet
 - 6.6.5 Basic Services of the Internet
- 6.7 Integrated Software Applications for Business
- 6.8 Computer-based Information Systems
 - 6.8.1 Features of Decision Support Systems
 - 6.8.2 Benefits of Decision Support Systems; 6.8.3 Interactive System for DSS
 - 6.8.4 Types of Decision Support System
 - 6.8.5 Applications of Decision Support System
- 6.9 Group Decision Support Systems
 - 6.9.1 GDSS Software Tools; 6.9.2 Benefits of GDSS
- 6.10 Outsourcing Information Systems
 - 6.10.1 BPO; 6.10.2 KPO
- 6.11 System Development Life Cycle
- 6.12 Understanding e-Commerce
 - 6.12.1 Categories of e-Commerce; 6.12.2 E-Commerce Architecture
 - 6.12.3 Advantages of e-Commerce; 6.12.4 Limitations of e-Commerce
- 6.13 Summary
- 6.14 Key Terms
- 6.15 Questions and Exercises
- 6.16 Further Reading

M. COM PART –II
Special Group: (2) Business Entrepreneurship Group

Paper III: COM-527 BUSINESS ENTREPRENEURSHIP – III

UNIT 1 SOCIAL RESPONSIBILITY OF AN ENTREPRENEUR

- 1.0 Introduction
- 1.1 Unit Objectives
- 1.2 Social Responsibility of Entrepreneurs
 - 1.2.1 Business Objectives and Social Responsibility
 - 1.2.2 Entrepreneur and Balanced Regional Development
- 1.3 Business Ethics
 - 1.3.1 Advantages of Business Ethics;
 - 1.3.2 Myths Regarding Business Ethics
- 1.4 Code of Ethics
 - 1.4.1 Corporate Ethical Codes;
 - 1.4.2 Advantages of Code of Ethics
- 1.5 Entrepreneur's Responsibility towards its Stakeholders
- 1.6 Summary
- 1.7 Key Terms
- 1.8 Questions and Exercises
- 1.9 Further Reading

UNIT 2 STUDY OF BIOGRAPHIES OF ENTREPRENEURS

- 2.0 Introduction
- 2.1 Unit Objectives
- 2.2 Biography of Late Shri Jamshedji Tata
- 2.3 Biography of Late Shri Walchand Hirachand
- 2.4 Biography of Late Mr Henry Ford
- 2.5 Biography of Shri N.R. Narayana Murthy
- 2.6 Summary
- 2.7 Questions and Exercises
- 2.8 Further Reading

UNIT 3 SELF-EMPLOYMENT SCHEMES

- 3.0 Introduction
- 3.1 Unit Objectives
- 3.2 Seed Capital Scheme
- 3.3 Prime Minister's Employment Scheme
 - 3.3.1 Project Funding;
 - 3.3.2 Subsidiary Management
 - 3.3.3 Operational Guidelines
- 3.4 District Industries Centre
 - 3.4.1 Functions of DIC;
 - 3.4.2 Small-Scale Industries
- 3.5 Schemes for Women Entrepreneurs
 - 3.5.1 Mahila Udyam Nidhi;
 - 3.5.2 Mahila Vikas Nidhi
 - 3.5.3 Mahila Coir Yojana

- 3.6 Incentives
- 3.7 Summary
- 3.8 Key Terms
- 3.9 Questions and Exercises
- 3.10 Further Reading

UNIT 4 ENTREPRENEURSHIP IN THE SERVICE SECTOR

- 4.0 Introduction
- 4.1 Unit Objectives
- 4.2 Service Sector of the Indian Economy
 - 4.2.1 Organization of Database in the Service Sector;
 - 4.2.2 Types of Services
 - 4.2.3 Classification of the Service Sector
- 4.3 Service Management
 - 4.3.1 Principles of Service Management
- 4.4 Factors Leading to Successful Service Venture
 - 4.4.1 Performance Value;
 - 4.4.2 Price Value
- 4.5 Summary
- 4.6 Key Terms
- 4.7 Questions and Exercises
- 4.8 Further Reading

UNIT 5 FRANCHISING

- 5.0 Introduction
- 5.1 Unit Objectives
- 5.2 Introduction to Franchising
 - 5.2.1 Types of Franchising;
 - 5.2.2 Advantages of Franchising
 - 5.2.3 Disadvantages of Franchising
- 5.3 Franchiser and Franchisee Relationship
 - 5.3.1 Evaluation of Franchise Agreement;
 - 5.3.2 Franchisee Requirements
- 5.4 Business Process Outsourcing
 - 5.4.1 Types of BPOs;
 - 5.4.2 Socio-Economic Impact of BPOs
- 5.5 Summary
- 5.6 Key Terms
- 5.7 Questions and Exercises
- 5.8 Further Reading

