

**P.G. Department of Commerce  
and  
Business Administration**

**SYLLABUS  
for  
MASTERS IN COMMERCE (M.Com.)  
(Semester :I- IV)**

**Session: 2021-22**



**KHALSA COLLEGE, AMRITSAR  
(An Autonomous College)**

**SCHEME OF COURSES****2021-22****SEMESTER - I**

<b>COURSE NO.</b>	<b>COURSE TITLE</b>	<b>Theory</b>	<b>Internal assessment</b>	<b>Practical</b>	<b>Total marks</b>	<b>Page number</b>
MC-101	Managerial Economics	75	25	-	100	-
MC-102	Research Methodology	40	25	35	100	-
MC - 103	Management Principles and Organization Behavior	75	25	-	100	-
MC - 104	Business Environment	75	25	-	100	-
MC - 105	Management and Cost Accounting	75	25	-	100	-
MC - 106	Seminar	-	-	-	50	-
MC-107	Computer Application in Business –I	40	25	35	100	-

**SEMESTER – II**

<b>COURSE NO.</b>	<b>COURSE TITLE</b>	<b>Theory</b>	<b>Internal assessment</b>	<b>Practical</b>	<b>Total marks</b>	<b>Page number</b>
MC - 201	Corporate Financial Accounting and Auditing	75	25	-	100	
MC - 202	Financial Management	75	25	-	100	
MC - 203	Statistical Analysis for Business	40	25	35	100	-
MC - 204	Marketing Management	75	25	-	100	
MC - 205	Human Resource Management	75	25	--	100	
MC - 206	Viva – Voce	-	-	-	50	
MC- 207	Operations Management	75	25	--	100	

**SEMESTER – III**

<b>COURSE NO.</b>	<b>COURSE TITLE</b>	<b>Theory</b>	<b>Internal assessment</b>	<b>Practical</b>	<b>Total marks</b>	<b>Page Number</b>
MC - 301	Banking and Insurance Services	75	25	-	100	
MC - 302	Seminar	-	-	-	50	

**Note: Any two of the following groups, each having two papers**

**Group A: Accounting and Finance**

MC – 311	Security Analysis and portfolio management	75	25	-	100	
MC – 312	Contemporary Accounting	75	25	-	100	

**Group B: Business Studies**

MC – 321	Strategic Management	75	25	-	100	
MC – 322	Security Market Operations	75	25	-	100	

**Group C: International Business**

MC – 331	International Economics Organizations	75	25	-	100	
MC – 332	Management of International Business Operations	75	25	-	100	

**Group D: Marketing**

MC – 351	Consumer Behavior	75	25	-	100	
MC – 352	Retail Management	75	25	-	100	39-40

**SEMESTER – IV**

<b>COURSE NO.</b>	<b>COURSE TITLE</b>	<b>Theory</b>	<b>Internal assessment</b>	<b>Practical</b>	<b>Total marks</b>	<b>Page Number</b>
MC - 401	International Accounting	75	25	-	100	
MC - 402	E-commerce	75	25	-	100	
MC - 403	Viva –Voce	-	-	-	50	

**Note: Any One of the following groups, each having three papers**

**Group A: Accounting and Finance**

MC – 411	International Financial Management	75	25	-	100	
MC – 412	Financial Markets and Financial Services	75	25	-	100	
MC – 413	Corporate Tax Law and Planning	75	25	-	100	

**Group B: Business Studies**

MC – 421	Goods and Services Tax (GST)	75	25	-	100	
MC – 422	Entrepreneurship Development and Project Management	75	25	-	100	
MC – 423	Business Ethics & Environment Management	75	25	-	100	

**Group C: International Business**

MC – 431	International Financial Markets and Foreign Exchange	75	25	-	100	
MC – 432	International Financial Management	75	25	-	100	
MC – 433	International Marketing	75	25	-	100	

**Group D: Marketing Management**

MC – 451	Advertising and Sales Management	75	25	-	100	
MC – 452	Brand and distribution Management	75	25	-	100	
MC – 453	Services Marketing	75	25	-	100	

**MC-101: Managerial Economics**

**Time: 3 Hours**

**Max. Marks: 100**

**Internal Assessment: 25**

**Theory: 75**

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**Section A:** It will consist of 10 very short answer questions from the entire syllabus with answer to each question upto ten lines in length. Students will attempt 10 questions. Each question will carry 1.5 marks; the total weightage being 15 marks.

**Section B:** It will consist of essay type/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part-I of the syllabus and the candidates will be required to attempt two questions. Each question will carry 15 marks. The total weightage of the section shall be 30 marks.

**Section C:** It will consist of essay type/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part-II of the syllabus and the candidates will be required to attempt two questions. Each question will carry 15 marks. The total weightage of the section shall be 30 marks.

**Part-I**

- Managerial Economics: Meaning, Nature, Scope and Concepts
- Marginal Analysis: Law of Diminishing Marginal Utility, Law of Equimarginal Utility
- Law of Demand: Meaning, Determinants, Exceptions, Kinds of Demand, Change in Demand and Importance.
- Elasticity of Demand: Meaning, Types and Degrees of Elasticity of Demand, Methods of Measuring Price Elasticity of Demand, Factors Determining Elasticity of Demand, Importance.
- Indifference Curve Analysis: Meaning, Assumptions, Properties, Consumer Equilibrium, Importance.
- Production Function: Meaning, Types: Short Run and Long Run Production Function, Economies and Diseconomies of Scale.

**Part-II**

- Theory of Costs: Types of Costs, Traditional Theory: Long Run & Short Run, Modern Theory: Long Run & Short Run.
- Managerial Theories: Profit maximization and Sales Maximization.
- Market Structure: Meaning, Assumptions and Equilibrium of Perfect Competition, Monopoly, Monopolistic Competition.
- Oligopoly: Sweezy Model.
- National Income: Conceptual Framework, Measures of National Income, Methods of Measurement, Limitations of National Income.
- Consumption Function: Meaning, and Nature, Determinants and Measures to Raise Propensity to Consume. Keynes Psychological Law of Consumption – Meaning, Properties and Implications.

- Inflation: Meaning, Types, Theories, Causes, Effects and Control. Unemployment trade off- Philips curve analysis.

**Suggested Readings:**

1. Thomas, Christopher R. and Maurice, S. Charles, “*Managerial Economics – Concepts and Applications*”, 8th Edition (2006), Tata McGraw Hills, New Delhi.
2. Mehta, P L, “*Managerial Economics – Analysis, Problems and Cases*”, 13th Edition (2007), Sultan Chand & Sons, Delhi.
3. Peterson and Lewis, “*Managerial Economics*”, 4th Edition, Prentice Hall of India Pvt. Ltd. New Delhi.
4. Joel, Dean, “*Managerial Economics*”, Prentice Hall of India, Pvt. Ltd., New Delhi.
5. Hirschey, M. “*Fundamental of Managerial Economics*”, 9th Edition (2009), South Western Cengage Learning.
6. Koutsyannis A., “*Modern Microeconomics*”, 2nd Edition (1977), Macmillan 7. Dwivedi, D.N., “*Managerial Economics*”, 7th Edition, Vikas Publication.
8. Ahuja, H. L., “*Modern Micro Economics*”, (2009), Sultan Chand and Co.
9. Deepashree, “*Principles of Micro Economics*”, 2nd Edition, Ane Books Pvt. Ltd.
10. Mithani, D.M., “*Managerial Economics*”, 5th Edition (2009), Himalaya Publishing House, New Delhi.

**MC – 102: Research Methodology**

**Time: 3 Hours**

**Max. Marks: 100**

**Theory: 40**

**Practical: 35**

**Internal Assessment: 25**

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**Section A:** It will consist of 8 very short answer questions from the entire syllabus with answer to each question upto ten lines in length. Students will attempt all 8 Compulsory questions. Each question will carry 1 marks; the total weightage being 8 marks.

**Section B:** It will consist of essay type/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part–I of the syllabus and the candidates will be required to attempt two questions. Each question will carry 8 marks. The total weightage of the section shall be 16 marks.

**Section C:** It will consist of essay type/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part–II of the syllabus and the candidates will be required to attempt two questions. Each question will carry 8 marks. The total weightage of the section shall be 16 marks.

**Part – I**

Research methodology: Nature and scope; problem formulation and statement of research objectives.

Research process.

Choose a Research Topic.

Review of Literature

Goals of a Literature Review.

Types of Reviews

Sources of Research Literature.

Writing of Review.

Research designs: Exploratory, descriptive and Causal designs (Basic designs—After only, Before After, After along with control group, Before after with control group, Time series designs).

**Part – II**

Measurement concept, Levels of measurement—Nominal, Ordinal, Interval and Ratio.

Attitude Measurement: Comparative and Non-comparative scaling techniques, Tabulation and cross-tabulation of data.

Data Preparation, Analysis, and Interpretation.

Data preparation

Data screening

Transforming data  
Data Analysis and Interpretation.

Data analysis techniques: Multiple regression analysis, Logistic regression analysis, discriminate analysis and Factor analysis.

### **PRACTICALS THROUGH SPSS:**

**The students will be trained in the following techniques of data analysis using latest version of SPSS software. At the end of the semester, external examiner will be appointed by the University to conduct the practical by examining the students in the lab and award marks.**

**Topics:** Data preparation, Data screening, Transforming data, Data Analysis and Interpretation, Multiple regression analysis Logistic regression analysis, Discriminant analysis and Factor analysis,

### **Suggested Readings:**

1. Cooper, D. R. and Schindler, P.S., “*Business Research Methods*”, 9th Edition, Tata McGraw Hill, New Delhi.
2. Levine, D.M., Krehbiel T.C. and Berenson M.L., “*Business Statistics*”, 12th Edition (2012), Pearson Education, New Delhi.
3. Kothari, C. R., “*Research Methodology*”, 2nd Edition (2008), New Age International.
4. Anderson, D.R.; Sweeney, D.J. and Williams, T.A., “*Statistics for Business and Economics*”, 2nd Edition (2011), Thompson, New Delhi.



**MC-103: Management Principles and Organization Behaviour**

**Time: 3 Hours**

**Max. Marks: 100**

**Internal Assessment: 25**

**Theory: 75**

**Note:** The question paper covering the entire course shall be divided into three sections as follows:

**Section A:** It will consist of 10 very short answer questions from the entire syllabus with answer to each question upto ten lines in length. Students will attempt 10 questions. Each question will carry 1.5 marks; the total weightage being 15 marks.

**Section B:** It will consist of essay type/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part-I of the syllabus and the candidates will be required to attempt two questions. Each question will carry 15 marks. The total weightage of the section shall be 30 marks.

**Section C:** It will consist of essay type/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part-II of the syllabus and the candidates will be required to attempt two questions. Each question will carry 15 marks. The total weightage of the section shall be 30 marks.

**Part-I**

Management: Definition, Nature and Purpose; Functions of Managers, Managerial Skills and Roles.

Planning: Concept and Importance, Types, Steps in Planning, Limitations of Planning and Planning Premises. Management by Objectives (MBO): Concept, Objective setting process, Benefits and Weaknesses of MBO.

Organizing: Nature and Types of Organizations; Departmentation; Span of Management; Centralization and Decentralization; Line and Staff Authority; Authority and Responsibility; Committees: Nature, Advantages and Disadvantage of Committees.

Motivation: Concept and various theories of Motivation: McGregor's theory X and theory Y, Maslow's Hierarchy of Needs theory, Alderfer's ERG theory, Herzber's Motivation-Hygiene theory, McClelland's Needs theory of Motivation, Adam's Equity theory, Vroom's Expectancy theory and Porter and Lawler's Model of Motivation.

Leadership: Concept and various theories of Leadership: The Michigan Studies, The Ohio State Leadership Studies, Tannenbaum and Schmidt's Leadership Pattern, Fiedler's Contingency theory, Path-Goal theory, Likert's System four, The Managerial Grid, Charismatic Leadership, Transactional and Transformational Leadership.

**Part-II**

Organisational Behaviour (OB): Meaning, Importance, Challenges and Opportunities for OB.

Personality: Concept and determinants

Attitudes: Sources and types, Cognitive dissonance theory

Emotions: Nature and Types, Sources of Emotions, Managing Emotions at work, Emotional Intelligence: concept and Dimensions.

Perception: Nature and significance of perception, Factors influencing perception, perceptual process, Perceptual Distortions and Improving Perception.

**Suggested Readings:**

1. Harold Koontz and Heinz Weihrich, “*Essentials of Management: An International Perspective*”, 7th edition (2007), McGraw–Hill, New Delhi.
2. Richard L Daft, “*The New Era of Management*”, 2nd edition (2008), Thomson, New Delhi.
3. Stephen P Robbins, David A. Decanzo, “*Fundamentals of Management*”, 6th edition (2007), Pearson Education, New Delhi.
4. Stephen P. Robbins, Timothy A. Judge, Seema Sanghi, “*Organisational Behaviour* “, 14th edition, Pearson Education, New Delhi.
5. K. Aswathappa, “*Organisational Behaviour, Text, Cases and Games*”, 10th edition (2012), Himalaya Publishing.
6. Sekaran, Uma, “*Organizational Behaviour: Text and Cases*”, 2007, Tata McGraw Hill, New Delhi.
7. McShane, Steven L.; Glinow, Mary Ann Von and Sharma, Radha R, “*Organisational Behaviour*”, 5th edition (2008), Tata McGraw Hill, New Delhi.
8. Philip Sadler, “*Leadership*”, 2nd edition (2005), Viva Books Private Limited.

**MC-104: Business Environment**

**Time: 3 Hours**

**Max. Marks: 100**  
**Internal Assessment: 25**  
**Theory: 75**

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- Section A:** It will consist of 10 very short answer questions from the entire syllabus with answer to each question upto ten lines in length. Students will attempt 10 questions. Each question will carry 1.5 marks; the total weightage being 15 marks.
- Section B:** It will consist of essay type/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part-I of the syllabus and the candidates will be required to attempt two questions. Each question will carry 15 marks. The total weightage of the section shall be 30 marks.
- Section C:** It will consist of essay type/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part-II of the syllabus and the candidates will be required to attempt two questions. Each question will carry 15 marks. The total weightage of the section shall be 30 marks.

