

**DIRECTORATE OF DISTANCE EDUCATION  
INTEGRAL UNIVERSITY, LUCKNOW  
Subject Name: ORGANIZATIONAL BEHAVIOUR**

**Subject Code: M.COM- 101  
OB/M**

**Paper Code:**

**(W.e.f. JULY 2018 Session)**

C O N T E N T S	<b>UNIT</b>	<b>Chapter Name</b>
	Unit - 1	STUDY OF ORGANIZATIONAL BEHAVIOUR
	Unit – 2	EVOLUTION OF MANAGEMENT THOUGHT
	Unit – 3	INDIVIDUAL DIMENTIONS OF ORGANIZATIONAL BEHAVIOUR
	Unit – 4	PERSONALITY
	Unit – 5	LEARNING
	Unit – 6	VALUE ATTITUDE & JOB SATISFACTION
	Unit – 7	MOTIVATION
	Unit – 8	PERCEPTION & INDIVIDUAL DECISION MAKING
	Unit – 9	INTERPERSONAL BEHAVIOUR (TRANSACTIONAL ANALYSIS)
	Unit – 10	FOUNDATION OF GROUP BEHAVIOUR
	Unit – 11	CONFLICT MANAGEMENT
	Unit – 12	STRESS MANAGEMENT
	Unit – 13	THE DYNAMICS OF COMMUNICATION
	Unit – 14	POWER & PLASTICS
	Unit – 15	LEADERSHIP
	Unit – 16	ORGANIZATIONAL STRUCTURE
	Unit – 17	JOB DESIGN
	Unit – 18	MANAGEMENT OF CHANGE
	Unit – 19	ORGANIZATIONAL DEVELOPMENT
Unit – 20	ORGANIZATIONAL CULTURE & CLIMATE	

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# **ORGANIZATIONAL BEHAVIOUR**

## **UNIT –1 STUDY OF ORGANIZATIONAL BEHAVIOUR**

- ❖ Introductions
- ❖ Definitions
- ❖ Contributing Fields to Organizational Behaviour
- ❖ Behaviour Model For Organizational Efficiency
- ❖ External Environment

## **UNIT –2 EVOLUTION OF MANAGEMENT THOUGHT**

- ❖ Introduction
- ❖ Classical Theories of Management Bureaucracy
- ❖ Scientific Management - Taylor
- ❖ Principles of Scientific Management
- ❖ Analysis
- ❖ Process Management Theory – Fayol
- ❖ Neo-Classical Theories
- ❖ Modern Management Theories
- ❖ Total Quality In Human Resources Management
- ❖ Leadership
- ❖ Appraisal And Recognition

## **UNIT -3 INDIVIDUAL DIMENSIONS OF ORGANIZATIONAL BEHAVIOUR**

- ❖ Introductions
- ❖ Biographical Characteristics
- ❖ Emotional Intelligence At Work *Optimism*
- ❖ Learned Characteristics
- ❖ Developing An Organizational Behaviour Model (OB Model)
- ❖ Independent Variables
- ❖ Types of Models of Organizational Behaviour

## **UNIT –4 PERSONALITY**

- ❖ Introductions
- ❖ Determinants of Personality
- ❖ The Myers-Briggs Type Indicator (MBTI)
- ❖ Personality Orientation
- ❖ Types of Personality

## **UNIT –5 LEARNING**

- ❖ Introductions
- ❖ Theories of Learning
- ❖ Application of Reinforcement To Shape Behaviour
- ❖ Extinction
- ❖ Application of Learning And Organizational Behaviour Modification

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## **UNIT –6 VALUE ATTITUDE & JOB SATISFACTION**

- ❖ Introductions
- ❖ Values
- ❖ Types of Values
- ❖ Value, Loyalty And Ethical Behaviour
- ❖ Attitude
- ❖ Types of Attitude
- ❖ Cognitive Dissonance Theory
- ❖ Job Satisfaction
- ❖ Effect of Job Satisfaction on Performance

## **UNIT –7 MOTIVATION**

- ❖ Introductions
- ❖ Importance of Motivation
- ❖ Motivation Theories
- ❖ Maslow's Need Hierarchy Theory
- ❖ Analysis
- ❖ Herzberg's Motivation— Hygiene Theory
- ❖ Analysis
- ❖ Mcgregor's Theory X And Theory Y
- ❖ Erg Theory of Motivation
- ❖ Expectancy Theory-Vroom
- ❖ Porter And Lawler Model of Motivation

## **UNIT –8 PERCEPTION & INDIVIDUAL DECISION MAKING**

- ❖ Introductions
- ❖ Definition
- ❖ Common Errors While Judging Others
- ❖ Individual Decision Making
- ❖ Factors Affecting Decisions

## **UNIT –9 INTERPERSONAL BEHAVIOUR (TRANSACTIONAL ANALYSIS)**

- ❖ Introduction To Transaction Analysis
- ❖ Principles of Changes In Awareness
- ❖ Ego State
- ❖ Analysis of Transactions
- ❖ Non-Complimentary Transactions
- ❖ Life Script
- ❖ Life Positions
- ❖ Psychological Games
- ❖ Benefits of Transactional Analysis

## **UNIT –10 FOUNDATION OF GROUP BEHAVIOUR**

- ❖ Introductions

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- ❖ Understanding Group
- ❖ Types of Groups
- ❖ Psychological Groups
- ❖ Theories of Group Behaviour
- ❖ Cohesion
- ❖ Group Cohesiveness

### **UNIT –11 CONFLICT MANAGEMENT**

- ❖ Introduction
- ❖ Functional And Dysfunctional Conflict
- ❖ Functional Conflict
- ❖ Transition of Conflict
- ❖ Causes of Conflict
- ❖ Behavioural View
- ❖ Conflict Process
- ❖ Conflict Resolution Model

### **UNIT –12 STRESS MANAGEMENT**

- ❖ Introduction To Stress
- ❖ Sources of Job Stress
- ❖ Physiological Response
- ❖ Role Conflict
- ❖ Burnout
- ❖ Management of Stress
- ❖ Organizational Level Strategies

### **UNIT –13 THE DYNAMICS OF COMMUNICATION**

- ❖ Introductions
- ❖ Objectives of Communication
- ❖ Communication Process
- ❖ Means of Communication
- ❖ Structure of Communication
- ❖ Types of Communication
- ❖ Communication Network
- ❖ Barriers To Effective Communication
- ❖ Feedback
- ❖ Overcoming Communication Barriers

### **UNIT –14 POWER & PLASTICS**

- ❖ Introductions
- ❖ Bases of Power
- ❖ Sources of Power Organizational Based
- ❖ Allocation of Power

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- ❖ Politics
- ❖ Scarcity of Resources
- ❖ Non Programmed Decisions
- ❖ Techniques of Political Plays
- ❖ Machiavellianism (1469 – 1527)

### **UNIT –15 LEADERSHIP**

- ❖ Introductions
- ❖ Definition
- ❖ Ingredients of Leadership
- ❖ Theories of Leadership
- ❖ Leadership Skills And Style
- ❖ Leadership Styles And Behaviour
- ❖ Leadership Styles Based On Authority
- ❖ Likert's Four Systems of Management
- ❖ Managerial Grid
- ❖ Team Management 9:9
- ❖ Contingency Approach To Leadership
- ❖ Hersey And Blanchard's Situational Leadership Model
- ❖ Behavioural Approach To Leadership
- ❖ Fiedler's Contingency Approach To Leadership
- ❖ Path-Goal Theory of Leadership
- ❖ Charismatic Leadership
- ❖ Transformational Leadership

### **UNIT –16 ORGANIZATIONAL STRUCTURE**

- ❖ Introductions
- ❖ Definition
- ❖ Forms of Organization Structure
- ❖ Bureaucracy
- ❖ Concepts of Organizational Structure
- ❖ Formalisation
- ❖ Standardization
- ❖ Span of Management
- ❖ Designing of Organisational Structure
- ❖ Steps In Formation of Organizational Structure
- ❖ Determinants of Organizational Structure
- ❖ Types of Organizational Structure

### **UNIT –17 JOB DESIGN**

- ❖ Introductions
- ❖ Job Enrichment
- ❖ Personal Growth & Achievement
- ❖ Job Design
- ❖ The Job Diagnostic Survey
- ❖ Experienced Psychological States: (Intervening Variables)
- ❖ Growth, Need Strength (Moderating Variables)

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**Paper Code:**

- ❖ Managerial Implications For Job Design
- ❖ Options For Job Design
- ❖ Job Design And Quality of Work Life

#### **UNIT –18 MANAGEMENT OF CHANGE**

- ❖ Introductions
- ❖ Understanding Change
- ❖ Organizational Growth As A Kind of Change
- ❖ Forces of Change
- ❖ Change Process
- ❖ Levels of Change
- ❖ Types of Change
- ❖ Steps In Managing Change
- ❖ Change Agents
- ❖ Resistance To Change
- ❖ Rapidity And Extent of Change

#### **UNIT –19 ORGANIZATIONAL DEVELOPMENT**

- ❖ Introductions
- ❖ Definitions
- ❖ Objective of Organizational Development Programme
- ❖ Quality of Work Life
- ❖ Features of Quality of Work Life
- ❖ Organizational Development Intervention Strategies
- ❖ Organizational Strategies For Personal Concern
- ❖ Quality Circles And Self-Managed Teams
- ❖ Job Related Interventions
- ❖ Socio-Technical Interventions
- ❖ Learning Organizations
- ❖ Innovation
- ❖ Innovation Process
- ❖ Features of Innovative Organization:
- ❖ Creativity
- ❖ Three Component Model of Creativity

#### **UNIT –20 ORGANIZATIONAL CULTURE & CLIMATE**

- ❖ Introduction
- ❖ Functions of Organizational Culture
- ❖ Managing Organizational Culture
- ❖ Levels of Culture
- ❖ Management Philosophy
- ❖ Organizational Climate

