

# **UNIVERSITY OF DELHI**

## **MASTER OF COMMERCE (M.COM.)**

### **Syllabus**



M.Com. Syllabus as per revised course structure to be effective from  
Academic Year 2009-10 and onwards

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# I : M.Com. Programme Structure

## AFFILIATION

The programme shall be governed by the Department of Commerce, Faculty of Commerce and Business, University of Delhi, Delhi – 110007

## Programme Structure

The M.Com. Programme is divided into two parts as under. Each Part will consist of two Semesters.

		<i>Semester</i>	<i>Semester</i>
Part - I	First Year	Semester I	Semester II
Part – II	Second Year	Semester III	Semester IV

The schedule of papers prescribed for various semesters shall be as follows;

Papers	Marks		Total Marks	Duration (Hrs.)	Credit (Hrs.)
	Written	Internal Assmnt.			

### Part I : Semester I

Paper 6101 : Organisation Theory and Behaviour	70	30	100	3	4
Paper 6102 : Statistical Analysis	70	30	100	3	4
Paper 6103 : Economic Analysis	70	30	100	3	4
Paper 6104 : Financial Management and Policy	70	30	100	3	4
<b>Total</b>			<b>400</b>		<b>16</b>

### Part I : Semester II

Paper 6201 : Managerial Accounting	70	30	100	3	4
Paper 6202 : Business Environment	70	30	100	3	4
Paper 6203 : Quantitative Techniques for Business Decisions	70	30	100	3	4
Paper 6204 : Marketing Management	70	30	100	3	4
<b>Total</b>			<b>400</b>		<b>16</b>

Note : In place of one of the compulsory papers mentioned above (namely paper 6201, 6202, 6203 and 204) for this semester, the student may opt for any *one* of the interdisciplinary courses specified in the syllabus.

### Part II : Semester III

Paper 6301 : Strategic Management	70	30	100	3	4
Paper 6302 : Accounting Theory and Practice	70	30	100	3	4
Paper ---- : Elective I (Paper 1)	70	30	100	3	4
Paper ---- : Elective II (Paper 1)	70	30	100	3	4
<b>Total</b>			<b>400</b>		<b>16</b>

### Part II : Semester IV

Paper 6401 : International Business	70	30	100	3	4
Paper 6402 : Human Resource Management	70	30	100	3	4
Paper ---- : Elective I (Paper 2)	70	30	100	3	4
Paper ---- : Elective II (Paper 2)	70	30	100	3	4
<b>Total</b>			<b>400</b>		<b>16</b>

Note : In place of one of the two compulsory papers (namely Paper 6401 and Paper 6402), the student may opt for any *one* of the interdisciplinary courses specified in the syllabus.

**Grand Total**

**1600**

**64**

### **Elective Groups:**

Any *two* groups from the available electives to be selected at the commencement of M. Com. Part II - Semester III.

Notes:

1. The elective groups in the Semester IV will remain the same as the ones selected in Semester III.
2. Once a group has been selected, no change in selected groups will be allowed later.
3. While the first paper of each of the selected groups will be taught in **Semester III**, the second paper of each of the selected groups will be taught in **Semester IV**.

### **List of Elective Groups**

The Department will announce in the beginning of the respective semester, the list of elective groups which will be offered during the semester depending upon the faculty members and the demand of electives.

#### **Group A: Finance – I**

Paper 7101 Financial Market and Institutions

Paper 7102 Security Analysis and Portfolio Management

#### **Group B: Finance - II**

Paper 7111 Project Management and Financial Services

Paper 7112 International Financial Management

#### **Group C: Marketing - I**

Paper 7121 International Marketing

Paper 7122 Marketing Research

#### **Group D: Marketing - II**

Paper 7131 Advertising and Sales Management

Paper 7132 Consumer Behaviour

#### **Group E: Taxation Management**

Paper 7141 Corporate Tax Planning

Paper 7142 Principles and Practice of Taxation and Indian Tax System

#### **Group F: Corporate and Industrial Laws**

Paper 7151 Corporate Law

Paper 7152 Industrial Law

#### **Group G: Human Resource Management - I**

Paper 7161 Human Resource Development

Paper 7162 Training and Development

#### **Group H: Human Resource Management – II**

Paper 7171 Industrial Relations

Paper 7172 Management of Transformation

**Group I: International Business**

Paper 7181 India's Foreign Trade and Investment

Paper 7182 Management of International Business Operations

**Group J: Accounting**

Paper 7191 Management Control and Information System

Paper 7192 International Accounting

**Group K: Applied Economics**

Paper 7201 Industrial Economics

Paper 7202 Applied Econometrics

**Group L: Computer Application and Information Technology**

Paper 7211 Computer Applications in Business

Paper 7212 E-Commerce

**Group M: Insurance**

Paper 7221 Insurance Management

Paper 7222 Actuarial Practice

**Interdisciplinary Course**

Interdisciplinary Paper A (Part I: Semester II)

Interdisciplinary Paper B (Part II: Semester IV)

The list of specific interdisciplinary papers will be announced at the commencement of the academic session.

## **II : SCHEME OF EXAMINATIONS**

1. English shall be the medium of instruction and examination.
2. Examinations shall be conducted at the end of each Semester as per the Academic Calendar notified by the University of Delhi
3. The system of evaluation shall be as follows:
  - 3.1 Each course will carry 100 marks, of which 30 marks shall be reserved for internal assessment based on a combination of tutorials, classroom participation, project work, seminar, term papers, tests, and attendance. The weightage given to each of these components in a combination shall be decided and announced at the beginning of the semester by the Department in consultation with the teachers. The system so decided will be communicated by the Department to respective colleges.
  - 3.2 The remaining 70 marks in each paper shall be awarded on the basis of a written examination at the end of each semester. The duration of written examination for each paper shall be three hours.
4. Examinations for courses shall be conducted only in the respective odd and even Semesters as per the Scheme of Examinations. Regular as well as ex-students shall be permitted to appear/reappear/improve in courses of Odd Semesters only at the end of Odd Semester and courses of Even Semesters only at the end of Even Semesters.