**Part-I**

Salient features of Economic Systems: Capitalist system/Market economy; Socialist system and Mixed Economy, Basic Features of Indian Economy, Government Business Relationship.

Business Environment: Meaning, Types: Internal Environment; External Environment; Micro and Macro Environment.

Aspects of Economic Reforms: Liberalisation; Privatisation; Globalisation and its Implications for India. NITI Aayog: objectives, functions & role in economic planning. Economic Planning in India: objectives, Strategies and Evaluation of XIth plan and Strategy and priorities of XIIth plan

Social Responsibility of Business: Concept, rationale, dimensions models of social responsibility and barriers of SR; The Environment Protection Act, 1986.

**Part-II**

Deficit Financing and its implications for the Indian Economy; Analysis of current year Annual Budget.

Disinvestment of Public Enterprises: Rationale; Objectives and Implications.

Evaluation of various regulatory policies of Government: Industrial Policy changes during the post Reforms; Fiscal and Monetary policy changes in India, Salient Features of FEMA.

Consumer Rights and Consumerism: Role of Consumer Groups with special reference to India; Consumer Protection Act, 1986 with latest amendments.

Foreign Trade: concept of balance-of-payments; balance-of-trade; currency convertibility; Foreign trade policy 2004-09 and 2009-14; Exim Policy during the post reforms in India

**Suggested Readings:**

1. Cherunilam, Francis, “*Business Environment*”, 2011, Himalaya Publishing House, New Delhi.
2. K Ashwathappa, “*Legal Environment of Business*”, Himalaya Publishing House, New Delhi.
3. M. Adhikary, “*Economic Environment for Business*”, Sultan Chand & Sons, New Delhi.
4. K. Ashwathappa, “*Essentials of Business Environment*”, 11th edition (2011), Himalaya Publishing House, New Delhi.
5. Paul Justin, “*Business Environment – Text and Cases*”, 2006, Tata McGraw Hills Publishing
6. Ruddar Dutt and KPM Sundaram, “*Indian Economy*”, 53rd edition, S. Chand and Company Ltd., New Delhi.
7. Govt. of India, Five Years Plan documents.
8. Govt. of India, Various issues of Annual Economic survey of India.

**Note: It is Mandatory for the students to consult Economic Times, Financial Express, Annual Budget and Economic Survey to understand this paper.**

**MC – 105: Management and Cost Accounting**

**Time: 3 Hours**

**Max. Marks: 100**

**Internal Assessment: 25**

**Theory: 75**

**Note:** The question paper covering the entire course shall be divided into three sections as follows:

**Section A:** It will consist of 10 very short answer questions from the entire syllabus with answer to each question upto ten lines in length. Students will attempt 10 questions. Each question will carry 1.5 marks; the total weightage being 15 marks.

**Section B:** It will consist of essay type/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part–I of the syllabus and the candidates will be required to attempt two questions. Each question will carry 15 marks. The total weightage of the section shall be 30 marks.

**Section C:** It will consist of essay type/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part–II of the syllabus and the candidates will be required to attempt two questions. Each question will carry 15 marks. The total weightage of the section shall be 30 marks.

**Part–I**

**Introduction to Accounting:** Accounting as a management information system; Users of accounting information; generally accepted accounting principles and concepts; understanding the annual reports of companies.

**Management Accounting and Managerial Decisions:** Management accountant's position, role and responsibilities.

**Management Control Structure:** Various forms of responsibility centers. Responsibility Accounting, Transfer pricing.

**Management Control Process:** Budgeting process, Preparation of fixed and flexible budgets, Zero Base Budgeting, Activity Based Budgeting, performance budgeting and participative budgeting.

**Segment Performance Evaluation:** Traditional measures of evaluation. Economic Value Added, Balanced Score Card.

**Analyzing Financial Statements:** Horizontal, vertical and ratio analyses.

**Part–II**

**Standard Costing and Variance Analysis:** Standard costing as a control technique; Setting of standards and their revision; Variance analysis –meaning and importance, kinds of variances and their uses–material, labour variances; overhead variance, Relevance of variance analysis to budgeting and

standard costing.

**Marginal Costing and Break–even Analysis:** Concept of marginal cost; Marginal costing and absorption costing; Marginal costing versus direct costing; Cost–volume profit analysis; Break–even analysis; Assumptions and practical applications of breakeven– analysis; Applications of Marginal Costing.

**Contemporary Issues in Management Accounting:** Value chain analysis; Activity based costing; Quality costing; Target Costing.

**Reporting to Management:** Objectives of reporting, reporting needs at different managerial levels; Types of reports, modes of reporting, reporting at different levels of management.

**Suggested Readings:**

1. Anthony, Robert N., and Govindrajana, Vijay, “*Management Control System*”, 12th Edition, McGraw Hill
2. Anthony, Robert, “*Management Accounting*”, 5th edition (2007), Tarapore–wala, Mumbai,
3. Horngren, C.T., Gray L. Sundem and William O. Stratton, “*Introduction to Management Accounting*”, 13th Edition, Prentice Hall, Delhi
4. Horngren, C. T.; Datar, S.M.; Foster, G.M.; Rajan, M.V. and Ittner, C.D. “*Cost Accounting*”, 13th Edition (2009), Pearson , Delhi
5. Merchant, Kenneth A., “*Modern Management Control Systems: Text and Cases*”, 1st Edition (2004), Pearson Education Asia.
6. Pandey, I.M, “*Management Accounting*”, 3rd Edition, Vikas Publication, Delhi
7. Kaplan, Atkinson, Matsumara and Young, “*Management Accounting*”, 5th Edition (2007),
8. Pearson Education
9. Kaplan and Atkinson, “*Advanced Management Accounting*”, 3rd Edition, Pearson Learning
10. Vij, Madhu, “*Management Accounting*,” 1st Edition (2009), Macmillan Publishers India Ltd.
11. Horngren, C.T. ; Sundem, Gary L.; Schatzberg, Jeff; Burgstahler, Dave and Stratton, W.O., “*Introduction to Management Accounting*”, 2010, Pearson
12. Drury, Colin, “*Management and Cost Accounting*,” 6th Edition (2004), Thomson Learning
13. Bhimani, Alnoor, “*Contemporary Issues in Management Accounting*”, Illustrated Edition (2006), OUP Oxford.

**MC-106**

**Seminar**

**Max. Marks: 50**

**MC-107 Computer Application in Business –I**

**Time: 3 Hours**

**Max. Marks: 100**

**Theory: 40**

**Practical: 35**

**Internal Assessment: 25**

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**Section B:** It will consist of essay type/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part–I of the syllabus and the candidates will be required to attempt two questions. Each question will carry 8 marks. The total weightage of the section shall be 16 marks.

**Section C:** It will consist of essay type/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part–II of the syllabus and the candidates will be required to attempt two questions. Each question will carry 8 marks. The total weightage of the section shall be 16 marks.

**Part–I**

**MS–EXCEL - 2010**

Application areas, components of Excel Worksheet, entering information in the worksheet, formatting numbers and text, Tool bars, Customizing, resizing rows and columns, moving and copying cells, freeze panes, moving, copying and splitting worksheets. Protecting cells, worksheet or part of the work sheet, Printing.

Formulae: Entering a formula, editing and copying a formula. Different functions Arithmetical, trigonometrically and statistical–correlation, Regression Modeling.

Graphs: Drawing various types of graphs and charts from the given data, printing graph/chart.

**MS–Word -2010**

Introduction and working with MS–word in MS–Office, Basic components of word screen, Creating, Editing, Saving, Printing and Deleting files, formatting text and documents.

Creating and Sorting tables, working with graphics, finding and replacing text, inserting page breaks, page numbers, symbols and dates, header, footer, spell checking, Mail merge business letters.

**Part–II**

**MS–Power Point -2010**

Power Point basics, Menus and toolbars, Creating, editing, saving, printing and deleting the presentation, Creating presentation using auto content wizard. Design template, blank presentation, slide sorter view,



show time, sound effects and animation effects, working with graphics, Different Views, Business oriented presentation.

**Financial Accounting Package Tally (ERP 9.0):**

Tally – Introduction, various facilities available in Tally, creating a company, ledgers, registers, petty books.

Inventory Control: Maintaining inventory of some firm/organization, Profit and loss account, audit controls.

**Practical: Weightage 20% and Practical be based on practical part of the syllabus.**

**Suggested Readings:**

1. Norton, Peter, "*Introduction to Computers*", 2009, Tata McGraw Hill.
2. Asok K. Nadhani, "Simple Tally 9: Financial Accounting, Invoicing & Inventory", 2008, BPB Publications.
3. Sinha, P.K, "Fundamental of Computers" BPB Publications, 2008.
4. Prajagopalan, S.P., "Computer applications in business", 2000, Vikas Publishing House.
5. Weatherwax, Jo Ann and Weatherwax, Robert C., "*Business Analysis with Computer Applications*", 2<sup>nd</sup> edition, Cengage South-Western

**MC-201: Corporate Financial Accounting and Auditing**

**Time: 3 Hours**

**Max. Marks: 100**  
**Internal Assessment: 25**  
**Theory: 75**

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- Section B:** It will consist of essay type/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part-I of the syllabus and the candidates will be required to attempt two questions. Each question will carry 15 marks. The total weightage of the section shall be 30 marks.
- Section C:** It will consist of essay type/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part-II of the syllabus and the candidates will be required to attempt two questions. Each question will carry 15 marks. The total weightage of the section shall be 30 marks.

**Part-I**

Company Final Accounts-Requirements of Companies Act 1956.

Form and contents of Profit and loss account and Balance sheet.

Managerial remuneration. Meaning of profit. Divisible profits.

Valuation of goodwill, different approaches such as super profit, annuity and capitalization approach.

Valuation of shares; different approaches such as book value and earnings approach.

**Part-II**

Understanding the concept and rationale of Financial Audit, Cost Audit, Management Audit, Internal Audit, Proprietary Audit, Efficiency Audit and Audit by C. and A.G.,

Statutory Auditor-Appointment qualifications, removal. Duties and liabilities of auditor. Code of conduct and ethics, professional misconduct of statutory auditor.

Meaning, Objectives and scope of cost audit. Cost Auditor, his appointment, duties liabilities. Cost audit report; Meaning, objectives and scope of management audit. Appointment and qualifications of management Auditor.

Audit of management functions such as planning, organising and control. Audit of functional areas—production, personnel marketing finance and accounting.

**Suggested Readings:**

1. Khan, M.Y. and Jain, P.K., “ *Financial Management*”, 5th edition, Himalaya Publishing, New Delhi
2. New Delhi
3. Pandey I.M., “*Financial Management*”, 9th edition (2009), Vikas Publishing House.
4. Gupta, Kamal, “*Contemporary Auditing*”, 6th edition, Tata McGraw Hill.
5. Sehgal, Ashok and Sehgal, Deepak, “*Advanced Accounting*”, 3rd edition, Taxman, New Delhi.
6. Maheshwari, S.N. and Maheshwari, S.K., “*Corporate Accounting*”, 5th edition (2009), Vikas Publication, New Delhi
7. Vikas Publication, New Delhi
8. Mukherjee and Hanif, “*Corporate Accounting*”, 2005, Tata McGraw Hill, New Delhi.

**MC – 202: Financial Management**

**Time: 3 Hours**

**Max. Marks: 100**  
**Internal Assessment: 25**  
**Theory: 75**

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- Section A:** It will consist of 10 very short answer questions from the entire syllabus with answer to each question upto ten lines in length. Students will attempt 10 questions. Each question will carry 1.5 marks; the total weightage being 15 marks.
- Section B:** It will consist of essay type/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part–I of the syllabus and the candidates will be required to attempt two questions. Each question will carry 15 marks. The total weightage of the section shall be 30 marks.
- Section C:** It will consist of essay type/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part–II of the syllabus and the candidates will be required to attempt two questions. Each question will carry 15 marks. The total weightage of the section shall be 30 marks.

**Part–I**

**Financial Management:** Meaning and nature; Financial goal–profit vs. wealth maximization; Finance functions–investment, financing, liquidity and dividend decisions. Financial planning–Theories of capitalization.

**Capital Structure Theories:** Conceptual framework. Determinants. Net income approach, Net operating income approach, Intermediary approach and M.M. Hypotheses with special reference to the process of arbitrage.

**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).

**Instruments of Finance:** Long term and short term.

**Capital Budgeting:** Nature of investment decisions; Investment evaluation criteria non– discounted cash flow criteria, discounted cash flow criteria; Risk analysis in capital budgeting (practicals through excel).

**Dividend Policies:** Issues in dividend decisions. Forms of dividends; Theories of relevance and irrelevance of dividends.

**Part–II**

**Operating and Financial Leverage:** Measurement of leverages; Analyzing Alternate Financial Plans; Financial and Operating leverage, Combined leverage. EBIT and EPS analysis

**Management of Working Capital:** Meaning, Significance and Types of Working Capital;

Approaches of Working Capital; Calculating Operating Cycle Period and Estimation of Working Capital Requirements.

**Management of Cash:** Strategies, Baumol's, Miller–Orr's and Beranek's models of Cash Management.

**Management of Receivables:** Credit Policy, Credit Terms and Collection Efforts.

**Suggested Readings:**

1. Berk, Jonathan and DeMarzo, Peter, "*Financial Management*", 2nd Edition (2010), Pearson Education, Dorling Kindersley (India) Pvt Ltd.
2. Bhattacharya, Hrishikes, "*Working Capital Management: Strategies and Techniques*", 2nd Edition (2009), Prentice Hall, New Delhi.
3. Brealey, Richard A; Stewart, C. Myers and Allen, F. "*Principles of Corporate Finance*", 8th Edition (2006), McGraw Hill, New York.
4. Chandra, Prasanna, "*Financial Management*", 7th Edition (2008), Tata McGraw Hill, Delhi
5. Pandey I.M., "*Financial Management*", 9th Edition (2009), Vikas Publishing House
6. Van Horne. J.G. and J.M. Wachowicz Jr., "*Fundamentals of Financial Management*", 13th Edition (2009), Prentice Hall, Delhi.
7. Van Horne, James G, "*Financial Management and Policy*", 12th Edition (2002), Prentice Hall, Delhi
8. Khan, MY, Jain, PK, "*Financial Management*", 6th Edition (2011), Tata McGraw Hill, New Delhi.