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**Paper Code:**

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<b>C O N T E N T S</b>	<b>UNIT</b>	<b>Chapter Name</b>
	<b>Unit - 1</b>	<b>FINANCE AN INTRODUCTION</b>
	<b>Unit – 2</b>	<b>FINANCE FUNCTION</b>
	<b>Unit – 3</b>	<b>FINANCIAL MANAGEMENT NATURE AND SCOPE</b>
	<b>Unit – 4</b>	<b>FINANCIAL GOALS</b>
	<b>Unit – 5</b>	<b>FINANCAIL DECISIONS</b>
	<b>Unit – 6</b>	<b>CAPITAL BUDGETING –A CONCEPTUAL FRAMEWORK</b>
	<b>Unit – 7</b>	<b>EVALUATION OF CAPITAL PROJECTS</b>
	<b>Unit – 8</b>	<b>RISK ANALYSIS IN CAPITAL BUDGETING</b>
	<b>Unit – 9</b>	<b>COST OF CAPITAL</b>
	<b>Unit – 10</b>	<b>CAPITAL STRUCTURE THEORIES</b>
	<b>Unit – 11</b>	<b>DIVIDENT POLICIES</b>
	<b>Unit – 12</b>	<b>WORKING CAPITAL MANAGEMENT</b>
	<b>Unit – 13</b>	<b>OPERATING CYCLE &amp; ESTIMATION OF WORKING CAPITAL</b>
	<b>Unit – 14</b>	<b>WORKING CAPITAL &amp; BANKING POLICY</b>
<b>Unit – 15</b>	<b>DIMENSION OF WORKING CAPITAL MANAGEMENT</b>	

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# **FINANCIAL MANAGEMENT**

## **UNIT-01 FINANCE AN INTRODUCTION**

- ❖ Introduction
- ❖ Definition of Finance
- ❖ Functions of Finance
- ❖ Types of Finance
- ❖ Business Finance
- ❖ Direct Finance
- ❖ Indirect Finance
- ❖ Public Finance
- ❖ Private Finance
- ❖ Corporation Finance
- ❖ Finance in Relation to other Allied Disciplines

## **UNIT-02 FINANCE FUNCTION**

- ❖ Nature of Finance Function
- ❖ Content of Finance Function
- ❖ Finance Function - Objectives
- ❖ Changing Concept of Finance
- ❖ Scope of Finance Function
- ❖ Organisation of the Finance Function
- ❖ Meaning of the Finance Function
- ❖ Finance Function - A New Perspective

## **UNIT-03 FINANCIAL MANAGEMENT NATURE AND SCOPE**

- ❖ Financial Management - Introduction
- ❖ Financial Management - Definition
- ❖ Evaluation of Financial Management
- ❖ Nature of Financial Management
- ❖ Financial Management – Key Areas
- ❖ Financial manager–Functions
- ❖ Financial Management - As science or art

## **UNIT-04 FINANCIAL GOALS**

- ❖ Objectives / goals – Meaning
- ❖ Introduction goals of Financial Management
- ❖ Goals of Financial Management
- ❖ Profit Maximisation
- ❖ Arguments in favour of Profit Maximisation
- ❖ Criticisms leveled against Profit Maximisation
- ❖ Wealth maximisation

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- ❖ Profit maximization Vs Wealth Maximisation

## **UNIT-05 FINANCIAL DECISIONS**

- ❖ Introduction
- ❖ Financial decision – types
- ❖ Investment decisions
- ❖ Financing decision
- ❖ Dividend decision
- ❖ Liquidity
- ❖ Relationship of financial Decisions
- ❖ Factors influencing Financial decisions

## **UNIT-06 CAPITAL BUDGETING –A CONCEPTUAL FRAMEWORK**

- ❖ Meaning of Capital Budgeting
- ❖ Capital expenditure
- ❖ Definition
- ❖ Need for capital investment
- ❖ Capital budgeting-Introduction
- ❖ Capital Budgeting process
- ❖ Factors influencing Investment decisions
- ❖ Kinds of Capital Budgeting Decisions

## **UNIT-07 EVALUATION OF CAPITAL PROJECTS**

- ❖ Investment evaluation criteria
- ❖ Features required by Investment evaluation criteria
- ❖ Techniques of investment Appraisal
- ❖ Discounted cash flow (DCF) Criteria
- ❖ Non-discounted cash flow Criteria
- ❖ Comparison between NPV & IRR
- ❖ Similarities of results under NPV and IRR
- ❖ Problems & key

## **UNIT-08 RISK ANALYSIS IN CAPITAL BUDGETING**

- ❖ Capital rationing – meaning
- ❖ Measuring of risk and uncertainty
- ❖ Types of uncertainties
- ❖ Precautions for uncertainties
- ❖ Risk and investment proposals
- ❖ Risk and uncertainty
- ❖ Incorporated methods of Capital project evaluation

## **UNIT-09 COST OF CAPITAL**

**Subject Name: FINANCIAL MANAGEMENT**

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- ❖ Introduction
- ❖ Definition of Cost of Capital
- ❖ Introduction
- ❖ Determination of cost of Capital – problems involved
- ❖ Measurement of cost of Capital
- ❖ Cost of preference share Capital
- ❖ Cost of equity capital
- ❖ Cost of retained earnings
- ❖ Weighted average cost of Capital

## **UNIT-10 CAPITAL STRUCTURE THEORIES**

- ❖ Introduction
- ❖ Financial leverage
- ❖ Measures of financial leverage
- ❖ Operating leverage
- ❖ Measures of operating leverage
- ❖ Combined effect of operating and financial leverage
- ❖ Capital structure theories
- ❖ Analyzing alternate financial plans
- ❖ Capital structure planning
- ❖ Composition of capital structure
- ❖ Capital structure frame work
- ❖ FRICT analysis
- ❖ Capital structure and value of a firm
- ❖ Net income approach
- ❖ Weighted average cost of capital
- ❖ Net operating income approach
- ❖ Traditional approach
- ❖ Modigliani and Miller's proposition
- ❖ Taxes and capital structure
- ❖ Capital structure determinants in practice

## **UNIT-11 DIVIDENT POLICIES**

- ❖ What is dividend?
- ❖ How do we define dividends?
- ❖ Factors which influence dividend decisions
- ❖ What is the form in which dividends are paid?
- ❖ Dividend policies
- ❖ Issues in dividend policy
- ❖ Some important dates in dividend payments
- ❖ Some Frequently Asked Questions
- ❖ The Residual Theory of Dividends
- ❖ Dividend Irrelevance
- ❖ Signaling Hypothesis

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- ❖ Dividend Relevance:
- ❖ Walter's Model
- ❖ Gordon's model
- ❖ Implications for Corporate Policy

## **UNIT-12 WORKING CAPITAL MANAGEMENT**

- ❖ Working capital management
- ❖ Current assets and Current liabilities
- ❖ Fixed assets vs. current assets
- ❖ Gross concepts and Net concepts of Working Capital
- ❖ Permanent Working Capital and Temporary Working Capital
- ❖ Determinants of Working Capital
- ❖ Working capital under inflation
- ❖ Negative working capital

## **UNIT-13 OPERATING CYCLE & ESTIMATION OF WORKING CAPITAL**

- ❖ Operating cycle
- ❖ Estimation of Working
- ❖ Capital requirements
- ❖ Organization

## **UNIT-14 WORKING CAPITAL & BANKING POLICY**

- ❖ Need for working capital banking policy?
- ❖ Dehejia committee 1969
- ❖ Tandon committee reports 1974
- ❖ *Lending practices*
- ❖ Chore committee reports 1980
- ❖ Marathe committee reports 1982
- ❖ Chakravarthy committee reports 1985
- ❖ Kannan committee reports 1997
- ❖ Recent RBI guidelines

## **UNIT-15 DIMENSION OF WORKING CAPITAL MANAGEMENT**

- ❖ Background
- ❖ Liquidity Vs profitability - Return-risk trade off
- ❖ Current assets to Sales level
- ❖ Financing mix in current assets
- ❖ A good working capital management policy
- ❖ Overtrading and under trading
- ❖ Working capital leverage

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**DIRECTORATE OF DISTANCE EDUCATION  
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**Subject: Investment & Portfolio Management**

**Subject Code: M.COM- 103**  
**Code: IPM/B**

**Paper**

**(W.e.f. JULY 2018 Session)**

<b>C O N T E N T S</b>	<b>UNIT</b>	<b>Chapter Name</b>
	<b>Unit - 1</b>	<b>INVESTMENT</b>
	<b>Unit - 2</b>	<b>EQUITY STOCK ANALYSES</b>
	<b>Unit - 3</b>	<b>FUTURES AND OPTIONS</b>
	<b>Unit - 4</b>	<b>TECHNICAL ANALYSES</b>
	<b>Unit - 5</b>	<b>PORTFOLIO MANAGEMENT</b>

**Subject: Investment & Portfolio Management**

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**Code: IPM/B**

**Paper**

## **UNIT -1 INVESTMENT**

- ❖ Introduction
- ❖ Investment Verses Speculation
- ❖ Investment Process
- ❖ Corporate Securities
- ❖ Deposits
- ❖ Real Assets
- ❖ Types of Risk
- ❖ Summary Statistics For Returns
- ❖ Mc Donald's Stock
- ❖ The Capitalization or Multiplier Approach

## **UNIT-2 EQUITY STOCK ANALYSIS**

- ❖ Introduction
- ❖ Economic Analysis
- ❖ Population
- ❖ Trade Liberalization, Capital Mobility And Exchange Rate Policy
- ❖ Elements of Financial Analysis
- ❖ Ratio Analysis
- ❖ Using Financial Statement Analysis
- ❖ How to Prepare Cash Flow Statement
- ❖ Definitions and Characteristics of Bonds
- ❖ General Relationships
- ❖ Bond Pricing
- ❖ Bond Intrinsic Values
- ❖ Bond Management Strategies

## **UNIT-3 FUTURES & OPTIONS**

- ❖ Introduction.
- ❖ Options-Meaning
- ❖ Reasons for using options
- ❖ Working of options
- ❖ Types of options
- ❖ Pricing of Options
- ❖ Trading Strategies
- ❖ Futures Contract - Meaning
- ❖ Futures Characteristics
- ❖ Contract specification for Index futures contracts.
- ❖ Eligibility Criteria for introducing futures option contracts on Index.