### **PASS PERCENTAGE**

Minimum marks for passing the examination in each semester shall be 40% in each paper and 45 % in aggregate of a semester.

However, a candidate who has secured the minimum marks to pass in each paper but has not secured the minimum marks to pass in aggregate may reappear in any of the paper/s of his choice in the concerned semester in order to be able to secure the minimum marks prescribed to pass the semester in aggregate.

No student would be allowed to avail of more than 3 chances to pass any paper inclusive of the first attempt.

## **DIVISION CRITERIA**

Successful candidates will be classified on the basis of the combined results of Part-I and Part-II examinations as follows:

Candidates securing 60% and above	:	I Division
Candidates securing 50% and above, up to 60%	:	II Division
Candidates securing 40% and above, up to 50%	:	III Division

## **SPAN PERIOD**

No student shall be admitted as a candidate for the examination for any of the Parts/Semesters after the lapse of **four** years from the date of admission to the Part-I/Semester-I of the M. Com. Programme.

## **ATTENDANCE REQUIREMENT**

The students are required to attend tutorials, seminars etc, arranged by the Department/ College from time to time. The minimum percentage of attendance required will be notified by the Department at the commencement of the session.

### III : COURSE CONTENTS AND READING LISTS OF M.COM. PROGRAMME

#### Course 6101: ORGANIZATIONAL THEORY AND BEHAVIOUR

**Time: 3 Hrs.**

**Max. Marks: 100**

**Objective:**

*The objective of the course is to develop a theoretical understanding among students about the structure and behaviour of organization as it develops over time. The course will also make them capable of realizing the competitiveness for firms.*

**Course Outline:**

1. Organizational Theories and Behaviour: Classical, Neo-classical and Contemporary. Authority, Power, status, formal and informal structure. Flat and Tall structures. Bureaucratization of organisations. Organisational Behaviour-concepts, determinants, models, challenges and opportunities of OB. Transaction cost and organizational behaviours Contributing disciplines to the OB. Individual Behaviour: Foundations of individual behaviour, values, attitudes, personality and emotions. Theory X and Theory Y, Chris Argyris behaviour patterns, Perceptual process.
2. Group Decision making and Communication: Concept and nature of decision making process, Individual versus group decision making, Nominal group technique and Delphi technique, models of communication, communication effectiveness in organizations. Feedback, TA, Johari Window.
3. Motivation: Need hierarchy, Maslow's Need Hierarchy, Two factor theory, Contemporary theories of motivation (ERG, Cognitive evaluation, goal setting, equity) expectancy model. Behavior modification, Motivation and organisational effectiveness.
4. Leadership, Power and Conflict: Concept and theories, Behavioral approach, Situational approach, Leadership effectiveness, Contemporary issues in leadership. Power and conflict. Bases of Power, power tactics, sources of conflict patterns, levels and conflict resolution strategies.
5. Organisational Culture, Organisational Development and Stress Management: Concept and determinants of organisational culture, Organisational Development: concept and intervention techniques. Individual and organisational factors to stress, consequences of stress on individual and organisation, management of stress.
6. Case Studies: Some cases of real business world are required to be discussed.

**Suggested Readings:**

1. Robbins; S.P., *Organisational Behaviour* (13<sup>th</sup> edition), Prentice Hall of India Pvt. Ltd., New Delhi, 2008.
2. Luthans, Fred, *Organisational Behaviour*, 11<sup>th</sup> Edition, Mc Graw Hill International, New York, 2007.
3. Robins S.P., *Organisational Theory: Structure Design and Application*, 3<sup>rd</sup> ed., Prentice Hall of India Pvt. Ltd., 2007.



## Course 6102 : STATISTICAL ANALYSIS

**Time: 3 Hrs.**

**Max. Marks: 100**

### **Objective:**

*The objective of the course is to acquaint students with some of the important statistical techniques for managerial decision making .The emphasis will be on their applications to business and economic situations.*

### **Course Outline:**

1. Probability and Expectation: Approaches to probability. Addition, multiplication and Bayes Theorem, Mathematical Expectation.
2. Probability Distribution: Binomial, Poisson, Exponential, Beta and Normal Distributions.
3. Statistical Decision Theory: Risk and uncertainty, Expected value approach, Marginal analysis, Decision tree.
4. Sampling and Sampling Distributions: Methods of sampling, Sampling distribution of a statistic and its standard error. Point Estimation and interval estimation, Properties of an estimator.
5. Hypothesis Testing; Power of a test, Large sample tests for proportions, means and standard deviations. Small sample tests –t and F tests. Design of Experiments and analysis of variance.
6. Non-Parametric Tests: Chi-square test, Sign test, Median test and Rank correlation test.
7. Regression Analysis: Simple and multiple linear regression analysis up to three variables.
8. Statistical Quality Control: Control charts for variables and attributes, Acceptance sampling.
9. Case Studies: Application of statistics to some cases of business enterprise are required to be discussed.

### **Suggested Readings:**

1. Levin, R.I. and D.S. Rubin, *Statistics for Management*, Prentice-Hall of India.
2. Spiegel, M.R. *Theory and Problems of Statistics*, Schaum Publishing Company.
3. Aczel, Amir D., *Complete Business Statistics*, McGraw Hill, 1999.
4. Kazmeir Leonard J., Norval F. Pohl, *Basic Statistics for Business and Economics*, McGraw Hill International (2<sup>nd</sup> ed.)