**MC – 203: Statistical Analysis for Business**

**Time: 3 Hours**

**Max. Marks: 100**

**Theory: 40**

**Practical: 35**

**Internal Assessment: 25**

**Note: The question paper covering the entire course shall be divided into three sections as follows:**

**Section A:** It consists of 8 very short answer questions from the entire syllabus. Students will attempt all 8 compulsory questions. Each question will carry 1 mark; the total weightage being 8 marks.

**Section B:** It will consist of essay type/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part–I of the syllabus and the candidates will be required to attempt two questions. Each question will carry 8 marks. The total weightage of the section shall be 16 marks.

**Section C:** It will consist of essay type/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part–II of the syllabus and the candidates will be required to attempt two questions. Each question will carry 8 marks. The total weightage of the section shall be 16 marks.

**Part–I**

- Probability Theory: Probability–classical, relative, and subjective probability; Addition and multiplication probability models.
- Probability Distributions: Binomial, Poisson, and normal distributions; Their characteristics and applications.
- Sampling and Data Collection: Sampling and sampling (probability and nonprobability) methods; Sampling and non–sampling errors.
- Primary data collection techniques; Survey and Observation methods: Secondary data sources; Commercial (Syndicated) and Non–commercial sources.

**Part–II**

- Questionnaire design.
- Hypotheses testing; Null and alternative hypothesis, type I and type II error.
- Large and small sampling tests–Z tests, T tests, and F tests. (ANOVA one–way and two–way), (Chi–square test.)
- Correlation: Simple, partial and multiple correlation coefficients;

**Suggested Readings:**

- 1.Chou, Y. (1975), Statistical Analysis, Holt Reinhart, General Statistics, Prentice Hall of India, New Delhi.
- 2.Croxton, Crowden and Klein (1971), Applied General Statistics, Prentice Hall of India, New Delhi.
- 3.Millar, J. (1996), Statistics for Advanced Level, Cambridge University Press, Cambridge.
- 4.Nagar, A.L. and R.K. Das (1993), Basic Statistics, Oxford University Press, New Delhi.
- 5.Hogg, R.V. and A.T. Crag (1970), Introduction to Mathematical Statistics (3rd Edition), Macmillan Publishing Co. New York.
- 6.Sukhtame, P.V. and B.V. Sukhtame (1970), Sampling Theory of Survey with Applications, Iowa State University Press, Ames.

**MC-204: Marketing Management**

**Time: 3 Hours**

**Max. Marks: 100**  
**Internal Assessment: 25**  
**Theory: 75**

**Note: The question paper covering the entire course shall be divided into three sections as follows:**

**Section A:** It will consist of 10 very short answer questions from the entire syllabus with answer to each question upto ten lines in length. Students will attempt 10 questions. Each question will carry 1.5 marks; the total weightage being 15 marks.

**Section B:** It will consist of essay type/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part-I of the syllabus and the candidates will be required to attempt two questions. Each question will carry 15 marks. The total weightage of the section shall be 30 marks.

**Section C:** It will consist of essay type/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part-II of the syllabus and the candidates will be required to attempt two questions. Each question will carry 15 marks. The total weightage of the section shall be 30 marks.

**Part-I**

Marketing Concepts and Philosophies, Importance of marketing, Building customer satisfaction and value, Concepts of customer retention, Relationship marketing and marketing mix.

Gathering information and scanning the marketing environment; Marketing research process: An overview.

Consumer markets and Buyer behaviour, Business markets and Business Buying behaviour.

Market segmentation: Importance and bases of segmentation. Targeting strategies, Positioning: concept and strategies

**Part-II**

Product Decisions: Product classification and differentiation, New Product development process, Product life cycle and marketing strategies, Managing brands and Brand equity, Packaging decisions. Pricing Decisions: Pricing objectives, Factors influencing pricing, Pricing methods and strategies.

Distribution Decisions: Patterns of Channels and types of intermediaries.

Promotion Decisions: Promotion mix and its components, factors affecting promotion mix.

Socially Responsible Marketing: Cause-related marketing and Social Marketing, Internal Marketing, E Commerce Marketing practices.

**Suggested Readings:**

Kotler, Philip; Keller, Kevin; Koshey, Abraham; and Jha, Mithileshwar, “*Marketing Management*”, 13th Edition (2009). Pearson Education, New Delhi.

Ramaswamy, V.S. and Namakumari, S., “*Marketing Management: Global Perspective, Indian Context*”, 4th edition, MacMillan

Kurtz, David L. and Boone, Louis E., “*Principles of Marketing*”, 12th edition, Thomson South-Western

Saxena, Rajan, “*Marketing Management*”, 2006, Tata McGraw-Hill, New Delhi.

Dessler, Gary, “*Human Resource Management*”, 12th edition (2011), Pearson Education/Prentice–Hall, New Delhi.

Raymond A. Noe, John R. Hollenbeck, Barry Gerhart, Patrick M. Wright, “*Human Resource Management: Gaining a Competitive Advantage*”, 2007, McGraw–Hill, New Delhi.

Robert L. Mathis and John H. Jackson, “*Human Resource Management*”, 6th edition (2011), Thomson, New Delhi.

Aswathappa, K., “*Human Resource and Personnel Management, Text and Cases*”, 4th edition (2007), Tata McGraw – Hill, New Delhi.



**MC-205: HUMAN RESOURCE MANAGEMENT**

**Time: 3 Hours**

**Max. Marks: 100**

**Internal Assessment: 25**

**Theory: 75**

**Note:** The question paper covering the entire course shall be divided into three sections as follows:

**Section A:** It will consist of 10 very short answer questions from the entire syllabus with answer to each question upto ten lines in length. Students will attempt 10 questions. Each question will carry 1.5 marks; the total weightage being 15 marks.

**Section B:** It will consist of essay type/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part-I of the syllabus and the candidates will be required to attempt two questions. Each question will carry 15 marks. The total weightage of the section shall be 30 marks.

**Section C:** It will consist of essay type/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part-II of the syllabus and the candidates will be required to attempt two questions. Each question will carry 15 marks. The total weightage of the section shall be 30 marks.

**Part I**

Human Resource Management (HRM): Nature, Scope, Objectives and Functions of HRM, Evolution of HRM, Changing Trends in HRM.

Human Resource Planning (HRP): Concept, Need and Importance of HRP, Factors affecting HRP, Human Resource Planning Process. □ Job Analysis: Meaning and Objective, Process, Methods of Collecting job data, Uses of Job Analysis, Problems of Job Analysis.

Recruitment and Selection: Meaning and Factors governing Recruitment, Recruitment Sources and Techniques. Meaning and Process of Selection, Problems associated with Recruitment and Selection.

HR Training and Development: Concept and Need, Process of Training and Development Programme:- Identification of Training and Development Needs, Objectives, Strategy & Designing of Training and Development, Implementation and Methods of Training Programme and Levels of Training Evaluation, Impediments to Effective Training.

**Part II**

Performance Appraisal: Meaning, Purpose, Essentials of Effective Performance Appraisal System, Various Components of Performance Appraisal, Methods and Techniques of Performance Appraisal

Managing Compensation and Employee Remuneration: Concept, Objectives, Components of Employee Remuneration, Factors Influencing Employee Remuneration, Challenges of Remuneration.

Job Evaluation: Meaning, Process and Methods of Job Evaluation. □ Incentives: Concept, Importance and Process of Incentives.

Fringe Benefits: Meaning, Forms and Administration of Benefits. □ Grievance Handling: Meaning, Process, Grievance handling machinery.

Discipline: Meaning, reasons of indiscipline, consequences of indiscipline and approach to maintain discipline.

**Suggested Readings:**

- 1) Dessler, Gary, "Human Resource Management", New Delhi, Pearson Education Asia.
- 2) Durai, Pravin, "Human Resource Management," New Delhi, Pearson.
- 3) Noe, Raymond A., Hollenbeck, John R, Gerhart, Barry, Wright, Patrick M., "Human Resource Management: Gaining a Competitive Advantage," New Delhi, McGraw-Hill.
- 4) Mathis, Robert L. and Jackson, John H., "Human Resource Management," New Delhi, Thomson.
- 5) Gomez, Meja, Balkin, Cardy, "Managing Human Resources," New Delhi, Pearson Education.
- 6) Aswathappa, K., "Human Resource Management", Text and Cases. New Delhi, Tata McGraw – Hill.
- 7) Snell, Scott, and Bohlander, George, "Human Resource Management," New Delhi, Cengage Learning.
- 8) Mamoria and Rao, "Personnel Management", New Delhi, Himalaya Publishing House.

**MC-206**

**Viva-Voce**

**Max. Marks: 50**

**MC–207: Operations Management**

**Time: 3 Hours**

**Max. Marks: 100**  
**Internal Assessment: 25**  
**Theory: 75**

**Note: The question paper covering the entire course shall be divided into three sections as follows:**

**Section A:** It will consist of 10 very short answer questions from the entire syllabus with answer to each question upto ten lines in length. Students will attempt 10 questions. Each question will carry 1.5 marks; the total weightage being 15 marks.

**Section B:** It will consist of essay type/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part–I of the syllabus and the candidates will be required to attempt two questions. Each question will carry 15 marks. The total weightage of the section shall be 30 marks.

**Section C:** It will consist of essay type/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part–II of the syllabus and the candidates will be required to attempt two questions. Each question will carry 15 marks. The total weightage of the section shall be 30 marks.

**Part I**

Concept of Production & Operations management, product and service continuum.

Types of Production systems.

Operations strategy: Linkage with Corporate Strategy, Market Analysis, Competitive Priorities and capabilities.

New Product Design and development. Introduction to plant location and plant layout.

Scheduling for Manufacturing Systems: Production Scheduling Techniques – Sequencing. Economic Batch Quantity with Joint Production Runs, Gantt. Charts. Network Analysis.

**Part II**

Value Analysis.

Work study: Methods Analysis – Various Charts, Principles of Motion Economy. Work Measurement.

Resources Planning: Aggregate Planning MRP (Bills of Materials & Product Structure), Enterprise Resource Planning, Resource Planning in Services. Quality Issues: Concept of Quality, Statistical Quality Control.

Just in Time Manufacturing Systems.

Inventory Management: Concept and Classification of Inventory, Relevant Costs for Inventory Decisions. Inventory Control Models, Reorder level, Lead Time and Safety Stock.

Supply Chain Management: Concept & Components of Supply Chain.

**Suggested Readings:**

1. Operations Management Theory & Practice, B. Mahadevan, Pearson Education.
2. Production & Operations Management, Kanishka Bedi, Oxford Higher Education.
3. Operations Management Processes & Value Chains, L.J. Krajewski & L.P. Ritzman, Pearson Education.
4. Production Operation Management, B.S. Goel.
5. Operations Management – For Competitive Advantage, Richard B Chase, F Robert Jacobs, Nicholas J Aquilano and Nitin K Agarwal, The McGraw Hill Companies.

**MC – 301: Banking and Insurance Services**

**Time: 3 Hours**

**Max. Marks: 100**  
**Internal Assessment: 25**  
**Theory: 75**

**Note:** The question paper covering the entire course shall be divided into three sections as follows:

**Section A:** It will consist of 10 very short answer questions from the entire syllabus with answer to each question upto ten lines in length. Students will attempt 10 questions. Each question will carry 1.5 marks; the total weightage being 15 marks.

**Section B:** It will consist of essay type/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part–I of the syllabus and the candidates will be required to attempt two questions. Each question will carry 15 marks. The total weightage of the section shall be 30 marks.

**Section C:** It will consist of essay type/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part–II of the syllabus and the candidates will be required to attempt two questions. Each question will carry 15 marks. The total weightage of the section shall be 30 marks.

**Part I**

**Banking:** Brief History and Present Structure of Commercial Banking (CB) in India

**Management of CB in India**

- Profitability and Profit Planning
- Liquidity Management
- Security Investments and Income Management
- Assets and Liabilities Management
- Risk management
- Latest development in Banking
- Recent changes in credit policy norms

**Social Banking:** Need, Challenges, policy initiatives: Priority Sector Lending, Service area approach, genesis of Microfinance.

**Part II**

**Insurance:** Introduction to Insurance; Purpose and need/role of Insurance; Insurance industry in India- Evolution, Liberalisation in Insurance Sector: Malhotra Committee Report and its status of Implementation Legislative Insurance Framework

- Insurance Act,1938

- LIC Act,1956
- IRDA Act,1999

**Financial planning and Taxation:** Saving and Investment Policies of Insurance Companies in India, Tax benefits under insurance policies.

**Insurance pricing:** Computation of Premium, rider premium, Bonuses, Surrender Value and Paid up Value

**Insurance Documents:** Proposal forms, First Premium Receipt/Renewal Premium Receipt, Policy Contract, Endorsements, Renewal Notice/Bonus Notices, Other Insurance Documents  
Concepts of reinsurance, bancassurance

**Suggested Readings:**

1. Banking Theory Law and Practice, Sundaram and Varshney, Sultan Chand and Sons  
Publisher, year: 2004 Edition
2. Managing Indian Banks: Challenging Ahead, Vasant C Joshi & Vinay V Joshi, Sage  
Publications, 2e.
3. Money Banking and International Trade, KPM Sundharam, Sultan Chand and Sons, 2002.
4. Financial Institutions and Markets, LM Bhole Tata McGraw Hill, 2004, 4th Edition
5. Niehaus, Harrington (2007), Risk Management and Insurance, Tata McGraw-Hill
6. Financial Institutions and Markets, Meir Kohn - Tata McGraw Hill, 1996.
7. Management of Indian Financial Institutions, R M Srivastava Himalaya Publishing.