UNIT 6 INTERNATIONAL ENTREPRENEURSHIP

- 6.0 Introduction
- 6.1 Unit Objectives
- 6.2 Introduction to International Entrepreneurship
 - 6.2.1 Nature and Importance of International Entrepreneurship
 - 6.2.2 Problems in International Entrepreneurship
- 6.3 International and Domestic Entrepreneurship
 - 6.3.1 Factors changing Domestic Entrepreneurship to International Entrepreneurship

- 6.4 Strategies of International Entrepreneurship
 - 6.4.1 Participation Strategies;
 - 6.4.2 Success Strategies
- 6.5 Summary
- 6.6 Key Terms
- 6.7 Questions and Exercises
- 6.8 Further Reading

UNIT 7 COLLECTIVE ENTREPRENEURSHIP

- 7.0 Introduction
- 7.1 Unit Objectives
- 7.2 Introduction to Collective Entrepreneurship
- 7.3 Cooperative Entrepreneurship
 - 7.3.1 Opportunities and Challenges in Cooperative Organizations
 - 7.3.2 Benefits of Cooperative Organizations
- 7.4 Self-Help Groups
 - 7.4.1 Microfinance;
 - 7.4.2 Microenterprise
- 7.5 Summary
- 7.6 Key Terms
- 7.7 Questions and Exercises
- 7.8 Further Reading

UNIT 8 LEGAL ASPECTS OF BUSINESS ENTREPRENEURSHIP

- 8.0 Introduction
- 8.1 Unit Objectives
- 8.2 Small-Scale Industries
 - 8.2.1 Classification of SSI;
 - 8.2.2 Registration of SSI
- 8.3 Legislations in Entrepreneurship
 - 8.3.1 Labour Laws;
 - 8.3.2 Taxes and Law;
 - 8.3.3 Other Laws
- 8.4 Summary
- 8.5 Key Terms
- 8.6 Questions and Exercises
- 8.7 Further Reading

M. COM PART –II

Special Group: (4) Advance Banking Finance Group

Paper III: COM 528 : LAW AND PRACTICE OF BANKING

UNIT 1 THE BANKING REGULATION ACT, 1949

- 1.0 Introduction
- 1.1 Unit Objectives
- 1.2 Introduction to the Banking Regulation Act, 1949
 - 1.2.1 Requirements of Minimum Paid-up Capital
- 1.3 Some Important Definitions under the Banking Regulation Act, 1949
- 1.4 Restrictions on the Business of Banking Companies
- 1.5 Some Key Provisions of the Act
 - 1.5.1 Reserve Fund; 1.5.2 Cash Reserve
 - 1.5.3 Licensing of Banking Companies; 1.5.4 Branch Licensing
 - 1.5.5 Management of Banking Companies; 1.5.6 Liquid Assets in India
 - 1.5.7 Accounts and Balance Sheet; 1.5.8 Audit; 1.5.9 Amalgamation
- 1.6 Powers of Reserve Bank of India (RBI)
- 1.7 Applicability of the Act to Co-operative Banks
- 1.8 Winding Up
 - 1.8.1 Winding Up by the High Court; 1.8.2 Voluntary Winding Up
- 1.9 Summary
- 1.10 Key Terms
- 1.11 Questions and Exercises
- 1.12 Further Reading

UNIT 2 INTRODUCTION TO RBI ACT, 1934

- 2.0 Introduction
- 2.1 Unit Objectives
- 2.2 Overview of RBI
 - 2.2.1 Evolution of RBI; 2.2.2 Objectives of RBI; 2.2.3 Banking Regulations
- 2.3 Concept of RBI Act, 1934
 - 2.3.1 Establishment and Incorporation of Reserve Bank
 - 2.3.2 Central Banking Functions
 - 2.3.3 Collection and Furnishing of Credit Information
 - 2.3.4 Provisions Related to Non-Banking Institutions Receiving Deposits
 - 2.3.5 Prohibition on Acceptance of Deposits by Unincorporated Bodies
 - 2.3.6 Penalties
- 2.4 Summary
- 2.5 Key Terms
- 2.6 Questions and Exercises
- 2.7 Further Reading

UNIT 3 NEGOTIABLE INSTRUMENTS

- 3.0 Introduction
- 3.1 Unit Objectives
- 3.2 Introduction to Negotiable Instruments
 - 3.2.1 Characteristics of Negotiable Instruments
 - 3.2.2 Presumptions in Negotiable Instruments
- 3.3 Types of Negotiable Instruments
 - 3.3.1 Promissory Notes; 3.3.2 Bills of Exchange; 3.3.3 Cheques
- 3.4 Negotiation and Presentation of Negotiable Instruments
 - 3.4.1 Process of Negotiation; 3.4.2 Process of Presentation
- 3.5 Dishonour of Negotiable Instruments
 - 3.5.1 Tackling Dishonour; 3.5.2 Penalties in Case of Dishonour
- 3.6 Summary
- 3.7 Key Terms
- 3.8 Questions and Exercises
- 3.9 Further Reading