## Course 6103: ECONOMIC ANALYSIS

**Time: 3 Hrs.**

**Max. Marks: 100**

### **Objective:**

*The objective of the course is to acquaint students with the concepts of micro-economic theory and their use in business decision making. The effort is to make them capable of using various concepts to deal with business problems in a globalised economic environment.*

### **Course Outline:**

1. Firm and its objectives: Theories of the firm, managerial theories, behavioural approaches, growth theories, satisficing theory etc. Relevance of profit maximization in the modern context.
2. Consumer Behaviour: Determination of demand. The type of goods and the demand function. Indifference curve analysis, Indifference preference, Slutsky's analysis of demand, Revealed preference, theory of attributes, snob appeal, band wagon effect and the demand function. Inter – temporal demand function. Demand for durable goods.
3. Production and Cost: Production function, Concept of productivity, isoquants ridge lines, isoclines, isocost lines, Expansion path and Multiproduct firm, Empirical production function: Cobbe-Douglas, CES, VES and Translog. Estimation of production function.
4. Cost function: Classification of costs, short run and long run cost functions. Law of variable proportion, return to scale, scale economies, scope economies. Estimation of cost function, Problem of estimating cost and production functions. Duality between production and cost function. Efficiency and the firm.
5. Price and output relationship under different market structures: Perfect Competition, Monopoly, Discriminating monopoly. Monopolistic competition, oligopoly, Game theory and oligopolistic behaviours, duopoly, Bilateral monopoly. Relating the structure with market situations. Competition and markets, Social cost of Monopoly, regulatory aspects of monopoly.
6. Pricing practices: Economics of advertisement costs, Barrier to entry. Basis pricing, Transfer Pricing, Dumping and other practices. Pricing and wages. Minimum wage and price structure.
7. Factor pricing: Elements of factor pricing, labour pricing, Demand and supply of factors of production. Profit theories and profit management.
8. Economics of information: Symmetric and Asymmetric Information, Risk and uncertainty and the Decision making: Concept of risk, risk-return evaluation, risk preference, risk aversion, Adjusting business decision for risk.
9. Technological change and the global market economy: Impact of technological change on productivity, labour and market structure. Industrial innovation and technology and technological environmental forecasting.

10. Cases: Some cases involving the use of concepts of the micro-economics are required to be discussed.

**Suggested Readings:**

1. Koutsiyiannis, A., *Modern Microeconomics*, Macmillan Press Ltd. (1998 Reprint).
2. Varian, *Micro-Economic Analysis* (ed. 3), Norton, 1992.
3. Pindyck Robert S. and Daniel L. Rubinfeld, *Micro Economics*, Third Edition, Prentice Hall of India, New Delhi, 1996.
4. Madala G.S. and Ellen Miller, *Micro Economics, Theory and Applications*, McGraw Hill, Book Company, New York.
5. Gould, John P., Edward P. Lazear, *Micro-Economic Theory*, Richard D. Irwin, Inc., Homewood Illinois.
6. Sen Anindya, *Micro-Economics: Theory and Applications*, Oxford University Press, New Delhi, 1999.
7. Tirole J., *The Theory of Industrial Organisation*, Cambridge MIT Press, 1988.

## Course 6104: FINANCIAL MANAGEMENT AND POLICY

**Time: 3 Hrs.**

**Max. Marks: 100**

### **Objective:**

*The objective of the course is to acquaint the students with the basic analytical techniques and methods of financial management of business firms. The course also provides students the exposure to certain sophisticated and analytical techniques that are used for taking financial policy decisions.*

### **Course Outline:**

1. Financial Management: Nature, objectives and scope; financial decision-making and types of financial decisions; role of a finance manager in a firm and Agency problem. Risk-Return framework for financial decision-making.
2. Capital Budgeting Decisions: Nature and Kinds of Capital Budgeting Decisions; techniques of evaluating capital budgeting decisions, capital budgeting decisions under constraints and with multiple objectives using Mathematical Programming Models; Capital budgeting decisions under inflation; Capital budgeting decisions under uncertainty and their evaluation using Statistical Decision Theory. Analysis of Real life capital budgeting decisions-some case studies.
3. Capital Structure: Concept; financial leverage and its impact on the valuation of firm; theories of capital structure, optimal capital structure; determinants of capital structure.
4. Dividend Policy: Dividend and its form; cash dividend, right and bonus shares, and buy-back of shares; theories of dividend policy and their impact on the value of a firm; types of dividend policy-constant pay-out ratio and constant dividend amount policies; determinants of dividend policy and some case studies.
5. Working Capital Planning and Management: Basics of working capital planning and management; estimation of working capital requirement; working capital policy and its management of cash, accounts receivables and inventories; Mathematical and Simulation Models for Working Capital Decisions; financing working capital.
6. Corporate re-structuring: Mergers and Acquisitions-types; sources of takeover gains; valuation and financing of acquisitions; Analysis of some case studies.
7. The empirical evidences on theories and the case studies relevant for above topics are required be discussed.

### **Suggested Readings:**

1. Van Horne, James C., *Financial Management and Policy*, Prentice Hall of India 12<sup>th</sup> Ed, 2008.
2. Pandey I. M., *Financial Management*, 9<sup>th</sup> Ed. Vikas Publishing.
3. Ross S.A., R.W. Westerfield and J. Jaffe, *Corporate Finance*, 7<sup>th</sup> Ed. McGraw Hill.
4. Brealey R.A. and S.C. Myers, *Principles of Corporate Finance*, McGraw Hill, 6<sup>th</sup> Ed.
5. Damodaran, A, "*Corporate Finance: Theory and Practice*". John Wiley & Sons, 2<sup>nd</sup> Ed., 2001.

