



**BHARATHIDASAN UNIVERSITY, TIRUCHIRAPPALLI – 620 024**  
**M.Com (Bank Management) Course Structure under CBCS**  
 (For the candidate admitted from the academic year **2016-2017** onwards)  
 (Updated on 12.6.2017)

Seme ster	Course	Course Title	Ins. Hrs / Week	Credit	Exa m Hrs	Marks		Total
						Int.	Ext.	
<b>I</b>	Core Course – I (CC)	Indian Banking System	6	4	3	25	75	100
	Core Course – II (CC)	E - Banking	6	4	3	25	75	100
	Core Course – III (CC)	Advanced Financial Accounting	6	4	3	25	75	100
	Core Course – IV (CC)	Business Law	6	4	3	25	75	100
	Elective Course– I (EC)	a) Insurance Management (or) b) Services Marketing	6	4	3	25	75	100
	<b>TOTAL</b>			<b>30</b>	<b>20</b>			
<b>II</b>	Core Course – V (CC)	Banking Theory Law & Practice	6	5	3	25	75	100
	Core Course – VI (CC)	Quantitative Techniques for Bank Managers	6	5	3	25	75	100
	Core Course – VII (CC)	Fundamentals of Information Technology (Theory & Practical)	6	5	3	25	75	100
	Core Course – VIII (CC)	Management Accounting For Bank Managers	6	5	3	25	75	100
	Elective Course–II (EC)	a) E – Commerce (or) b) Organisational Behaviour	6	4	3	25	75	100
	<b>TOTAL</b>			<b>30</b>	<b>24</b>			

<b>III</b>	Core Course – IX (CC)	Advanced Corporate Accounting	6	5	3	25	75	100
	Core Course – X (CC)	Research Methodology	6	5	3	25	75	100
	Core Course – XI (CC)	Marketing for Banking services	6	5	3	25	75	100
	Core Course – XII (CC)	Security Analysis and Portfolio Management	6	5	3	25	75	100
	Elective Course – III (EC)	a) Bank Audit (or) b) Foreign Exchange Management	6	4	3	25	75	100
	<b>TOTAL</b>			<b>30</b>	<b>24</b>			
<b>IV</b>	Core Course – XIII (CC)	Merchant Banking and Financial Services	5	5	3	25	75	100
	Core Course – XIV (CC)	Advanced Financial Management	5	5	3	25	75	100
	Elective Course - IV (EC)	a) Banking for Economic Development (or) b) Global Banking System	5	4	3	25	75	100
	Elective Course - V (EC)	a) International Finance (or) b) Human Resource Management	5	4	3	25	75	100
	Core Course – XV (CC)	Project Work Viva voce (20 marks) Dissertation (80 marks)	10	4	---	---	---	100
	<b>TOTAL</b>			<b>30</b>	<b>22</b>			
<b>GRAND TOTAL</b>			<b>120</b>	<b>90</b>				<b>2000</b>

Note:

Project :100 Marks  
Dissertation : 80 Marks **Passing Minimum 40 Marks**  
Viva Voice : 20 Marks **Passing Minimum 10 Marks**

Core Papers - 14  
Elective Papers - 5  
Project - 1

Note:

1. Theory Internal 25 marks External 75 marks
2. Separate Passing Minimum is prescribed for Internal and External

- a) The passing minimum for CIA shall be 40% out of 25 marks (i.e. 10 marks)
- b) The passing minimum for University Examinations shall be 40% out of 75 marks (i.e. 30 marks)
- c) The Passing minimum not less than 50% in the aggregate

## **CORE COURSE – I**

### **INDIAN BANKING SYSTEM**

**Objective :** To make the students familiar with the various banking concepts.

#### **UNIT I**

Banking – evolution – traditional functions – Banking concepts – Commercial banks ; Central banks; investment banks and recent developments – merchant banking; leasing ; mutual funds.

#### **UNIT II**

Banking system – Branch banking – Unit banking – Universal banking – co-operative banking – structure – objectives – functions, difference between commercial banking and co-operative banks.

#### **UNIT III**

Commercial banking – functions – credit creation mechanism – limitations – portfolio management – Balance sheet structure and analysis – priority sector banking pressures and problems

#### **UNIT IV**

Financing of trade – domestic and foreign – loans and advances – type – secured and unsecured – securities - documentation – procedures syndicated advance – participation – project financing.

#### **UNIT V**

Banking Nationalization – objectives – experience – case for and against privatization – recent developments – role of commercial banks in developing economies.

#### **Text and Reference Books (Latest revised edition only)**

1. Sundaram and Varshney, “**Banking Theory, Law & Practice**” Sultan Chand Company, New Delhi
2. S.M. Sundaram “**Banking Theory, Law & Practice**” Sri Meenaksi Publications, Karaikudi
3. M.Kumar, Srinivasa, “**Banking Theory, Law & Practice**” New Central Book Agency
4. **Tannan’s “Banking Law & Practice in India”** M.S. Ramasamy, Sultan Chand Company, New Delhi.
5. Prem Kumar Srivastav, Banking Theory and Practice.
6. M.C. Vaish, Money, Banking and International Trade.
7. M.L. Seth, Banking Theory
8. R.S. Sayers, Modern Banking
9. Frederick A. Bradford, Money and Banking.

## **CORE COURSE – II**

### **E-BANKING**

**Objective:** To make the students to understand the e-banking transactions.

#### **UNIT I**

Networking of computers – Types – LAN – WAN – Internet and Intra net – E-mail .net banking services.

#### **UNIT II**

Electronic payment system : Automatic teller machine merits and demerits – installation and security aspects of ATM, MICR equipment – precautions in handling MICR instrument – benefits and limitations.

#### **UNIT III**

e-cash : features – benefits of e-cash – limitations of electronic data interchange – electronic fund transfer credit card – debit card – payment through bank network – payment by smart card – electronic pass book – home banking.

#### **UNIT IV**

Electronic clearing services – SWIFT – types of message in SWIFT (society for worldwide interbank financial telecommunication) – message format in SWIFT – bank information code – message flow in SWIFT system – advantages and structure of SWIFT.

#### **UNIT V**

E-Banking challenges and opportunities – services offered through e-banking – strengths of e-banking – weakness of e-banking – opportunities – threats of e-banking.