**MC – 302:**

**Seminar**

**Max. Marks: 50**



**GROUP 'A': Accounting & Finance**

**MC – 311: Security Analysis and Portfolio Management**

**Time: 3 Hours**

**Max. Marks: 100**

**Internal Assessment: 25**

**Theory: 75**

**Note:** The question paper covering the entire course shall be divided into three sections as follows:

**Section A:** It will consist of 10 very short answer questions from the entire syllabus with answer to each question upto ten lines in length. Students will attempt 10 questions. Each question will carry 1.5 marks; the total weightage being 15 marks.

**Section B:** It will consist of essay type/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part–I of the syllabus and the candidates will be required to attempt two questions. Each question will carry 15 marks. The total weightage of the section shall be 30 marks.

**Section C:** It will consist of essay type/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part–II of the syllabus and the candidates will be required to attempt two questions. Each question will carry 15 marks. The total weightage of the section shall be 30 marks.

**Part – I**

**Nature and Scope of Investment analysis:** Elements of Investment, Avenues of Investment, Approaches to Investment Analysis, Concept of Risk and Return, Security return and risk analysis, Measurement of return and risk.

**Financial Assets:** Type and their characteristics, Sources of financial Information

**Capital Market,** importance, Primary market, Procedure for floating public issue, Broad Contents of offer Document, Listing of Securities, Recent changes in capital market.

**Evaluation of Securities:** Bonds, Debentures, Preference Shares and Equity Shares.

**Fundamental Analysis:** Concept & significance of economic analysis, industry analysis : introduction, need for industry analysis : alternative classification of industry, industry life cycle analysis, economic factors & industry analysis, SWOT analysis for industries, Company analysis-nature and style of management, key role of financial analysis, ratio analysis.

**Technical Analysis:** Different techniques of analysis, Dow Theory, volume indicators, market sentiment indicators, confidence indicators, points & figure charting, bar charting.

**Part – II**

**Efficient Market Theory:** Random Walk: weak form, semi-strong, strong form of market. Empirical

tests. Comparison of random walk, technical & fundamental analysis.

**Portfolio Management:** Meaning, importance, objectives and various issues in portfolio construction, revision of portfolio and evaluation

**Portfolio Analysis:** Estimating rate of return and standard deviation of portfolio returns ; effects of combining securities ; Markowitz risk-return optimization

**Single Index Model:** Portfolio total risk, portfolio market risk and unique risk ;

**Factor Models:** Arbitrage pricing theory, principle of arbitrage, arbitrage portfolios; two factor and multi factor models. Portfolio Performance Evaluation: Measure of return, risk adjusted measures of performance evaluation, market timing, evaluation criteria and procedures.

### **Introduction to Derivatives**

#### **Suggested Readings:**

1. Fischer & Jordan: Security Analysis & Portfolio Management
2. Robert Haugen: Modern Investment Theory
3. V.K.Bhalla: World Economy in Ninety's –A Portfolio Approach
4. "Modern Portfolio Theory and Investment Analysis" by E.J. Elton and M.J. Gmber, Publishers: John Wiley & Sons, New York.
5. "Investment, Analysis and Management" by J.C.Francis, Publishers: McGraw Hill, New York.

**GROUP 'A': Accounting & Finance**  
**MC – 312: Contemporary Accounting**

**Time: 3 Hours**

**Max. Marks: 100**  
**Internal Assessment: 25**  
**Theory: 75**

**Note: The question paper covering the entire course shall be divided into three sections as follows:**

**Section A:** It will consist of 10 very short answer questions from the entire syllabus with answer to each question upto ten lines in length. Students will attempt 10 questions. Each question will carry 1.5 marks; the total weightage being 15 marks.

**Section B:** It will consist of essay type/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part–I of the syllabus and the candidates will be required to attempt two questions. Each question will carry 15 marks. The total weightage of the section shall be 30 marks.

**Section C:** It will consist of essay type/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part–II of the syllabus and the candidates will be required to attempt two questions. Each question will carry 15 marks. The total weightage of the section shall be 30 marks.

**Part I**

**Emergence of contemporary issues in accounting** – influence of other disciplines on accounting and changing environment.

**Human Resource Accounting:** Meaning and Scope, Human Resource Cost Accounting – Capitalization, Write off and Amortization Procedure. Human Resource Valuation Accounting – Appraisal of Various Human Resource Valuation Models. Use of Human Resource Accounting in Managerial Decisions. Human Resource Accounting in India.

**Price Level Accounting :** Methods, Utility and Corporate Practices

**Corporate Social Reporting:** Areas of Corporate Social Performance, Approaches to Corporate Social Accounting and Reporting. Corporate Social Reporting in India.

**Corporate Reporting:** Concept of Disclosure in relation to Published Accounts, Issues in Corporate Disclosure, Corporate Disclosure Environment, Conceptual framework of corporate reporting.

**Part – II**

**Recent Trends** in the Presentation of Published Accounts.

**Reporting by Diversified Companies**

**Value Added Reporting:** Preparation and Disclosure of Value Added Statements, Economic Value

Added, EVA Disclosure in India.

**Corporate Reporting through Web.**

**Accounting Standards in India.** Significance and formulation of Accounting Standards. Accounting Standards relating to Interim Reporting. Accounting for Leases, Earning Per Share and Accounting for Intangibles.

**Suggested Readings:**

1. Lal, Jawahar and Lele, R.K., “Contemporary Accounting Issues”, Himalaya Publishers.
2. Porwal, L.S., “Accounting Theory”, Tata McGraw Hill.
3. Lal, Jawahar, “Corporate Financial Reporting”, Taxman.
4. Arora, J.S., “Price Level Accounting”, Deep and Deep Publishers.
5. Chander, Subhash, “Corporate Reporting Practices”, Deep and Deep Publishers.

**Suggested Websites:**

1. [www.icaai.org](http://www.icaai.org)
2. [www.fasb.org](http://www.fasb.org)
3. [www.sebi.gov.in](http://www.sebi.gov.in)

**GROUP 'B': Business Studies**  
**MC – 321: Strategic Management**

**Time: 3 Hours**

**Max. Marks: 100**  
**Internal Assessment: 25**  
**Theory: 75**

**Note: The question paper covering the entire course shall be divided into three sections as follows:**

- Section A:** It will consist of 10 very short answer questions from the entire syllabus with answer to each question upto ten lines in length. Students will attempt 10 questions. Each question will carry 1.5 marks; the total weightage being 15 marks.
- Section B:** It will consist of essay type/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part–I of the syllabus and the candidates will be required to attempt two questions. Each question will carry 15 marks. The total weightage of the section shall be 30 marks.
- Section C:** It will consist of essay type/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part–II of the syllabus and the candidates will be required to attempt two questions. Each question will carry 15 marks. The total weightage of the section shall be 30 marks.

**Part – I**

**Understanding strategy and strategic management.** Strategic management process. Strategic decision making. Levels of strategy. The secret of success of successful companies ( Mckinsey's 7 S model)

**Defining strategic intent:** Vision, Mission Goals and Objectives. Characteristics of a good mission statement. Designing and evaluating a mission statement.

**External environment analysis:** Strategically relevant components of external environment. Industry analysis – Porter's five forces model; Strategic group mapping; industry driving forces; key success factors. External Factor Evaluation matrix.

**Internal environment analysis:** Resource based view of an organization: VRIO framework; Value chain analysis; Competitive advantage and Core competency. Internal Factor Evaluation Matrix. Environmental scanning techniques – ETOP and SWOT analysis

**Part – II**

**Business level strategies:** Porter's framework of competitive strategies: Cost leadership, Differentiation and Focused strategies.

**Corporate level strategies:** Growth strategies – horizontal and vertical integration; strategic out sourcing; related and un-related diversification; international entry options; harvesting and retrenchment strategies.

**Portfolio strategies:** BCG Model, G E Business Planning Matrix, Shell's Directional Policy Matrix, Product Life Cycle matrix.

**Strategy implementation:** Strategy-structure fit: developing and modifying organizational structure. Leadership and organization culture.

**Corporate governance and social responsibilities of business.**

**Strategy Evaluation and Control:** Nature of strategy evaluation; Strategy evaluation framework; The balanced Score Card.

**Suggested Readings:**

1. Wheelen, Thomas L., Hungerford J. and Rangarajan Krish, “ Concepts in Strategic Management and Business Policy”, Pearson Education, India.
2. David, R Fred, “Strategic Management- Concepts and Cases”, Pearson Education, India.
3. Hill, Charles W L and Jones Gareth R, “ An Integrated Approach to Strategic Management” Cengage Learning
4. Thompson, Arthur A Jr.; Strickland A J III; Gamble, John E and Jain, Arun K. “ Crafting and Executing Strategy The Quest for Competitive Advantage.- Concepts and Cases”, TMH, New Delhi.
5. Pitts, Robert A and Lei, David. “Strategic Management Building and Sustaining Competitive Advantage”, Thomson, India.
6. Kazmi, Azhar. “Business Policy and Strategic Management”, TMH, New Delhi.

**GROUP 'B': Business Studies**  
**MC – 322: Security Market Operations**

**Time: 3 Hours**

**Max. Marks: 100**  
**Internal Assessment: 25**  
**Theory: 75**

**Note: The question paper covering the entire course shall be divided into three sections as follows:**

**Section A:** It will consist of 10 very short answer questions from the entire syllabus with answer to each question upto ten lines in length. Students will attempt 10 questions. Each question will carry 1.5 marks; the total weightage being 15 marks.

**Section B:** It will consist of essay type/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part–I of the syllabus and the candidates will be required to attempt two questions. Each question will carry 15 marks. The total weightage of the section shall be 30 marks.

**Section C:** It will consist of essay type/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part–II of the syllabus and the candidates will be required to attempt two questions. Each question will carry 15 marks. The total weightage of the section shall be 30 marks.

**PART – I**

**Structure of Capital market in India**

**New Issue Market:** Reforms in New Issue Market, Guidelines governing new Issue market, Mechanics of Floating New Issues-Public Issues, Bonus Issues, Right Issues, e-IPOs, Book Building, Private Placement, ESOPs, New financial Instruments

**Stock Exchange:** Regulation of Stock exchanges in India, Membership rules of stock exchange, Listing of Securities ; Trading on a Stock Exchange-Online Trading, Internet Trading ; Margin Trading ; Corporate Governance ; Corporatisation and demutualisation of stock exchanges in India, Takeovers and Buybacks.

**OTCEI, BSE, NSE,** Interconnected stock exchange of India, Indonext

**Indian Stock Indices:** Need and importance, Compiling of Index Numbers and Interpretation.

**Clearing and Settlement:** Policy Developments, Clearing Process, Risk Management, Settlement-Process, Account period settlement, rolling Settlement, Continuous Net Settlement, Settlement Efficiency and Settlement Statistics, G-30 and ISSA recommendations.

**Derivatives Market:** Products, Participants and Functions, Global Derivatives Market, Derivatives Market in India Risk containment measures, Trading Mechanism, Membership Criteria, Clearing and Settlement of Futures and Options,

**Debt Market:** Policy developments, Segments, Participants, Primary Issuance Process, Secondary Market, Clearing and Settlement, STRIPS, Market Developments

**Mutual Funds:** Evolution of Mutual Funds, Mutual Funds in India, Regulation of Mutual Funds, Mutual Funds Prospectus and Balance Sheet, Management of Mutual Funds, Performance of

Mutual Funds, Current Developments, Future Scenario of Mutual Fund

## PART – II

**Euro Issues:** Conceptual framework, Issuing Procedure, Regulatory Framework, Progress

**FII's:** Registration, Investment conditions and restrictions, General obligations and responsibilities, role of FII's in Indian capital market.

**Securities and Exchange Board of India:** Objectives, Powers and Functions Investor Protection- Investor education and awareness, Investor protection fund, Investors' complaints and their redressal-mechanism and statistics, Unfair trade practices and Insider Trading, Short selling and its regulation in India, Regulation of Merchant Bankers, Brokers, Custodian, Banker to issue, Registrar to issue, Portfolio manager and Underwriters

**Legal Environment:** SEBI Act, 1992, SCRA, 1956, Companies Act, 1956 (Various provisions relating to securities), RBI rules and guidelines for FII's

**Depository:** Role and need, Procedure for Dematerialisation and Rematerialisation, The Depositories Act, 1996, SEBI rules, Performance of NSDL and CSDL

**Credit Rating:** Concept, Agencies, Methodology and process, Regulatory framework.

### Suggested Readings:

1. Sharpe, William F., Gordon J. Alexander and Jeffrey V. Bailey, Investments (Prentice Hall).
2. Fabozzi, Frank Investment Management (Prentice Hall)
3. Haugen, Robert A. The Inefficient Stock Market (Prentice Hall)
4. Taggart, Robert A., Quantitative Analysis for Investment Management (Prentice Hall)
5. Richard Brealey and Steward Myers. Principles of Corporate Finance., McGraw Hill.
6. Dimson, E. (ed) : Stock Market Anomalies (Cambridge : Cambridge University Press)
7. Khan, M.Y. Financial Services, Tata McGraw Hill Publishing Company, New Delhi.
8. Singh, Preeti, Investment Management, Himalaya Publishing House, New Delhi.
9. Avadhani, V.A. Investment Management, Himalaya, Himalaya Publishing House, New Delhi.
10. Annual Reports of RBI
11. Annual Reports of SEBI
12. Journals
13. SEBI Bulletin
14. Capital Market
15. NSE News Letter
16. The Stock Exchange Review
17. Capital Market
18. SEBI and Corporate Laws

Websites:

[www.sebi.gov.in](http://www.sebi.gov.in)

[www.bseindia.com](http://www.bseindia.com)

[www.nseindia.com](http://www.nseindia.com)



[www.iseindia.com](http://www.iseindia.com)

[www.stockholding.com](http://www.stockholding.com)

[www.capitalideasonline.com](http://www.capitalideasonline.com)

[www.indiainfoline.com](http://www.indiainfoline.com)

[www.rbi.org.in](http://www.rbi.org.in)

[www.goidirectory.nic.in](http://www.goidirectory.nic.in), [www.otcei.net](http://www.otcei.net)

**GROUP 'C': International Business**  
**MC – 331: International Economic Organisations**

**Time: 3 Hours**

**Max. Marks: 100**  
**Internal Assessment: 25**  
**Theory: 75**

**Note: The question paper covering the entire course shall be divided into three sections as follows:**

- Section A:** It will consist of 10 very short answer questions from the entire syllabus with answer to each question upto ten lines in length. Students will attempt 10 questions. Each question will carry 1.5 marks; the total weightage being 15 marks.
- Section B:** It will consist of essay type/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part–I of the syllabus and the candidates will be required to attempt two questions. Each question will carry 15 marks. The total weightage of the section shall be 30 marks.
- Section C:** It will consist of essay type/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part–II of the syllabus and the candidates will be required to attempt two questions. Each question will carry 15 marks. The total weightage of the section shall be 30 marks.