## Course 6201: MANAGERIAL ACCOUNTING

**Time: 3 Hrs.**

**Max. Marks: 100**

### **Objective:**

*The objective of the course is to enable students to acquire sound Knowledge of concepts, methods and techniques of management accounting and to make the students develop competence with their usage in managerial decision making and control.*

### **Course Outline:**

1. Management Accounting – Nature and Functions; Financial vs. Management Accounting; Cost vs. Management Accounting; Role of Management Accountant.
2. Cost Concepts and Classifications.
3. Activity Based Product Costing – Concept and uses; Emerging Costing Approaches.
4. Variable and Absorption Costing – Concept, Comparison, Applications of Variable Costing, Preparation of Income Statements.
5. Cost-Volume-Profit (CVP) Analysis – Contribution Margin; Break – Even Analysis; Profit Volume (P/V) Analysis; Multiple-Product Analysis; Optimal use of Limited Resources.
6. Relevant Information and Short-Run Managerial Decisions – Managerial Decision Making; Decision Making Process; Differential Analysis; Types of Managerial Decisions – Make/Buy, Add/Drop, Sell/ Process Further, Operate/Shutdown, Special Order, Product-Mix, Pricing Decisions.
7. Budgeting – Nature and functions; Preparation of Different Types of Budgets, Fixed Versus Flexible Budgeting.
8. Standard Costing – Concept, Advantages; Types of Standards; Variance Analysis; Materials, Labour, Overhead; Managerial Uses of Variances.
9. Responsibility Accounting and Divisional Performance Measurement – Advantages and Disadvantages of Divisionalisation; Concept of Responsibility Accounting; Responsibility Centres – Cost Centre, Revenue Centre, Profit Centre, Investment Centre, Responsibility Performance Reporting.
10. Divisional Performance Measurement – Measures of Performance; Return on Investment (ROI) Versus Residual Income (RI); Non- Financial Performance Measures; Transfer Pricing Methods.

### **Suggested Readings:**

1. Atkinson Anthony A., Rajiv D. Banker, Robert Kaplan and S. Mark Young, *Management Accounting*, Prentice Hall, 2001.

2. Horngreen Charles T., and Gary L. Sundem and William O. Stratton, *Introduction to Management Accounting*, Prentice Hall of India, 2006.
3. Drury Colin, *Management and Cost Accounting*, Thomson Learning, 2001.
4. Garison R.H. and E.W. Noreeb, *Managerial Accounting*, McGraw Hill, 2000.
5. Ronald W. Hilton, *Managerial Accounting*, McGraw Hill Education, 2006.
6. Jawahar Lal, *Advanced Management Accounting, Text, Problems and Cases*, S. Chand & Co., New Delhi, 2009

## Course 6202: BUSINESS ENVIRONMENT

**Time: 3 Hrs.**

**Max. Marks: 100**

### **Objective:**

*The objective of the course is to acquaint students with the concepts of macro-economics and the macro environment in which a business organisation operates. The course would also make the student capable of analysing and understanding the macro economic policies of the government implemented from time to time and assess their impact on business.*

### **Course Outline:**

1. Basic IS-LM frame-work, Asset markets, the demand for and the supply of real balances and their interest elasticities. Implications of modified IS and LM functions on relative efficacy of fiscal and monetary policies. Short and long run aggregate supply and shifts in aggregate supply. Aggregate demand, aggregate supply and the price level. Interaction of aggregate demand and aggregate supply and the determination of real income. Shifts in aggregate demand, demand management policies.
2. Exchange rate regimes, foreign exchange markets, Asset choices in an open economy and capital flows. Trade flows, External balances, IS-LM-BOP curve analysis and implications for policy choices.
3. Expectations and Economic Behaviour.
4. Inflation and unemployment: Impact of unemployment on IS-Curve. Theories of unemployment, types, causes and costs of unemployment. Inflation and unemployment, policy alternatives. Real Business Cycles.
5. Macro-economic environment, Economic Growth (Theories in Modern Context) its variables and strategic planning. Macro economic indicators and forecasting of macro-economy. Economic Policies and Macro Economic movements in an open economy.
6. Globalisation, Liberalisation and Business environment. Economic Planning and the emerging environment.
7. Environmental Laws, Costs and Business Behaviour.
8. Consumer Laws, Cost and Business Behaviour.
9. W.T.O. and emerging business environment.

NOTE: - This course is to be taught with contemporary issues relevant in the environment of Indian business with notable examples and illustrations.

### **Suggested Readings:**

The basic reading have been provided below and additional readings will be provided on year to year basis.

1. Branson William H., *Macro Economic Theory and Policy*, First East – West Press, 3<sup>rd</sup> edition 2005.
2. Dornbusch, R. and S. Fischer *Macro Economic* 6<sup>th</sup> edition Publisher Tata McGraw Hill.
3. Oliver Blanchard *Macro Economic* 4<sup>th</sup> edition Pearson Education, LPE.
4. Mankiw, N. Gregory, *Macro Economic* 4<sup>th</sup> edition. Macmillan.