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**Paper**

- ❖ Importance of index futures
- ❖ Security Futures
- ❖ Contract specifications for single stock futures.
- ❖ Eligibility criteria for introducing futures option contracts on stocks.
- ❖ Security Futures Vs stock options
- ❖ Trading system
- ❖ Futures strategies
- ❖ Advantages of Future Index
- ❖ Future on fixed income securities
- ❖ Hedging by fixed income funds
- ❖ Valuations of index futures.
- ❖ Futures of bonds
- ❖ Security futures risks
- ❖ Some technical terms
- ❖ Activities

#### **UNIT -4 TECHNICAL ANALYSIS**

- ❖ Introduction
- ❖ Basic Assumption
- ❖ Differences Between Technical Analysis and Fundamental Analysis
- ❖ The Dow Theory
- ❖ Bar And Line Charts
- ❖ Efficient Market Theory
- ❖ Market Efficiency And Anomalies
- ❖ Financial Market Overreaction:
- ❖ Calendar-Based Anomalies:
- ❖ Portfolio Analysis
- ❖ Markowitz Theory
- ❖ Portfolio Selection

#### **UNIT -5 PORTFOLIO MANAGEMENT**

- ❖ Introduction.
- ❖ Efficient Market Hypothesis
- ❖ Capital Asset Pricing Model (CAPM)
- ❖ Portfolio Management in India
- ❖ Evaluation of Portfolio management
- ❖ Investment Components
- ❖ View of some economists

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**Paper**

**DIRECTORATE OF DISTANCE EDUCATION  
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Subject: Management Accounting**

**Subject Code: M.COM- 104  
MA/B**

**Paper Code:**

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<b>C O N T E N T S</b>	<b>UNIT</b>	<b>Chapter Name</b>
	<b>Unit - 1</b>	<b>MANAGEMENT ACCOUNTING</b>
	<b>Unit - 2</b>	<b>BUDGETS AND BUDGETORY CONTROL</b>
	<b>Unit - 3</b>	<b>MARGINAL COSTING</b>
	<b>Unit - 4</b>	<b>MARGINAL COSTING AND CVP ANALYSIS</b>
	<b>Unit - 5</b>	<b>MARGINAL COSTING AND DECISION-MAKING</b>
	<b>Unit - 6</b>	<b>ANALYSING FINANCIAL STATEMENTS</b>
	<b>Unit - 7</b>	<b>REPORTING TO MANAGEMENT</b>

**Subject: Management Accounting**

**Subject Code: M.COM- 104  
MA/B**

**Paper Code:**

## **UNIT-1 MANAGEMENT ACCOUNTING**

- ❖ Introduction
- ❖ Meaning of accounting
- ❖ Branches of accounting
- ❖ Financial accounting
- ❖ Nature and scope of financial accounting
- ❖ Limitations of financial accounting
- ❖ Cost accounting
- ❖ Objectives of cost accounting
- ❖ Nature and scope of cost accounting
- ❖ Limitations of cost accounting
- ❖ Management accounting
- ❖ Objectives of management accounting
- ❖ Nature and scope of management accounting
- ❖ Limitations of management accounting
- ❖ Management accountant
- ❖ Responsibility accounting
- ❖ Responsibility centres
- ❖ Transfer pricing

## **UNIT -2 BUDGETS & BUDGETORY CONTROL**

- ❖ Introduction
- ❖ Elements of budget
- ❖ Definition of budgetary control
- ❖ Types of budgeting
- ❖ Preparation of budgets
- ❖ Cash budget
- ❖ Production budget
- ❖ Flexible budget
- ❖ Zero base budgeting
- ❖ Performance budgeting:

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- ❖ Standard Costing
- ❖ Budgetary control and standard costing
- ❖ Setting the standard
- ❖ Determination of standard costs
- ❖ Revision of standards
- ❖ Budgetary control and standard costing
- ❖ Variance Analysis
- ❖ Overhead variance
- ❖ Variable overhead variance
- ❖ Fixed overhead variance

### **UNIT-3 MARGINAL COSTING**

- ❖ Introduction
- ❖ Features of Marginal Costing
- ❖ Assumptions in Marginal Costing
- ❖ Characteristics of Marginal Costing
- ❖ Advantages of Marginal Costing
- ❖ Limitations of Marginal Costing
- ❖ Marginal Costing and Absorption Costing
- ❖ Distinction between Absorption Costing and Marginal Costing
- ❖ Differential Costing
- ❖ Marginal Cost
- ❖ Features of Marginal Cost
- ❖ Marginal Cost
- ❖ Statement Marginal Cost Equation
- ❖ Contribution: Profit / Volume Ratio
- ❖ Angle of incidence
- ❖ Profit goal: Operating leverage

### **UNIT-4 MARGINAL COSTING & CVP ANALYSIS**

- ❖ Introduction
- ❖ Break Even Chart
- ❖ Profit Volume Graph
- ❖ Cost-volume-profit relationship with the help of an example
- ❖ Basic Assumptions of Cost – Volume Profit Analysis
- ❖ Uses and limitations of Break even analysis

### **UNIT -5 MARGINAL COSTING & DECISION MAKING**

- ❖ Introduction
- ❖ Fixation of selling price.
- ❖ Make or buy decision
- ❖ Selection of a suitable product mix
- ❖ Alternative methods of production

**Subject: Management Accounting**

**Subject Code: M.COM- 104  
MA/B**

**Paper Code:**

- ❖ Profit planning
- ❖ Suspending activities i.e. closing down

## **UNIT -6 ANALYSING FINANCIAL STATEMENTS**

- ❖ Meaning And Types Of Financial Statements
- ❖ Analysis And Interpretation Of Financial Statements
- ❖ Types of Financial Analysis
- ❖ Steps Involved In Financial Statements Analysis
- ❖ Techniques of Financial Analysis
- ❖ Limitations of Financial Analysis
- ❖ Ratio Analysis
- ❖ Solvency Ratios
- ❖ Activity Ratios
- ❖ Cash Flow Analysis
- ❖ Preparation of Cash Flow Statement
- ❖ Trading and Profit And Loss Account
- ❖ Difference Between Cash Flow Analysis And Funds Flow Analysis
- ❖ Utility of Cash Flow Analysis
- ❖ Limitations of Cash Flow Analysis
- ❖ Value Chain Analysis
- ❖ Activity-Based Costing
- ❖ Quality Costing
- ❖ Target Costing
- ❖ Benefits of Target Costing
- ❖ Life Cycle Costing

## **UNIT -7 REPORTING TO MANAGEMENT**

- ❖ Introduction
- ❖ Objectives of Reporting
- ❖ Principles of Reporting
- ❖ Importance of Reporting
- ❖ Qualities of a good Report
- ❖ Types of Reports
- ❖ Forms of Report
- ❖ Reports submitted to various levels of Management
- ❖ Management reporting requirements
- ❖ General format of reports

**Subject: Management Accounting**

**Subject Code: M.COM- 104  
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**Paper Code:**

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**Subject: Financial Accounting**

Subject Code: M.COM- 105  
Code: FA/B

Paper

(W.e.f. JULY 2018 Session)

<b>C O N T E N T S</b>	<b>UNIT</b>	<b>Chapter Name</b>
	<b>Unit - 1</b>	<b>INTRODUCTION TO FINANCIAL ACCOUNTING</b>
	<b>Unit - 2</b>	<b>THE ACCOUNTING PROCESS</b>
	<b>Unit - 3</b>	<b>FINANCIAL ACCOUNTING AND THE USE OF ADJUSTING ENTRIES</b>
	<b>Unit - 4</b>	<b>THE CLASSIFIED BALANCE SHEET AND RELATED DISCLOSURES</b>
	<b>Unit - 5</b>	<b>ACCOUNTING FOR THE SALE OF GOODS</b>
	<b>Unit - 6</b>	<b>ASSIGNING COSTS TO MERCHANDIZE</b>
	<b>Unit - 7</b>	<b>CASH AND RECEIVABLES</b>
	<b>Unit - 8</b>	<b>LONG-LIVED ASSETS</b>
	<b>Unit - 9</b>	<b>DEBT FINANCING: CURRENT AND NON-CURRENT LIABILITIES</b>
	<b>Unit - 10</b>	<b>DEBT FINANCING: BONDS</b>
	<b>Unit - 11</b>	<b>EQUITY FINANCING</b>
	<b>Unit - 12</b>	<b>PROPRIETORSHIPS AND PARTNERSHIPS</b>
	<b>Unit - 13</b>	<b>FINANCIAL STATEMENT ANALYSIS</b>
<b>Unit - 14</b>	<b>THE STATEMENT OF CASH FLOWS</b>	

**Subject: Financial Accounting**

Subject Code: M.COM- 105  
Code: FA/B

Paper

## **UNIT-1 INTRODUCTION TO FINANCIAL ACCOUNTING**

- ❖ Introduction
- ❖ Introduction
- ❖ Accounting Defined
- ❖ Business Organizations
- ❖ Generally Accepted Accounting Principles (GAAP)
- ❖ Financial Statements
- ❖ Transaction Analysis And Double-Entry Accounting

## **UNIT-2 THE ACCOUNTING PROCESS**

- ❖ Accounts
- ❖ Transaction Analysis Using Accounts
- ❖ The Trial Balance
- ❖ Using Formal Accounting Records
- ❖ The Accounting Cycle

## **UNIT-3 FINANCIAL ACCOUNTING & THE USE OF ADJUSTING ENTRIES**

- ❖ Introduction
- ❖ The Operating Cycle
- ❖ Adjusting Entries
- ❖ The Adjusted Trial Balance
- ❖ Using The Adjusted Trial Balance to Prepare Financial Statements
- ❖ The Accounting Cycle
- ❖ The Closing Process

## **UNIT-4 THE CLASSIFIED BALANCE SHEET & RELATED DISCLOSURES**

- ❖ Financial Statement Disclosure Decisions
- ❖ Classified Balance Sheet
- ❖ Notes to Financial Statements
- ❖ The Auditor's Report
- ❖ Management's Responsibility For Financial Statements

## **UNIT -5 ACCOUNTING FOR THE SALE OF GOODS**

- ❖ The Basics of Merchandizing
- ❖ The Purchase And Payment of Merchandize Using The Perpetual Inventory Method
- ❖ Merchandize Inventory: Sales And Collection Using The Perpetual Inventory System
- ❖ Adjustments to Merchandize Inventory Using The Perpetual Inventory System
- ❖ Merchandizing Income Statement

### **Subject: Financial Accounting**

**Subject Code: M.COM- 105**  
**Code: FA/B**

**Paper**

- ❖ Closing Entries For A Merchandizer Using The Perpetual Inventory System

## **UNIT -6 ASSIGNING COST TO MERCHANDIZE**

- ❖ Inventory Cost Flow Assumptions
- ❖ Financial Statement Impact of Different Inventory Cost Flows
- ❖ Lower of Cost and Net Realizable Value (LCNRV)
- ❖ Estimating The Balance In Merchandize Inventory

