

SEMESTER IV (Finance)

0203079: CAPITAL MARKETS

Full Marks: 100

Capital Market

Marks: 10

Introduction; Categorisation; Capital Market Efficiency: Forms of Capital Market Efficiency; Capital Market Operations; Capital Market in India: Structure of Indian Capital Market, Role of Capital Market in India, PESTEL Analysis of Indian Capital Market; Capital Market Regulations

Primary Market and Secondary Market

Marks: 18

Introduction; Eligibility Norms of Primary Market; Primary Market Design: Credit Rating for Debt Instruments, IPO Grading, Pricing and Public Issues, Price and Price Band, Contribution of Promoters and Lock-in, Pre-issue Obligation, Post-issue Obligation, Credit Rating, Merchant Banking, Demat Issues, Private Placement; Ways to Raise Capital in the Primary Market; Intermediaries: Manager to the Issue, Underwriters, Registration, General Obligations and Responsibilities of Underwriters; Primary Target Market; Indian Primary Market: Reforms in Indian Primary Market, Disclosure and Investor Protection (DIP) Guideline; Secondary Market; Structure and Trading System in Secondary Market; Products Dealt in Secondary Market; Stock Exchange: Investment Precautions; Secondary Market and SEBI: Various Departments of SEBI Regulating Trading in the Secondary Market, Secondary Market Reforms by the SEBI; Changes in the Indian Secondary Market Regulation: Policy Developments During 09-10

Securities and Exchange Board of India

Marks: 15

Introduction; Objectives; Securities and Exchange Board of India Act, 1992; Management of the Board; Powers; Functions; Registration of Intermediaries; Departments and Their Functions: Market Intermediaries Regulation and Supervision Department (MIRSD), Market Regulation Department (MRD), Derivatives and New Products Department (DNPD), Corporation Finance Department (CFD), Investment Management Department (IMD), Integrated Surveillance Department (ISD), Investigations Department (IVD), Enforcement of Department (EFD), Legal Affairs Department (LAD), Enquiries And Adjudication Department (EAD), Office of Investor Assistance and Education (OIAE), General Services Department (GSD), Department of Economic and Policy Analysis (DEPA), Office of Chairman, Information Technology Department, The Regional Offices (RO's); Limitation

Derivative Market

Marks: 15

Introduction; Types of Derivatives; Exchange-traded and Over-the-counter Derivative Instruments; Index: Categorisation of Index, Total Returns Index, Impact Cost, BETA, Risk, Who Decides What Stocks to Include and How, Uses of an Index, Types of Index; Forward and Future Contracts; Options: Categorisation of Options, Call Options, Put Options, Options Pricing; Market Players; Derivative Market in India; Derivative Users in India; Commodity Derivatives; Exchange-traded vs. OTC (Over The Counter) Derivatives Markets; Accounting and Taxation of Derivatives Transactions; Measures Specified by SEBI to Protect the Rights of Investor in Derivatives Market

Money Market and Bond Market

Marks: 14

Introduction; Characteristics of Money Market; Functions; Importance; Indian Money Market Instruments; Drawbacks of Indian Money Market; Reforms in Indian Money Market; Bond Market: Corporate Bond Market, Municipal Bond Market, Government Bond Market, Mortgage Backed and Collateralized Debt Obligation Bond Market, Development of Bond Market in India

Mutual Fund

Marks: 12

Introduction; NAV or Net Asset Value; Objectives; Advantages; Disadvantages; Types: By Investment Objective, By Structure; Investing in Mutual Funds: How to Invest in Mutual Fund; Benefits of Investing in Mutual Funds; Mutual Fund Industry in India; Private Sector Mutual Funds; Mutual Fund Regulations