## Course 6203: QUANTITATIVE TECHNIQUES FOR BUSINESS DECISIONS

**Time: 3 Hrs.**

**Max. Marks: 100**

### **Objective:**

*The objective of the course is to acquaint the students with the use of quantitative models in decision making.*

### **Course Outline:**

1. Introduction: Quantitative approach to management decision making.
2. Linear Programming: Mathematical formulation of linear programming problems and their solution using graphic approach and simplex algorithm. Duality Sensitivity analysis.
3. Transportation: Solving the problem, Testing optimality MODI method. Cases of unbalanced problems, degeneracy, maximization objective, multiple solutions and prohibited routes.
4. Assignment: Solving the problem. Cases of unbalanced problems, multiple optimum solutions, maximisation objective and unacceptable assignments.
5. Integer Programming: Problem Formulation and solution.
6. Inventory Control: Techniques of selective control, Economic order quantity (EOQ) models- classical, gradual replenishment without shortages, price breaks and planned stockouts, Deciding optimum safety stock and reorder level.
7. PERT/CPM: Networking with one estimate of time. Networks with three estimates of time. Time-cost trade-off. PERT/cost. Resource allocation and resource levelling.
8. Markov Analysis: Brand-switching analysis. Equilibrium conditions.
9. Game Theory: Games of pure strategy. Games of mixed strategy. Dominance.
10. Queuing Theory: Elements of a queuing system. Models with Poisson arrival and services rates, single server and infinite and finite population
11. Sequencing: n-jobs to be processed on two machines in the same order of machines. n-jobs to be processed on m machines in the same order of machines – by converting it into a two – n machine case. Two jobs to be processed on m machines in the different orders of machines.
12. Replacement Analysis: Replacement of capital assets – discrete cases when time value of money is not considered and when time value of money is considered. Replacement of items that fail suddenly.
13. Simulation

**(The emphasis should be on concepts and application of concepts)**

**Suggested Readings:**

1. Levin, R.I., D.S. Rubin and J.P. Stinson, “*Quantitative Approaches to Management*”, 1986, McGraw - Hill.
2. Vohra N.D., “*Quantitative Techniques in Management*”, 3<sup>rd</sup> Edition, The McGraw Hill companies, 2006.
3. Bierman H. Jr, C.P. Bonini and W.H. Hausman, “*Quantitative Analysis for Business Decisions*”, 7<sup>th</sup> Edition, Homewood, Ill., Irwin 1983
4. Taha, Hamdy A., “*Operations Research: An Introduction*”, 8<sup>th</sup> Edition, Prentice – Hall of India.

## Course 6204 : MARKETING MANAGEMENT

**Time: 3 Hrs.**

**Max. Marks: 100**

### **Objective:**

*The objective of the course is to familiarize the students with the basic concepts and principles of marketing and to develop their conceptual and analytical skills to be able to manage marketing operations of a business firm.*

### **Course Outline:**

1. Introduction : Traditional view of marketing; Evolution of marketing concept; Modern concept of marketing; Marketing functions and role; Marketing management process- a strategic perspective.
2. Marketing Environment: Significance of scanning marketing environment; Economic, demographic, socio-cultural, technical, political and legal environment of marketing in India.
3. Buyer behavior- Consumer vs. business buying behaviour; Consumer buying decision process and influences; Industrial buying process.
4. Market Segmentation, Targeting and Positioning: Bases and procedure for segmenting a consumer market; Criteria for effective market segmentation; Target market selection and strategies; Positioning – concept, bases and process.
5. Product Decision: Product concept and classification; Major product decisions; New product development; Consumer adoption and innovation diffusion, Product life cycle – concept and appropriate strategies to be adopted at different stages.
6. Pricing Decisions: Objectives of pricing; Factors affecting price of a product; Procedure for setting price; Pricing policies and strategies.
7. Distribution Decisions: Channels of distribution – concept and importance; Different types of distributions, middlemen and their functions; Channel management, Selection, motivation and performance appraisal of distribution middlemen; Retailing and wholesaling – Developments and Indian perspective; Distribution logistics – concept, importance and major logistics decisions.
8. Promotion Decisions: Meaning and importance of promotion; Communication process; Promotion tools- their effectiveness; Determining optimal promotion mix; Developing and implementing a promotional campaign; Promoting through internet; Promotion scene in India.
9. Marketing Planning, Organizing and Control: Marketing planning process; Different ways of organizing the marketing department; Sales, cost and profit analysis.
10. Social, Ethical and Legal Aspects of Marketing; Consumer Protection in India; Services marketing, rural marketing, direct marketing, internet marketing and other marketing developments – Issues, salient features and their applications in India.

### **Suggested Readings:**

1. Kotler Philip and Kevin Keller *Marketing Management*, 13<sup>th</sup> ed., Pearson Prentice – 2008.
2. Kotler, Philip, and Gary Armstrong, *Principles of Marketing*, 12<sup>th</sup> ed., Pearson Prentice-Hall 2008.
3. Etzel, Michael J., Bruce J. Walker and William J. Stanton, *Fundamentals of Marketing*, 11<sup>th</sup> ed., McGraw Hill, 2008.
4. McCarthy, E. Jerome, Joseph P. Cannon and William D. Perrault, Jr., *Basic Marketing: A Managerial Approach*, 9<sup>th</sup> ed., McGraw Hills, 2008.
5. Keller, Philip, Keller Kevin lane, Koshy Abraham, Jha Mithileshwar, *Marketing Management : A South Asian Perspective*, 13<sup>th</sup> Edition, 2008

## Course 6301: STRATEGIC MANAGEMENT

**Time: 3 Hrs.**

**Max. Marks: 100**

### **Objective:**

*The objective of the course is to help the students develop an understanding of the basic inputs in making and implementing corporate strategic decisions and also familiarise them with the issues and practices involved.*