## **UNIT -7 CASH & RECEIVABLES**

- ❖ Internal Control
- ❖ Petty Cash
- ❖ Cash Collections And Payments
- ❖ Accounts Receivable
- ❖ Notes Receivable

## **UNIT -8 LONG LIVED ASSETS**

- ❖ Establishing the Cost of Property, Plant, and Equipment (PPE)
- ❖ Depreciation
- ❖ Partial Year Depreciation
- ❖ Revising Depreciation
- ❖ Impairment of Long-lived Assets
- ❖ Derecognition of Property, Plant, and Equipment
- ❖ Intangible Assets
- ❖ Goodwill
- ❖ Disclosure

## **UNIT -9 DEBT FINANCING CURRENT AND NON CURRENT LIABILITIES**

- ❖ Current Versus Non-Current Liabilities
- ❖ Known Current Liabilities
- ❖ Estimated Current Liabilities
- ❖ Non-Current Liabilities

## **UNIT -10 DEBT FINANCING: BONDS**

- ❖ The Nature of Bonds and The Rights of Bondholders
- ❖ The Bond Accounting Process
- ❖ Bond Amortization and Interest
- ❖ Calculation of expenses , calculation of income , calculation of cash balance

## **UNIT-11 EQUITY FINANCING**

### **Subject: Financial Accounting**

**Subject Code: M.COM- 105**  
**Code: FA/B**

**Paper**

- ❖ Introduction
- ❖ The Corporate Structure
- ❖ The Debt Versus Equity Financing Decision
- ❖ Recording Share Transactions
- ❖ Cash Dividends
- ❖ Book Value

## **UNIT -12 PROPRIETORSHIPS AND PARTNERSHIP**

- ❖ Proprietorships
- ❖ Partnerships
- ❖ Allocation of Partnership Profits and Losses
- ❖ Admission and Withdrawal of Partners
- ❖ Liquidation of a Partnership

## **UNIT -13 FINANCIAL STATEMENT ANALYSIS**

- ❖ Introduction to Ratio Analysis
- ❖ Liquidity Ratios: Analyzing Short-Term Cash Needs
- ❖ Profitability Ratios: Analyzing Operating Activities
- ❖ Leverage Ratios: Analyzing Financial Structure
- ❖ Market Ratios: Analysis of Financial Returns To Investors
- ❖ Overall Analysis of Big Dog's Financial Statements
- ❖ Horizontal and Vertical Trend Analysis

## **UNIT -14 THE STATEMENT OF CASH FLOWS**

- ❖ Introduction
- ❖ Financial Statement Reporting
- ❖ Preparing the Statement of Cash Flows
- ❖ Interpreting the Statement of Cash Flows

**Subject: Financial Accounting**

**Subject Code: M.COM- 105**  
**Code: FA/B**

**Paper**

**DIRECTORATE OF DISTANCE EDUCATION  
INTEGRAL UNIVERSITY, LUCKNOW  
Subject Name: MANAGERIAL ECONOMICS**

**Subject Code: M.COM- 106  
Code: ME/M**

**Paper**

**(W.e.f. JULY 2018 Session)**

<b>C O N T E N T S</b>	<b>UNIT</b>	<b>Chapter Name</b>
	<b>Unit - 1</b>	<b>NATURE &amp; SCOPE OF ECONOMIC ANALYSIS</b>
	<b>Unit – 2</b>	<b>DEMAND AND ITS ATTRIBUTES</b>
	<b>Unit – 3</b>	<b>SUPPLY &amp; PRODUCTION ANALYSIS</b>
	<b>Unit – 4</b>	<b>MARKET STRUCTURE &amp; ITS ANALYSIS</b>
	<b>Unit – 5</b>	<b>NATIONAL INCOME ANALYSIS &amp; INCOME ANALYSIS &amp; WELFARE</b>
	<b>Unit – 6</b>	<b>CONSUMPTION FUNCTION, SAVING FUNCTION DEMAND &amp; SUPPLY FOR MONEY</b>
	<b>Unit – 7</b>	<b>FOREIGN EXCHANGE MARKET, MNCS &amp; INTERNATIONAL TRADE THEORIES</b>
	<b>Unit – 8</b>	<b>INFLATION INFLATIONARY GAP &amp; MEASURES TO CONTROL INFLATION</b>
	<b>Unit – 9</b>	<b>TRADE BARRIERS &amp; PROT CETIONSIM</b>

**Subject Name: MANAGERIAL ECONOMICS**

**Subject Code: M.COM- 106**

**Paper Code: ME/M**

# **MANAGERIAL ECONOMICS**

## **UNIT-1 NATURE & SCOPE OF ECONOMIC ANALYSIS**

- ❖ Introduction to Economics
- ❖ Concept of Economics in Decision Making
- ❖ Scope of Managerial Economics
- ❖ Relationship between Managerial Economics and Other Subjects
- ❖ Tools and Techniques of Decision Making

## **UNIT-2 DEMAND AND ITS ATTRIBUTES**

- ❖ Demand and its Determinants
- ❖ Law of Demand
- ❖ Utility Approaches to the Theory of Demand
- ❖ Consumer Equilibrium and Demand Curve
- ❖ Demand Elasticities and Demand Estimates
- ❖ Aggregate Demand
- ❖ Demand Forecasting

## **UNIT-3 SUPPLY & PRODUCTION ANALYSIS**

- ❖ The Principle of Supply
- ❖ Aggregate Supply
- ❖ Cost and Output Relationship
- ❖ Production Concept and Analysis
- ❖ Production Process Demand curves

## **UNIT-4 MARKET STRUCTURE & ITS ANALYSIS**

- ❖ Market Structures
- ❖ Classification of Market Structure
- ❖ Parameters of Market Structures
- ❖ Factors Determining the Nature of Competition
- ❖ Barriers to Entry
- ❖ The Role of Government Policy
- ❖ Market Analysis
- ❖ Analysis of Monopoly and Oligopoly Market Situation

## **UNIT -5 NATIONAL INCOME ANALYSIS & INCOME ANALYSIS & WELFARE**

- ❖ Introduction to National Income
- ❖ Methods of Measurement of National Income
- ❖ Economic Welfare of National Income

## **UNIT -6 CONSUMPTION FUNCTION, SAVING FUNCTION DEMAND & SUPPLY FOR**

### **MONEY**

- ❖ The Consumption Function
- ❖ The Saving Function
- ❖ Significance of Consumption Function and Saving Function
- ❖ Money
- ❖ Demand for Money
- ❖ Multiplier

**Subject Name: MANAGERIAL ECONOMICS**



- ❖ The Supply of Money

## **UNIT -7 FOREIGN EXCHANGE MARKET, MNCS & INTERNATIONAL TRADE**

### **THEORIES**

- ❖ Introduction
- ❖ Functions of Foreign Exchange Market
- ❖ Foreign Exchange Control
- ❖ Foreign Exchange Rates
- ❖ Cost Benefit Analysis of FDI
- ❖ Role of MNCs in India
  - ❖ International Trade Theories

## **UNIT -8 INFLATION INFLATIONARY GAP & MEASURES TO CONTROL INFLATION**

- ❖ Introduction to Inflation
- ❖ Inflationary Gap
- ❖ Demand Pull or Monetary Theory of Inflation
- ❖ Cost Push Inflation
- ❖ Other Theories of Inflation
- ❖ Phillips Curve: The Relation between Unemployment and Inflation
- ❖ Measures to Control Inflation
- ❖ Measures of Prices and Inflation
- ❖ Monetary and Fiscal Policies in Developing Countries

## **UNIT -9 TRADE BARRIERS & PROTECTIONISM**

- ❖ Free Trade versus Protection
- ❖ Arguments for Protection
- ❖ Demerits of Protection
- ❖ Trade Barriers
- ❖ Tariff Barriers
- ❖ Non Tariff Barriers-Extent and Effects
- ❖

**Subject Name: MANAGERIAL ECONOMICS**

**Subject Code: M.COM- 106**

**Paper Code: ME/M**

**DIRECTORATE OF DISTANCE EDUCATION  
INTEGRAL UNIVERSITY, LUCKNOW  
Subject Name: Strategic Management**

**Subject Code: M.COM- 201  
Code: SM/M**

**Paper**

**(W.e.f. JULY 2018 Session)**

C O N T E N T S	UNIT	Chapter Name
	Unit - 1	01 STRATEGIC MANAGEMENT: AN INTRODUCTION
	Unit – 2	LEVELS AND APPROACHES TO STRATEGIC DECISION MAKING
	Unit – 3	PROCESS OF STRATEGIC MANAGEMENT
	Unit – 4	ROLES OF STRATEGISTS, MISSION AND OBJECTIVES
	Unit – 5	STRATEGIC BUSINESS UNIT
	Unit – 6	ENVIRONMENT-CONCEPTS, COMPONENTS AND APPRAISAL
	Unit – 7	ORGANISATIONAL DYNAMICS AND STRUCTURING ORGANISATIONAL APPRAISAL
	Unit – 8	SWOT ANALYSIS
	Unit – 9	STRATEGY FORMULATION
	Unit – 10	STRATEGY ANALYSIS AND CHOICE
	Unit – 11	STRATEGY IMPLEMENTATION. ASPECTS, STRUCTURES, DESIGN AND CHANGE
	Unit – 12	BEHAVIOURAL IMPLEMENTATION LEADERSHIP, CULTURE, POLITICS, POWER, VALUES AND ETHICS
	Unit – 13	FUNCTIONAL IMPLEMENTATION. PLANS AND POLICIES
Unit – 14	STRATEGIC EVALUATION AND CONTROL	

**Subject Name: Strategic Management**

**Subject Code: M.COM- 201**

**Paper Code: SM/M**

# **STRATEGIC MANAGEMENT**

## **UNIT-01 STRATEGIC MANAGEMENT: AN INTRODUCTION**

- ❖ Introduction
- ❖ Environmental turbulences management strategy interaction
- ❖ Budgeting
- ❖ Budgetary control
- ❖ Financial control
- ❖ Corporate planning
- ❖ The appraisal process
- ❖ Forecasting
- ❖ Forecasting methods
- ❖ Defining strategy and other key terms