#### **Text and Reference Books (Latest revised edition only)**

1. R.V. Kulkarni ,Knowledge based system in banking sector.
2. R.S. Viramani, Computer Application in Business and, Commerce and Banking .
3. R.Parameswaran,Computer Application in Business.

## **CORE COURSE – III**

### **ADVANCED FINANCIAL ACCOUNTING**

**Objective:** To make the students to understand the Corporate accounts.

#### **(Theory & Problem)**

#### **UNIT I:**

Valuation of Goodwill – Factors affecting value of Goodwill – Methods of Valuing Goodwill – Valuation of Shares – Methods of Valuation of Equity Shares.

#### **UNIT II:**

Amalgamation, Absorption and External Reconstruction of Companies – Purchase consideration – Accounting treatment – Books of Purchasing Company – Books of Vendor Company – Alteration of Share Capital and Internal Reconstruction – Scheme of Capital Reduction

#### **UNIT III:**

Holding Company Accounts – Banking Company Accounts – Insurance Company Accounts.

#### **UNIT IV:**

Double Account System – Main Features – Final Accounts – Revenue Account – Net Revenue Account – Capital Account – General Balance Sheet – Investment Accounts.

#### **UNIT V:**

International Financial Reporting Standards – Indian Accounting Standards – Human Resource Accounting – Inflation Accounting – Social Responsibility Accounting – Environmental Accounting.

**Note: Theory- 25 Marks ; Problems – 50 Marks**

#### **Text and Reference Books (Latest revised edition only)**

1. R.L. Gupta and Others :**“Advanced Accountancy”**, Sultan Chand Sons, New Delhi.
2. S.P. Jain and K.L. Narang: **“Advanced Accounting”**, Kalyani Publishers, New Delhi.
3. R.S.N. Pillai, Bagavathi, S. Uma: **“Advanced Accounting”**, S.Chand & Co, New Delhi.
4. M.C. Shukla: **“Advanced Accounts”** S. Chand and Co., New Delhi.
5. Mukerjee and Haneef **“Modern Accountancy”**, Tata McGraw Hill, Delhi.
6. Arulanandam **“Advanced Accountancy”**, Himalaya Publications, Delhi
7. B.S.Raman, **“Corporate Accounting”**, United Publishers, Managalore.

## **CORE COURSE – IV**

### **BUSINESS LAW**

**Objective:** To make the students to understand the law relating to various commercial transaction.

#### **UNIT I**

The Contract Act, 1872 (I of 1872, Nature and Kinds of Contract – Contractual terms (offer, acceptance, consideration, capacity, free consent) performance and Discharge of contracts – Breach of contracts – Remedies for Branch.

#### **UNIT II**

Indemnity and Guarantee – Bailment and Pledge – Law of Agency.

#### **UNIT III**

Major provisions relating to sale of Goods Act, 1930 Partnership Act, 1932 and Law of Insurance (Fire and Marine insurance only).

#### **UNIT IV**

Major provision of Law relating to carriage of goods by land, sea and Air.

#### **UNIT V**

General concepts and main provisions relating to The Registration, 1908 (16 of 1908) The Stamp Act, 1899 (2 of 1899) .

**Question paper must contain one question of case Law in section “C”.**

#### **Text and Reference Books (Latest revised edition only)**

1. Venkatesan. E, Hand book of Mercantile Law ,M.L.J. Publications.
2. M.C. Shukla ,A Manual of Mercantile Law , S.Chand& Co, Delhi.
3. R.P. Maheswari& S.N. Maheswari, Principles of Mercantile Law , National Publishing Trust)
4. N.D. Kapoor, Essentials of Mercantile Law, Sultan Chand & Sons, Delhi.
5. Das Gupta , Mercantile Law, Starling Publishers.

**ELECTIVE COURSE – I**  
**(A) INSURANCE MANAGEMENT**

**Objective :** To impart knowledge on the theory of insurance and to educate the process of insurance activities in India.

**UNIT I**

Insurance – Definition – Nature - Principles – Role and Importance – Types of Insurance & Insurance Organization. Insurance contract. Privatization of Insurance in India – Major Players in Insurance Business – Impact of Privatization in India

**UNIT II**

Life Insurance – Nature – Classification of Policies- Annuities - Selection of Risk - Measurement of Risk – Mortality Table- Calculation of Premium- Surrender Value- Cover Note – Policy Conditions- Progress of Life Insurance Business in India.

**UNIT III**

Fire Insurance – Nature – Fire Insurance Contract – Kinds of Policies- Policy Conditions- Payment of Claims – Re-Insurance- Double Insurance.

**UNIT IV**

Marine Insurance – Nature of Marine Insurance Contract – Marine Insurance Policies – Policy Conditions – Premium Calculation – Marine Losses – Payment of Claims- Progress of Marine Insurance Business in India.

**UNIT V**

General Insurance – Motor Insurance – Burglary and Personal Accident Insurance – Miscellaneous Forms of Insurance – Employee Liability Insurance – Property Insurance - Cattle Insurance – Crop Insurance - Medi-Claim – Overseas Medi -claim Policy - Rural Insurance in India. Insurance Regulatory and Development Authority Act,1972 - IRDA Regulations 2000.

**Text and Reference Books :(Latest revised edition only)**

1. Dr.P.K.Gupta-Insurance and Risk Management-Himalaya Publishing House, Mumbai.
2. NaliniPravaTripathy and PabirPai-Insurance, Theory and Practice-Prentice Hall , New York.
3. M.N.Mishra-Insurance Principles and Practices-S.Chand& Sons, New Delhi
4. Mark S. Dorfman-Introduction to Risk Management and Insurance-Prentice Hall, New York.
5. IRDA 1999.

## **ELECTIVE COURSE – I**

### **(B) SERVICES MARKETING**

**Objective: To enable students to gain expert knowledge on marketing of various Services.**

#### **UNIT I**

Services Marketing – Definition – importance – characteristics of services – Growth of Services Marketing – Types of services – Comparative analysis between services and products.

#### **UNIT II**

Concept of services marketing – Societal concept – Buyer behaviour concept – Factors influencing buyer behaviour – Decision making process. Delivering quality Service - TQM in services marketing - Quality standards - process and technological requirements to implement quality standards in services marketing.

#### **UNIT III**

Services Marketing Mix – Product Strategy – Product Life Cycle concept – Strategies during the Product Life Cycle – Product Planning Strategy – Development of new products – Diversification and elimination.

#### **UNIT IV**

Bank Marketing – Insurance Marketing – Transport Marketing.