**Part – I**

**International Political Economy:** Concept; Traditional Schools of International Political Economy; Interests and Institutions in International Political Economy; Emergence of Global Institutions.

**International Monetary Fund (IMF):** Origin, Functions, Purposes, Organizational Set up, Instruments of IMF Lending and their Evolution; Key Features of IMF lending; IMF lending to poor countries; International Liquidity and SDRs.

**World Bank Group:** International Bank for Reconstruction and Development (IBRD): Financing of Development; the Millennium Development Goals; Bank Prescriptions for the Borrowers.

**International Development Association (IDA):** Origin; Functions; Role; Key areas of IDA; Support and Financing framework.

**International Finance Corporation (IFC):** Origin; Functions; Role; Advisory Services; Operations; Monitoring and Evaluation.

**Multilateral Investment Guarantee Agency (MIGA):** Functions; Types of Coverage.

**Part - II**

**International Center for Settlement of Investment Disputes (ICSID):** Functions and Role.

**International Labour Organization:** Origin, Functions. Role of ILO: Decent Work; Social Dialogue; Standards, Freedom of Association; Forced Labour; Child Labour; Discrimination; Employment and Income; Wages and Other Conditions of Employment; Social Protection; Health and Safety and HIV/AIDS.

**Conflicts and Negotiations in International Business:** Factors Causing Conflicts; Conflict between Host Country and the Transnational Country Negotiations; Role of International Agencies in conflict resolutions.

**The Multilateral Trade System: the creation of Postwar Trade System:** General Agreement on Tariffs and Trade (GATT); the Evolution of Multilateral Trade System: the Uruguay Round Package and World Trade Organization (WTO); Organizational Structure of WTO.

**United Nations Conference on Trade and Development (UNCTAD):** Origin; Functions, Sustainable Development and Poverty Reduction; Trade and Development; Approach towards Developing to Least Developed Countries (LDCs).

**Suggested Readings:**

1. Hunt, Diana Economic Theories of Development: An Analysis of Competing Paradigms, Hemel Hempstead: Harvester Wheatsheaf, 1989.
2. Keohane. Robert O. International Institutions and State Power: Essays in International Relations Theory Boulder: Westview, 1989.
3. Krasner. Stephen D. Structural Conflict: The Third World Against Global Liberalism, Berkeley, University of California Press, 1985.
4. Simai, Mihaly The Future of Global Governance, Washington, D.C.: United States Institute of Peace Press, 1994.
5. Sidell, Scott The IMF and Third World Political Instability, London Macmillan, 1988.

**\* Students are required to consult the Annual Reports of the respective institutions.**

**GROUP 'C': International Business**  
**MC – 332: Management of International Business Operations**

**Time: 3 Hours**

**Max. Marks: 100**

**Internal Assessment: 25**

**Theory: 75**

**Note: The question paper covering the entire course shall be divided into three sections as follows:**

**Section A:** It will consist of 10 very short answer questions from the entire syllabus with answer to each question upto ten lines in length. Students will attempt 10 questions. Each question will carry 1.5 marks; the total weightage being 15 marks.

**Section B:** It will consist of essay type/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part–I of the syllabus and the candidates will be required to attempt two questions. Each question will carry 15 marks. The total weightage of the section shall be 30 marks.

**Section C:** It will consist of essay type/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part–II of the syllabus and the candidates will be required to attempt two questions. Each question will carry 15 marks. The total weightage of the section shall be 30 marks.

**Part – I**

**Multinational Firms:** Nature; Rationale; Goals and Constraints; Orientation of a Multinational: Ethno, Poly, Regio and Geocentric Firms.

**Economic Superpowers:** the Traid.

**Cultural Context for International Management:** Japanese, American, European and Indian Management Values, Cultural Diversity, Perceptions and Stereotypes, Cultural dimension: Power Distance, Uncertainty Avoidance, Individualism and Masculinity.

Global Sourcing, Production and Export Strategies: offshore Manufacture Dimensions of Global Production Strategy, Different Ways of Sourcing Materials and Manufacturing Products. Key elements of Import and Export strategies.

**Strategic Alliances:** Variables affecting Choice, Licensing, Franchising, Management Contracts, Turnkey Operations, Custom Contracts, Access to Foreign Technology, Shared Ownership, and Managing Foreign Arrangements.

**Part – II**

**Global Market Opportunities Arrangements:** Overview of Global Market Opportunity assessment; Task One: Analyze Organizational Readiness to Internationalize;

**Task Two:** Assess the Suitability of the Firms and Products and Services for Foreign Markets;

Task Three: Screen Commodities to Identify Markets; Task Four: Assess Industry Market Potential; Task Five: Select Foreign Business Partners; Task Six: Estimate Country Sales Potential

**Global Strategy and Organization:** Role of Strategy; the Integration- Responsiveness Framework; Distinct Strategies emerging from the Integration-Responsiveness Framework; Organizational Structure; Alternative Organizational Arrangements for International Operations; and Building the Global Firm.

**International Human Resource Strategy:** Assessing Human Resource Requirements, choosing staffing policy, training selected people, compensating employees in host country, impact of host country regulations. American, European & Japanese Practices. Leadership in International contact vs US Leadership Styles.

**References:**

1. Cavusgil, S. Knight Gary and Riesenberger, John R., International Business – Strategy Management and the New Realities, Pearson Education, Dorling Kindersley (India) Pvt. Ltd, Delhi, 2009.
2. Daniel, John D., Radebangh, Lee H. and Sullivan Daniel P., International Business Environment and Operations, 10th ed., New Delhi.
3. Czinkota Michael R., Ronbiben Iikka A. Ronkainen A. and Moffet Micheal H., International Business, 6th Edition, Thomson, South Western, Bangalore, 2005.
4. C. Paul Hallwood and Ronald Macdonald, International Money and Finance, Blackwell, Oxford U.K., 1995.
5. Sharan Vyuptakesh, International Business – Concept, Environment and Strategy, 2nd Edition, Pearson Education, Delhi, 2006.
6. Hill, Charles W.L. and Jain, Arun Kumar, International Business – Competing in the Global Market Place, 5th Edition, The McGraw Hill Publishing Co. Ltd., New Delhi, 2006.

**GROUP 'D': Marketing**

**MC – 351: Consumer Behaviour**

**Time: 3 Hours**

**Max. Marks: 100**

**Internal Assessment: 25**

**Theory: 75**

**Note:** The question paper covering the entire course shall be divided into three sections as follows:

**Section A:** It will consist of 10 very short answer questions from the entire syllabus with answer to each question upto ten lines in length. Students will attempt 10 questions. Each question will carry 1.5 marks; the total weightage being 15 marks.

**Section B:** It will consist of essay type/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part–I of the syllabus and the candidates will be required to attempt two questions. Each question will carry 15 marks. The total weightage of the section shall be 30 marks.

**Section C:** It will consist of essay type/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part–II of the syllabus and the candidates will be required to attempt two questions. Each question will carry 15 marks. The total weightage of the section shall be 30 marks.

**Part – I**

**Introduction to Consumer Behaviour:** Nature, Scope and Importance.

**Consumer Motivation:** Nature of motivation; Types of consumer needs and motives; Dynamics of motivation; Need conflict; Need Hierarchy Theory of Motivation and its applications; Measurement of Motives.

**Personality and Consumer Behaviour:** Definition of personality; Theories of personality; Personality and consumer diversity; Self concept and self image; Life style and psychographics.

**Consumer Perception:** Elements of perception; Dynamics of perception, Perceptual process; Perception and marketing strategy; Perceived risk.

**Consumer Learning:** Elements of consumer learning; Behavioural theories and Cognitive theories of learning.

**Consumer Attitude Formation:** Definition of attitudes; Structural models of attitudes; Attitude Theories; Attitude formation; Strategies of attitude change; Measuring Attitude.

**Part – II**

**Reference Group and Family Influences:** Power of reference groups; Types of consumer related reference groups; Celebrity and other reference group appeals; Family decision making and consumption related roles; Family life cycle.

**Social Class:** Definition; Measurement of social class; Social class dynamics.

**Cultural and Sub cultural Influences on Consumer Behaviour:** Definition of culture and subculture; Affect of culture on consumer behaviour; Nature of culture; Measurement of culture; Subculture and consumer behaviour; subcultural categories. Diffusion of Innovation; Diffusion process; Adoption process.

**Opinion Leadership: Definition; Dynamics of the opinion leadership process; Motivation behind opinion leadership**

**Consumer Decision Making:** Consumer decision process; Types of decisions; Information search process; Alternative evaluation and selection; Decision rules.

**Models of Consumer Behaviour:** E.K.B; Howard and Sheth; Nicosia's Model.

**Suggested Readings:**

1. Schiffman, I. G. and Kanuk, L. L. Consumer Behaviour, New Delhi, Pearson Education, 2007.
2. Blackwell, Roger D., Miniard, Paul W., and Engel James F. Consumer Behaviour, Cengage, 2006.
3. Solomon, Michael R. Consumer Behaviour, New Delhi, Pearson Education, 2003.
4. Assael, Henry Consumer Behaviour and Marketing Action, Cengage, 2006
5. Loudon, David L. and Della Bitta, Albert J., Consumer Behavior, Tata McGraw-Hill, Fourteenth Edition, 2002.

**GROUP 'D': Marketing**

**MC – 352: Retail Management**

**Time: 3 Hours**

**Max. Marks: 100**  
**Internal Assessment: 25**  
**Theory: 75**

**Note: The question paper covering the entire course shall be divided into three sections as follows:**

**Section A:** It will consist of 10 very short answer questions from the entire syllabus with answer to each question upto ten lines in length. Students will attempt 10 questions. Each question will carry 1.5 marks; the total weightage being 15 marks.

**Section B:** It will consist of essay type/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part–I of the syllabus and the candidates will be required to attempt two questions. Each question will carry 15 marks. The total weightage of the section shall be 30 marks.

**Section C:** It will consist of essay type/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part–II of the syllabus and the candidates will be required to attempt two questions. Each question will carry 15 marks. The total weightage of the section shall be 30 marks.

**Part – I**

**Introduction to Retailing:** Meaning, Nature and Importance.

**Retailing in India:** Evolution of Retail in India, Drivers of Retail Change and Challenges to Retail Development in India.

**Types of Retailers:** Food Retailers, General Merchandise Retailers, Non-Store Retail Formats, Services Retailing, Types of Ownership.

**Understanding the Retail Consumer:** Need for Consumer Behavior, Factors Influencing the Retail Shopper, The Customer Decision Making Process.

**Retail Locations:** Types of Retail Locations; Steps involved in choosing a Retail Location; Methods of Evaluating a Trading Area

**Retail Store Design and Visual Merchandising:** Importance of Store Design; Exterior Store Design; Interior Store Design; Visual Merchandising.

**Part II**

**Basics of Retail Merchandising:** What is Merchandising, Factors Affecting the Buying Function, The Merchandiser: Roles and Responsibilities, The Buyer: Roles and Responsibilities, Function of Buying for Different Types of Organisations.

**Process of Merchandise Planning:** Concept of Merchandising, Implications of Merchandise Planning, Process of Merchandise Planning.



**Methods of Merchandise Procurement:** Merchandise Sourcing, Age of Global Sourcing. Retail **Pricing:** Concept of Retail Price, Elements of Retail Price, Determining the Price, Retail Pricing Strategies. Category Management: Concept of Category Management, Reasons for Emergence of Category Management, Components of Category Management, Category Management Process. Retail Franchising: Concept, Types, Advantages and Disadvantages.

**Suggested Readings:**

1. Pradhan, Swapna (2007), Retail Management – Text and Cases, Tata McGraw Hill, 3rd Edition.
2. Sinha, P. K. and Uniyal, D. P. (2007), Managing Retailing, Oxford, 1st Edition.
3. Levy, Michael and Barton A. Weitz (2003), Retail Management, Tata McGraw Hill, 7th Edition.
4. Berman, Barry and Joel R. Evans (2006), Retail Management – A Strategic Approach, Pearson Education, 11th Edition.
5. Dunne, Patrick M; Lusch, Robert F.; and Griffith David A.: Retailing (Cengage, New Delhi)

**MC – 401: International Accounting**

**Time: 3 Hours**

**Max. Marks: 100**  
**Internal Assessment: 25**  
**Theory: 75**

**Note:** The question paper covering the entire course shall be divided into three sections as follows:

**Section A:** It will consist of 10 very short answer questions from the entire syllabus with answer to each question upto ten lines in length. Students will attempt 10 questions. Each question will carry 1.5 marks; the total weightage being 15 marks.

**Section B:** It will consist of essay type/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part–I of the syllabus and the candidates will be required to attempt two questions. Each question will carry 15 marks. The total weightage of the section shall be 30 marks.