## **UNIT-02 LEVELS AND APPROACHES TO STRATEGIC DECISION MAKING**

- ❖ Levels of strategies
- ❖ Characteristics of strategic decisions
- ❖ Approaches to strategic decision making
- ❖ Schools of thought on strategy formation

## **UNIT-03 PROCESS OF STRATEGIC MANAGEMENT**

- ❖ Introduction
- ❖ Strategy Implementation
- ❖ Strategy Evaluation

## **UNIT-04 ROLES OF STRATEGISTS, MISSION AND OBJECTIVES**

- ❖ Introduction
- ❖ Direction
- ❖ Role of Entrepreneurs
- ❖ Role of Sbu-Level Executives
- ❖ Role of Consultants
- ❖ Role of Corporate Planning Staff
- ❖ Mission And Objectives

## **UNIT-05 STRATEGIC BUSINESS UNIT**

- ❖ Introduction
- ❖ Strategic management in multiple-sbu businesses

## **UNIT 6 ENVIRONMENT-CONCEPTS, COMPONENTS AND APPRAISAL**

- ❖ Introduction
- ❖ Segmenting Environment And Analysing Environmental Segments
- ❖ The Social Contract
- ❖ Economic Environment
- ❖ Political Environment
- ❖ Technological Environment
- ❖ Industry Environment
- ❖ The Bcg Growth/Share Matrix
- ❖ The Ge-Mckinsey Nine-Cell Planning Grid (Directional Policy Matrix)

**Subject Name: Strategic Management**

- ❖ Competitive Environment
- ❖ The Marketing Segment
- ❖ Attributing Weights To Each Segment
- ❖ Predicting Environmental Change
- ❖ Scanning
- ❖ Monitoring
- ❖ Forecasting
- ❖ Assessment
- ❖ Two Approaches To Environmental Analysis

## **UNIT-07 ORGANISATIONAL DYNAMICS AND STRUCTURING ORGANISATIONAL APPRAISAL**

- ❖ Organisational Resources
- ❖ Organisational Behaviour
- ❖ Strengths and Weaknesses
- ❖ Organisational Capability
- ❖ Structuring Organisational Appraisal
- ❖ Preparing The Organisational Capability Profile
- ❖ The Role of Resource Analysis In Strategy Formulation
- ❖ Effectiveness
- ❖ Assessing The Balance of Resources
- ❖ Skills Analysis
- ❖ Organisational Routines: The Basis of A Company.S Capabilities
- ❖ The Relationship Between Resources and Capabilities
- ❖ Appraising The Profit-Earning Capacity of Resources and Capabilities
- ❖ Core Competence

## **UNIT-08 SWOT ANALYSIS**

- ❖ Introduction
- ❖ Resource Analysis
- ❖ Strategy and Gap Analysis
- ❖ Risk and Dangers of Acquisition

## **UNIT 9 STRATEGY FORMULATION**

- ❖ Introduction
- ❖ Grand Strategies
- ❖ Market Development
- ❖ Vertical Integration
- ❖ Combination Strategies
- ❖ Corporate Restructuring
- ❖ Reasons For Pursuing Stability Strategy
- ❖ Reasons For Pursuing Expansion Strategies
- ❖ Reasons For Pursuing Retrenchment Strategy
- ❖ Reasons For Pursuing Combination Strategy
- ❖ Relationship of Different Strategies
- ❖ Selection of Long-Term objectives and Grand Strategy Sets
- ❖ Sequence of objectives and Strategy Selection
- ❖ Business-Level Strategies
- ❖ Tactics For Business Strategies

**Subject Name: Strategic Management**

## **UNIT-10 STRATEGY ANALYSIS AND CHOICE**

- ❖ Introduction
- ❖ The Process of Strategy Choice
- ❖ Managing By Objectives
- ❖ The Threats-Opportunities-Weaknesses-Strengths (Tows) Matrix
- ❖ Bcg Product Portfolio Matrix
- ❖ General Electric.S Stoplight Matrix
- ❖ Strategic Position And Action Evaluation (Space)
- ❖ The Grand Strategy Matrix
- ❖ The Decision Stage
- ❖ Subjective Factors In Strategic Choice
- ❖ Degree of The Firm.S External Dependence
- ❖ Contingency Strategy
- ❖ Strategic Plan

## **UNIT-11 STRATEGY IMPLEMENTATION. ASPECTS, STRUCTURES, DESIGN AND CHANGE**

- ❖ Aspects of Strategy Implementation
- ❖ Forward Linkages
- ❖ Backward Linkages
- ❖ Consistency In Annual Objectives
- ❖ Project Implementation
- ❖ Resource Allocation
- ❖ Structural Considerations
- ❖ Structures For Strategies
- ❖ Organisational Design And Change

## **UNIT-12 BEHAVIOURAL IMPLEMENTATION LEADERSHIP, CULTURE, POLITICS, POWER, VALUES AND ETHICS**

- ❖ Introduction
- ❖ General Influence On Individuals And Groups
- ❖ Leadership Implementation
- ❖ Theoretical Underpinning of Leadership
- ❖ Differentiating Between Leadership And Management
- ❖ Corporate Culture
- ❖ Impact of Culture of Corporate Life
- ❖ The Recepte and The Cultural Web
- ❖ A Cultural View of Patterns of Strategic Change
- ❖ Corporate Politics and Use of Power
- ❖ Personal Values and Business Ethics
- ❖ The Chakraborty Model
- ❖ The Tattwajnanananda Model
- ❖ The Caux Principles
- ❖ Ethics, Values, Culture, and Leadership
- ❖ Ethics And Leadership of The Future
- ❖ Leadership of The Future
- ❖ Sources of Power For External Stakeholders

**Subject Name: Strategic Management**

- ❖ Time Horizon

### **UNIT-13 FUNCTIONAL IMPLEMENTATION. PLANS AND POLICIES**

### **UNIT-14 STRATEGIC EVALUATION AND CONTROL**

- ❖ Introduction
- ❖ Strategic Controls
- ❖ Premise Control
- ❖ Implementation Control
- ❖ Strategic Surveillance
- ❖ Special Alert Control
- ❖ Evaluation Techniques for Strategic Control
- ❖ Evaluation Techniques for Operational Control
- ❖ Budgeting Systems
- ❖ Key Success Factors
- ❖ Monitoring Performance and Evaluating Deviations
- ❖ Ratio Analysis
- ❖ Return on Investment (ROI)

**Subject Name: Strategic Management**

**Subject Code: M.COM- 201**

**Paper Code: SM/M**

**DIRECTORATE OF DISTANCE EDUCATION  
INTEGRAL UNIVERSITY, LUCKNOW  
Subject Name: Retail Banking**

**Subject Code: M.COM- 202  
Code: RB/M**

**Paper**

**(W.e.f. JULY 2018 Session)**

<b>C O N T E N T S</b>	<b>UNIT</b>	<b>Chapter Name</b>
	Unit - 1	INTRODUCTION
	Unit - 2	THE BASIC MODEL
	Unit - 3	ACCOUNTS, SERVICES AND CHANNELS
	Unit - 4	REAL BANKS AND CHALLENGES
	Unit - 5	SYSTEMS AND INFORMATION TECHNOLOGY
	Unit - 6	THE REALWORLD
	Unit - 7	THE PROPOSITIONS
	Unit - 8	PREPARING FOR THE FUTURE
Unit - 9	PREDICTIONS FOR RETAIL BANKING	

**Subject Name: Retail Banking**

**Subject Code: M.COM- 202  
RB/M**

**Paper Code:**

# **RETAIL BANKING**

## **UNIT-01 INTRODUCTION**

- ❖ Introductions
- ❖ Science And Engineering
- ❖ Science, Art And Engineering
- ❖ A Brief Look Back, And The Culture of Retail Banking
- ❖ The View From The Bridge
- ❖ We Have To Start From Where We Are
- ❖ Are Banks ‘Unpopular’?
- ❖ The Path To Popular Popularity
- ❖ And Get This Too . . .
- ❖ Change Is In The Air – Confidence,
- ❖ Simplicity, Speed

## **UNIT-02 THE BASIC MODEL**

- ❖ Introductions
- ❖ Profit And Return On Equity
- ❖ Capital Requirements
- ❖ Interest Spread And Interest Margin
- ❖ Non-Interest Income (Fees And Commissions)
- ❖ Costs And The Cost/Income Ratio
- ❖ Taxation
- ❖ Performance Measurements
- ❖ The Different Businesses Within Banking
- ❖ Assets, Liabilities, Treasury, Capital
- ❖ Markets
- ❖ Caveat – Definitions
- ❖ To Really Understand It Without It
- ❖ Hurting

## **UNIT-03 ACCOUNTS, SERVICES AND CHANNELS**

- ❖ Accounts
- ❖ Payments -
- ❖ Services – fee-based and commissions
- ❖ Delivery channels
- ❖ Bank cooperative channels
- ❖ Where did these calculations come from

## **UNIT-04 REAL BANKS AND CHALLENGES**

- ❖ Some Lists Of Banks – International Banks
- ❖ Globalisation
- ❖ Uk Banks
- ❖ HSBC
- ❖ A Little More Detail On Some UK Banks We
- ❖ Building Societies
- ❖ The Challenges For Banks
- ❖ Costs And The Cost/Income Ratio
- ❖ Credit Risk

**Subject Name: Retail Banking**

**Subject Code: M.COM- 202  
RB/M**

**Paper Code:**



- ❖ Treasury Risks
- ❖ The Risk About Risks
- ❖ Differentiators
- ❖ Acquaintanceships
- ❖ Trends

#### **UNIT-05 SYSTEMS AND INFORMATION TECHNOLOGY**

- ❖ Introductions
- ❖ Legacy Systems
- ❖ Banks Are Dependent On Data And Information Processing
- ❖ Information Technology Will Become A Major Differentiator
- ❖ It and The Retail Banking Industry
- ❖ The It Industry Is Not Without Blame
- ❖ Resolving The Legacy Systems Problem
- ❖ A New Approach From The It Industry and From Banks
- ❖ Applications Solution/Software Licensing

#### **UNIT-06 THE REALWORLD**

- ❖ Introductions
- ❖ Basic Findings On Business Strategy It Was 25
- ❖ Investment Intensity – A Big Difference
- ❖ The People, Processes And Technology Of
- ❖ Capital Investment
- ❖ Product/Service Fitness-For-Purpose
- ❖ Brand, Service, Fitness-For-Purpose, Price
- ❖ Products And Price
- ❖ Reinvention And Invention
- ❖ How Big Is The Opportunity

