BHARATHIAR UNIVERSITY: COIMBATORE – 641 046  
SCHOOL OF DISTANCE EDUCATION (SDE)  
for the SDE students admitted during the academic year 2011-12 & Onwards

**M.B.A - Investment Management**  
(Annual Pattern)

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<th>Paper</th>
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<tr>
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<td>Principles of Management and Organisational Behaviour</td>
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<td>1.2</td>
<td>Managerial Economics</td>
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<td>1.3</td>
<td>Accounting and Finance for Managers</td>
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<td>Business Environment and Ethics</td>
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<td>Strategic Management</td>
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</tbody>
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**TOTAL** 1800
1.1. Principles of Management and Organizational Behaviour

UNIT I

UNIT II

UNIT III

UNIT IV

UNIT V

REFERENCE
5. Umasekaran, Organisational Behaviour.
1.2. Managerial Economics

UNIT I
Managerial Economics - meaning, nature and scope - Managerial Economics and business decision making - Role of Managerial Economist - Fundamental concepts of Managerial Economics - Demand Analysis - meaning, determinants and types of demand - Elasticity of demand.

UNT II
Supply meaning and determinants - production decisions - production functions - Isoquants, Expansion path - Cobb-Douglas function.

Cost concepts - cost - output relationship - Economies and diseconomies of scale - cost functions.

UNIT III
Market structure - characteristics - Pricing and output decisions - methods of pricing - differential pricing - Government intervention and pricing.

UNIT IV
Profit - Meaning and nature - Profit policies - Profit planning and forecasting - Cost volume profit analysis - Investment analysis.

UNIT V
National Income - Business cycle - inflation and deflation - balance of payments - Monetary and Fiscal Policies

REFERENCE

1.3. Accounting and Finance for Managers

UNIT I

UNIT II
UNIT III

Marginal Costing - Definition - distinction between marginal costing and absorption costing - Break even point Analysis - Contribution, p/v Ratio, margin of safety - Decision making under marginal costing system-key factor analysis, make or buy decisions, export decision, sales mix decision-Problems

UNIT IV

UNIT V

REFERENCE
1. Advanced Accountancy - R.L.Gupta and Radhaswamy
2. Management Accounting - Khan and Jain
3. Management Accounting - S.N.Maheswari

Note: 80% of the questions shall be theory based 20% of the questions shall be problems.

1.4. Marketing Management

UNITI
Marketing Concepts and Tasks, Defining and delivering customer value and satisfaction - Value chain - Delivery network, Marketing environment, Adapting marketing to new liberalised economy - Digitalisation, Customisation, Changing marketing practices, e-business - setting up websites; Marketing Information System, Strategic marketing planning and organization.

UNIT II
Buyer Behaviour, Market Segmentation and Targeting, Positioning and differentiation strategies, Product life cycle strategies, New product development, Product Mix and Product line decisions,
Branding and Packaging, Price setting - objectives, factors and methods, Price adapting policies, Initiating and responding to price changes.

UNIT III
Marketing channel system - Functions and flows; Channel design, Channel management - Selection, Training, Motivation and evaluation of channel members; Channel dynamics - VMS, HMS, MMS; Market logistics decisions.

UNIT IV
Integrated marketing communication process and Mix; Advertising, Sales promotion and Public relation decisions. Direct marketing - Growth, Benefits and Channels; Telemarketing; Salesforce objectives, structure, size and compensation.

UNIT V
Identifying and analysing competitors, Designing competitive strategies for leaders, challengers, followers and nicher: Customer Relationship marketing - Customer database, Data warehousing and mining. Attracting and retaining customers, Customerism in India, Controlling of marketing efforts.

Global Target market selection, standardization Vs adoption, Product, Pricing, Distribution and Promotional Policy.

REFERENCE

1.5. Human Resource Management

UNIT I: Human Resource Function

UNIT II: Recruitment & Placement
Job analysis : Methods - IT and computerised skill inventory - Writing job specification - HR and the responsive organisation.
Recruitment and selection process : Employment planning and forecasting - Building employee commitment : Promotion from within - Sources, Developing and Using application forms - IT and recruiting on the internet.
Employee Testing & selection : Selection process, basic testing concepts, types of test, work samples & simulation, selection techniques, interview, common interviewing mistakes, Designing & conducting the effective interview, small business applications, computer aided interview.

UNIT III: Training & Development
Orientation & Training: Orienting the employees, the training process, need analysis, Training techniques, special purpose training, Training via the internet.

Performance appraisal: Methods - Problem and solutions - MBO approach - The appraisal interviews - Performance appraisal in practice.