### **Course Outline:**

1. Introduction : Concept and Role of Corporate Strategy. Levels of Strategy. Basic Model of Strategic Management. Approaches to Strategic Decision Making. Strategic Role of Board of Directors and Top Management. Strategic implications of social and ethical issues.
2. Strategic Analysis: Analysis of Broad Environment- Environmental Profile; Constructing Scenarios. Analysis of Operating Environment - Michael Porters Model of Industry Analysis. Analysis of Strategic Advantage – Resource Audit; Value Chain Analysis; Core Competences; SWOT Analysis. Analysis of Stakeholder Expectations – Corporate Mission, Vision, Objectives and Goals.
3. Strategic Choice : Generating Strategic Alternatives. Strategic options at Corporate Level – Stability, Growth and Defensive Strategies. External Growth Strategies – Merger, Acquisition, Joint Venture and Strategic Alliance. Evaluation of Strategic Alternatives – Product Portfolio Models. Selection of a suitable Corporate Strategy – Concept of Strategic Fit. Strategic options at SBU Level- Michael Porters' Competitive Strategies; Operationalising Competitive Strategies.
4. Strategic Implementation: Strategic implementation issues. Planning and allocating resources. Organisation Structure and Design. Functional Strategies – Production, Human Resource, Finance, Marketing and R. & D. Managing Strategic Change. Strategic Control.
5. Strategic Review: Evaluating Strategic Performance – Criteria and Problems. Concept of Corporate Restructuring.

### **Suggested Readings:**

1. Arthure A. Thompson et-al, *Crafting and Executing Strategy : text and Readings*, 15<sup>th</sup> ed., McGraw Hill, 2007.
2. Grant, Robert M., *Contemporary Strategy Analysis*, 5<sup>th</sup> ed., 2005 Blackwell Publishers, Massachussets, U.S.A.
3. Hitt M.A. et. al., *Strategic Management*, South Western, 2009.
4. Ansoff, H. Igor, R.P. Declorch and R.I. Hayes, *From Strategic Planning to Management*, Wiley,1976.

## Course 6302 : ACCOUNTING THEORY AND PRACTICE

**Time: 3 Hrs.**

**Max. Marks: 100**

### **Objective:**

*The course aims at acquainting the students with a coherent set of logical principles and a general frame of reference for evaluation and development of sound accounting practices.*

### **Course Outline:**

1. Accounting Theory: Nature and Scope. Accounting methodology. Different approaches to theory construction.
2. Conceptual framework of financial accounting and reporting.
3. Issues in accounting standard setting. Accounting standards in India. Income concepts for financial reporting.
4. Measurement and reporting of revenues, expenses, gains and losses.
5. Depreciation policy. Valuation of asset and liabilities. Revaluation of fixed assets and income measurement.
6. Adjustments for changing prices and financial reporting.
7. Analysis and interpretation of statements of changes in financial position-cash, working capital and total resource bases.
8. Nature of ownership equities.
9. Corporate Reporting: Objectives, disclosure requirements, periodic and segment reporting. Harmonisation of corporate reports.
10. Recent developments in financial accounting and reporting.

### **Suggested Readings:**

1. Anthony R.N., D.F. Hawkins and K.A. Merchant, *Accounting: Text and Cases*, McGraw Hill, 1999
2. Richard G. Schroeder, Myrtle W. Clark and Jack M. Cathey, *Financial Accounting Theory and Analysis, Text Readings and Cases*, John Wiley and Sons, 2005.
3. Ahmed Riahi Belkaoui, *Accounting Theory*, Quorm Books, 2000.
4. Jawahar Lal, *Accounting Theory and Practice*, Himalaya Publishing House, 2008.
5. L.S. Porwal, *Accounting Theory*, TMH, 2000.

## Course 6401: INTERNATIONAL BUSINESS

**Time: 3 Hrs.**

**Max. Marks: 100**

### **Objective:**

*The purpose of this course is to acquaint the students with nature, scope, structure and operations of international business and familiarise them with trends and developments in India's foreign trade and investments and policy framework.*

### **Course Outline:**

1. International Business: Its Importance, nature and scope; Modes of entry into international business; Management of international business operations – complexities and issues; IT and international business, India's involvement in International Business.
2. Theoretical Foundations of International Trade: Reasons for international trade; theories of international trade; Gains from trade; Foreign trade multiplier; Terms of trade.
3. Instruments of Commercial Policy: Tariffs, quotas and other measures and their effects; World trade and protectionism.
4. Balance of Payment Account: Current and Capital Account components and accounting system; Balance of payment deficits and adjustment policies.
5. International Business Environment: Framework for analysing international business environment; Domestic and foreign environments and their impact on international business decisions; World trading environment – Pattern and structure of world trade in goods and services; Counter trade.
6. International Financial Environment: Exchange rate mechanism and arrangement; International money and capital markets; Foreign investment flows – Pattern, structure and effects. Movements in foreign exchange and interest rates and their impact on trade and investment flows.
7. International Economic Institutions and Agreements: WTO, IMF, World bank, UNCTAD, Agreement on Textiles and Clothing, GSP, GSTP and other international agreements and treaties; International commodity trading and agreements- India's involvement and consequences.
8. Regional Economic Integration: Free trade area, customs union and common market; Theory of customs union; Trade creation and diversion effects; Regionalism vs. multilateralism; Structure and functioning of EC and NAFTA; Regional Economic Cooperation.
9. Multinationals (MNCs) in International Business: Issue in investment, technology transfer, pricing and regulations; International collaborations and strategic alliances.
10. Contemporary Developments and Issues in International Business.

**Suggested Readings:**

1. Danoes, John D. Radebaugh, Lee H., and Daniel P. Sullivan *International Business: Environment and Operations*, 12<sup>th</sup> ed., Prentice Hall, 2009.
2. Griffin, Ricky W. and Pustay, Michael W, *International Business: A Managerial Perspective*, Prentice Hall, 2009.
3. Hill, Charles, W.L., *International Business*, McGraw Hill Company, New York, 2009.
4. Ball, Donald, Wendall H. McCulloch, Miachel Geringer, Michael S. Minor and Jeanne M. McNett, *International Business : The Challenge of Global Competition*, 12<sup>th</sup> edition, 2009, McGraw Hill Co.



