

Paper title: Perspectives of Management

Paper number Paper - 1
Maximum marks

Model Question Papers / Past Question Papers

Syllabus details

1. Introduction: Concept of Management: Definition – Nature – Purpose – Scope and Significance – Management Vs. Administration- Universality of Management Principles – Evolution of Management thought – Approaches to Management – Process of Management – Internal and External environment Forces – Functions of Management.

2. Planning: Concept and Significance – Types of Plans – Objectives – Management by objectives, by exception, by crisis - Strategies – Policies – Procedures – Rules – Programmes- Planning Premises
Decision Making: Decision Making Process – Decision Tree Analysis – Linear
Programming – Game Theory.

3. Organising : Nature and Purpose – Principles of organisation: formal and informal organisation- span of control – Hierarchy - Authority and responsibility – Delegation of authority –centralisation – decentralisation – Line and Staff conflict and cooperation – Plural executive – Committees – Board of Directors.
Staffing: The Nature and purpose of staffing - Recruitment – Selection – Placement and Promotion – training – Executive development programmes.

4. Direction: Elements of Directing – Communication – Importance Process – Media –barriers to communication: Effective communication – Motivation and importance in management- Leadership.

5. Control: Process of Control – Reporting system for Control- Modern Control Techniques – PERT and CPM.
Indian Management Scenario: Business Class in India – Management Development in India- Social responsibilities of business and managers role.

RECOMMENDED BOOKS:

Harold Koontz & Heinz Weihrich : Management
Peter F. Drucker : Practice of Management
L A. Alien : Management and Organisation
Newman & Summer : The Process of Management
Black & Moulton : Managerial Grid
A. Das Gupta : Business & Management in India
Sahru S. Rangneker : In the Wonderland of Indian Managers
Prasad. Lallan & S.S. Guhan : Management principles and Practice
M. Benarjee : Modern Management
Sherlekar & Sherlekar : Principles of Business Management

Paper title: Accounting for Managers

Paper number

Paper - 2

Maximum marks

Model Question Papers / Past Question Papers

Syllabus details

1. Accounting Framework: Accounting and its Functions – Accounting Concepts and Standards – Accounting Information and its Applications.
2. Understanding Financial Statement: Construction and Analysis of Profit and Loss Account – Construction and Analysis of Balance Sheet – Construction and Analysis of Funds Flow Statement.
3. Accounting for Capital Issues: Accounting for Issue \ Allotment and Forfeiture of Shares, Accounting for Debentures Issues – Conversion – Accounting Procedures for Declaring and Distributing Dividends.
4. Financial Reporting and Auditing: Legal requirements relating to Accounting Disclosure: Indian Companies Act, 1956, Books of Accounts – Annual Accounts and Balance Sheet, Form and Contents of the Balance Sheet and Profit and Loss Account, Board's Report, Legal Requirements relating to Auditing (Brief): Auditor's Penalty for Non-compliance, Inflation Accounting Methods of Accounting for Inflation.
5. Cost Management: Understanding and Classifying Costs – absorption and Marginal Costing – Cost – Volume -, Profit Analysis – Variance Analysis.

RECOMMENDED BOOKS:

1. Anthony, Robert N and James Reece, 1987: Accounting Principles, All India Traveler Book Seller, ND
2. Horngren, Charles T. 1978 :Introduction to Management accounting, PHI, NJ
3. Maheswari SNN :Management Accounting and FinancialControl, Mahavir Book Depot, Delhi
4. Noore Carl L and Robert K. Joedicke, 1976: Managerial Accounting, South Western Pub. Co.
5. Rober S. Kaplan and Anthony A. Atkinson : Advanced Management Accounting (PHI), New Delhi.
6. Jack L. Smith, Robert M. Keith and : Managerial Accounting (McGraw Hill), William L. Stephens New Delhi
7. Bhatatosh Banarjee : Financial Policy and Management Accounting, The World Press, Calcutta.

Paper title:Management of Financial Services

Paper number

Paper - 3

Maximum marks

Model Question Papers / Past Question Papers

Syllabus details

1. Financial Services: An Overview: Financial Systems and Markets – Concept. Nature and Scope of Financial Services – Participants in Financial Market – Management of Risk in Financial Services – Regulatory Framework for Financial Services.
2. Financial Market Operations: Stock Exchange: Functions and Organisations – Broking and Trading in Equity – Broking and Trading in Debt – Mutual funds – Relevant Regulations.
3. Merchant Banking Services: Merchant Banking: Concept, Nature, Role & Functions – Managing an Issue – Mergers and Restructuring – Project Financing.
4. Assets Financing Services: Leasing and Hire Purchase – Dent Securitization – Housing Finance – Credit Rating.
5. Allied Financial Services: Credit Cards – Banking & Insurance (Including Pension Funds) – Venture Capital – Factoring, Forfeiting and Bill Discounting.

RECOMMENDED BOOKS:

1. Benton E.G. “Financial Intermediaries”
2. Edmister R.D. “Financial Institutions, Markets and Management”
3. Frenstermaker, J.V. “Readings in Financial Markets and Institutions”
4. Rangarajan D. “Innovations in Banking”
5. Verma, J.C. “A Manual of Merhant Banking”
6. Westlake, M. “Factoring”
7. I.M. Bhole “Financial Institutions and Markets”
8. N. Vinayakan “A Profile of Indian Capital Market”

Paper title: Theory and Practice of Banking in India

Paper number

Paper - 4

Maximum marks

Model Question Papers / Past Question Papers

Syllabus details

1. Evolution of Banking Institutions – Commercial Banking Concept and theory – Commercial Banking and Economic Development – Commercial Banking in India – Changing dimensions of Regulatory Finance work – Banking Legislations Reforms I and Reforms II.
2. Commercial Banks and Industrial Finance – Priority sector Advances – Changing profile of Indian Banking
3. Merchant Banking - Factoring services – Cooperative Banking - Indigenous Bankers – Money Lenders – Foreign Banks.
4. Practical Banking – Banker and Customer – Accounts of Customers – Cheques and Promissory notes – The Paying Banker – Collecting Banker.
5. Loans and Advances – Secured Advances – Against goods – Immovable property – Life policies – FDRs.

RECOMMENDED BOOKS:

1. Sekhar K.C. Banking Theory and Practice New Delhi: Vikas Publishing House, 2004.
2. Srivastava, P.K. Banking Theory and Practice, New Delhi, Himalaya Publishing House.

Paper title: International Financial Management

Paper number
Maximum marks

Paper - 5

Model Question Papers / Past Question Papers

Syllabus details

1. International Financial Environment: International Economic Issues and Dimensions – Finance Function in a Multi-National Firm – International Financial Flows: The Balance of Payment Framework – International Financial Systems and Institutions.
2. Forex Risk Management: Forex Markets and Instructions – Exchange Rate: Determination and Forecasting – Managing Accounting Exposures – Managing Transaction Exposures.
3. International Working Capital Management: Financing Foreign Trade – International Cash Management – International Receivable and Inventory Management.
4. International Financial Regulation and Strategies: Forex Regulation and Control – International Financing Decision – International Investment Strategy.

RECOMMENDED BOOKS:

- 1 Rodriguez, Rita M. and Carfter EE (1984) International Financial Management, PHI, NJ
- 2 Apte PG, 1985 International Financial Management, TMH, ND
- 3 Charles, Pirton & Scott International Financial Management, MGH, 1978
- 4 Raymond & Wells, Manager in the International Economy, PHI, 1976