

Annexure to Notification No.F(Pres-Syllabi-PG Courses)Acad/KU/14 dated 30-08-2014
Syllabus for IMBA 1st to 10th semester

Choice based Credit System (CBCS)
Scheme and course structure for
IMBA 3rd semester effective from academic session 2015 and onwards

Course Code	Course Name	Paper Category	Hours/Week			Credits
			L	T	P	
IMBA14301CR	Management Accounting	Core	3	2	-	4
IMBA14302CR	Operations Research	Core	3	2	-	4
IMBA14303CR	Corporate Governance and Ethics	Core	3	2	-	4
Note: All the candidates are required to opt any two of the following allied papers						
IMBA14304EA	Indian Financial System	Allied	3	2	-	4
IMBA14305EA	Business Environment	Allied	3	2	-	4
IMBA14306EA	Business Analysis and Valuation	Allied	3	2	-	4
IMBA14307EA	Business Process Re-engineering	Allied	3	2	-	4

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Course Code: IMBA14301CR
Course Title: **Management Accounting**
IMBA 3rd Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Objective: This course provides the students an understanding of the application of accounting techniques in managerial decision making.

UNIT I

Management Accounting: Meaning, nature, scope and functions of management accounting; Role of management accounting in decision making; Management accounting vs. financial accounting; Tools and techniques of management accounting.

UNIT II

Financial Statement Analysis- Concept, objectives and types. Ratio analysis- study of liquidity, solvency and profitability ratios. Funds Flow Analysis – uses and preparation of funds flow statement. Cash Flow Analysis – uses and preparation of cash flow statement.

UNIT III

Budgeting for Profit Planning and Control: Meaning of budget and budgetary control; Objectives; Merits and limitations; Types of budgets; Fixed and flexible budgeting; Control ratios; Zero base budgeting; Performance budgeting.

UNIT IV

Emerging Issues in accounting: Responsibility accounting – Concept and Objectives, Responsibility Centres. Human Resource accounting: Concept and approaches: Inflationary accounting – concept, impact of inflation on corporate financial statements; Techniques of Inflation accounting – Replacement Cost and Current Purchasing Power.

Note:-This paper shall have 70% numerical and 30% theoretical questions.

Note:- Cases Studies and other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Anthony, Robert & Reece, et al: Principles of Management Accounting; Richard Irwin Inc.
2. Jain S.P.& Narang K.L: Cost Accounting; Kalyani, New Delhi
3. Khan M.Y.and Jain P.K: Management Accounting; Tata McGraw Hill, New Delhi.
4. Kaplan R.S. and Atkinson A.A.: Advanced Management Accounting; Prentice Hall India, New Delhi.
5. Sahaf M A Management Accounting – Principles & Practice, New Delhi, Vikas Publishing House

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Course Code: IMBA14302CR
Course Title: **Operations Research**
IMBA 3rd Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objectives:

To develop an understanding of the concepts and the techniques of operations research as applied in business decision making.

UNIT-I

Significance, scope and applications of Operation Research in managerial decision-making ; Decision-making under certainty, uncertainty and risk situations; EMV and value of perfect information; Uses of Decision tree, Game Theory: Concept of game; Two-person zero-sum game; Pure and Mixed Strategy Games; Saddle Point; Dominance Method and Graphical Method for solving Mixed Strategy Game.

UNIT-II

Mathematical formulations of LP Models for product-mix problems; graphical and simplex method of solving LP problems; Transportation problem: Various method of finding Initial basic feasible solution and optimal solution; Assignment model: Hungarian Method and its applications.

UNIT-III

Queuing Theory: Characteristics of basic Queue model; Applications of Queue model for better service to the customers; Sequencing Problem: Johnsons Algorithm for n Jobs and Two machines, n Jobs and Three Machines, Two jobs and m Machines Problems; Replacement Problem: Replacement of assets that deteriorate with time, and that fail suddenly.