Credit Rating and Venture Capital

Marks: 16

Introduction to Credit Rating; Determinants of Ratings; Rating Methodology; Credit Rating Agencies in India; Credit Rating Symbols; Benefits of Credit Rating; Rating and Default Risk; Rating and Yields; Limitations of Credit Ratings; Venture Capital: Aim of Venture Capital Financing, Forms of Financing used by Venture Capitalists, Types of Securities, Advantages of Debts to a Venture Capitalist, Percentage of Ownership Needed, Estimation of the risk associated with the venture financing, of Venture Capital, Funding Process in Venture Capital, Types of Funding, Non-Disclosure Agreements and Term Sheet

Reference Books:

1. Pathak, 2007. The Indian Financial System: Markets, Institutions And Services, 2nd ed., India: Pearson Education
2. Rathore S., 2003. Indian Capital Market: An Empirical Study, Anmol Publications PVT. LTD.,
3. Schofield, N.C., 2007. Commodity derivatives: markets and applications, John Wiley and Sons.
4. Shah A., Dr. Thomas S., and Gorham M., 2008. India's financial markets: an insider's guide to how the markets work, Elsevier
5. Tripathy, N.P., Mutual funds in India: emerging issues, Excel Books
6. Verma, J.C., 1997. Venture capital financing in India, Response Books

0203081: CORPORATE TAX PLANNING

Full marks: 100

Basic Concepts of Income Tax

Marks: 10

Introduction; Income Tax; Components of Income Tax Act: Income, Capital and Revenue Receipts, Receipts Bereft of Revenue Element, Rates of Tax, Defining 'Person', Assessee, Assessment Year (AY) [Sec. 2(9)], Previous Year [Sec. 2(34) and Sec. 3]; Coverage Under Income: Computation of Total Income, Computation of Tax Liability on Total Income; Charging Section; Meaning of Total Income in the Context of Residential Status - Sec. 5; Scope and Orbit of Business Connection in the Case of Non-resident

Taxation of Companies, Tax Planning and Tax Evasion

Marks: 11

Introduction; Definitions of Company; Residence; Carry Forward and Set Off of Losses; Assessment of Companies: Rates of Income Tax, Surcharge; Deemed Income; Allowing Tax Credit; Computing Book Profits; Tax Planning and Tax Evasion; Tax Avoidance and Not Tax Planning; Tax Management; Objectives of Tax Planning; Types of Tax Planning: Factors Affecting Tax Planning Areas of Tax Planning

Form of Organisation and Location of a Business

Marks: 15

Introduction; Sole Proprietorship; Hindu Undivided Family: Assessment of Hindu Undivided Family, Steps for Computation of Income Tax of HUF; Partnership Form of Organisation; Position of Firm under the Income Tax Act: Assessment of Firm, Computation of Total Income of the Firm, Computation of Book Profit [Explanation 3 to Section 40

(b)], Computation of Total Income of Firm; A Corporate Form; Location of Business: Free Trade Zones, Special Economic Zones, Hundred Percent Export Oriented Units, North Eastern Region

Nature of Business

Marks: 14

Introduction; Nature of New Business; Income of a Venture Capital Fund; Income of an Infrastructure Capital Fund or Company: Infrastructure Facility; Development Account (Tea, Coffee, Rubber); Site Restoration Fund: Restriction on Utilisation of the Amount Deposited; Amortisation of Telecom License Fee: Sale of License; Amortisation of Preliminary Expenses: Eligible Expenditure; Deduction for Expenditure on Prospecting for Minerals; Civil Construction; Business of Plying, Hiring or Leasing Goods Carriages; Retail Business Section; Infrastructure Development; Certain Industrial Undertakings Other than Infrastructure Development; Business of Processing of Biodegradable Waste; Offshore Banking Units and International Financial Service Centre; Tax Incentives for Shipping Business -Tonnage Tax