Managing careers: Career planning and development - Managing promotions and transfers.

UNIT IV: Compensation & Managing Quality


Benefits and services : Statutory benefits - non-statutory (voluntary) benefits - Insurance benefits - retirement benefits and other welfare measures to build employee commitment.

UNIT V: Labour relations and employee security


Labour Welfare : Importance & Implications of labour legislations - Employee health - Auditing HR functions, Future of HRM function.

REFERENCE


1.6. Quantitative Techniques for Management

UNIT I


UNIT II

UNIT III

UNIT IV

UNIT V

REFERENCE

2. Statistical Methods – S P Gupta
3. Operations Research – Kanti Swarup, Gupta And Man Mohan

Note : 80% of the questions shall be theory based
      20% of the questions shall be problems.

1.7. Research Methods for Management.

UNIT I
Research - meaning - scope and significance - Types of research - Research Process - Characteristics of good research - Scientific method - Problems in research - Identifying research problem – concepts, constructs and theoretical framework.

UNIT II
Hypothesis:- meaning - sources - Types - formulation Research design - Types - case study - features of good design - measurement - meaning - need Errors in measurement - Tests of sound measurement Techniques of measurement - scaling Techniques - meaning - Types of scales - scale construction techniques.

UNIT III
Sampling design - meaning - concepts - steps in sampling - criteria for good sample design - Types of sample designs - Probability and non-probability samples. Data collection:- Types of data - sources - Tools for data collection methods of data collection - constructing questionnaire - Pilot study - case study - Data processing:- coding - editing - and tabulation of data - Data analysis.
UNIT IV

UNIT V

REFERENCE
1. Rao K.V. Research methods for management and commerce - sterling
2. Zikmund, Business Research Methods
3. Kothari C.R.- Research methodology

Note : 80% of the questions shall be theory based
20% of the questions shall be problems.

1.8. CORPORATE COMMUNICATION

Unit 1:

Unit 2:
Understanding Corporate Communication – Employee Communication – Managing Government Relations – Writing for Media and Media Relations

Unit 3:
Corporate Communication in Brand Promotion – Financial Communication – Crises Communication.

Unit 4:

Unit 5:

References :

1.9. OPERATIONS MANAGEMENT


References:
4. Production and Operations Management – Pannerselvam, PHI

Questions : 40% of the questions shall be problems
60% of the questions shall be theory based.
II Year

2.1. Derivatives Management and Commodities Markets

OBJECTIVE:
To provide the basic of new financial instruments in the capital market and commodities market.

UNIT I

UNIT II

UNIT III

UNIT IV

UNIT V
Commodity Markets in India – overview- MCX and NCDX- functions Developments in commodity market in India.

BOOKS:
1. S.L. Gupta, Financial derivatives, 2005, PHI

2.2. Indian Capital Market and Financial System

OBJECTIVE:
To explain the structure and functioning of capital market in India.

UNIT I

UNIT II

UNIT III
UNIT IV
Merchant Bankers and new issue market, Lead managers, underwriters, Bankers to an issue – Registrars and Share Transfer Agents – Brokers to the issue – Debenture Trustees their role and functions in new issue market – SEBI Guidliness.

UNIT V
Market for Futures, Options and other financial derivatives – Swaps – Warrants and Convertibles. Recent trends in derivative markets in India.

Reference Books :

2.3. INTERNATIONAL FINANCIAL MARKETS

OBJECTIVE :
To provide an exposure on the international business and skill management.

UNIT I

UNIT II

UNIT III

UNIT IV
Offshore Banking Centres and offshore centres in India – characteristics International Banking – Euro dollar market – mechanism – Euro Commercial paper and certificate of deposits- medium term notes. Syndicated credit – procedure- External commercial borrowing (ECB)

UNIT V
Foreign Currency options _ Interest rate risk and Swaps – managing Interest rate risk –Hedging exchange risk.

BOOKS:
1. H.R. Machiraju, International financial markets and India, second edition, New age international publishers
4. Giddy, Global Financial Markets, AITBS publishers
OBJECTIVE :
To impact the basic principles of insurance contracts.

UNIT I

UNIT II

UNIT III:

UNIT IV:

UNIT V:

BOOKS:
2.5. MUTUAL FUNDS IN INDIA

OBJECTIVES

The main objective of this paper is to provide a conceptual framework about mutual funds, role of mutual funds, types, legal structure, regulations and accounting. It enables the participants to understand the mutual funds and its related aspects.

UNIT I

UNIT II
Legal structure of mutual fund – Rights and responsibilities of market constituents – Fund mergers and Scheme takeovers.