#### **UNIT V**

Tourism and Hotel Marketing - Education Marketing – Communication Services Marketing – Health services.

#### **Text and Reference Books : (Latest revised edition only)**

1. S.M.Jha , Services Marketing, Himalaya Publishing House, Mumbai.
2. M.Y.Khan, Services Marketing, Tata McGraw Hill, New Delhi.
3. C.B.Memoria&R.K.Suri, Marketing Management, KitabMahal,
4. Kotler -Marketing Management , Sultan Chand & Sons, New Delhi.
5. Cowell.- Marketing of Services, Heinemann Publishers, London.
6. Christopher Lovelock, JochenWirtz & Jayanta Chatterjee – Service Marketing People, Technology, Strategy. Pearson Education.



## **CORE COURSE V**

### **BANKING THEORY LAW & PRACTICE**

**Objective: To make the students to know the law relating to banking transactions.**

#### **UNIT I**

Evolution of Banking legislation in India – Major provisions of banking Regulations Act, 1949. Reserve Bank of India Act, 1934 and Banking Companies (Acquisition and transfer undertaking) Act, 1970.

#### **UNIT II**

Banker and customer – Concepts Definitions – Legal relationship – general and special feature – opening of new accounts – special types of customers – precautions to be taken before opening new accounts. Pass book – entries in the pass book – its legal implications.

#### **UNIT III**

Cheques – features – Material alterations – crossing of cheques – their significance – Endorsement. Paying banker – duties – statutory protection – forgery of customer's signature – payment in due course – Closure of Accounts.

#### **UNIT IV**

Collection banker – Legal position – Duties – Statutory protection – Holder in due course. Bills of exchange and promissory notes – Special features – Rights and Liabilities of parties to Negotiable Instruments.

#### **UNIT V**

Employment of Funds – Loan, Cash credits and over Drafts – Advances against documents of title of goods. Pledge, Hypothecation and Mortgage – Advances against securities FDRs, shares, Debentures, Life Assurance policies, Movable and other immovable properties.

**Note : One Question From Section 'C' Should Be a Case Law)**

#### **Books for Reference:**

1. Sundaram and Varshney, "**Banking Theory, Law & Practice**" Sultan Chand Company, New Delhi
2. S.M. Sundaram "**Banking Theory, Law & Practice**" Sri Meenaksi Publications, Karaikudi
3. M.Kumar, Srinivasa, "**Banking Theory, Law & Practice**" New Central Book Agency
4. **Tannan's "Banking Law & Practice in India"** M.S. Ramasamy, Sultan Chand Company, New Delhi.

**CORE COURSE VI**  
**QUANTITATIVE TECHNIQUES FOR BANK MANAGERS**

**Objective : To acquaint the students with the Statistical tools and techniques for managerial decisions.**  
**(Theory & Problem)**

**UNIT I:**

Meaning of Quantitative Techniques – Role of Quantitative Techniques – Advantages and Limitations of Quantitative Techniques – Correlation Analysis – Simple – Partial and Multiple – Regression Analysis – Time Series .

**UNIT II:**

Probability – Problems applying Addition and Multiplication Theorem – Mathematical Expectations – Theoretical Distributions – Binomial – Poisson – Normal Distribution.

**UNIT III:**

Significance Tests in Small Samples ( t test) – Testing the significance of the mean of a random sample – Testing difference between means of two samples (Independent and Dependent Samples) – Chi-square test- Analysis of Variance (One way and two way classification).

**UNIT IV:**

Linear Programming – Graphical Method – Simplex Method – Transportation Problems – Initial Basic Feasible Solution - Modi Method – Assignment Problems.

**UNIT V:**

Interpolation and Extrapolation – Methods of Interpolation – Binomial Expansion Method – Newton's Method – Lagrange's Method – Parabolic Curve Method – Extrapolation – Vital Statistics – Life Tables.

**Note: 50 Marks Problem : 25 Marks Theory**

**Text and Reference Books (Latest revised edition only)**

1. S.P. Gupta, Statistical Methods - Sultan Chand & Sons, New Delhi.
2. S. Gurusamy, Operations Research, Vijay Nicole Imprints Pvt. Ltd, Chennai.
3. D. Joseph Anbarasu, Business Statistics –Vijay Nicole Imprints Pvt. Ltd., Chennai.
4. C.R.Kothari, Quantitative Techniques –Vikas Publishing House, New Delhi.
5. Levin, Richard I. and David S Rubin: Statistics for Management, Prentice Hall, Delhi.
6. Gupta S.P. Statistical Methods, Sultan Chand, New Delhi
7. Hooda, R.P: Statistics for Business and Economics, Macmillan 3rd edition, New Delhi.
8. Hein, L.W: Quantitative Approach to Managerial Decisions, Prentice Hall, Delhi

## **CORE COURSE VII**

### **FUNDAMENTALS OF INFORMATION TECHNOLOGY**

**Internal Assessment : Theory – 15 Marks; Practical – 10 Marks**

**University Examination :Theory - 45 Marks ; Practical - 30 Marks.**

**Examination Duration : Theory 2 Hours ; Practical 2 Hours**

**Objective:** To enable the students to acquire knowledge in computers, Information Technology and to develop skills in Computerized Accounting System both theory and in practical

**(Theory & Practical)  
(Theory 45 Marks)**

#### **UNIT I:**

Introduction to Computers – Classification of Computers – Generations of Computer – Memory Units – Auxiliary Storage Devices – Input and Output Devices - Computer Software – Operating System – Programming Languages.

#### **UNIT II:**

Fundamentals of Computerized Accounting – Computerized Accounting Vs Manual Accounting - Procedure for Creating a new company – Groups Creation - Ledger Creation.

#### **UNIT III:**

Vouchers creations – Payment voucher – Receipts voucher – Sales voucher – Purchase voucher – Journal voucher – Contra voucher.

**(PRACTICAL – 30 Marks)**

#### **UNIT IV:**

Creation of a new company – Groups Creation – Multiple Groups and Single Groups - Creation of ledgers – Multiple Ledgers and Single Ledgers.

#### **UNIT V:**

Vouchers creations – Voucher entry – Payment vouchers – Receipt vouchers – Sales vouchers – Purchase vouchers – Journal voucher and Contra vouchers.