Financial Management and Managerial Decisions

Marks: 15

Introduction; Optimum Capital Structure: Features on an Appropriate Capital Structure; Major Considerations in Capital Structure Planning; Value of the Firm and Capital Structure; Dividend Policy: Factors affecting Dividend Decisions, Constraints on Paying Dividends, Importance of Stability of Dividends, Deemed Dividend, The Implications of the Working of Section 2(22), Exemptions Regarding Dividends Received by a Shareholder, Deduction of Tax from Dividends (Section 1); Alternative Forms of Dividends: Bonus Shares (Stock Dividend), Stock (Share) Split, Stock Repurchase, Stock Repurchase Viewed as Cash Dividend; Types of Dividend Policies: Constant Payout Ratio Dividend Policy, Regular Dividend Policy, Low Regular and Extra Dividend Policy; Bonus Shares: Capital Gains on Bonus Shares; Purchase of Assets Out of Own Funds or Out of Borrowed Capital; Purchase of an Asset vs. Lease; Purchase by Instalment vs. Hire; Sale of Assets used for Scientific Research; Make or Buy; Repairs, Replacement, Renewal or Renovation; Shut-down or Continue; Order of Set Off

Amalgamation, Merger or Demerger of Companies

Marks: 11

Introduction; Meaning of Terms as Per Tax Law Amalgamation, Demerger: Demerger; Income Tax Implications in Case of Amalgamation or Demerger; Quantum of Depreciation: Computation of Depreciation, Notional Written Down Value; Amortisation of Expenditure in the Case of Amalgamation/Demerger: Scientific Research, Transfer of Capital Asset in Case of Amalgamation/Merger /Demerger; Computation of Capital Gains (Section 48 to 51); Carry Forward and Set Off of the Accumulated Losses and Unabsorbed Depreciation Allowance: In Case of Amalgamation, In Case of Demerger, In Case of Demerger, In Case of Reorganisation of Business

Employees' Remuneration

Marks: 10

Introduction; Factors Requiring Consideration; Taxation of Perquisites in the Hands of Employees; Valuation of Perquisites; Other Perquisites for Specified Employees; Notified Fringe Benefits; Profit in Lieu of Salary; Fringe Benefit Tax; Employer's Obligations; Propositions for Tax Planning

Non Residents

Marks: 14

Introduction; Main Categories; Tax Planning Concerning Residential Status; Salaries of Other Foreign Citizens; Technical Services in Projects Connected with the Security of India; Shipping Business in the Case of Non-residents; Provisions Relevant for NRIs; Operations of Aircraft; Foreign Companies Engaged in Civil Construction; Head Office Expenditure; Income by Way of Royalties; Taxation of International Transactions; Support by Authentic Documentation; Computation of Capital Gains; Tax Treaties: The Elimination of Double Taxation; The Scheme of Advance Ruling

Reference Books:

1. Bernardi, L., Frascini, A., Shome, P., 2006. *Tax Systems and Tax Reforms in South and East Asia* [Hardcover]. Publisher: Routledge, 1st edition.
2. Blazek, J., 2007. *Tax Planning and Compliance for Tax-Exempt Organizations: 2007 Cumulative Supplement* (Tax Planning & Compliance for Tax-Exempt Organizations: Rules, Checklists, Procedures Supplement) [Paperback]. Publisher: Wiley, 4th edition.
3. Block, C.D., 2009. *Corporate Taxation: Examples & Explanations* [Paperback]. Publisher: Aspen Publishers; 4th revised edition.
4. Divan, G.R., 1991. *Business Operations in India*. (Tax management foreign income portfolios). Publisher: Tax Management.
5. Endres, D., Fuest, C. and Spengel, C., 2010. *Company Taxation in the Asia-Pacific Region, India and Russia*. [Hardcover]. Publisher: Springer; 1st edition.

0203082: FINANCIAL REPORTING AND ACCOUNTING

Full Marks: 100

Introduction to Financial Accounting

Marks: 10

Meaning and Definition; Functions; Characteristics; Stakeholders of Financial Accounts; Categories of Accounting; Common terms used in Accounting

Introduction to Book-keeping and Accounting Concepts

Marks: 10

Introduction; Entities; Advantages; Concept of Double Entry; Types of Account; Accounting Concepts