UNIT III
Role of Regulators in India – RBI, SEBI, AMFI – Rights and Obligations of the investors.

UNIT IV
Distribution channels – Direct marketing – Broker – Challenges of Distributing mutual funds.

UNIT V
Accounting of mutual funds – NAV computation – Pricing of units – Fees & Exchanges – Accounting policies – Valuation of mutual funds.

BOOKS :
2. Financial Services and Markets – Dr.S.Gurusamy, Vijay Nicole Imprints (P) Ltd.
5. Free material on the website – www.nseindia.com

2.6. Security Analysis and Portfolio Management

OBJECTIVE :
To impact the basic principles of equity analysis and portfolio management.

UNIT I
Investment _ Meaning and process of Investment Management – Speculation Investment Avenues in India.

UNIT II

UNIT III
Security Valuation – Bond, Equity and preference share valuation – Yield to maturity- Bond value theorems.
UNIT IV

UNIT V
Portfolio Selection, performance evaluation and portfolio revision- Formula plans. – Capital Asset Pricing Model (CAPM)

BOOKS:
1. Kevin.s. Security Analysis and Portfolio Management, prentice hall of India
3. Punithavathy pandian, Security Analysis and portfolio management, Vikas
4. Investment Management, V.k.Bhalla

2.7. PROJECT FINANCE AND MANAGEMENT

OBJECTIVE :
To provide the project management skills for managers.

UNIT I
Project planning: capital expenditure – significance – phases – resource allocation frame work – generation and screening of project ideas.

UNIT II
Project Analysis – Market and Demand analysis – Technical Analysis – Financial Analysis –

UNIT III
Analysis of project risk – Social cost – benefit analysis – Project implementation – project planning and control.

UNIT IV
Net work Techniques for project Management – PERT and CPM

UNIT V

BOOKS :
3. Joy, Total Project Management, Macmillan
2.8. BUSINESS ENVIRONMENT AND ETHICS

Objectives: To equip the students with the knowledge of emerging trends in social, political, ethical and legal aspects affecting business decisions.


UNIT III :- Globalisation of the economy – trends and issues, Politics and environment, MNCs and Government relationships- Introduction to GATT and WTO.

UNIT IV:- Fiscal policy - central finances and new fiscal policy - Direct and indirect Tax structure, VAT, MODVAT - Service Tax problems and reforms -Expenditure Tax - Public debts &deficit financing


REFERENCES:
Adhikari.m - Economic environment of Management
Francis cherunnilam - Business environment
Pruti s. economic & managerial environment in India
Davis & keith William c. frederik - business and society
Amarchand d - Government and business
Mankard _ Business Economics
A.N Agarwal _ Indian economy
Steiner and Steiner – Business Ethics – Mc-Graw Hill

2.9. STRATEGIC MANAGEMENT

Objectives: To help the students to learn the process of strategic decision making, implementation and evaluation of corporate policies

UNIT I
Corporate strategic planning - Mission - Vision of the firm - Development, maintenance and the role of leader - Hierachal levels of planning - strategic planning process. Strategic management Practice in India, Family run corporates.

UNIT II
Environmental Analysis & Internal Analysis of Firm:
General environment scanning, competitive & environmental analysis - to identify opportunities & threat - Assessing internal environment through functional approach and value chain - identifying critical success factors - to identify the strength & weakness - SWOT audit - core competence -Stakeholders’ expectations, Scenario-planning - industry analysis.
UNIT III
Strategy formulation
Generic strategies - Grand strategies - Strategies of leading Indian companies - The role of diversification -limit - means and forms. Strategic management for small organisations, non- profit organizations and large multi product and multiple market organisations.

UNIT IV
Tools of Strategy Planning and evaluation

Unit V
Strategy implement & Control:
Various approach to implementation of strategy - Matching organization structure with strategy - 7Smodel - Strategic control process - Du Pont’s control model and other Quantitative and Qualitative tools - Balanced score card - M.Porter’s approach for Globalization - Future of Strategic Management.

Reference
1. Pearce& Robinson, Strategic Management ,All Indian Travellors N.D
2. A.C. Hax And Ns, Strategic Management: An Integrative Perspective, Majifu, Prentice Hall
6. Georgy G.Dess And Alex Miller , Strategic Management, Mcgraw Hill.
7. Gerry Jhonson & Keven Scholes, Exploring Corporatge Strategy: Text And Cases,Ph

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QUESTION PAPER PATTERN

Time : 3 Hours Max Marks : 100

Answer any Five Questions (5 X 20 = 100 Marks)

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