## Course 6402 : HUMAN RESOURCE MANAGEMENT

**Time: 3 Hrs.**

**Max. Marks: 100**

### **Objective:**

*The objective of the course is to acquaint students with the techniques and principles to manage human resource of an organisation. This knowledge would make the students capable of employing these techniques to harness the best of each individual working in the organisation.*

### **Course Outline:**

1. Nature of Human Resource Management, concepts, functions, themes and controversies.
2. HRM, Job Analysis and Job Design: Role of HR manager, Human resource planning and HR effectiveness. Job analysis techniques, job evaluation techniques, job description, job specification, job design approaches, job characteristics, approach to job design.
3. Business Strategy and Human Resource Strategy: Concepts and Relationship. Contemporary global trends and management of human resources.
4. Recruitment, Selection, Training and Development: Factors affecting recruitment, sources of recruitment (internal and external), basic selection model, psychological tests for selection. Requirement of a good test for selection. Training and Development.
5. Performance appraisal: Objectives, PA process, comparing actual performance with standards, Methods of appraisal.
6. Diversity at Work: Managing diversity, causes of diversity, the paradox of diversity, diversity with special reference to handicapped, women and aging. Empowerment and gender issues.
7. Compensation Management, Personnel audit and Research: Wage versus salary, determination of compensation, incentives schemes, fringe benefits and labour welfare. Personnel audit and research. Emerging horizons in HRM.
8. Career planning and succession concepts, approaches and issues.
9. Human Resource information system: Developing HR information system.
10. Employees relations: Shifting forms from industrial relation to employees relations. Handling employees grievances.
11. Case Studies: Some Cases relating the learning from the course to business world are required to be discussed.

**Suggested Readings:**

1. De Cenzo and Robins, *Fundamentals Human Resource Management*, 8<sup>th</sup> Edition, Prentice Hall of India, 2005.
2. Decenzo, David A. and Robbins, S.P. *Fundamentals of Human Resource Management*, 9<sup>th</sup> Edition, Wiley and Sons Ltd., John, 2006.
3. Flippo, Edwin B., *Personnel Management*, McGraw Hill, Tokyo, 1984-2000.

## Course 7101: FINANCIAL MARKET AND INSTITUTIONS

**Time: 3 Hrs.**

**Max. Marks: 100**

### **Objective:**

*The purpose of the course is to provide a sound information and knowledge of broad framework of Financial System and its constituents. The course will provide the students an understanding of the inter-linkages and regulatory frame-work within which the system operates in India.*

### **Course Outline:**

1. Financial markets: Nature, Functions and Efficiency: Financial system and economic development, flow of funds in Indian economy; Indian financial system: an overview.
2. Construction and uses of flow of fund matrix. Analysis of supply and demand for funds. Sectoral and Intersectoral flows.
3. Financial markets: Money market: Organisation, Instruments, Functioning and its Regulation. Capital market: Primary and Secondary markets and their organisation. SEBI and its role as regulator.
4. Interest rate: Level, maturity and structure of interest rate. Term structure of interest rates. Financial repression and Interest rates. The Yield-curve.
5. Financial Intermediation: Depository Institutions, Commercial Banks and Industrial finances. Bank Credit: Working Capital and Bank funds; Term lending. Developing. a credit information system. Performance of Indian banking. Regulatory aspect of Banking.
6. Non-Depository Institutions: Mutual Funds: Measuring performance of Mutual Funds, Chit funds Organisation, functioning and regulatory aspects. UTI and Private sector mutual funds. Insurance Public and private Organisation: Life and Non-life insurance companies: LIC & GICs working and regulatory framework; Pension Funds: Organisation and working of pension funds.
7. Financial Instruments: Equity shares; new issue market and secondary market-the allocative and operational efficiency, preference shares. Private placement-channels. Debentures and other fixed income securities. Engineered financial and monetary instruments.
8. Foreign Capital: foreign capital as a source of finance. Place of foreign capital in the over all framework of Indian Financial system. The regulatory framework and NRI investments.

### **Suggested Readings:**

1. Kohn Meir, '*Financial Institutions and Markets*', Oxford University Press 2<sup>nd</sup> Edition 2007.
2. Madura Jeff, '*Financial Markets and Institutions*', South Western Cengage Learning, 8<sup>th</sup> Edition 2008.
3. Mishkin, Fredrick S. and Stanley G. Eakins, Pearson Education Ltd., 6<sup>th</sup> Edition.
4. Resume Bank of India – Report on Currency & Finance.

## Course 7102: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

**Time: 3 Hrs.**

**Max. Marks: 100**

### **Objective:**

The objective of the course is to establish a conceptual frame work for the study of security analysis and portfolio management. This course will provide the student the ability to understand and utilise the skill of optimising returns. The focus at different places is to build models and discuss their validity and application to practical situations.

### **Course Outline:**

1. Nature, process and scope of financial assets investment decisions; Structure of Indian Securities market-An overview; Sources of Financial Information.
2. Securities Analysis: two-parameters frame work; understanding of return and risk of a security; types of return and risk; sources of risk
3. Analysis of Fixed Income Securities: Bond fundamentals; valuation of bonds; analysis of risk in bonds-duration and convexity; bond portfolio management strategies-passive, semi-active and active along with immunization strategies. Certificate of Deposits, Debentures.
4. Analysis of Variable Income Securities (Equity): Approaches to security (equity) analysis-Fundamental Analysis along with valuation models of equity and Technical Analysis, Efficient market hypothesis.
5. Portfolio Theories and Management: Traditional and Modern Portfolio Theories; Single and multi-index models. Markowitz Model; Sharpe's Single Index Model; Capital Asset Pricing Model (CAPM) and Arbitrage Pricing Model (APT): performance evaluation of portfolios; problems associated with revision of portfolio. Active and Passive portfolio management.
6. Financial Derivatives: Futures, Options, Portfolios of futures and options synthetics, Exotics and Financially engineered products.
7. Case Studies in security analysis, portfolio construction and performance evaluation are required to be discussed.