Double Entry and Journals

Marks: 10

Stages of Preparing the Financial Statement; Journals: Importance, Format

Ledger

Marks: 15

Meaning and Definition; Types; Steps in Posting from Journal to Ledger

Trial Balance

Marks: 10

Meaning and Definition; Errors; Limitations

Final Account

Marks: 10

Meaning and Definition: Trading Account, Profit and Loss Account; Balance Sheet

Introduction to Managerial Accounting

Marks: 15

Definition and Meaning; Why Management Accounting; Function; Difference Between Financial Accounting and Managerial Accounting

Financial Ratio Analysis

Marks: 8

Meaning of Ratio Analysis; Presentation of Ratio; Classification of Ratios

Cash Flows

Marks: 12

Meaning and Definition; Benefits of Cash Flow Statement; Categories; Format; Methods for Preparing Cash Flow Statements

Reference Books:

1. Dr. Patankar, S., 2008. *Introduction to Accounting and Management Accounting*. University of Pune: Nirali Publications.
2. Polejewski, S. A., 2008. *Resource Consumption Accounting*. University of St. Thomas
3. Dr. Patankar S., 2008. *Introduction to Accounting and Management Accounting*. University of Pune: Nirali Publications.
4. Patkar, M.G., 2006. *Book-keeping and Accountancy*. Phadke Publications.
5. Epstein, L., 2006. *Bookkeeping For Dummies*. For Dummies.
6. Flannery, D. A., 2005. *Bookkeeping Made Simple*. Three Rivers Press.
7. Lerner, J. and Cashin, J., 2009. *Schaum's Outline of Principles of Accounting*. McGraw-Hill.

0203080: INTERNATIONAL ECONOMY AND FINANCE

Full marks: 100

The World of International Economy and Finance

Marks: 11

Introduction to International Economics and the International Finance; Growing Importance of International Finance; International Financial Management: Globalisation and International Finance, Scope of International Financial Management (IFM), Role of the International Financial Manager; Theories of International Trade: The Mercantilist's Views on Trade, Trade Based on Absolute Advantage - Adam Smith, Comparative Advantage - David Ricardo, The Hecksher Ohlin Theory, National Competitive Advantage - Porter's Diamond; Dynamics of Entering Foreign Markets: Different Modes of Entry to Foreign Markets; Global Financial Markets; Classification of Financial Markets: Details of Offshore Markets, Evolution of Offshore Markets; Interest Rates in Global Money Markets; International Trade Policies

The Foreign Exchange Market

Marks: 12

Introduction; Functions; Forex Market Participants; Foreign Exchange; Spot Market; Exchange Rate Quotations: Direct vs Indirect Quote, American vs European Quote, Bid and Ask Rate, Inter Bank Quote and Merchant Quote; Market Mechanism and Conventions: Inverse Quotes, Cross Rates; Types of Transactions: Forward Quotes, Discount and Premium, Forward Rates vs. Expected Spot Rates, Broken-date Forward Contracts, Option Forwards, Swaps; Settlement Dates: Short Date Contracts, The First Quote; Quotes for Various Kinds of Merchant Transactions: Spot TT Buying Rate, Spot TT Selling Rate, Forward TT Buying Rate, Forward TT Selling Rate, Bill Buying Rate, TC Buying Rate, TC Selling Rate; The Indian Forex Markets: Forward Exchange Contracts, Other Regulations, Early Delivery/ Extension or Cancellation of Forward Exchange Contracts

Introduction to Currency and Interest Rate Swaps

Marks: 11

Introduction: Bank as an Intermediary; Interest Rate Swap; Currency Swaps; Comparison of Swap and Forward Contracts: Swap Spreads; Commodity Swaps; Swap Market in India: Cross Currency and FX Interest Rates Swaps in India, MIFOR Swap Market; Futures and Options on Foreign Exchange: Currency Future Markets

Balance of Payments

Marks: 12

Introduction; Grouping of Balance of Payment Accounts: The Current Account, The Capital Account, Official Reserves Account; The Balance of Payments Identity; The Currency Convertibility; The Balance of Payments of India: 1 India's Balance of Payments on Current Account, Balance of Payments on Capital Account, Reserve for Deficit in Capital Account