**Section C:** It will consist of essay type/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part–II of the syllabus and the candidates will be required to attempt two questions. Each question will carry 15 marks. The total weightage of the section shall be 30 marks.

**Part – I**

**Introduction to International Accounting:** Interaction between accounting and its environment. The global economy. Meaning and domain of international accounting.

**International classification of financial accounting and reporting.**

**International financial reporting:** concept and differences in international financial reporting. Reporting problems of Multinational Companies.

**International financial analysis:** meaning, need and significance of international financial analysis. Business analysis framework. Problems in international financial analysis.

**Comparative financial reporting in U S, U K, China, Japan and India.**

**International harmonisation of financial reporting:** Why harmonisation? Role of IASB, OECD, EU and IOSCO( international Organisation of Securities Commissions)

**Part – II**

**Convergence of accounting standards.**

**International transfer pricing:** meaning, objectives, methods and regulation.

**Accounting for foreign currency transactions and translation:** approaches to accounting for foreign currency transactions, methods of foreign currency translation. Practices in various countries.

**Issues related to consolidation of financial statements of MNCs.**

**International taxation:** diversity of national tax systems, taxation of foreign source income and double taxation.

**Strategic accounting issues in MNCs:** strategy formulation, implementation and control. Evaluating the performance of foreign operations.

**Suggested Readings:**

1. Choi, Frederick D S and Meek, Garry K, “International Accounting”, Pearson Education, 5th Edition. 2007.
2. Douppnik, Timothy and Perera, Hector, “International Accounting”, McGraw Hill international Edition, 2007.
3. Saudagaran, Shahrokh M. International Accounting – A Users Perspective”, Thompson, 2nd Edition, 2007.
4. Iqbal, zafar M, Melchar, Trini U, and Elmallah, Amin A, International Accounting: A Global Perspective”. International Thomson Publishing.
5. Rathore, Shirin, “International Accounting”, PHI

**MC - 402: E-COMMERCE**

**Time: 3 Hours**

**Max. Marks: 100**  
**Internal Assessment: 25**  
**Theory: 75**

**Note: The question paper covering the entire course shall be divided into three sections as follows:**

**Section A:** It will consist of 10 very short answer questions from the entire syllabus with answer to each question upto ten lines in length. Students will attempt 10 questions. Each question will carry 1.5 marks; the total weightage being 15 marks.

**Section B:** It will consist of essay type/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part–I of the syllabus and the candidates will be required to attempt two questions. Each question will carry 15 marks. The total weightage of the section shall be 30 marks.

**Section C:** It will consist of essay type/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part–II of the syllabus and the candidates will be required to attempt two questions. Each question will carry 15 marks. The total weightage of the section shall be 30 marks.

**Part-I**

**Introduction to E Commerce and Definition,** E-Commerce based activities, Goals of E Commerce, Functions, Advantages and disadvantages of E-Commerce, Scope of E Commerce, Framework of E-Commerce, Electronic Commerce and Electronic Business\

**Electronic business models:** B2B, B2C, C2C, C2B. Web sites as market place. Pure online vs. brick and click business; Assessing requirement for an online business designing, developing and deploying the system.

Operations of E Commerce: Online-payment mechanism; Electronic Payment systems; payment Gateways; Visitors to website; Tools for promoting websites; Risk management options for e - payment systems.

**Part-II**

Security and Legal Aspects of E-Commerce: Threats in E-Commerce, Security of Clients and Service-Provider; Cyber Laws – Relevant provisions of Information Technology Act 2000, offences, secure electronic records and digital signatures penalties and adjudication.

e-Business Applications & Strategies: Business Models & Revenue Models over Internet, Emerging Trends in e-Business, e-Governance, Digital Commerce, Mobile Commerce, Strategies for Business over Web, Internet based Business Models. e-Marketing, e-CRM, e-SCM, e-Procurement

**Suggested Readings:**

1. Agarwala, Kamlesh N., Amit Lal and Deeksha Agarwala, Business on the Net: An Introduction to the Whats and Hows of E -Commerce, Macmillan India Ltd.
2. Bajaj, Deobyani Nag, E-Commerce, Tata McGraw Hill Company, New Delhi.
3. Turban, E., et. al., Electronic commerce: A Managerial Perspective, Pearson Education Asia.
4. Diwan, Prag and Sunil Sharma, Electronic Commerce -A Manager's Guide to E-Business, Vanity Books International, Delhi.
5. Dietel, Harvey M., Dietel, Paul J., and Kate Steinbuhler, E-business and E-commerce for managers, Pearson Education.
6. Greenstein, M. and T.M. Feinman, Electronic Commerce: Security, Risk Management and Control, Tata McGraw hill.
7. Kosiur, David, Understanding Electronic Commerce, Prentice Hall of India Private Ltd., New Delhi.
8. Whiteley, David, E-commerce, McGraw Hill, New York.

**MC – 403:**

**Viva-Voce**

**Max. Marks: 50**

**GROUP 'A': Accounting & Finance**  
**MC – 411: International Financial Management**

**Time: 3 Hours**

**Max. Marks: 100**  
**Internal Assessment: 25**  
**Theory: 75**

**Note:** The question paper covering the entire course shall be divided into three sections as follows:

- Section A:** It will consist of 10 very short answer questions from the entire syllabus with answer to each question upto ten lines in length. Students will attempt 10 questions. Each question will carry 1.5 marks; the total weightage being 15 marks.
- Section B:** It will consist of essay type/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part–I of the syllabus and the candidates will be required to attempt two questions. Each question will carry 15 marks. The total weightage of the section shall be 30 marks.
- Section C:** It will consist of essay type/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part–II of the syllabus and the candidates will be required to attempt two questions. Each question will carry 15 marks. The total weightage of the section shall be 30 marks.

**Part – I**

**Foreign Exchange System:** The Internationalization of Business and Finance, Alternative Exchange Rate Systems; International monetary system, The European Monetary System.

**Foreign Exchange Rate Determination:** Introduction to spot market and Forward Market; Setting the Equilibrium Spot Exchange Rate; Factors affecting Currency Value: BOP Approach & Asset Market Approach; Role of Central Bank in Determination of Exchange Rates; Parity conditions in International Finance: Arbitrage and Law of One Price;

**Purchasing Power Parity:** Fisher Effect; Fisher Effect in International Context. Currency Forecasting: Interest Rate Parity Theory, The relationship between forward and future spot rate ,Currency Forecasting;

**Balance of payments:** Balance of Payment Categories: Current Account, Capital Account, Official Reserves Account; Balance of Payment: The International flow of goods, services and capital, Coping with current account deficit.

**Part - II**

**Country Risk Analysis:** Country Risk Analysis, Measuring & Managing Political Risk, Firm Specific Risks; Country Risk Analysis: Study of Economic & Political Factors Posing Risk, Country Risk Analysis in International Banking.

**Measuring & Managing Various Exposures:** Alternative measures of foreign exchange exposure, Risk Hedging-An Introduction; Measuring & Managing Transaction Exposure. Measuring & Managing

Operating Exposure; Measuring & Managing Translation Exposure.

**Foreign Exchange Risk Management:** Foreign Exchange Instruments, Recent developments in derivatives markets in India; Currency Futures & Options Market; Interest Rate & Currency Swaps; Interest rate Forwards & Futures.

**Suggested Readings:**

1. Shapiro Allan C (2003), “Multinational Financial Management”, 7th Edition, John Wiley & Sons, Singapore
2. Apte P.G. (2009) International financial Management, 5th Edition, Tata McGraw Hill, India
3. Bhalla, V. K (2008), “International Financial Management”, 7th Edition, Anmol Publications, India
4. Eiteman, Stonehill, Moffett(2004), “ Multinational Business Finance”,10th Edition, Pearson Education, India



**GROUP 'A': Accounting & Finance**

**MC – 412: Financial Markets and Financial Services**

**Time: 3 Hours**

**Max. Marks: 100**

**Internal Assessment: 25**

**Theory: 75**

**Note: The question paper covering the entire course shall be divided into three sections as follows:**

**Section A:** It will consist of 10 very short answer questions from the entire syllabus with answer to each question upto ten lines in length. Students will attempt 10 questions. Each question will carry 1.5 marks; the total weightage being 15 marks.

**Section B:** It will consist of essay type/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part–I of the syllabus and the candidates will be required to attempt two questions. Each question will carry 15 marks. The total weightage of the section shall be 30 marks.

**Section C:** It will consist of essay type/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part–II of the syllabus and the candidates will be required to attempt two questions. Each question will carry 15 marks. The total weightage of the section shall be 30 marks.

**Part – I**

**Indian Financial System:** Meaning, Structure, Role and Deficiencies

**Development Banking in India:** Evolution, Structure, Promotional Role, Resource Planning and Mobilisation, Project Evaluation and Follow Up, Performance Evaluation. Recent Developments in Development Banking.

**Reserve Bank of India:** Organization and Management, Monetary Policy, Technique of Monetary control, Liquidity Adjustment Facility.

**NBFCs:** Concepts, RBI Guidelines, Progress, problems and Prospects.

**Banking Sector Reforms in India-Implementation Status.**

**Factoring Services in India**

**Venture Capital Financing in India.**

**Part - II**

**CCIL:** Role and Functions.

**Repos:** Concept, Process and Progress in India

**Govt. Securities Market in India**

**Call Money Market in India**

**Treasury Bills Market in India**

**Commercial Paper and Certificate Deposit Market in India.**

**Securitization: Concept, Process and Progress in India.**

**Suggested Readings:**

1. Indian Financial System by H.R. Machiraju, Vikas Publishing House Pvt. Ltd.
2. Indian Financial System by Varshney & Mittal, Sultan Chand & Sons.
3. Management of Indian Financial Institutions by R.M.Srivastava – Himalya Publishing House.
4. Managing Indian Banks by Vasant C. Joshi, Sage Publications.
5. Indian Financial System by Vasant Desai, Himalya Publising House.
6. Financial Institutions & Markets by L.M.Bhole.
7. M.Y. Khan, Financial Services, Tata McGraw Hills, New Delhi, 2007.

**Web Sites: -**

1. [www.rbi.org.in](http://www.rbi.org.in)
2. [www.nsdl.com](http://www.nsdl.com)
3. [www.licindia.com](http://www.licindia.com)
4. [www.sebi.gov.in](http://www.sebi.gov.in)
5. [www.nabard.org](http://www.nabard.org)
6. [www.ifcilttd.com](http://www.ifcilttd.com)

**GROUP 'A': Accounting & Finance**

**MC – 413: Corporate Tax Law and Planning**

**Time: 3 Hours**

**Max. Marks: 100**

**Internal Assessment: 25**

**Theory: 75**

**Note: The question paper covering the entire course shall be divided into three sections as follows:**

**Section A:** It will consist of 10 very short answer questions from the entire syllabus with answer to each question upto ten lines in length. Students will attempt 10 questions. Each question will carry 1.5 marks; the total weightage being 15 marks.

**Section B:** It will consist of essay type/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part–I of the syllabus and the candidates will be required to attempt two questions. Each question will carry 15 marks. The total weightage of the section shall be 30 marks.

**Section C:** It will consist of essay type/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part–II of the syllabus and the candidates will be required to attempt two questions. Each question will carry 15 marks. The total weightage of the section shall be 30 marks.

**Part – I**

**Tax Planning, Tax Avoidance & Tax Evasion:** Meaning, features and basic differences between tax planning, avoidance and evasion; various tools of tax evasion; Tax Management and its scope. Tax havens.

**Corporate Tax:** Residential status of a company, Computation of total income and tax liability of companies, Minimum alternate tax.

**Deductions from Gross Total Income u/s 80 related to company assessee.**

**Tax deduction or collection at source, Advance payment of tax.**

**Tax Planning for New Business with reference to location and type of business.**

**Tax Planning in relation to Forms of Organisation:** Sole Proprietary; Partnership and Company form of Organisation from tax planning point of view.

**Part - II**

**Tax incentives to Newly Established Industrial Undertakings:** In Special Economic Zones u/s 10 AA and for exporters.

**Tax planning in respect of Amalgamation or Demerger:** Tax Planning and Financial Management

Decisions: Tax Planning relating to Capital structure decisions, Dividend Policy, Inter-Corporate Dividend and Bonus shares.

**Tax Planning and Management Decisions:** Own or Lease Decision, Make or Buy Decision, Sale of Asset used for Scientific Research, Decision relating to Repair, Replace, Renovation of an Asset, Shut-down or Continue Decision.

**Taxability of Dividend from Company and investors point of view.**

**Avoidance of Double Taxation**

**Suggested Readings:**

1. Ahuja Girish, "Systematic Approach to Income Tax", Bharat Law House, New Delhi
  2. Gaur, Narang & Puri, "Corporate Tax Planning and Management", Kalyani Publishers, Ludhiana
  3. Mehrotra H.C., "Income Tax Law & Practice", Sahitya Bhawan Publications, Agra
  4. Singhanian . K. Vinod, "Direct Tax Theory & Practice", Taxman Publications (P) Ltd.
- Website: [www.incometaxindia.gov.in](http://www.incometaxindia.gov.in)

**GROUP 'B': Business Studies**  
**MC – 421: GOODS AND SERVICES TAX (GST)**

**Time: 3 Hours**

**Max. Marks: 100**  
**Internal Assessment: 25**  
**Theory: 75**

**Note: The question paper covering the entire course shall be divided into three sections as follows:**

**Section A:** It will consist of 10 very short answer questions from the entire syllabus with answer to each question upto ten lines in length. Students will attempt 10 questions. Each question will carry 1.5 marks; the total weightage being 15 marks.

**Section B:** It will consist of essay type/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part–I of the syllabus and the candidates will be required to attempt two questions. Each question will carry 15 marks. The total weightage of the section shall be 30 marks.

**Section C:** It will consist of essay type/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part–II of the syllabus and the candidates will be required to attempt two questions. Each question will carry 15 marks. The total weightage of the section shall be 30 marks.