**Text and Reference Books (Latest revised edition only)**

1. Dr.S.V.SrinivasaVallabhan - Computer Applications in Business, Sultan Chand & Sons, Delhi.
2. Alexis Leon and Mathews Leon by Fundamentals of Information Technology.Vikas Publishing Company, Delhi.
3. Deepak Bharihoke, Fundamentals of Information Technology, Excel Publications.

## **CORE COURSE VIII**

### **MANAGEMENT ACCOUNTING FOR BANK MANAGERS**

**Objective:** To make the students understand the techniques and tools of Management Accounting for decision making in Banks.

#### **(Theory & Problem )**

#### **UNIT I**

Management Accounting – Meaning – Nature and Scope – Functions – Tools & Techniques - Distinction between Cost and Management Accounting – Relationship between Cost and Management Accounting. Financial Statement Analysis and Interpretation – Meaning – Process – Kinds.

#### **UNIT II**

Ratio Analysis – Meaning – Advantages – Limitations – Classification of Ratios. Working Capital Management – Meaning – Importance – Forecast of Working Capital Requirements - Determinants and Computation of Working Capital.

#### **UNIT III**

Funds Flow Statement – Meaning – Importance – Benefits – Limitations – Schedule of Changes in Working Capital – Preparation of Funds Flow Statement – Cash Flow Statement – Meaning – Uses – Limitations - Comparison between Funds Flow Statement and Cash flow statement – Preparation of Cash flow Statement.

#### **UNIT IV**

Budgeting and Budgetary Control – Meaning – Definition – Objectives – Essentials – Advantages – Limitations – Classification of Budgets – Sales, Production, Cost of Production, Purchase and Flexible Budgets – Cash Budget.

#### **UNIT V**

Marginal Costing – Break Even Analysis – Cost Volume Profit Analysis – Utility and Limitations of Cost Volume Profit Analysis. Standard Costing and Variance Analysis – Advantages and Limitations of Standard Costing.

**Note: Theory- 25 Marks; Problems – 50 Marks.**

### **Text and Reference Books (Latest revised edition only)**

1. R.K.Sharma & ShashiK.Gupta, “Management Accounting”, Kalyani Publisher, New Delhi.
2. S.N.Maheswari, “ Management Accounting”, Vikas Publications, New Delhi.
3. T.S. Reddy & Y. Hari Prasad Reddy, “Management Accounting”, Margham Publication, Chennai.
4. S.P.Jain& K.L. Narang, “Cost and Management Accounting”, Kalyani Publishers, New Delhi.
5. M.N.Arora, “Cost and Management Accounting”, 8<sup>th</sup> Edition, Vikas Publishing House (p) Ltd, Chennai.
6. Hilton, Mahar and selto, “Cost Management”, 2<sup>nd</sup> Edition, Tata McGraw-Hill Publishing Company Ltd, New Delhi.
7. B.M. Lall Nigam and I.C. Jain, “ Cost Accounting”, Prentice Hall of India (P) Ltd, New Delhi.

## **Elective Course II**

### **(A) E - COMMERCE**

**Objective:** To make the students understand E - Commerce in the modern net working world.

#### **UNIT I**

Introduction to E-Commerce – Electronic Commerce Frame work – Electronic commerce and Media convergence –anatomy of E-Commerce applications – Components of the IWay – Network Access Equipment – Global Information Distribution Networks – Internet Terminology – NSFNET : Architecture and Components - National Research and Educational Network.

#### **UNIT II**

Electronic Commerce and World Wide Web: Architectural Frame work for E-Commerce – WWW Architecture – Hypertext Publishing – Consumer Oriented Applications – Mercantile Process Models – Consumer’s Perspective – Merchant’s Perspective – Electronic Payment Systems (EPS) – Types - Designing EPS - Smart Cards and EPS – Credit Cards and EPS.

#### **UNIT III**

Electronic Data Interchange (EDI) : Applications – Security and Privacy Issues – Software Implementations – Value Added Networks – Internal Information System – Work-flow Automation and Coordination – Customization – Supply Chain Management.

#### **UNIT IV**

Marketing on the Internet: Advertising on the Internet – Charting the On-Line Marketing Process – E-Commerce Catalogs or Directories – Information Filtering – Consumer-Data Interface: Emerging Tools.

#### **UNIT V**

Multimedia and Digital Video: Concepts – Digital Video and E-Commerce – Video Conferencing – Frame Relay – Cell Relay – Mobile Computing Frame Work – Wireless Delivery Technology – Cellular Data Communication Protocols – Mobile Computing Applications.

### **Text and Reference Books (Latest revised edition only)**

1. Frontiers of Electronic Commerce - Ravi Kalakota, Andrew Winston, Himalaya Publishing House, Mumbai.
2. E-Commerce- A Managerial perspective - P.T.Joseph, Prentice-Hall of India Pvt. Ltd. New Delhi.
3. Designing Systems for Internet Commerce- G.WinfieldTreese& Lawrence C.Stewart,Addison-Wesley Publisher, New York.
4. E-Commerce The Cutting Edge Of Business - Kamelesh K Bajaj, Debjani Nag, Tata Megraw-Hill, New Delhi
5. E Business Road Map for Success - Dr.RaviKalakota, Marcia Robinson, **Addison-Wesley Publisher, New York.**
6. E – Commerce – SrinivasaVallabhan .S.V.TataMegraw-Hill, New Delhi.

## **ELECTIVE COURSE II**

### **(B) ORGANISATIONAL BEHAVIOUR**

**Objective :** To make the students understand the basics of individual behaviour and group behaviour of people at work and enable them to gain knowledge relating to overall development of the organisation

#### **UNIT I**

Organisational Behaviour – Meaning – Characteristics – Disciplines contributing to OB – Relationship with other Social Sciences – Approaches to OB – Hawthorne Experiments.

#### **UNIT II**

Perception: Process – Factors influencing perception - Distortion in Perception – Learning: Theories of Learning – Attitudes: Factors influencing Attitude.

#### **UNIT III**

Personality: Theories of Personality – Determinants – Types - Emotional Intelligence – Features - Group Dynamics: Formal and Informal Groups – Group Cohesiveness – Stress Management: Causes and Effects of Stress – Coping strategies for stress.

#### **UNIT IV**

Leadership: Theories and styles – Motivation – Theories of Motivation – Communication – Conflict Management: Role Conflict – Goal Conflict and inter personal conflict

#### **UNIT V**

Organisation change – Process – causes of resistance to change and Overcoming resistance to change – Organisation Development – OD Process and Techniques – Organisation Culture – Factors influencing organisation culture – Organisational Effectiveness – Process and factors influencing organizational effectiveness.