UNIT-IV

Project Management: Rules for drawing the network diagram, Application of CPM and PERT techniques in project planning and control; Probability considerations in PERT networks; Crashing and resource levelling of operations; Basic concepts and applications of Simulation and Markova analysis; Basic understanding of Software Applications.

Note:-

Cases Studies and other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Vohra- Quantitative Techniques in Management (Tata McGraw-Hill, 2nd edition), 2003.
2. Peter C Bell- Management Science/ Operations Research (Vikas)
3. Kothari- Quantitative Techniques (Vikas), 1996, 3rded.
4. Akhilesh K B and Balasubramanyam S- Quantitative Techniques (Vikas) Taha Hamdy- Operations Research- An Introduction (Prentice-Hall, 7th edition)

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Course Code: IMBA14303CR

Course Title: Corporate Governance and Ethics

IMBA 3rd Semester

Credits: 4

Cont. Assessment: 20

Term End Exam: 80

Min. Pass Marks: 40%

Course Objectives: The basic objective of the course is to expose students to the ethical dimensions of business decisions and to develop an understanding of corporate social responsibility and corporate governance in order to equip students to frame and institutionalize ethical business strategies.

Unit I

Nature and Significance of Business Ethics; Ethical Dilemmas, Personal Ethics, Morality, Religion, Etiquette, Law, Economics, Management, Professional Code; Moral and Non-moral Standards; Ethical Relativism; Moral Development and Moral Reasoning; Ethical Decision Making Model; Globalization and Business ethics- Eastern Values and western Business systems,

Unit II

Business Ethical Principles – Role and Types of Ethical Theories- Teleological, Deontological and Virtue; Egoism, Utilitarianism-classical, act and rule; Free Market and Utilitarianism; Kant's Ethics, Rights and Duties, Justice and Fairness-Distributive, Egalitarian, Capitalistic, Socialistic, Libertarian, Retributive and Compensatory Justice; Ethics of care; Virtue Ethics; Ethical Dimensions of Marketing, Human Resource, Production and Financial Decisions; Environmental Protection;

Unit III

Corporate Social Responsibility- Nature of Corporations; Corporation as Morally Responsible Agent; Nature and significance of Corporate Social Responsibility, Social Responsiveness and Social Performance; Corporate Philanthropy; Corporate Citizenship; Social Responsibility Model; Free Market Theory and Profit Maximization; Shareholders Theory, Stakeholders Theory, Social Contracts Theory;

Unit IV

Corporate Governance: Nature and Significance; Property Rights and Social Institution Theory, Agency Theory; Corporate Governance Model; Corporate Governance Failure; Corporate Scam; Whistle Blowing; Indian Corporate Governance; Role of Board of Directors, Auditors, and Shareholders; Accounting and Regulatory frame work, committees in India and abroad, Corporate Ethics Programme; Social Audit; Corporate Performance-Balanced Score Card, Triple Bottom Line.

Note:-

Cases Studies and other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Manuel G Velasquez: Business Ethics, Pearson
2. John R Boatright: Ethics and the Conduct of Business, Pearson.
3. Willaim H Shaw: Business Ethics, Thomson.
4. Andrew Crane & Dirk Matten: Business Ethics, Oxford
5. Daniel Albuquerque: Business Ethics, Oxford
6. Thomas Clarke: International Corporate Governance, Routledge

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Syllabus for IMBA 1st to 10th semester

Course Code: IMBA14304EA
Course Title: Indian Financial System
IMBA 3rd Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objectives: To enable the students to acquire basic understanding of the structure, organization and functioning of the financial system in India. The course also aims at exposing the students to new financial instruments and their implications in the existing regulatory framework.

Unit I:

Indian Financial system: An overview, structure and functions of financial system, financial system and economic development, Components: Financial Assets, Financial Intermediaries, Financial Markets, Regulatory framework, Financial Instruments, Government Securities Market, Long Term Loans Market , Mortgages Market , Financial Guarantees Market.