#### **UNIT-07 THE PROPOSITIONS**

- ❖ How Ambitious Do We Have To Be?
- ❖ The Strategies
- ❖ And Managed, Not Avoided.
- ❖ For Established Banks
- ❖ For New Banks
- ❖ The Starting Point

#### **UNIT-08 PREPARING FOR THE FUTURE**

- ❖ Evolution, Tactics, Limits – The Obvious Stuff
- ❖ The Critical Stuff
- ❖ Marketing And Brand Power
- ❖ Deciding On The Change Itself
- ❖ Established Banks
- ❖ Establishing The Basic Inputs
- ❖ Discovery Process
- ❖ Establishing The Business Model
- ❖ Establishing The Business Plan
- ❖ Big Banks In Particular
- ❖ Is There Really A Choice?
- ❖ Much of The Writing Is On The Wall

**Subject Name: Retail Banking**

## **UNIT-09 PREDICTIONS FOR RETAIL BANKING**

- ❖ Introductions
- ❖ A framework for the 'simple' predictions
- ❖ Simple 'we know that already' predictions
- ❖ Competition
- ❖ Customers
- ❖ Government and regulation
- ❖ Investors, and mergers and acquisitions
- ❖ Leadership
- ❖ The balance of art, science and engineering
- ❖ Products, services, solutions
- ❖ Staff, costs, customers, marketing
- ❖ Information technology and the real dot.com revolution in banking
- ❖ It application software architectures
- ❖ Treasury and securitisation
- ❖ Payments solutions
- ❖ Disruptors
- ❖ Meeting customer needs at the lowest cost
- ❖ Research and development
- ❖ Winners and losers
- ❖ A look over the horizon – some braver prediction

**Subject Name: Retail Banking**

**Subject Code: M.COM- 202  
RB/M**

**Paper Code:**

**DIRECTORATE OF DISTANCE EDUCATION  
INTEGRAL UNIVERSITY, LUCKNOW  
Subject Name: Forex Management**

**Subject Code: M.COM- 203  
Code: FM/M**

**Paper**

**(W.e.f. JULY 2018 Session)**

<b>C O N T E N T S</b>	<b>UNIT</b>	<b>Chapter Name</b>
	<b>Unit - 1</b>	<b>FOREIGN EXCHANGE MARKETS</b>
	<b>Unit – 2</b>	<b>EXCHANGE RATE SYSTEMS</b>
	<b>Unit – 3</b>	<b>EXCHANGE CONTROLS</b>
	<b>Unit – 4</b>	<b>FOREX MANAGEMENT AND CURRENCY DERIVATIVES</b>
	<b>Unit – 5</b>	<b>CURRENCY DERIVATIVES CURRENCY OPTIONS</b>

**Subject Name: Forex Management**

**Subject Code: M.COM- 203  
Code: FM/M**

**Paper**

# **FOREX MANAGEMENT**

## **UNIT-01 FOREIGN EXCHANGE MARKETS**

- ❖ Introduction
- ❖ General Features
- ❖ Size of the Market
- ❖ 24 Hours Market
- ❖ Participants
- ❖ Settlement of Transactions
- ❖ Transactions in Interbank Markets
- ❖ Functions of foreign Exchange Market
- ❖ Transactions in the foreign Exchange Market
- ❖ Forward Contract
- ❖ Merchant Rate
- ❖ Basis for Merchant Rates
- ❖ Exchange quotations in International Markets
- ❖ Interest on Export Bills/Normal Transit Period
- ❖ Exchange Contracts

## **UNIT-02 EXCHANGE RATE SYSTEMS**

- ❖ Introduction
- ❖ Exchange Rate Systems
- ❖ Gold Standard
- ❖ Bretton Woods
- ❖ Fixed Vs Floating Exchange Rate Systems
- ❖ Potential Exchange Rate Determinants
- ❖ The Balance of Payments Approach
- ❖ Parity Conditions
- ❖ Interest Rates and Exchange Rates
- ❖ The Asset Market Approach
- ❖ Technical Analysis
- ❖ Introduction
- ❖ Possible Courses of Exchange Control
- ❖ Methods of Exchange Control

## **UNIT -03 EXCHANGE CONTROLS.**

- ❖ Foreign Exchange Transaction
- ❖ Purchase Sale
- ❖ Bank
- ❖ Acquires Parts Acquires Parts
- ❖ Currency

## **UNIT-04 FOREX MANAGEMENT AND CURRENCY DERIVATIVES**

- ❖ Introduction
- ❖ Meanings of Foreign Exchange Market.
- ❖ Meanings of Rate of Exchange and Exchange Rate under Different Monetary Standards.
- ❖ Participants in Foreign Exchange Market.
- ❖ Quotations in the Interbank Market.

**Subject Name: Forex Management**

- ❖ Meanings of Ready, Spot and Forward Transactions.
- ❖ Meanings and Factors of Forward margins/swap points.
- ❖ Factors determining spot exchange rates.
- ❖ Principle types of ready merchant rates.
- ❖ Ready rates based on cross rates.
- ❖ Forward Exchange Contract.
- ❖ Execution of Forward Contract.
- ❖ Cancellation and Extension of Forward Contract.
- ❖ Exchange Dealings.
- ❖ Interbank Deals.
- ❖ Forex Risk Management.

#### **UNIT-05 CURRENCY DERIVATIVES CURRENCY OPTIONS**

- ❖ Introduction
- ❖ Future Market
- ❖ Forward Market
- ❖ Features of Forward Market
- ❖ Features of Future Market
- ❖ Currency Future Quotes
- ❖ Reading Currency Future Quotes
- ❖ After reading this lesson you should be able to
- ❖ Understand the meaning of future market
- ❖ The meaning of forward market
- ❖ The process by which the M.N.Cs manage their finance

**Subject Name: Forex Management**

**Subject Code: M.COM- 203**  
**Code: FM/M**

**Paper**

**DIRECTORATE OF DISTANCE EDUCATION  
INTEGRAL UNIVERSITY, LUCKNOW**  
**Subject Name: Customer Relationship Management**

**Subject Code: M.COM- 204**  
**Code: CRM/M**

**Paper**

**(W.e.f. JULY 2018 Session)**

<b>C O N T E N T S</b>	<b>UNIT</b>	<b>Chapter Name</b>
	<b>Unit - 1</b>	<b>INTRODUCTION</b>
	<b>Unit – 2</b>	<b>CRM IN MARKETING</b>
	<b>Unit – 3</b>	<b>CUSTOMER MANAGEMENT</b>
	<b>Unit – 4</b>	<b>ANALYTICAL CRM</b>
	<b>Unit – 5</b>	<b>CRM IMPLEMENTATION</b>

**Subject Name: Customer Relationship Management**

**Subject Code: M.COM- 204**  
**Code: CRM/M**

**Paper**

# **CUSTOMER RELATIONSHIP MANAGEMENT**

## **UNIT-01 INTRODUCTION**

- ❖ Evaluation of CRM
- ❖ Schools of thought in CRM
- ❖ Benefits of CRM
- ❖ Customer Loyalty
- ❖ Success Factors
- ❖ Service Levels
- ❖ Service Level Agreements

## **UNIT-02 CRM IN MARKETING**

- ❖ Define Customer Relationship Management
- ❖ Understand the importance of one to one marketing
- ❖ Understand business objectives of CRM
- ❖ Analyze customer profitability and value Modeling
- ❖ Analyze CRM and customer service
- ❖ Understand Call Centre and customer satisfaction measurement

## **UNIT-03 CUSTOMER MANAGEMENT**

- ❖ Understand the Sales Force process and activities
- ❖ Appreciate the Knowledge Management Practices in Customer Relationship Management
- ❖ Understand importance of Enterprises Resource Planning
- ❖ Understand Supplier Relationship Management
- ❖ Understand Partner Relationship Management

## **UNIT-04 ANALYTICAL CRM**

- ❖ Analytical CRM
- ❖ Benefits of Analytical CRM
- ❖ Managing and sharing customer data
- ❖ Use of customer database
- ❖ Ethics and legalities of data use
- ❖ Data Warehousing
- ❖ Data Mining
- ❖ Market Basket Analysis (MBA)
- ❖ Click stream Analysis
- ❖ Personalisation
- ❖ Collaborative filtering

## **UNIT-05 CRM IMPLEMENTATION**

- ❖ Define success factors of CRM,
- ❖ Understand CRM tools
- ❖ Manage customer strategies
- ❖ Understand CRM development team

**Subject Name: Customer Relationship Management**

**Subject Name: Customer Relationship Management**

**Subject Code: M.COM- 204**  
**Code: CRM/M**

**Paper**



**DIRECTORATE OF DISTANCE EDUCATION  
INTEGRAL UNIVERSITY, LUCKNOW  
Subject Name: Corporate Valuation**

**Subject Code: M.COM- 205  
Code: CV/M**

**Paper**

**(W.e.f. JULY 2018 Session)**

UNIT	Chapter Name
Unit - 1	WHY VALUE VALUE?
Unit - 2	FUNDAMENTAL PRINCIPLES OF VALUE CREATION
Unit - 3	THE EXPECTATIONS TREADMILL
Unit - 4	RETURN ON INVESTED CAPITAL
Unit - 5	GROWTH
Unit - 6	FRAMEWORKS FOR VALUATION
Unit - 7	REORGANIZING THE FINANCIAL STATEMENTS
Unit - 8	ANALYZING PERFORMANCE AND COMPETITIVE POSITION
Unit - 9	FORECASTING PERFORMANCE
Unit - 10	ESTIMATING CONTINUING VALUE
Unit - 11	ESTIMATING THE COST OF CAPITAL
Unit - 12	MOVING FROM ENTERPRISE VALUE TO VALUE PER SHARE
Unit - 13	CALCULATING AND INTERPRETING RESULTS
Unit - 14	USING MULTIPLES TO TRIANGULATE RESULTS
Unit - 15	MARKET VALUE TRACKS RETURN ON INVESTED CAPITAL & GROWTH
Unit - 16	MARKETS VALUE SUBSTANCE, NOT FORM
Unit - 17	EMOTIONS AND MISPRICING IN THE MARKET
Unit - 18	INVESTORS AND MANAGERS IN EFFICIENT MARKETS
Unit - 19	CORPORATE PORTFOLIO STRATEGY
Unit - 20	PERFORMANCE MANAGEMENT
Unit - 21	MERGERS AND ACQUISITIONS
Unit - 22	CREATING VALUE THROUGH DIVESTITURES
Unit - 23	CAPITAL STRUCTURE
Unit - 24	INVESTOR COMMUNICATIONS
Unit - 25	TAXES
Unit - 26	NONOPERATING EXPENSES, ONE-TIME CHARGES, RESERVES,& PROVISIONS
Unit - 27	LEASES, PENSIONS, AND OTHER OBLIGATIONS
Unit - 28	CAPITALIZED EXPENSES
Unit - 29	INFLATION
Unit - 30	FOREIGN CURRENCY