### **Text and Reference Books (Latest revised edition only)**

1. L.M. Prasad – Organisational Behaviour – Sultan Chand & Sons, Delhi.
2. K. Aswathappa – Essentials of Organisational Behaviour, McGraw Hill, Delhi.
3. Fred Luthans, Organisation Behaviour, McGraw Hill, Delhi.
4. Hell Riegel, Slocum and Woodman, Organisation Behaviour, South Western, Thomson Learning.
5. R.S. Dwivdi, Human Relations and Organizational Behaviour, Mc Millan India Ltd., 5<sup>th</sup> Edition.
6. Stephen P. Robbins, Organizational Behaviour, 9<sup>th</sup> Edition, Pearson Education, New Delhi,
7. P.Subba Rao, Essentials of Human Resource Management and Industrial Relations, Himalaya Publishing House.
8. C.S. VenkataRatnam and B.K.Srivastava, “Personnel Management and Human Resources, TMH.
9. P.C. Tripathi, Personnel Management and Industrial Relations , Sultan Chand & Sons.
10. B.S.Bhatia and G.S.Batra Human Resource Management — Deep & Deep Publications.

## **CORE COURSE – IX**

### **ADVANCED CORPORATE ACCOUNTING (updated on 31-3-2017)**

**Objective : To enable the students to understand the detailed concepts of corporate accounting**

#### **UNIT – I**

Issue of shares - under subscription and over subscription - calls in arrears and call in advance- issue of shares at premium and discount - forfeiture of shares - effects of pro-rata allotment on forfeiture of shares - reissue of forfeited shares - redemption of preference shares .

#### **UNIT –II**

Final accounts of companies - profit and loss account - tax adjustments - dividends transfer to reserve - managerial remuneration - perquisites to be included in managerial remuneration - remuneration payable to different categories of managerial personnel administrative ceilings regarding managerial remuneration - computation of net profits for managerial remuneration - balance sheet - form of balance sheet

#### **UNIT – III**

Profits prior to incorporation - treatment of profit or loss prior to incorporation - relevance of “Date of certificate to commence business” methods of ascertaining profit or loss prior to incorporation - basis of apportionment of expenses - steps involved in ascertaining pre and post incorporation profits.

#### **UNIT – IV**

Liquidation of companies - statement of affairs and deficiency / surplus accounts and liquidator’s final statement of account.

#### **UNIT –V**

Accounting Standards - objectives function - purpose - scope - advantages and disadvantages AS 1 : Disclosure of accounting policies AS 2 : Valuation of inventories - AS 6 : depreciation accounting - AS 7 : construction contracts - AS 8 : accounting for research and development - AS 10 : Accounting for fixed assets AS 11 : Accounting for the effects of changes in foreign exchange rates. (Theory only)

***Note: Theory 25 Marks : Problems 50 Marks***

## BOOKS FOR REFERENCE:

1. M.C.Shukla, T.S.Grewall & S.C.Gupta – Advanced Accountancy - II
2. S.P.Jain and K.L. Narang – Advanced Accountancy
3. Dr R Palaniappan & Dr N Hariharan, Corporate Accounting, Vijay Nicole Imprints Pvt. Ltd., Chennai
4. R.L.Gupta and M.L.Radhaswamy – Advanced Accountancy
5. Mukherjee and Hanif – Modern Accountancy – II
6. Reddy & Murthy – Advanced Accounts

## **CORE COURSE - X**

### **RESEARCH METHODOLOGY (Theory only)**

**Objective: To make the students understand the research process and the method of presenting reports.**

#### **UNIT - I**

Research in Management: An Introduction – Definition, meaning and nature – Scope and objects of Research. Types of Research : Experimental Research – Survey Research – Case Study methods – Ex Post Facto Research.

#### **UNIT - II**

Research Design – Defining Research Problem and Formulation of Hypothesis – Experimental Designs.

#### **UNIT - III**

Research Process – Steps in the process of Research, Data Collection and Measurement: Sources of Secondary data – Methods of Primary data collection – Questionnaire construction – Attitude measurement and Scales – Sampling and Sampling Designs – Philosophy and Pre-testing.

#### **UNIT - IV**

Data presentation and Analysis – Data Processing – Methods of Statistical analysis and interpretation of Data – Testing of Hypothesis and theory of inference.

#### **UNIT - V**

Report writing and presentation –steps in Report writing - types of reports – Substance of Reports – Formats of Reports – Presentation of a Report - **Documentation, Foot Note, Bibliography.**

#### **BOOKS FOR REFERENCE:**

1. V.P.Michael : Research Methodology in Management, Kitib Mohan Publications, Alahabad.
2. C.R.Kothari : Research Methodology, Wiley Eastern Ltd, New Delhi
3. P.Saravanavel, Research Methodology, KitabMahal, Alahabad.
4. O.R. Krishnaswami : Methodology of Research in Social Science
5. D.Amarchend : Research Methods in Commerce.
6. R. Prabhu& T Raju – Research Methods in Management – Vijay Nicole Imprints Pvt. Ltd., Chennai

## **CORE COURSE XI**

### **MARKETING FOR BANKING SERVICES**

**Objective :** To make the students to know the various bank marketing techniques.

#### **UNIT I**

Role of Marketing – Relevance of Marketing to Banks – Six P's in Bank Marketing – Components of Marketing mix – Customer Segment – Future of Bank Marketing.

#### **UNIT II**

Marketing Plan – Market information system – Marketing Research in Indian Banks – Product (service) – Development of IBA – Desirable Product Mix.

#### **UNIT III**

Pricing in Bank Marketing – Costing and Pricing Practices – Uniformity in services charges – Branch Expansion Policy in India – Suitable location for a Bank Branch.

#### **UNIT IV**

Branch Layout – Promotional Mix in Bank Marketing – Joint publicity Committee – Media Support – Effectiveness.

#### **UNIT V**

Marketing Department at the Bank Level – Selection of Marketing Officers – Motivation of Marketing personnel – Training in Bank Marketing – Training Needs – Training Programme – Marketing in Rural Areas.

#### **Books for Reference:**

1. R.K. Madukar – Dynamics of Bank Marketing
2. Kenneth Andrew – Bank Marketing concepts and Applications.
3. KK.Sexena – Bank Marketing Concepts and Applications
4. Richard Handscombe – Bank Management Handbook.