International Monetary System

Marks: 12

Introduction; Evolution: Bimetallism Before 1875, The Gold Standard, The Bretton Woods System, Post Bretton Woods System (The Current System); The European Monetary Union; Exchange Rate Mechanisms: Fixed Exchange Rate System, Floating Exchange Rate System, Hybrid Mechanism; Financial Crises in the Post Bretton Woods Era: Third World Debt Crisis, Mexican Currency Crisis of 1995, The Brazilian Crisis, Argentinean Crisis, The Asian Crisis of 1997, Lessons from the Asian Currency Crisis

Economic Theories of Exchange Rate and the Purchasing Power Principle

Marks: 11

Economic Theories of Exchange Rate Determination; Prices and Exchange Rates; The Asset Approach to Exchange Rate; Interest Rate Parity (IRP); International Fisher Effect; Exchange Rate Forecasting: The Demand – Supply Approach, The Institutional Setting, Fundamental Analysis, Confidence Factors, Expected Theory of Forward Rates, Events, Technical Analysis, Fundamental and Technical Forecasting, The Monetary Approach, Portfolio Balance Approach

Exchange Risk Management

Marks: 12

Foreign Exchange Risk; Business Risk; Defining Exposure and Risk; Classification of Currency Exposure: Transaction Exposure, Translation Exposure, Operating Exposure, Strategic Exposure; Management of Exchange Risk: Forward Market Hedge, Hedging through Futures, Money Market Hedge, Option Market Hedge, Hedging Recurrent Exposure with Swap Contracts, Exposure Netting, Hedging via Lead and Lag, Hedging through Invoice Currency

The International Financial Market and Instruments

Marks: 10

Introduction; Origin; India's Presence in International Markets; International Money Market: Euro Currency Market, 2 Euro Credits, Euro Notes, Euro Medium Term Notes, Euro Commercial Paper; Instruments Available in International Capital Markets: Debt Instruments, Types, International Bond and Market Credit Ratings, Euro Market Structure and Practices; Equity Instruments: Global Depository Receipts, American Depository Receipts

Export-Import Financing and Guidelines for India

Marks: 11

Introduction to Export and Import Financing; Letter of Credit (LC): Parties to a Letter of Credit, Duties and Responsibilities of Parties to an LC, How a Letter of Credit Operates?, Different Kinds of Letters of Credit (LC), Documents under a Letter of Credit, Further Information on the Procedure; Other Financing Mechanisms; Historical Perspective of the Export-Import Policy; Objectives of the Exim Policy 2002-07; Highlights of the EXIM Policy 2002-07 (As amended up to 31.03.2003)

Reference Books:

1. John McCombie (2004). Essays on Balance of Payments Constrained Growth: Theory and Evidence (Routledge Studies in Development Economics). Routledge; first edition.
2. Laurent L. Jacque (1997). Management and Control of Foreign Exchange Risk. Springer; first edition.
3. Mario I. Blejer (1999). Balance of Payments, Exchange Rates, and Competitiveness in Transition Economies. Springer; first edition.
4. Moorad Choudhry (2010). Capital Market Instruments: Analysis and Valuation. Palgrave Macmillan; Third Edition edition.

5. Peter B. Kenen (1994). The International Monetary System. Cambridge University Press.
6. Robert Kolb (2007). Futures, Options, and Swaps. Wiley-Blackwell; fifth edition.
7. Roman Frydman (2007). Imperfect Knowledge Economics: Exchange Rates and Risk. Princeton University Press; illustrated edition.
8. Ronald MacDonald (2007). Exchange Rate Economics: Theories and Evidence. Routledge; Second edition.
9. Rudi Weisweiller (1990). How the Foreign Exchange Market Works (New York Institute of Finance). New York Institute of Finance; second Sub edition.
10. Tim Weithers (2006). Foreign Exchange: A Practical Guide to the FX Markets. Wiley