**Part – I**

**GST Act 2017:** Overview, Constitutional aspects, Implementation, Liability of Tax Payer, GST Council, Brief Introduction to IGST, CGST, SGST and UGST. Concept of IGST, CGST, SGST and UGST with its practical application. Levy and collection.

**Exemption from GST:** Introduction, Composition Scheme and remission of Tax.

**Registration:** Introduction, Registration Procedure, Special Persons, Amendments / Cancellation.

**Supply:** Concept, including composite supply, mixed supply, interstate supply, intra-state supply, supply in territorial waters, place and time of supply.

**Part – II**

**Input Tax Credit:** Introduction, Tax Invoice Credit & Debit notes, e-way bill. Computation of GST Liability and Payment including time, method of making payment, challan generation, CPIN, TDS &TCS. Reverse charge.

**Returns:** various returns to be filed by the assesses.

**GST Portal:** Introduction, GST Eco-system, GST Suvidha Provider (GSP), Uploading Invoices. Authorities , penalties, Appeals.

**Suggested Readings:**

1. Taxmann: Taxmann’s GST Manual 2017. Taxman, Publications (P) Ltd.

2. Datey V.S., Taxmann's GST Ready Reckoner Taxman, Publications (P) Ltd.
3. Gupta S.S., GST-How to meet your obligations 2017. Taxman, Publications (P) Ltd.
4. Rakesh Garg and Sandeep Garg, "GST Laws Manual: Acts, Rules and Forms" Bloomsbury India Professional.
5. Ashok Gupta CA "Gst Acts, Rules and Forms" Wolters Kluwer.
6. Rakesh Garg and Sandeep Garg, "Handbook of GST in India" Bloomsbury India Professional.
7. [www.idtc.icai.org>gst](http://www.idtc.icai.org>gst)
8. [www.cbec.gov.in](http://www.cbec.gov.in)
9. idtc.icai.org>publications
10. Dr. Awdesch Singh, "GST made simple- A Complete Guide to Goods and Service Tax in India" Centax publications.

**GROUP 'B': Business Studies**

**MC – 422: Entrepreneurship Development and Project Management**

**Time: 3 Hours**

**Max. Marks: 100**

**Internal Assessment: 25**

**Theory: 75**

**Note: The question paper covering the entire course shall be divided into three sections as follows:**

**Section A:** It will consist of 10 very short answer questions from the entire syllabus with answer to each question upto ten lines in length. Students will attempt 10 questions. Each question will carry 1.5 marks; the total weightage being 15 marks.

**Section B:** It will consist of essay type/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part–I of the syllabus and the candidates will be required to attempt two questions. Each question will carry 15 marks. The total weightage of the section shall be 30 marks.

**Section C:** It will consist of essay type/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part–II of the syllabus and the candidates will be required to attempt two questions. Each question will carry 15 marks. The total weightage of the section shall be 30 marks.

**Part – I**

**Entrepreneurship:** Concepts, Traits, types, characteristics, classification and types, nature and functions. Theory of Entrepreneurship.

**Entrepreneurship:** Developing corporate entrepreneurship.

**Understanding Entrepreneurship perspective:** Entrepreneurship motivation. Developing Creativity and Understanding Innovation. Ethics and Social Responsibility of an Entrepreneur. Entrepreneurial Skills.

**Role of Entrepreneurship in Economic Development.**

**Entrepreneurial Decision Process.**

**Part - II**

**Environmental Assessment:** Macro and Micro View.

**Project Management Concept:** Generation and screening of project ideas: Sources and Methods. Feasibility Study. Managing Risk in Project Network Technique for Project Management, Time and Cost Overrun.

**Market and Demand Analysis:** Technical Analysis. Financial Analysis, Local Cost Benefit Analysis, Developing an Effective Business Plan.

**Suggested Readings:**

1. Hisrich, Robert D and Peters, Michael P, Entrepreneurship, Delhi, Tata McGraw Hill, 2002.
2. Holt, David H, Entrepreneurship: New Venture Creation, Delhi, Prentice Hall of India, 2001
3. Cliffton, Davis S. and Syflie, David E, "Project Feasibility Analysis" , 1977 John Wiley, New York.
4. Chandra, Prasanna, Projects : Preparation, Appraisal, Budgeting and Implementation., New Delhi Tata McGraw Hill.



**GROUP 'B': Business Studies**  
**MC – 423: Business Ethics & Environment Management**

**Time: 3 Hours**

**Max. Marks: 100**

**Internal Assessment: 25**

**Theory: 75**

**Note: The question paper covering the entire course shall be divided into three sections as follows:**

**Section A:** It will consist of 10 very short answer questions from the entire syllabus with answer to each question upto ten lines in length. Students will attempt 10 questions. Each question will carry 1.5 marks; the total weightage being 15 marks.

**Section B:** It will consist of essay type/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part–I of the syllabus and the candidates will be required to attempt two questions. Each question will carry 15 marks. The total weightage of the section shall be 30 marks.

**Section C:** It will consist of essay type/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part–II of the syllabus and the candidates will be required to attempt two questions. Each question will carry 15 marks. The total weightage of the section shall be 30 marks.

**Part – I**

**Model of Management in the Indian Socio-Political Environment:** Work Ethos, Indian Heritage in Production and Consumption; Indian Insight into TQM ; Problems Relating to Stress in Corporate Management-Indian Perspective, Teaching Ethics.

**Environment Management:** Fundamentals-Sustainable Development, Implications of human population growth, Limits to growth, Environmental and Business Schools.

**Trans-cultural Human Values in Management Education,** Relevance of Values in Management, Need for Values in Global Change-Indian Perspective, Values for Managers, Holistic Approach for Managers in Decision Making, Secular Versus Spiritual Values in Management, Personal Growth and Lessons from Ancient Indian Educational System, Science and Human Values.

**Part - II**

**Energy Management:** Fundamentals-Fossil Fuels use, Energy production and trade, Energy, Balance ; Ecosystem Concepts, Basic Concepts and their application in Business, Industry Ecology and Recycling Industry, Environmental Management System, EMS Standards, ISO 14000

**Environmental Auditing:** Clearance / Permissions for establishing industry, Environmental Management & Valuation. Environmental Accounting, Economics-Environmental Taxes Shifts, Green Funding, Corporate Mergers, Environmental Ethics, Environmental Management Trade and Environmental Management, Debt and Environment, GATT/WTO Provisions, Environmental Laws. Acts, Patents, IPRS, Role of NGO'S PIL ; Pollution & Waste Management-Air, Water, Dams and their

role ; Forest products and Trade, Role of Biodiversity in International Trade, Approaches to Corporate Ethics, Bio-ethics.

**Suggested Readings :**

1. Uberoi, N.K.; Environmental Management, Excel Books, A-5, Naraina Phase-I, New Delhi, 2000.
2. Pandey, G.N.: Environmental Management, Vikas Publishing House, New Delhi, 1997.
3. Gupta, N. Dass: Environmental Accounting, Wheeler Publishing, 19, K.G.Marg, New Delhi, 1997.
4. Mohanty, S.K.: Environment & Pollution Law Manual, Universal Law Publishing, G.T.Karnal Road, New Delhi, 1996.
5. Harley, Nick: Environmental Economics, MacMillan India Ltd., Ansari Road, New Delhi, 1997.
6. Kolstad, Charles D.: Environmental Economics, Oxford University Press 2000.
7. Chakraborty, S.K.: Foundations of Managerial Work-Contributions from Indian Thought, Himalaya Publishing House, Delhi, 1998.
8. Management Effectiveness and Quality of Work-life-Indian Insights, Tata McGraw Hill Publishing Company, New Delhi, 1987.
9. Management by Values, Oxford University Press, 1991.
10. Drucker, P: Managing in Turbulent Times, Pan Books London, 1983.
11. Kumar, S and N.K. Uneroi: Managing Secularism in the New Millennium, Excel Books 2000.
12. Griffiths, B. The Marriage of East and West, Colling, London 1985.
13. Gandhi, M.K.: The Story of My Experience with Truth, Navjivan Publishing House, Ahmedabad, 1972.

**GROUP 'C': International Business**

**MC – 431: International Financial Markets and Foreign Exchange**

**Time: 3 Hours**

**Max. Marks: 100**

**Internal Assessment: 25**

**Theory: 75**

**Note:** The question paper covering the entire course shall be divided into three sections as follows:

**Section A:** It will consist of 10 very short answer questions from the entire syllabus with answer to each question upto ten lines in length. Students will attempt 10 questions. Each question will carry 1.5 marks; the total weightage being 15 marks.

**Section B:** It will consist of essay type/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part–I of the syllabus and the candidates will be required to attempt two questions. Each question will carry 15 marks. The total weightage of the section shall be 30 marks.

**Section C:** It will consist of essay type/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part–II of the syllabus and the candidates will be required to attempt two questions. Each question will carry 15 marks. The total weightage of the section shall be 30 marks.

**Part – I**

**History of the International Financial System** -The rise and Fall of Bretton Woods, Globalisation and the Growth of Derivatives, The Crash of 1994-96 and Beyond, Euro-currency Market , Euro-banking and Euro-currency Centers, Deposit Dealing and the Term Structure of Euro-currency Rates, Euro-currency Futures and Options, Syndicated Euro-credits, International Bond Markets-Introduction, New Issue Procedures in the Eurobond Markets, Eurobond Valuation and Hedging, Interest Rates and Currency Swaps, Pricing Option, Features of International Bonds, Forecasting and the Image of the Future-Central Banks and the Balance of Payments,

**The European Monetary System and Other Regional Artificial Currency Areas**, New Instruments in International Capital Markets, International Banking and Country RISK ,International Portfolio Diversification, International Transfer Pricing.

**Part – II**

**Types of Foreign Exchange Markets and Transactions:** Quoting Foreign Exchange Rates, Spread, Official and Free Market Rates, Cross Rates, Forward Rates, Quoting Forward Rates; Organisation of the Foreign Exchange Markets; Currency Futures; Currency Options; Currency Swaps; Corporate Exposure Management: Alternative Definitions of Foreign Exchange Risk, Exposure Information System, Alternative Strategies for Exposure Management.

**Exposure Management Techniques:** Organisation of the Exposure Management Function;

Parameters and Constraints on Exposure Management: Theory and practice of Forecasting Exchange Rates-Economic Fundamentals, Financial and Socio-Political Factors, Technical Analysis; Tax Treatment of Foreign Exchange Gains and Losses; FEMA.

**Suggested Readings:**

1. Aliber, R.Z., Exchange Risk and Corporate International Finance, London. Macmillan,1978
2. Bhalla,V.K., International Financial Management. 2nd Ed., New Delhi, Anmol, 2001.
3. Luca Cornelius, Trading in the Global Currency Markets. NJ, Prentice Hall,1995
4. Shapiro, A.C. International Financial Management. Boston.Allyn and Bacon.1979
5. Sutton.W.H., Trading in Currency Options, New York Institute of Finance.1987
6. Buckley, Adrian. Multinational Finance. 3rd Ed., Englewood Cliffs, Prentice Hall Inc., 1996.
- 7 Eiteman. David K and Stonehill. Arthur I., Multinational Business Finance. California, Addison- Wesley. 1988.
8. Johnson and Giaccotto, Options and Futures. St. Paul. West, 1995
9. Kim, Suk and Kim. Seung, Global Corporate Finance: Text and Cases. 2nd Ed. Miami, Florida. 1993.
- 10 Shapiro, Alan C, Multinational Financial Management. New Delhi, Prentice Hall of India. 1995.65

**GROUP 'C': International Business**  
**MC – 432: International Financial Management**

**Time: 3 Hours**

**Max. Marks: 100**  
**Internal Assessment: 25**  
**Theory: 75**

**Note: The question paper covering the entire course shall be divided into three sections as follows:**

**Section A:** It will consist of 10 very short answer questions from the entire syllabus with answer to each question upto ten lines in length. Students will attempt 10 questions. Each question will carry 1.5 marks; the total weightage being 15 marks.

**Section B:** It will consist of essay type/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part–I of the syllabus and the candidates will be required to attempt two questions. Each question will carry 15 marks. The total weightage of the section shall be 30 marks.

**Section C:** It will consist of essay type/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part–II of the syllabus and the candidates will be required to attempt two questions. Each question will carry 15 marks. The total weightage of the section shall be 30 marks.

**Part – I**

**Foreign Exchange System:** The Internationalization of Business and Finance, Alternative Exchange Rate Systems; International monetary system, The European Monetary System.

**Foreign Exchange Rate Determination:** Introduction to spot market and Forward Market; Setting the Equilibrium Spot Exchange Rate; Factors affecting Currency Value: BOP Approach & Asset Market Approach; Role of Central Bank in Determination of Exchange Rates; Parity conditions in International Finance: Arbitrage and Law of One Price; Purchasing Power Parity; Fisher Effect; Fisher Effect in International Context.

**Currency Forecasting:** Interest Rate Parity Theory, The relationship between forward and future spot rate, Currency Forecasting;

**Balance of payments:** Balance of Payment Categories: Current Account, Capital Account, Official Reserves Account; Balance of Payment: The International flow of goods, services and capital, Coping with current account deficit.

**Part – II**

**Country Risk Analysis:** Country Risk Analysis, Measuring & Managing Political Risk, Firm Specific Risks; Country Risk Analysis: Study of Economic & Political Factors Posing Risk, Country Risk Analysis in International Banking.

**Measuring & Managing Various Exposures:** Alternative measures of foreign exchange

exposure, Risk Hedging-An Introduction; Measuring & Managing Transaction Exposure

**Measuring & Managing Operating Exposure:** Measuring & Managing Translation Exposure.

**Foreign Exchange Risk Management:** Foreign Exchange Instruments, Recent developments in derivatives markets in India; Currency Futures & Options Market; Interest Rate & Currency Swaps; Interest rate Forwards & Futures.