**CORE COURSE – XII**  
**SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**

**Objective: To make the student to understand the investment opportunities and portfolio management**

**UNIT – I**

Investment Management - Nature and scope - Objectives – Process – Investment Media Security and Non-security forms of Investment - gilt edged securities – Sources of Investment information.

**UNIT – II**

New Issues Market – Methods of Issuing – Parties involved in the new issue market – Secondary market – Stock Exchanges – NSE and BSE – Trading mechanism – online trading – SEBI and Investors production.

**UNIT – III**

Security Analysis – Approaches – Fundamental Analysis – Technical Analysis – Dow Theory – Random Walk Theory - Efficient Market Hypothesis.

**UNIT – IV**

Portfolio Analysis – Traditional and Modern approach – Rationale of Diversification of Investments – Markovitz theory – Sharpe Index Model - Capital Asset Pricing Model.

**UNIT – V**

Investment companies in India – Types Mutual Fund Operations in India – UTI – SEBI and RBI Guidelines for Mutual Funds.

**Note: Theory only**

BOOKS FOR REFERENCE:

1. PunithavathyPandian : Security Analysis and Portfolio Management (Vikas Publishing House)
2. Dr S Gurusamy –Security Analysis & Portfolio Management –Vijay Nicole Imprints Pvt Ltd, Chennai.
3. Gupta L.C. : Return of Equities – The Indian Experience (New Delhi OXFORD).
4. Bhalla V.K. : Investment Management and Portfolio Management (S.Chand& Co. Delhi).
5. Fisher &Jordon : Security Analysis and Portfolio Management.
6. PreetiSingh : Security Analysis (Himalaya Publishing House).
7. Avadhani V.A. : Investment and Securities Markets in India.
8. SEBI : Guidelines 1992.
9. Jack dark Francis Investment : Analysis and Management (McGraw Hill 1990).
10. Gara.K.L : Stock Exchanges in India.

## **ELECTIVE COURSE III**

### **A) BANK AUDIT**

**Objective:** To make the students to know about the various forms of bank audit.

#### **UNIT I**

Definition of Audit – Difference between book keeping, accountancy, auditing and investigation – objectives of audit – Qualities of an Auditor – Advantages of Audit – Limitations.

#### **UNIT II**

Detection of Errors – Location of Errors – Detection of fraud – Fraudulent Manipulation of account – prevention of fraud.

#### **UNIT III**

Audit of Banking companies – capital adequacy norms - provision of the Banking Regulation Act, 1949, relating to capital, reserves, P & L a/c and Balance sheet.

#### **UNIT IV**

Audit of prudential Accounting Norms – Types of assets – Good Assets, performing assets, non-performing assets.

#### **UNIT V**

Verification and valuation Fixed assets. Investment and liabilities –Audit of bank branches – Publication of accounts – control by Board of Inspection of RBI.

#### **Books for Reference:**

1. M.L. Tandon – Auditing
2. Jeqdesh Prakash – Auditing
3. Spicer and Pegler – Auditing
4. Narashimahan Committee report on Bank Reforms

## **ELECTIVE COURSE – III**

### **B) FOREIGN EXCHANGE MANAGEMENT**

**Objective:** To make the student to have basic knowledge about Foreign exchange management.

#### **UNIT I**

Foreign exchange – Meaning and Administration – Functions of Foreign Exchange Department of Commercial Banks – Foreign Exchange and Balance of Trade and Balance of Payment.

#### **UNIT II**

Exchange system – Exchange rate system prior to IMF and under IMF – External value of Rupee – Convertibility of Rupee.

#### **UNIT III**

Exchange Arithmetic – Nostro and Vostro Accounts – Spot and Forward Deal of Foreign Currencies – Forward Rates – Foreign Exchange Regulation Act, 1973 (Relevant Provisions).

#### **UNIT IV**

Exchange Control – Objectives – Methods – Foreign Exchange Management Act – Administration of Foreign Exchange – Functions of Foreign Exchange Department.

#### **UNIT V**

Foreign Exchange Transaction – Exchange Quotations – Spot & Forward Transaction – Forward Exchange contracts. Introduction to currency – features and options.

#### **Books for Reference:**

1. N.S. Jeevanandam – Foreign Exchange – Practice, Concepts and Control.
2. A.K. Chatterji – Principle of Foreign Exchange
3. Francis Cherumnilam – International Trade and Export Management
4. K.R. Gupta – International Economics
5. Surendra S. Yadav, P.K.Jain and Max peyrard, Foreign Exchange Markets understanding derivatives& Other instruments, Macmillan.
6. Yadav, Foreign Exchange Management.



## **CORE COURSE – XIII**

### **MERCHANT BANKING AND FINANCIAL SERVICES**

**Objective: To provide conceptual understanding and in depth knowledge of merchant banking services concerning financial markets in India and to provide knowledge of financial services**

#### **UNIT I**

Merchant Banking – merchant bankers – corporate counseling – project counseling – pre-investment studies – capital restructuring services – credit syndication – issue management – portfolio management – working capital finance – mergers and acquisition – foreign currency financing – brokering fixed deposits – project appraisal – merchant banking – regulatory framework – SEBI guidelines

#### **UNIT II**

Public issue management – functions – categories of securities issue – issue manager – role of issue manager – activities involved in issue management – marketing of new issue – pure prospectus method – offer for sale method – private placement method – IPO method – rights issue method – bonus issue method – book-building – ESOP – OTCEI – Credit Syndication Services

#### **UNIT III**

Post-issue activities – major activities – steps – factors in public issue proposal – pricing of issues – law relating to issue management – SEBI regulations – Prospectus – information – abridged prospectus – misstatement in prospectus – golden rule – types of prospectus – red-herring prospectus – shelf prospectus – M & A services – Portfolio Management Services

#### **UNIT IV**

Underwriting – meaning – types – mechanism – benefits and functions – Indian Scenario – underwriting agencies – underwriter – underwriting agreement – SEBI guidelines – Bought-out deals – grey market – capital market instruments – types – preference shares – equity shares – CCPS – company deposits – warrants – debentures and bonds – SEBI guidelines – global debt instruments – indexed bonds – floating rate Bonds – ECBs