**Subject Name: Corporate Valuation**

**Subject Code: M.COM- 205  
CV/M**

**Paper Code:**

# **CORPORATE VALUATION**

## **UNIT-01 WHY VALUE VALUE?**

- ❖ Introduction
- ❖ Consequences of Forgetting To Value Value
- ❖ Financial Crises and Equity Markets
- ❖ Benefits of Focusing on Long-Term Value
- ❖ Challenges of Focusing on Long-Term Value

## **UNIT-02 FUNDAMENTAL PRINCIPLES OF VALUE CREATION**

- ❖ Introduction
- ❖ Growth and Roic: Drivers of Value
- ❖ Managerial Implications
- ❖ Conservation of Value
- ❖ Risk and Value Creation
- ❖ The Math of Value Creation

## **UNIT-03 THE EXPECTATIONS TREADMILL**

- ❖ Introduction
- ❖ Why Shareholder Expectations Become a Treadmill
- ❖ Real-World Effects of The Expectations Treadmill
- ❖ Decomposing TRS
- ❖ Understanding Expectations
- ❖ Managerial Implications

## **UNIT-04 RETURN ON INVESTED CAPITAL**

- ❖ Introduction
- ❖ Drivers of Return on Invested Capital
- ❖ Competitive advantage
- ❖ Sustainability of Return on Invested Capital
- ❖ Empirical analysis of Returns on Invested Capital

## **UNIT-05 GROWTH**

- ❖ Introduction
- ❖ Drivers of Revenue Growth
- ❖ Growth and Value Creation
- ❖ Difficulty of Sustaining Growth
- ❖ Empirical analysis of Corporate Growth

## **UNIT-06 FRAMEWORKS FOR VALUATION**

- ❖ Introduction
- ❖ Enterprise Discounted Cash Flow Model
- ❖ Economic-Profit-Based Valuation Models
- ❖ Adjusted Present Value Model
- ❖ Capital Cash Flow Model
- ❖ Cash-Flow-to-Equity Valuation Model
- ❖ Other Approaches to Discounted Cash Flow
- ❖ Alternatives to Discounted Cash Flow

## **UNIT-07 REORGANIZING THE FINANCIAL STATEMENTS**

**Subject Name: Corporate Valuation**

**Subject Code: M.COM- 205  
CV/M**

**Paper Code:**

- ❖ Introduction
- ❖ Reorganizing The Accounting Statements: Key Concepts
- ❖ Reorganizing The Accounting Statements: In Practice
- ❖ Advanced Analytical Issues

#### **UNIT-08 ANALYZING PERFORMANCE AND COMPETITIVE POSITION**

- ❖ Introduction
- ❖ Analyzing Returns On Invested Capital
- ❖ Currency Effects
- ❖ Credit Health and Capital Structure
- ❖ Alternatives to Roic
- ❖ General Considerations

#### **UNIT-09 FORECASTING PERFORMANCE**

- ❖ Introduction
- ❖ Determine Length and Detail of The Forecast
- ❖ Components of a Good Model
- ❖ Mechanics of Forecasting
- ❖ Additional issues

#### **UNIT-10 ESTIMATING CONTINUING VALUE**

- ❖ Introduction
- ❖ Recommended Formula for DCF Valuation
- ❖ Recommended Formula for Economic-Profit Valuation
- ❖ Subtleties of Continuing Value
- ❖ Common Pitfalls
- ❖ Evaluating Other Approaches to Continuing Value
- ❖ Advanced Formulas For Continuing Value

#### **UNIT-11 ESTIMATING THE COST OF CAPITAL**

- ❖ Introduction
- ❖ Weighted average Cost of Capital
- ❖ Estimating the Cost of Equity
- ❖ Alternatives to The Capm: Fama-French Three-Factor Model
- ❖ Estimating the after-Tax Cost of Debt
- ❖ Incorporating the Interest Tax Shield
- ❖ Using Target Weights to Determine the Cost of Capital
- ❖ Complex Capital Structures

#### **UNIT-12 MOVING FROM ENTERPRISE VALUE TO VALUE PER SHARE**

- ❖ Introduction
- ❖ Valuing Non-operating Assets
- ❖ Discontinued Operations
- ❖ Valuing Debt and Debt Equivalents
- ❖ Valuing Hybrid Securities And Minority Interests
- ❖ Estimating Value Per Share

#### **UNIT-13 CALCULATING AND INTERPRETING RESULTS**

**Subject Name: Corporate Valuation**

**Subject Code: M.COM- 205  
CV/M**

**Paper Code:**

- ❖ Introduction
- ❖ Verifying Valuation Results
- ❖ Sensitivity Analysis
- ❖ Creating Scenarios
- ❖ Valuation by Parts
- ❖ Cost of Capital
- ❖ The art of Valuation

#### **UNIT-14 USING MULTIPLES TO TRIANGULATE RESULTS**

- ❖ Introduction
- ❖ Using The Right Multiple
- ❖ Why Ev To Ebita, Not Ev To Ebit?
- ❖ Why Ev To Ebita, Not Ev To Ebitda?
- ❖ Calculating The Multiple in a Consistent Manner
- ❖ Using The Right Peer Group
- ❖ Alternative Multiple

#### **UNIT-15 MARKET VALUE TRACKS RETURN ON INVESTED CAPITAL & GROWTH**

- ❖ Introduction
- ❖ Stock Markets Track Economic Fundamentals
- ❖ Company Valuation Levels Track Return
- ❖ Invested Capital and Growth
- ❖ Total Returns to Shareholders Track
- ❖ Performance against Expectations

#### **UNIT-16 MARKETS VALUE SUBSTANCE, NOT FORM**

- ❖ Introduction
- ❖ Managing Earnings: Not Worth The Effort
- ❖ Economics of Accounting Information: No
- ❖ Mystery to the Market
- ❖ Technical Trading Factors Are Irrelevant For
- ❖ Value

#### **UNIT-17 EMOTIONS AND MISPRICING IN THE MARKET**

- ❖ Introduction
- ❖ Emotions Rarely Drive Stock Market Values
- ❖ Company Mispricing: Carve-Outs And Dual Listings
- ❖ Company Mispricing: Overreaction And Under reaction, Reversal And Momentum
- ❖ Market Mispricing: Bubbles And Bursts

#### **UNIT-18 INVESTORS AND MANAGERS IN EFFICIENT MARKETS**

- ❖ Introduction
- ❖ Investors in Efficient Markets
- ❖ Managerial Implications

#### **UNIT-19 CORPORATE PORTFOLIO STRATEGY**

- ❖ Introduction
- ❖ What Makes an Owner The Best
- ❖ The Best-Owner Life Cycle
- ❖ Constantly Evolving Portfolio of Businesses

**Subject Name: Corporate Valuation**

**Subject Code: M.COM- 205  
CV/M**

**Paper Code:**

- ❖ Constructing The Portfolio
- ❖ The Myth of Diversification

## **UNIT-20 PERFORMANCE MANAGEMENT**

- ❖ Introduction
- ❖ Choosing The Right Metrics
- ❖ Setting Effective Targets
- ❖ The Right Metrics In Action
- ❖ Organizational Support

## **UNIT-21 MERGERS AND ACQUISITIONS**

- ❖ Introduction
- ❖ Value Creation Framework
- ❖ Empirical Results
- ❖ Archetypes For Value-Creating Acquisitions
- ❖ More Difficult Strategies For Creating Value
- ❖ From Acquisitions
- ❖ Estimation of Operating Improvements
- ❖ Evaluating The Quality And Accuracy of Improvement Estimates
- ❖ How to Pay: In Cash or In Stock?
- ❖ Focus on Value Creation, not Accounting

## **UNIT-22 CREATING VALUE THROUGH DIVESTITURES**

- ❖ Introduction
- ❖ Value Creation From Divestitures
- ❖ How to Approach Divestitures
- ❖ Deciding on Transaction Type

## **UNIT-23 CAPITAL STRUCTURE**

- ❖ Introduction
- ❖ Capital Structure and Value Creation
- ❖ Is There an Optimal Capital Structure?
- ❖ Credit Ratings and Capital Structure
- ❖ Short-Term Steps to Manage Capital Structure
- ❖ Raising additional Funds
- ❖ Designing a Long-Term Capital Structure
- ❖ Creating Value From Financial Engineering

## **UNIT-24 INVESTOR COMMUNICATIONS**

- ❖ Introduction
- ❖ Communicating to Intrinsic Investors

## **UNIT-25 TAXES**

- ❖ Introduction
- ❖ Operating Taxes on The Reorganized Income
- ❖ Statement
- ❖ Deferred Taxes on The Reorganized Balance sheet
- ❖ Valuing Deferred Taxes

**Subject Name: Corporate Valuation**

**Subject Code: M.COM- 205  
CV/M**

**Paper Code:**

## **UNIT-26 NONOPERATING EXPENSES, ONE-TIME CHARGES, RESERVES,& PROVISIONS**

- ❖ Introduction
- ❖ Non-operating Expenses And One-Time Charges
- ❖ Searching The Notes For Hidden One-Time Items
- ❖ Provisions and Their Corresponding Reserves

## **UNIT-27 LEASES, PENSIONS, AND OTHER OBLIGATIONS**

- ❖ Introduction
- ❖ Expensing Versus Capitalization
- ❖ Process For Capitalizing R&D
- ❖ Roic and Free Cash Flow With Capitalized R&D
- ❖ Other Expenses Suitable For Capitalization

## **UNIT-28 CAPITALIZED EXPENSES**

- ❖ Inflation Leads To Lower Value Creation
- ❖ Historical Analysis in Times of High Inflation
- ❖ Financial Projections in Real and Nominal Terms