**Suggested Readings:**

1. Shapiro Allan C (2003), "Multinational Financial Management", 7 th Edition, John Wiley & Sons, Singapore
2. Apte P.G. (2009) International Financial Management, 5 th Edition, Tata McGraw Hill, India
3. Bhalla, V. K (2008), "International Financial Management", 7 th Edition, Anmol Publications, India
4. Eiteman, Stonehill, Moffett(2004), " Multinational Business Finance",10 th Edition, Pearson Education, India

**GROUP 'C': International Business  
MC – 433: International Marketing**

**Time: 3 Hours**

**Max. Marks: 100  
Internal Assessment: 25  
Theory: 75**

**Note: The question paper covering the entire course shall be divided into three sections as follows:**

**Section A:** It will consist of 10 very short answer questions from the entire syllabus with answer to each question upto ten lines in length. Students will attempt 10 questions. Each question will carry 1.5 marks; the total weightage being 15 marks.

**Section B:** It will consist of essay type/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part–I of the syllabus and the candidates will be required to attempt two questions. Each question will carry 15 marks. The total weightage of the section shall be 30 marks.

**Section C:** It will consist of essay type/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part–II of the syllabus and the candidates will be required to attempt two questions. Each question will carry 15 marks. The total weightage of the section shall be 30 marks.

**Part – I**

**International Marketing**-Definition, Concept And Setting; Distinctions between International Trade, Marketing and Business; Economic Environment of International Marketing; International Institutions-World Bank, IMF, UNCTAD, GATT, Customs Union, Common Markets, Free Trade Zones, Economic Communities; Constraints on International Marketing -Fiscal and Non-fiscal Barriers, Non-tariff Barriers; Trading Partners.

**Bilateral Trade Agreements**, Commodity Agreements and GSP; India and World Trade, Import And Export Policy, Direction and Quantum of India's Exports; Institutional Infrastructure for Export Promotion; Export Promotion Councils.

**Part – II**

**Public Sector Trading Agencies**, ECGC, Commodity Boards etc.; Procedure and Documents-Registration of Exporters, Export Quotations, Production and Clearance of Goods for Exports.

**Shipping and Transportation**, Insurance, Negotiation of Documents; Instruments of Payments-Open Account, Bills of Exchange; Letter of Credit -Export Finance; International Marketing Mix-Identification of Markets, Product Policy, International Product Life Cycle, Promotion Strategy, Pricing Strategy and Distribution Strategy; Various Forms of International Business; Marketing of Joint Ventures and Turnkey Projects.

**Suggested Readings:**

1. Bhattacharya, B., Export Marketing: Strategies for Success. New Delhi, Global Business Press, 1991.

2. Johri. Lalit M., International Marketing: Strategies for Success. University of Delhi, Faculty of Management Studies, 1980.
3. Keegan, Warren, Global Marketing Management, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1995.
4. Onkvisit, Sak and Shaw, J J. International Marketing: Analysis and Strategy. New Delhi, Prentice Hall of India, 1995.
5. Terpstra, Vern and Sarathy. R., International Marketing. Orlando, Dryden Press, 1991.
6. Walter, I and Murray, T., Handbook of International Business. New York, John Wiley, 1988.

The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of the course.



**GROUP 'D': Marketing Management**

**MC – 451: Advertising and Sales Managements**

**Time: 3 Hours**

**Max. Marks: 100**

**Internal Assessment: 25**

**Theory: 75**

**Note: The question paper covering the entire course shall be divided into three sections as follows:**

**Section A:** It will consist of 10 very short answer questions from the entire syllabus with answer to each question upto ten lines in length. Students will attempt 10 questions. Each question will carry 1.5 marks; the total weightage being 15 marks.

**Section B:** It will consist of essay type/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part–I of the syllabus and the candidates will be required to attempt two questions. Each question will carry 15 marks. The total weightage of the section shall be 30 marks.

**Section C:** It will consist of essay type/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part–II of the syllabus and the candidates will be required to attempt two questions. Each question will carry 15 marks. The total weightage of the section shall be 30 marks.

**Part – I**

**Introduction to Advertising**

**Nature and scope and functions of Advertising:** Classification of Advertising, Advertising as an element of Marketing Mix, Advertising as a Tool of Communication, Setting Advertising Objectives

**Behavioral Dynamics:** The DAGMAR Approach, Hierarchy of Effects Model, New Adopter Model, AIDA Model

**Developing Segmentation and Positioning Strategies for Advertising:** Segmenting on the Basis of Usage Patterns and Commitment Level, Segmenting Business Markets, Formulating Positioning Strategy, Benefit Positioning, User Positioning and Competitive Positioning; Advertising and Product Life Cycle.

**Ethical Aspects of Advertising:** Misleading Advertising, Deceptive Advertising and Shock Advertising; **Economic** Effects and Legal Aspects of Advertising;

**Part – II**

**Managing an Advertising Program:**

Message Structure: Appeals, Copy, Layout;

Advertising Media – Media Planning, Media Selection and Scheduling;

Measuring Advertising Effectiveness – Pre-testing and Post-testing copy;

Advertising Budget – Top Down Methods: Affordable Method, Percentage of Sales

Method, Competitive Parity Method; Build-up Approach: Objective and Task Method;  
Advertising Agencies – Types, Role and Functions;  
Social and Cultural Consequences of Advertising – Advertising and Stereotyping;

**Sales Management:**

Nature and Scope of Sales Management, Personal Selling Objectives;

Sales Force Organization – Nature and Types;

Sales Force Recruitment – Process and Sources;

Sales Force Selection Process;

Managing Sales Training Programs – Need and Objectives;

Motivating Sales Personnel – Significance, Financial and Non-Financial Reward  
System, Sales Meetings and Sales Contests;

Designing Sales Territories and Sales Quotas – Objectives and Types;

Developing and Managing Sales Evaluation Program.

**Suggested Readings:**

1. Belch, George E. and Belch, Michael A. “Advertising and Promotion”,  
Tata McGraw Hill, 6th Edition
2. Guinn, Allen, Chris T., Semenik, Richard J. “Advertising & Integrated Brand  
Promotion”, Thomson – South Western, 4th Edition.
3. Batra, Rajeev, Mayers, John G., and Aaker, David A. “Advertising Management”,  
Pearson Education, 5th Edition
4. Spiro, Stanton and Rich “Management of a Salesforce”, Tata McGraw Hill; 11th Edition
5. Richard R Still, Cundiff W Edward Govoni A P Norman, “Sales Management: Decision  
Strategy and Cases”, Pearson Education; 5th Edition

**GROUP 'D': Marketing Management**  
**MC – 452: Brand and Distribution Management**

**Time: 3 Hours**

**Max. Marks: 100**  
**Internal Assessment: 25**  
**Theory: 75**

**Note: The question paper covering the entire course shall be divided into three sections as follows:**

- Section A:** It will consist of 10 very short answer questions from the entire syllabus with answer to each question upto ten lines in length. Students will attempt 10 questions. Each question will carry 1.5 marks; the total weightage being 15 marks.
- Section B:** It will consist of essay type/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part–I of the syllabus and the candidates will be required to attempt two questions. Each question will carry 15 marks. The total weightage of the section shall be 30 marks.
- Section C:** It will consist of essay type/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part–II of the syllabus and the candidates will be required to attempt two questions. Each question will carry 15 marks. The total weightage of the section shall be 30 marks.

**Part – I**

**Brand Management:**

**Brands and Brand Management:** Meaning, Importance of brands; Concept of Brand Equity.

**Brand Loyalty:** Meaning and Measuring, Brand Loyalty; Strategic Value of Brand Loyalty; Maintaining and Enhancing Brand Loyalty.

**Customer Based Brand Equity:** Defining Customer based Brand Equity; Brand Knowledge; Sources of Brand Equity – Brand Awareness, Brand Image; Building a Strong Brand – Brand Building Blocks, Brand Salience, Brand Performance, Brand Imagery, Brand Judgments, Brand Feelings, Brand Resonance.

**Brand Positioning:** Identifying and Establishing Brand Positioning; Concept of brand personality

**Brand Associations:** Product Attributes, Intangibles, Customer Benefits, Relative Price, Use/Application, User/Customer Leveraging Secondary Brand Association: Country of Origin, Co-branding, Licensing Celebrity Endorsement.

**Designing and Implementing Branding Strategies:** Brand-Product Matrix; Brand Hierarchy; Brand Extensions.

**Measuring and Interpreting Brand Performance:** Measuring sources of brand equity; Qualitative Research Techniques: Free association, Projective Techniques; Quantitative Research Techniques: Awareness, Image.

**Brand Valuation Methods.**

## Part – II

### **Retail Management:**

**Introduction to Retailing:** Nature and Scope of Retailing, Types of Retail Formats, Retail Franchising: Concept, Types, Advantages and Disadvantages.

**Retail Locations:** Types of Retail Locations; Steps involved in choosing a Retail Location; Methods of Evaluating a Trading Area.

**Retail Merchandising:** Concept of Merchandising; Planning Merchandising assortments.

**Servicing the Retail Customer:** Concept of Customer Service; Importance of Service in Retail; Customer Service as a part of Retail Strategy;

**Retail Store Design and Visual Merchandising:** Importance of Store Design; Exterior Store Design; Interior Store Design; Visual Merchandising.

**Supply Chain Management:** Concept of Supply Chain Management with reference to Retailing; Supply Chain Integration.

### **Suggested Readings:**

1. Keller, Kevin Lane: Strategic Brand Management: Building, Measuring and Managing Brand Equity (Prentice Hall India: New Delhi), Third Edition (2008).
2. Aaker, David: Managing Brand Equity (Free Press: New York) (1991)
3. Swapna Pradhan: Retailing Management (Tata McGraw Hill: New Delhi) Third Edition, (2009)
4. Levy, Michael and Weitz, Barton A.: Retailing Management (Tata McGraw Hill: New Delhi)
5. Dunne, Patrick M; Lusch, Robert F. and Griffith David A.: Retailing (Cengage, New Delhi)

**GROUP 'D': Marketing Management**

**MC – 453: Services Marketing**

**Time: 3 Hours**

**Max. Marks: 100**

**Internal Assessment: 25**

**Theory: 75**

**Note:** The question paper covering the entire course shall be divided into three sections as follows:

**Section A:** It will consist of 10 very short answer questions from the entire syllabus with answer to each question upto ten lines in length. Students will attempt 10 questions. Each question will carry 1.5 marks; the total weightage being 15 marks.

**Section B:** It will consist of essay type/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part–I of the syllabus and the candidates will be required to attempt two questions. Each question will carry 15 marks. The total weightage of the section shall be 30 marks.

**Section C:** It will consist of essay type/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part–II of the syllabus and the candidates will be required to attempt two questions. Each question will carry 15 marks. The total weightage of the section shall be 30 marks.

**Part – I**

**Introduction to services:** Meaning and need for services marketing, Service and technology, Differences in goods versus services marketing, Service marketing mix.

**Customer Expectations of Services:** Meaning and types of services expectations, Factors that influence customer expectations of services, Model of customer service.

**Customer Perceptions of Services:** Customer satisfaction, Service quality, Service encounters, Strategies for influencing Customer perceptions.

**Understanding customer Expectations & Perceptions through Marketing Research:** Using marketing research to understand customer expectation, Elements in effective services marketing research program, Analyzing and interpreting marketing research findings, using marketing research information.

**Service Recovery:** Impact of service failure and recovery, Service recovery paradox, How customer respond to service failures? Why do/don't people complain, Customer expectation after complain, Switching versus staying post service recovery, Service recovery strategies.

**Service Development & Design:** Challenges of service design, Service redesign, Stages in new service development, Service blueprinting, High performance service innovations.

**Physical Evidences and Servicescape:** Types of servicescapes, Role of servicescape, Framework for understanding servicescape effects on behavior, Approaches for understanding servicescape effects, Guidelines for physical evidence strategy.

**Part – II**

**Employees' Role in Service Delivery:** The critical importance of service employees, Boundary/spanning roles, Hire the right people, Develop people to deliver service quality, Retain the best people.

**Customers' Role in Service Delivery:** importance of customers' in service delivery, customers' roles, Self-service technologies, Strategies for enhancing customers' participation, Managing the customer-mix

**Delivery Service through Intermediaries & Electronic Channels:** service Intermediaries, Direct or company owned channels, Common issues involving intermediaries, Key intermediaries for service delivery, Strategies for effective service delivery through intermediaries

**Integrated Service Marketing Communications:** Need for co-ordinate in marketing communication, Reasons for service communication problems, Matching service promises with delivery, exceeding customer expectations.

**Pricing of Services:** Services prices for consumers, cost-based pricings, Competition- based pricing, Demand-based pricing, discounting odd pricings, Synchro-pricing, Penetrating pricing, Prestige pricing, Skimming pricing, Value pricing, Marketing segmentation pricing, Price framing, Price bundling, Complimentary pricing, result-based pricing, Contingency pricing, Sealed bid contingency pricing, Money-back guarantees, commissions.

**Financial & Economic Effects of Service:** Service & profitability, Offensive marketing effects of service, Defensive marketing effects of service, customers' perceptions of service & purchase intentions, Drivers of service quality, Customer retention & profits.

**Integrated Gaps Model of Service Models of Service Quality:** Gaps model of service quality, Gronroos' perceived service quality model, SERQUAL, Zeithaml's RATER model, Kano's two factor model.

**Organizing for Change Management & Service Leadership:** Service-profit chain, Qualities associated with service leaders, Reducing inter-functional conflicts, Change management, Evolution versus turnaround, Valuating leadership potential, Leadership culture & climate.

### **Suggested Readings:**

1. Zeithaml, V.A., Bitner, "Services Marketing", 3rd Edition, Tata McGraw Hill, New Delhi.
2. Lovelock, Wirtz Jochen, Chatterjee; "Services Marketing: People, Technology, Strategy", Sixth Edition, Pearson Education, New Delhi.
3. Payne, Adrian: The Essence of Services Marketing, Prentice Hall of India, New Delhi.
4. Nargundhar, Rajendra "Services Marketing" 2nd Edition Tata McGraw Hill, New Delhi.
5. Goncalves, Karen P: "Services Marketing– A Strategic Approach", Prentice Hall International, New Jersey.