#### **UNIT V**

Depository receipts – meaning and mechanism – benefits – steps in issue of GDR – IDR – Stock exchange – history – functions – Indian stock exchanges – SEBI regulations – mechanics of settlement – margin trading – stock trading system – dealer trading system – NSMS – ISE – INDONEXT – NSE – Financial Services – leasing – hire-purchase finance – bill financing – factoring – consumer finance – real estate financing – credit cards – credit rating venture capital

## **Book References**

1. Gurusamy S, Merchant Banking and Financial Services 4 Edition, Vijay Nicole Imprints Prints Pvt Ld., Chennai
2. Khan M Y, "Financial Services", Tata McGraw Hill
3. Sri Ram, "Handbook of Leasing & Hire purchases", ICFAI Hyderabad
4. Stewart, Simon (University Of Adelaide), "Financial Services & Their Regulation"
5. Rose, Peter S., And Fraser, Donald R. "Financial Institutions: Understanding and Managing Financial Services", Tex Business Publications
6. Kinsella, Ray, "New Issues in Financial Services", Powell's Books
7. Anderton, Brian, Ed, "Current Issues in Financial Services", Macmillan

## **Web References**

[www.rbi.org.in](http://www.rbi.org.in)  
[www.sebi.gov.in](http://www.sebi.gov.in)  
[www.nse-india.com](http://www.nse-india.com)

**CORE COURSE - XIV**  
**ADVANCED FINANCIAL MANAGEMENT**

**Objective :** To enable the students understand concepts and application of financial management tools.

**UNIT I**

Financial Management: Meaning, nature and scope of finance; financial goal – Profit Vs Wealth Maximisation; Finance functions – investment, financing and dividend decisions.

**UNIT II**

Fundamental valuation concepts: - Time value of money – Compound value, Present value; Risk and Return – concept, Risk in a portfolio context, Relationship between Risk and Return. Valuation of Securities – Valuation concept – Bond Valuation – Valuation of Preference shares, Equity valuation – Dividend valuation approach, Earnings capitalisation approach and Ratio approach.

**UNIT III**

Cost of capital: Meaning and Significance of cost of capital; calculation of cost of debt, preference capital, equity capital and retained earnings; combined cost of capital (weighted). Financial Leverage: Meaning, Measurement of leverages; Effect of Operating and Financial Leverage on Profit; Analysing alternate financial plans; combined financial and operating leverages.

**UNIT IV**

Planning the Capital Structure – Factors influencing capital structure; EBIT-EPS Analysis, Return on Investment Analysis, Cash flow analysis, capital structure policies – Theories. Dividend policy -Factors determining dividend pay-out, Forms of dividend; stability in dividend policy; corporate dividend behaviour

**UNIT V**

Management of working capital:- Meaning, Significance and Types of working capital; calculating operating cycle period and estimation of working capital requirements; sources of working capital; Management of cash, receivables and inventory.

**Note: Theory 30 Marks : Problems 45 Marks**

**\*EQUAL IMPORTANCE TO BE GIVEN TO ALL UNITS**

### **Text and Reference Books (Latest revised edition only)**

1. I.M.Pandey. Financial Management, Vikas Publishing House Pvt Ltd, New Delhi.
2. Prasanna Chandra, Financial Management, Theory and Practice, Tata McGraw-Hill Publishing Company Ltd, New Delhi.
3. M.Y.Khan & P.K.Jain, Financial Management, Text and Problems. Tata McGraw-Hill Publishing Company Ltd, New Delhi.
4. P.V. Kulkarni & B.G. Sathyaprasad, Financial Management – Himalaya Publishing House, Mumbai.
5. S.N.Maheswari, “Financial Management principles and practice,” Sultan Chand & Sons, New Delhi.
6. James C. Van Horne & John M. Wachowicz, Jr. Fundamentals of Financial Management- PHI Learning Private Limited, New Delhi.
7. Srinivasan, Financial Management, Vijay Nicole, Chennai

## **ELECTIVE COURSE IV**

### **(A) BANKING FOR ECONOMIC DEVELOPMENT**

**Objective:** To make the student know the role of Banks in Economic Development

#### **UNIT I**

Concept of Development Banks – Difference between commercial banking and development banking – role of development banks in developing countries - sources of funds – uses of funds priorities and criteria for financial assistance.

#### **UNIT II**

Industrial Banking – Mixed Banking – the German experience – investment banking in India – its evolution and growth.

#### **UNIT III**

Co-operative Banking – State Co-operative Banks – Central Co-operative Banks – Functions - Role of Primary Agricultural Credit Societies and Primary Urban – Cooperative Banks.

#### **UNIT IV**

Development banks in India – Investment Trust – U.T.I – I.F.C.I – I.C.I.C.I – I.D.B.I – S.F.C N.D.C – N.S.L.C – L.I.C and R.E.C – their organization – objects – working – review and future.

#### **UNIT V**

Functions of RBI – Monetary control and Monetary Policies – Changing Role of RBI in the Liberalization of economy – Privatization.

#### **Books for Reference:**

1. Corporation Finance in India by S.C. Kuchchal
2. Development Banks by Williams Palmond.
3. Development Banking by Vasant Desai – Himalaya.
4. Vasanth Desai – Indian Banking Nature and Problem
5. Vasanth Desai – Banking and Financial Systems
6. Vasanth Desai – Development Banking : Issues and Options

## **ELECTIVE COURSE – IV**

### **B) GLOBAL BANKING SYSTEM**

**Objective :** To make students learn and understand the global banking and financial system.

#### **UNIT I**

Financial Management in a global control – need for international Finance – The finance function – The emerging challenges – recent changes in global financial markets – objectives of the firm – risk management and wealth maximization - a frame work of financial decisions.

#### **UNIT II**

Exposure and Risk – the nature of exposure and risk – exchange rate and interest rate volatility – foreign exchange exposure and risk classification of foreign exchange exposures and risk. - Exchange rates, interest rates, inflation rates and exposure.

#### **UNIT III**

International monetary system and financial markets – exchange rate regimes – the IMF – the problem of adjustment – The European monetary system – the Euro market – overview of major markets – international equity markets.

#### **UNIT IV**

The foreign exchange market – the structure – mechanics of currency trading – type of transactions and settlement exchange rate quotations and arbitrage – short date and broken date contracts, exchange rate – regimes and the foreign exchange.

#### **UNIT V**

Forward, Swaps and Interest parity – Arbitrage – swaps and Deposit markets – option forwards – forward – forward swaps : swap positions – forward exchange rates in India.