Unit II:

Financial Institutions: Meaning, Role of the Central Bank (RBI), Commercial banks, Indigenous Financial Agencies, Discount houses, Acceptance houses, Merchant Banks, Investment companies, Development banks, Mutual Funds, Special Financial Institutions: Need, Objectives and functions of IDBI, IFCI, SFCs, ICICI, EXIM Bank of India, Coperative Banking Institutions: Features and Structure. Non-Banking Finance Companies: Meaning, Role, Types of NBFCs, Financial regulation: Capital Issues (Control) Securities Contract (Regulations) Act, Malpractices in the Securities Market, SEBI: Introduction to SEBI ACT 1992, Objectives, Functions, powers, Organization of the Board.

Unit III:

Financial Markets in India: Capital Markets and Money Market: Features, Objectives and Role, Money Market Instruments: Treasury Bills, Certificate of Deposits, Commercial Paper, Call money market, Commercial bills, Inter-corporate deposits, Inter-bank participation certificates. Primary Markets: Features, objectives and functions, players in the New Issue Market, relationship between New Issues Market and Stock Exchange, Problems and Recent Developments, Modes of procuring long term funds. Secondary Market: Meaning, Functions of the stock exchange, Stock market indices, Method of Trading in a Stock Exchange, listing of securities, Registration of Stock Brokers, Registration Procedure, Code of Conduct for Stock Brokers, Kinds of Brokers and their Assistants, Kinds of Speculators.

Unit IV:

Financial services: Venture Capital Financing: Meaning, Steps and methods, Factoring: Meaning, Types, costs and benefits of factoring, difference between factoring and forfeiting, Leasing: Meaning, Definition, Types of leases, Underwriting: Meaning and benefits, Credit Rating Agencies: Meaning and role of such agencies (CRISIL, CARE, ICRA). Concept of Depository Services.

Note:-

Cases studies and other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Financial Markets and Institutions-Dr. S. Gurusamy,Tata McGraw Hill.
2. The Indian financial system and Development- Vasant Desai, Himalaya Publishing House
3. Financial Management- I.M.Pandey, Vikas Publishing House.
4. Financial Management- M.Y.Khan and P.K.Jain :Tata McGraw Hill Education Pvt. Ltd.
5. Bhole, Financial Institutions in Market,Tat McGraw Hill

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Course Code: IMBA14305EA

Course Title: **Business Environment**

IMBA 3rd Semester

Credits: 4

Cont. Assessment: 20

Term End Exam: 80

Min. Pass Marks: 40%

UNIT– I:

Concept of business environment: Significance and nature, the interaction matrix of different environment factors, the process of environmental scanning.

UNIT– II:

Legal environment: Relationship between business and Government of India; Constitutional provisions affecting business; Introduction to some important business laws: Consumer Protection Act; Changing dimensions of these laws and their impact on business. Political scenario of India.

UNIT–III:

Economic environment: Philosophy and strategy of planning in India; Problem of poverty; Concept of mixed economy: the public sector and the private sector, their changing roles; Industrial policy in India in recent years; Policy with regard to small scale industries and Labour.

UNIT– IV:

Technological and socio-cultural environment: Policy for research and development in India; Problem of selecting appropriate technology; Multinationals as source of technology; foreign collaborations and joint ventures Impact of culture and values: Salient features of Indian culture and values and their implications for industrialisation and economic growth.

Note:-

Cases studies and other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Adhikari M- Economic Environment of Business (Excel Books), 8th ed, Sultan Chand.
2. Ghosh- Economic Environment of Business (Vikas).
3. Morrison J- The International Business Environment .
4. Agarwal R- Business Environment (Excel Books).
5. Bedi S K- Business Environment (Excel Books).
6. George A and Steiner G A- Business, Government and Society (Macmillan)

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Course Code: IMBA14306EA

Course Title: **Business Analysis and Valuation**

IMBA 3rd Semester

Credits: 4

Cont. Assessment: 20

Term End Exam: 80

Min. Pass Marks: 40%

Course Objective: To provide hands on experience in valuation especially using financial analysis. This course also aims to provide students who expect at some point in their careers to evaluate the performance, prospects and value of a business.