UNIT 4 THE DEPOSIT INSURANCE AND CREDIT GUARANTEE CORPORATION ACT, 1961

- 4.0 Introduction
- 4.1 Unit Objectives
- 4.2 Preliminary
- 4.3 Establishment and Management of Deposit Insurance Corporation
 - 4.3.1 Board of Directors; 4.3.2 Meetings of the Board
- 4.4 Registration of Banking Companies and Co-operative Banks as Insured Banks
 - 4.4.1 Registration of Banking Companies; 4.4.2 Registration of Co-operative Banks; 4.4.3 Premium
- 4.5 Liability of Corporation to the Depositor
- 4.6 Funds, Accounts and Audit
 - 4.6.1 Advances by RBI; 4.6.2 Audit
- 4.7 Miscellaneous Terms
- 4.8 Summary
- 4.9 Key Terms
- 4.10 Questions and Exercises
- 4.11 Further Reading

UNIT 5 BANKER AND CUSTOMER

- 5.0 Introduction
- 5.1 Unit Objectives
- 5.2 Banker and Banking Services
 - 5.2.1 Obligations of a Banker; 5.2.2 Rights of a Banker
- 5.3 Bank Customers
 - 5.3.1 Types of Bank Customers; 5.3.2 Types of Bank Accounts Held by Customers
- 5.4 Relationship between a Banker and a Customer

- 5.4.1 Termination of the Relationship
- 5.5 Summary
- 5.6 Key Terms
- 5.7 Questions and Exercises
- 5.8 Further Reading

UNIT 6 PAYING BANKERS AND COLLECTING BANKERS

- 6.0 Introduction
- 6.1 Unit Objectives
- 6.2 Payment of Cheques
 - 6.2.1 Considerations for the Paying Banker
- 6.3 Statutory Protection to the Paying Banker
 - 6.3.1 Protection in Case of Bearer Cheques
 - 6.3.2 Protection in Case of Crossed Cheques
 - 6.3.3 Protection in Case of Order Cheques
- 6.4 Return of Cheques
 - 6.4.1 Suitable Replies to Dishonoured Cheques
 - 6.4.2 Sections Related to Dishonour of Cheques
 - 6.4.3 Penalties in Case of Dishonour of Cheques
- 6.5 Collection of Cheques
 - 6.5.1 Capacity of the Collecting Banker; 6.5.2 Considerations for Collection
 - 6.5.3 Conversion by Collecting Bankers
 - 6.5.4 Considerations in Collecting Cheques
- 6.6 Duties of the Collecting Banker
 - 6.6.1 Presenting Cheque without Delay; 6.6.2 Serving Notice of Dishonour
- 6.7 Statutory Protection of Collecting Banker
- 6.8 Summary
- 6.9 Key Terms
- 6.10 Questions and Exercises
- 6.11 Further Reading

UNIT 7 SECURITIES AND ADVANCES

- 7.0 Introduction
- 7.1 Unit Objectives
- 7.2 Overview of Securities for Advances
 - 7.2.1 General Principles of Secured Advances
- 7.3 Types of Securities
 - 7.3.1 Advances against Life Insurance Policies
 - 7.3.2 Advances against Fixed Deposit Receipts
 - 7.3.3 Advances against Real Estate; 7.3.4 Advances against Goods
 - 7.3.5 Advances against Documents of Title to Goods
 - 7.3.6 Advances against Stock Exchange Securities
 - 7.3.7 Advances against Supply Bills
- 7.4 Summary
- 7.5 Key Terms
- 7.6 Questions and Exercises

7.7 Further Reading

UNIT 8 MODES OF CREATING CHARGES ON SECURITIES

8.0 Introduction

8.1 Unit Objectives

8.2 Modes of Creating Charges on Securities

8.2.1 Lien

8.2.2 Pledge

8.2.3 Hypothecation

8.2.4 Mortgage

8.3 Differences between Various Modes of Creating Charges

8.4 Recovery Measures

8.4.1 Follow-up Action

8.4.2 One-Time Settlement

8.4.3 Recovery Camps

8.5 Recovery System in India

8.5.1 Debt Recovery Tribuna

8.5.2 Lok Adalat

8.5.3 Corporate Debt Restructuring System

8.5.4 Recovery under the Securitization and Reconstruction of Financial Assets and

Enforcement of Security Interest Act, 2003

8.6 Self-Help Groups

8.7 Summary

8.8 Key Terms

8.9 Questions and Exercises

8.10 Further Reading