0203126: FINANCIAL SYSTEM AND AUDITING

Full Marks: 100

Financial System

Marks: 8

Introduction; Functions; Components; Overview of Indian Financial System; Structure: Financial Institutions, Financial Instruments, Financial Markets, Financial Services; Reserve Bank of India (RBI): Functions of RBI; Monetary Policy: Monetary Policy in India, Monetary Policy Instruments, Credit Control Measures of Reserve Bank of India

Commercial Banks

Marks: 12

Introduction; Evolution in India; Functions; Recent Trends: Technology, Outsourcing of Services, Financial Inclusion; Development Banks: Features, Functions, Major Objectives; IFCI: Objectives, Functions; IDBI: Objectives, Functions; IIBI; SIDBI; ICICI: Objectives, Functions; NABARD: Objectives, Roles and Functions, NABARD in Present Scenario; EXIM

Financial Services and Financial Markets in India

Marks: 14

Introduction; Characteristics of Money Market; Functions; Importance; Difference between Capital and Money Market; Indian Money Market Instruments; Drawbacks of Indian Money Market; Reforms in Indian Money Market Depository System; Merchant Banking; SEBI; Securities and Exchange Board of India Act, 1992; Functions of SEBI; Credit Rating: Meaning of Credit Rating, Credit Rating Agencies in India, Benefits of Credit Rating, Factors for Successful Credit Rating Systems, Process of Rating

Capital Market

Marks: 15

Introduction; Classification: Distinction between Primary Market and Secondary Market; Capital Market Efficiency; Capital Market in India: Structure of Indian Capital Market, Capital Market Operations; Role of Capital Market in India; Importance of Capital Market; PESTEL Analysis of Indian Capital Market; Capital Market Regulations; Reforms in the Capital Market; Introduction to Stock Exchanges: Characteristics, Functions, Advantages, Limitations, National Stock Exchange of India

Auditing

Marks: 11

Introduction; Types of Audit: Regularity Audit, Financial Audit, Receipt Audit, Performance Audit; Need for Auditing; Limitations of Audit and Detection of Fraud; Auditing Standards; Internal Audit; Professional Practices Framework; Audit Process; Auditing Documentation: Form and Content of Documentation , Permanent and Current Audit Files, Need for Audit Documentation, Retention of Working Papers/ Documents, Tips for Auditors on Documentation /

Working Papers; Internal Control System: Scope of Internal Control, Internal Control System Components, Limitations Inherent in Internal Control

Audit of Limited Companies

Marks: 16

Introduction; Need for a Company Auditor; Qualification; Disqualification; Appointment of an Auditor: First Auditor of a Company, Reappointment; Removal; Status; Rights and Duties of a Company Auditor: Rights, Some Legal Decisions; Auditing Standards; Divisible Profits and Dividend; Audit Report: Responsibilities of an Auditor for making a Report, Requisites of a Good Audit Report, Types of Audit Report; Special Audit of Banking Companies: Legislations Relevant to Audit of Banks, Relating to Audit, Powers of the Auditor, Auditor's Report, Special Audit, Approach to Banks' Audits; Audit of Educational Institutions; Audit of Insurance Companies

Audit of Non-profit Companies and Fraud Detection

Marks: 10

Audit of Non-profit Organisations; Accounting and Auditing in not-for-profit Organisations — some Critical Issues; Non-profit Audit Committee Charter; Fraud: Characteristics of Fraud and Error; Types of Fraud; Preventing Fraud; Auditor's Responsibility in Finding Fraud; Clauses of Fraud in Auditing in India

Audit of Limited Companies

Marks: 15

Recent Trends in Auditing; Cost Audit: Features, Objectives, Scope, Cost Auditor, Qualification of Cost Auditor, Powers of a Cost Auditor, Duties of a Cost Auditor; Tax Audit: Purpose of Tax Audit, Books of Accounts and List of Documents/Papers Required for Tax Audit Purpose, Standard Procedures or Steps for Tax Audit, Requirements of Tax Audit, Tax Auditor; Management Audit: Process of Management Audit, Advantages of Management Audit, Management Audit Report

Reference Books:

1. Pathak, 2007. The Indian Financial System: Markets, Institutions and Services, 2nd ed., Pearson Education India, p.752.
2. Rathore S., 2003. Indian Capital Market: An Empirical Study, Anmol Publications PVT. LTD.,
3. Ray, P., Academic Foundation, 2008. Commercial Banks and monetary policy in India, Volume 2, Academic Foundation.
4. Rezaee, Z., 2002. Financial statement fraud: prevention and detection, John Wiley and Sons.
5. Ricchiute, D. N., 2006. Auditing, 8th ed., Thomson/South-Western.
6. Rittenberg, L, E., Johnstone, K, Gramling, A. A. and Schweiger, B., 2009. Auditing: A Business Risk Approach, 7th ed., Cengage Learning.

0203238: PRINCIPLES AND PRACTICES OF MANAGEMENT

Full Marks: 100

Introduction to Management Principles

Marks: 11

Introduction to Management; Brief History; Management Techniques; Approaches of Management: Systems Approach, Contingency or Situational Approach

Managerial Planning

Marks: 10

Introduction to Planning: Types of Plans; Forecasting; Objectives: Management by Objectives (MBO); Decision Making

Organisation

Marks: 14

Introduction; Classification; Theories: Classical Theory, Neo-Classical Theory, Modern Theory; Types: Line Organisation, Functional Organisation, Line and Staff Organisation, Matrix Organisation; Delegation of Authority; Decentralisation; Departmentation; Span of Management

Staffing

Marks: 11

Introduction; Recruitment: Sources of Recruitment; Selection; Performance Appraisal: Methods for Performance Appraisal; Training and Development; Job Analysis; Job Evaluation

Directing

Marks: 14

Introduction; Motivation: The Importance, Theories, Maslow's Hierarchy of Needs, Herzberg's Theory of Needs, Motivational Factors, Maintenance Factors, Requirements of a Sound Motivational System; Leadership: Theories of Leadership, Functions and Qualities of Leader, Types of Leaders, Leadership Styles; Communication

Controlling

Marks: 11

Introduction; Techniques: Features of Control Function, Advantages; Budget Control; Coordination; Management Audit; Business Ethics

Globalisation and the Manager

Marks: 16

The Process of Globalisation: The Spread of Market Based Systems, Falling Barriers to Trade and Investment, Tumbling Communication and Transport System; Implications of Globalisation: The Globalisation of Production, The Globalisation of Markets, Technology: the Great Facilitator; Constraints on Globalisation: Protectionist Countertrends, National Behaviour in Consumer Behaviour, National Differences in Business Systems, Differences in Social Culture; The Benefits of Going Global: Expanding the Markets, Realising Scale Economies, Realising Location Economies, Global Learning; Management Challenges in the Global Enterprise: Global Standardisation or Local Customisation, Entry Mode, Locating Activities, Managing People in the Multinational Firm

Organisational Changes and Development

Marks: 12

Organisational Change: Total Quality Management (TQM), Forces of Change in Organisation; Resistance to Change; Organisational Development (OD): OD Interventions, Effectiveness of OD Programming; Innovation in Organisation

Reference Books:

1. Anderson, D. and Sweeney, D., 2010. *An Introduction to Management Science*, 13th ed., South-Western College Pub.
2. Bateman, R. N., 2008. *Management 8E (Sie)*, Tata McGraw-Hill Education, p.819.
3. Daft, R., 2009. *Organisation Theory and Design*, 10th ed., South-Western College Pub.
4. DuBrin, A. J., 2008. *Essentials of Management*, Cengage Learning, p.630.
5. French, W. and Bell, C., 1998. *Organisation Development: Behavioral Science Interventions for Organisation Improvement*. Prentice Hall.
6. Griffin, R. W., 2006. *Principles of Management*, Cengage Learning, p.488.
7. Griffin, R. W., 2007. *Fundamentals of Management*, Cengage Learning, p.528.
8. Hale, G., 2011. *Think Fast!: Accurate Decision-Making, Problem-Solving, and Planning in Minutes a Day*. Wiley.