## **UNIT-29 INFLATION**

## **UNIT-30 FOREIGN CURRENCY**

- ❖ Introduction
- ❖ Forecasting Cash Flows in Foreign and Domestic
- ❖ Currency
- ❖ Estimating The Cost of Capital In Foreign
- ❖ Currency
- ❖ Valuations
- ❖ Incorporating Foreign-Currency Risk

**Subject Name: Corporate Valuation**

**Subject Code: M.COM- 205  
CV/M**

**Paper Code:**

**DIRECTORATE OF DISTANCE EDUCATION  
INTEGRAL UNIVERSITY, LUCKNOW  
Subject Name: Wealth Management**

**Subject Code: M.COM- 206  
Code: WM/M**

**Paper**

**(W.e.f. JULY 2018 Session)**

UNIT	Chapter Name
Unit - 1	PRIVATE BANKING
Unit - 2	CUSTOMER AND HIS OR HER PROFILE
Unit - 3	BUSINESS OPPORTUNITY: FEES AND COMMISSIONS FROM PRIVATE BANKING
Unit - 4	RISK AND RETURN WITH INVESTMENTS
Unit - 5	ASSET MANAGEMENT DEFINED
Unit - 6	BUSINESS MODELS FOR ASSET MANAGEMENT
Unit - 7	OUTSOURCING AND INSOURCING WEALTH MANAGEMENT
Unit - 8	TRUST DUTIES AND LEGAL RISK
Unit - 9	DERIVATIVE FINANCIAL INSTRUMENTS DEFINED
Unit - 10	STRUCTURED FINANCIAL PRODUCTS
Unit - 11	CONTROLLING THE RISK TAKEN WITH STRUCTURED PRODUCTS
Unit - 12	FIXED INCOME STRUCTURED PRODUCTS
Unit - 13	PRACTICAL EXAMPLES WITH FIXED INCOME DERIVATIVES
Unit - 14	EQUITY-TYPE STRUCTURED PRODUCTS
Unit - 15	PRACTICAL EXAMPLES WITH EQUITY-TYPE DERIVATIVES
Unit - 16	CURRENCY EXCHANGE STRUCTURED PRODUCTS

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**Subject Name: Wealth Management**

**Subject Code: M.COM- 206  
WM/M**

**Paper Code:**

# **WEALTH MANAGEMENT**

## **UNIT-01 PRIVATE BANKING**

- ❖ Introduction
- ❖ Private Banking Clients
- ❖ Organizational Challenges in Private Banking
- ❖ Security and Secrecy Requirements
- ❖ A Private Banking Roadmap
- ❖ Household Debt and Private Banking
- ❖ The Ownership Society's Recycling Pattern
- ❖ Synergy of Private Banking and Institutional Investments

## **UNIT-02 CUSTOMER AND HIS OR HER PROFILE**

- ❖ Introduction
- ❖ The Sense of 'Know Your Customer'
- ❖ A System Approach to Wealth Management
- ❖ Wealth Management According to Client Profile
- ❖ Why Knowledge Engineering Can Assist The Investor
- ❖ A Financial Advisory Expert System For Currency Exchange
- ❖ Caveat Emptor and Reputational Risk
- ❖ Who Is Accountable For Failures in Fund Management

## **UNIT-03 BUSINESS OPPORTUNITY: FEES AND COMMISSIONS FROM PRIVATE BANKING**

- ❖ Introduction
- ❖ Trades, Investments and Private Banking Customers
- ❖ Establishing A Strategy For Fees and Commissions
- ❖ Unbundling the Management Fee
- ❖ Different Companies Have Different Private Banking Aims
- ❖ Simulation of Portfolio Performance
- ❖ The Impact of Business Risk

## **UNIT-04 RISK AND RETURN WITH INVESTMENTS**

- ❖ Introduction
- ❖ Basic Notions of Risk Assessment
- ❖ Mitigating The Risk of Losses
- ❖ Prerequisites For Rigorous Risk Control
- ❖ Fine-Tuning The Philosophy of Investments
- ❖ Risk and Return With Implied Volatility
- ❖ Risk-Adjusted Pricing: an Example With Credit Risk
- ❖ An Introduction To Stress Testing

## **UNIT-05 ASSET MANAGEMENT DEFINED**

- ❖ Introduction
- ❖ Asset Management and Capital Mobility
- ❖ Asset Allocation Strategies
- ❖ Asset Allocation and The Shift in Economic Activity
- ❖ Real Estate Property Derivatives: A Case Study
- ❖ Passive and Active Investment Strategies
- ❖ A Critical View of Alternative Solutions
- ❖ The Portfolio's Intrinsic Value

**Subject Name: Wealth Management**



## **UNIT-06 BUSINESS MODELS FOR ASSET MANAGEMENT**

- ❖ Introduction
- ❖ Choosing The Investment Manager
- ❖ Don't Kill The Goose That Lays The Golden Egg
- ❖ The Contribution to Asset Management By Contrarians
- ❖ Asset Management As an Enterprise
- ❖ Hedging Strategies Followed By Portfolio Managers
- ❖ Deliverables and Performance In Administration of Assets
- ❖ Past Performance Is no Prognosticator of Future Results

## **UNIT-07 OUTSOURCING AND INSOURCING WEALTH MANAGEMENT**

- ❖ Introduction
- ❖ Risk and Return With Outsourcing
- ❖ Internal Control and Security are not Negotiable
- ❖ Custody Only, Mid-Way Solutions and Discretionary Powers
- ❖ Building Up The Investor's Portfolio
- ❖ The Option Model of Investing
- ❖ Efficiency in Private Banking and Asset Management
- ❖ The Private Banking Profit Centre

## **UNIT-08 TRUST DUTIES AND LEGAL RISK**

- ❖ Introduction
- ❖ Trusts and Trustee Responsibilities
- ❖ Legal Risk and The Case of Tort
- ❖ Reasons Behind Legal Risk and Cost of Litigation
- ❖ Legal Risk and Management Risk Correlate
- ❖ Mishandling The Client: Small Cases That Can Lead to Legal Risk
- ❖ Big Cases of Legal Risk: High-Tech Crime and Identity Theft
- ❖ Merck and Co: Legal Risk With Vioxx

## **UNIT-09 DERIVATIVE FINANCIAL INSTRUMENTS DEFINED**

- ❖ Introduction
- ❖ Derivatives and Hedging
- ❖ Underlying and Notional Principal Amount
- ❖ From Notional Principal To Financial Toxic Waste
- ❖ Derivatives That Became Institutionalized
- ❖ Private Banking Derivatives and The Paper Money Trauma
- ❖ George Soros on Derivatives

## **UNIT-10 STRUCTURED FINANCIAL PRODUCTS**

- ❖ Introduction
- ❖ Structured Products and Capital Protection
- ❖ Structured Versus Synthetic Products
- ❖ The Role of Strategists, Traders and Modeling Controllers
- ❖ Aftermath of Design Factors on Risk Profile
- ❖ Structured Investments are Not Liquid
- ❖ A Secondary Market For Structured Instruments
- ❖ Dynamic Threshold Mechanism

## **UNIT-11 CONTROLLING THE RISK TAKEN WITH STRUCTURED PRODUCTS**

**Subject Name: Wealth Management**

**Subject Code: M.COM- 206  
WM/M**

**Paper Code:**

- ❖ Introduction
- ❖ Credit Risk and Exposure at Default
- ❖ Credit Risk Transfer and Hazard Rate Models
- ❖ Credit Risk Volatility and Bond Spreads
- ❖ A Case Study on General Motors
- ❖ Liquidity Risk in an Ownership Society
- ❖ General and Specific Market Risk
- ❖ Stock market Bubbles and Damage Control
- ❖ Risk Management and The ‘Greeks’

#### **UNIT-12 FIXED INCOME STRUCTURED PRODUCTS**

- ❖ Introduction
- ❖ Fixed Interest Structured Products Defined
- ❖ Constant Proportion Portfolio Insurance
- ❖ FISP Versus CPPI: A Comparative Study
- ❖ Borrowing Through Issuance of Derivatives
- ❖ Capital Protection Notes and Bondholders’ Risk
- ❖ Structured Instruments With Underlying Credit Risk

#### **UNIT-13 PRACTICAL EXAMPLES WITH FIXED INCOME DERIVATIVES**

- ❖ Introduction
- ❖ Money Rates, Money Markets And Financial Instruments
- ❖ Inflation-Linked Notes
- ❖ Stairway Notes (Step-Ups)
- ❖ Callable Reverse Floaters
- ❖ Accrual Notes
- ❖ Fixed and Variable Rate Notes
- ❖ Bull Notes

#### **UNIT-14 EQUITY-TYPE STRUCTURED PRODUCTS**

- ❖ Introduction
- ❖ Headline Risk and The Nifty-Fifty
- ❖ Equity Derivatives Defined
- ❖ Players in Equity Derivatives
- ❖ Risks Taken With Analytics
- ❖ Criteria Used For Dynamic Rotation
- ❖ Equity Derivatives Swaps
- ❖ The Use of Embedded Barrier Options

#### **UNIT-15 PRACTICAL EXAMPLES WITH EQUITY-TYPE DERIVATIVES**

- ❖ Introduction
- ❖ Equity Index and Basket Structured Notes
- ❖ Absorber Certificates
- ❖ Early Repayment Certificates
- ❖ Enhanced Yield Certificates
- ❖ Reverse Exchangeable Certificates
- ❖ Potential Share Acquisition Certificates
- ❖ Eur Complete Participation Securities
- ❖ Us Dollar Non-Interest-Bearing Note Linked To Equity
- ❖ The Strategy of Pruning The Basket and Reallocating

**Subject Name: Wealth Management**

**Subject Code: M.COM- 206**  
**WM/M**

**Paper Code:**

## **UNIT-16 CURRENCY EXCHANGE STRUCTURED PRODUCTS**

- ❖ Introductions
- ❖ Currency Transactions and Economic Exposure
- ❖ Exchange Rate Volatility and Risk Control
- ❖ Mismatch Risk and Carry Trades
- ❖ Forex Rates and Structured Instruments
- ❖ Dual Currency Structured Products
- ❖ A Us Dollar/Asian Currency Basket and A Forex Benchmark Fund

**Subject Name: Wealth Management**

**Subject Code: M.COM- 206  
WM/M**

**Paper Code:**