Unit: I

Framework for Business Analysis and Valuation Using Financial Statements: role of financial reporting in capital markets, Business activities and financial statements, Financial statements and business analysis; *Strategy Analysis:* Industry analysis-degree of actual and potential competition, potential sources in an industry analysis, personal computer analysis, competitive strategy analysis.

Unit: II

Overview of Accounting Analysis: Institutional framework for financial reporting, factors affecting accounting quality, steps in doing accounting analysis, accounting analysis pitfalls.

Implementing Accounting Analysis: recasting financial statements, asset distortions, overstated assets, understated assets, liability distortions, equity distortions; approaches to valuation and identifying value drivers; Estimating the discount rate, growth rates and cash flows

Unit: III

*Business Analysis and Valuation Tools: Financial Analysis-*Ratio analysis, cash flow analysis; *Prospective Analysis-* forecasting; prospective valuation theory and concepts; prospective analysis valuation implementation

Unit: IV

Business Analysis and Valuation Applications: Equity Security Analysis; Credit analysis and distress prediction; Corporate financing policies; *Mergers and Acquisitions-* motivation for merger or acquisition, acquisition pricing, acquisition financing, acquisition outcome, communication and governance.

Note:-

Cases studies and other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Arthur J. Keown, Jhon D. Martin, David F. Scott, *Financial Management: Principles and Applications*, Prentice Hall of India Pvt. Ltd., New
2. *Financial Engineering*, Jhon F. Marshall and Vipul K. Bansal, Prentice Hall of India Pvt. Ltd. New Delhi
3. Sheridan, T., Jhon D. Martin and Anshuman, V.R., *Valuation : Analysing Global Investment Opportunities*, Pearson Education, New Delhi
4. Earl K. Stice and James D. Stice, *Financial Accounting : Reporting and Analysis*, Thmson New Delhi
Cornell, Bradfor d, *Corporate Valuation*, Burr Ridge, IL:Irwin Professional

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Course Code: IMBA14307EA

Course Title: **Business Process Re-engineering**

IMBA 3rd Semester

Credits: 4

Cont. Assessment: 20

Term End Exam: 80

Min. Pass Marks: 40%

Course Objectives: - This course aims at making students conversant with the basic concepts of Business Process Re-Engineering.

UNIT I

Introduction to BPR: Concept of Reengineering, Need for Reengineering, Reengineering and Its Relationship with Functional Areas of Business, History of Reengineering, Benefits and pitfalls of BPR, Concept of Business Processes, Planning the process re-engineering project

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UNIT II

Implementation Process: Business Process analysis, Redesign of Business Processes, Key Enablers of BPR, Technology for BPR, Critical Success Factors, Cross Functional Teams, Mentoring, Facilitating, Models and Methodologies of BPR, Tools and Techniques of BPR.

UNIT III

BPR with other management concepts: Total Quality Management, Quality Function Deployment, ISO standards, Enterprise Resource Planning (ERP), Software reengineering, BPR in Manufacturing Industry, BPR and Industrial engineering

UNIT IV

Making effective Reengineering efforts: Management of Change in BPR, Strategic aspects of BPR, Virtual Ingredient – People, Top Management's Involvement, Involvement of Consultants, Empowerment and Autonomy, The IT 'Black Hole', Simulation and Key Performance Indicators, Future course of BPR in Indian organizations.

Note:-

Cases Studies and other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Srinivasan, R., Business Process Reengineering, Tata McGraw Hill.
2. Laguna, Manuel, Business Process Modeling, Simulation and Design, Pearson.
3. B.R. Dey, Business Process Reengineering and Change Management, Wiley.
4. Carter, Tony, The Aftermath of Re-engineering, Viva Books.
5. Edsomwan, J.A., Organizational transformation and process re-engineering, British Library Cataloging in Pub.data.