#### **Books for Reference:**

1. Avadhani V.A. International Finance Theory and Practice, Himalaya Publishing House, New Delhi
2. Chaudhari B.K. Finance of Foreign Trade and Foreign Exchange, Himalaya Publishing House, New Delhi
3. RBI Manual of Exchange control.

**ELECTIVE COURSE – V**  
**A) INTERNATIONAL FINANCE**

**Objective:** To facilitate the students to learn concepts of international finance, foreign exchange exposure and international project appraisal and understand the risks involved in foreign exchange market.

**UNIT I** Financial Management in a Global Perspective:

Globalisation: Trends in International Trade and Cross Border Financial Flows - India in the Global Economy- Challenges of International Financial Management- International Monetary System and Financial Markets- Balance of Payments- International Monetary system. An overview of International Financial Markets - Exchange Rate Determination and Forecasting- Purchasing Power Parity, Theory - The Fishers' Effect, Interest Rate Parity.

**UNIT II** The Foreign Exchange Market:

Structure and the Participants, Types of Transactions, Mechanics of Currency Dealing - Exchange Rate quotations - Arbitrage, Forward Rates- Evolution of Exchange Control and the Foreign Exchange Market in India- Exchange Rate Computations. Currency Derivatives: Currency Futures, Currency Options

**UNIT III** Foreign exchange Exposure and Risk:

Economic Exposure, Transaction Exposure, Translation Exposure, Management of Exposures.

**UNIT IV** Working Capital Management in a Multinational Context:

Short-term Borrowing and Investment, Centralised Vs. Decentralised Cash Management - Cash Transmission. International Equity Investment: Risk and Return, The International CAPM, Equity Financing in the International Markets. Long-term Borrowing in International Capital Markets: The Major Market Segments, the International Financing Decision, International Leasing.

**UNIT V** International Project Appraisal:

Review of NPV Approach - Adjusted Present Value Framework, Project appraisal in the International Context, Exchange Rate Risk and Cost of Capital, International Joint Ventures. An Introduction to Financial Swaps: Major Types, Motivations Underlying Swaps, Application of Swaps, Valuation of Swaps, International Accounting and Taxation: Accounting for Foreign Currency Transactions, Accounting for Foreign Operations.

**Reference:**

1. Apte, P.G., International Financial Management, 2nd Ed., Tata McGraw Hill, 1998
2. Jeff Madura, International Financial Management, 6th Ed., South-Western, 2000
3. CheolS.Eun, Bruce G.Resnick,. International Financial Management, Irwin McGraw Gill.1998.
4. Maurice D.Levi, International Finance, 3rd Ed., McGraw Hill, 1996.
5. Alan C.Shapiro, Multinational Financial Management. Prentice Hall India.



**ELECTIVE COURSE V**  
**B) HUMAN RESOURCE MANAGEMENT**

**Objective:** To impart knowledge on the concepts and principles of HRM followed in different types of organization.

**UNIT I:**

Human Resource Management- Meaning – Nature and Scope, Objectives - Functions - Distinction between HRM and Personnel Management. Personnel Policies: Procedure and Programmes. Organization of HRM Department– Needs - Recent Trends in HRM Practices – Personnel Audit- Human Resource Information System- need and benefits.

**UNIT II :**

Man Power Planning – Characteristics: Need, Process - Job Analysis- Job Description- Job Specification - Job Design- Job Evaluation Methods – Merits and Demerits - Job Enrichment- Job Enlargement – Re-Engineering - Recruitment – Sources - Selection- Selection Procedure, - Interviews – Placement - Induction

**UNIT III :**

Training –Meaning, Need - Selection of Trainees- Methods of Training – Evaluation of Training - Management Development Programmes- Methods.- Promotion – Types, Merits- Demotions; Carrier Planning - Transfers.

**UNIT IV :**

Performance Appraisal – Purpose- Factors Affecting Performance Appraisal – Criteria for Performance Appraisal – Performance Appraisal Techniques – Limitation of Appraisal Methods. Quality of Work Life – Issues in Quality of Work Life- Measuring QWL – Workers Participation in Management.

**UNIT V :**

Grievance – Meaning, Causes of Grievance- Grievance Redressal Procedure – Collective Bargaining – Meaning – levels – methods – pre-requisites – Benefits.

### **Text and Reference Books (Latest revised edition only)**

1. Pravin Durai, Human Resource Management, 2<sup>nd</sup> Edition, Pearson Education, New Delhi
2. Dr.Ashwathappa, Human Resource Management ,McGraw Hill Education (India ) Pvt. Limited, New Delhi.
3. Edwin Phillip, Personnel Management - Tata McGraw Hill, Delhi.
4. L.M. Prasad ,Human Resources Management, Jain Book Agency, New Delhi.
5. DaleYoder& Paul D. Staudohar, Personnel Management, Prentice Hall.
6. S.S. Khanka, Human Resource Management ,S.Chand& Sons, New Delhi.
7. Gary Dessler, "Human Resource Management", Seventh edition, Prentice-Hall of India P.Ltd., Pearson.
8. H.JohnBernardin&JoyeeE.A.Russel, Human Resource Management - An experiential approach, 4th Edition, McGraw-Hill International Edition., 2007
9. David A. DeCenzo& Stephen P.Robbins, Personnel/Human Resource Management, Thirddedition, PHI/Pearson.
10. VSP Roa, Human Resource Management : Text and cases, First edition, Excel Books, NewDelhi.

## **PROJECT**

### **PROJECT (DISSERTATION AND VIVA-VOCE)**

#### **OBJECTIVE :**

To facilitate the students to understand the Business enterprises systematically and present the research report as per the acceptable format.

The project topics are to be finalised to the students at the end of the second semester with a time schedule to carryout various stages of work. During the semester vocation, the data Collection may be commenced. The theme selected by each student for the Dissertation should be related to various problems and issues pertaining to Commerce and Bank Management. Each candidate should submit two copies of dissertation as per the guidelines to the Controller of Examination and one copy to the department concerned. The project will be evaluated for 100 marks (ie. 80 marks for Dissertation work and 20 marks for Viva-Voce) by Internal (Supervisor) and External Examiners. The average of the Marks of the Internal Examiners (Supervisors) and External Examiners shall be considered as the final marks to be awarded for project. The passing minimum for Dissertation is 40 marks and viva voce examination is 10 marks.

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