### **Suggested Readings:**

1. Fischer Donald E. and Ronald J. Jordan, "*Security Analysis and Portfolio Management*", 6<sup>th</sup> Edition Prentice Hall of India, 2007.
2. Frank K. Reilly, and Keith C. Brown, "*Investment Analysis and Portfolio Management*", 8<sup>th</sup> Edition, Thomson, 2007.
3. Sharpe William F, and Bailey Jeffery V, Alexander Gordon J, "*Investments*", 6<sup>th</sup> Edition, Prentice Hall of India, 1995.
4. Hull J.C. Options, "Futures and Other Derivatives", 6<sup>th</sup> Edition Prentice Hall, 1997.

## Course 7111: PROJECT MANAGEMENT AND FINANCIAL SERVICES

**Time: 3 Hrs.**

**Max. Marks: 100**

### **Objective:**

The aim of the course is to enable the student to evolve a suitable framework for the preparation, appraisal, monitoring and control and hedge risk of industrial project. The course would also help to understand the role of financial services in project management and would make its student understand how to mobilise finance for domestic and international projects.

### **Course Outline:**

1. Objectives of Project Planning, monitoring and control of investment projects. Relevance of social cost benefit analysis, identification of investment opportunities. Pre-feasibility studies.
2. Project Preparation: Technical feasibility, estimation of costs, demand analysis and commercial viability, risk analysis, collaboration arrangements; financial planning; Estimation of fund requirements, sources of funds. Loan syndication for the projects. Tax considerations in project preparation and the legal aspects.
3. Project appraisal: Business criterion of growth, liquidity and profitability, social cost benefit analysis in public and private sectors, investment criterion and choice of techniques. Estimation of shadow prices and social discount rate.
4. Project review/control-Evaluation of project. PERT/CPM.
5. Cost and Time Management issues in Project planning and management.
6. Financial services, need for financial services various types of financial service: Fund based and Non-Fund based. Characteristics and role of financial intermediaries.
7. Depository Institutions and financial services. Commercial Banks and their changing role, functioning of banks. Financial Services and banking system.
8. Non-Depository institutions: finance companies and mutual funds and pension funds: a financial services and their role.
9. Financial Services and non depository institutions. Merchant Banking, Factoring, Forfaiting, Leasing, Securitisation, Custodial services, Credit Rating Mortgages. Performance, evaluation of mutual funds, Depository Services.
10. Insurance: insurable and non-insurable risk. Types of insurable risks. Benefit of insurance to project planners. Benefits and limitations of –Risk Management Policy.

### **Suggested Readings;**

1. Khan M.Y., *Financial Services*, 4<sup>th</sup> ed., McGraw Hill, New Delhi, 2007.
2. Prasanna Chandra, *Project Preparation Appraisal and Implementation*, 5<sup>th</sup> ed., Tata McGraw Hill, 2002.
3. Dietrich J.K. *Financial Services and Financial Institutions: Value Creation in Theory and Practice*, Prentice Hall, New Jersey, 1996.
4. Clifford Gray, *Project Management*, Richard D. Irwin, 2005 (latest Edition).

## Course 7112: INTERNATIONAL FINANCIAL MANAGEMENT

**Time: 3 Hrs.**

**Max. Marks: 100**

### **Objective:**

The objective of the course is to acquaint the students with financial management problems of multinational corporations and prepare them to tackle these problems.

### **Course Outline:**

1. International Monetary System: Developments in the international monetary system, gold standard, Bretton Woods system of exchange rate, exchange rate regime since mid-1970s. IMF and international Liquidity. System of exchanging currencies
2. Exchange rate quotation and determination: direct and indirect quotes, bid and ask quote, spot and forward quote, cross rates. Determination of exchange rate in spot and forward market. PPP theory, IRP theory, Monetary theories of exchange rate determination, Overshooting models.
3. Foreign exchange market – spot and forward. Participants in foreign exchange market – arbitraging, hedging and speculation, covered interest rate arbitrage. Borrowing and investing markets. Tax consideration and investment.
4. Exchange rate risk: translation, transaction and real operating exposure – their measurement and management.
5. Investment decisions of multinational corporations (MNCs): International capital budgeting – estimation of cash flows, the cost of capital. Portfolio consideration of a multinational corporation.
6. International Financial markets: Multilateral development banks, Euro-currency markets, Euro-banking, Market for international securities – international bonds, Euro notes and Euro-notes and Euro-commercial papers, Medium-term Euro-notes.
7. Market for derivatives, currency futures, options and synthetics, currency risk management, financial swaps and interest – rate risk management.
8. Assessment and management of political risk.
9. International working capital management: Cash management. Management of receivables and inventory.
10. Financing of foreign trade: Foreign trade documents, modes of payment, Pre-shipment, post-shipment and medium-term credit, Forfaiting.
11. International accounting: Consolidation and harmonisation of accounts. Transfer pricing.
12. Case Studies: Some case studies involving the conceptual learning from the course are required to be discussed.

**Suggested Readings:**

1. Levi, Maurice, *International Finance*, New York, McGraw Hill Inc., 1996.
2. Eiteman, David K., Arthur Stonehill and Michael H. Moffett, *Multinational Business Finance*, Reading mass., Addison – Wesley Publishing company, 1998.
3. Shapiro, Allen C., *Multinational Financial Management*, New Delhi, Prentice Hall India Pvt. Ltd., 1995.
4. Apte P.G., *Multinational Financial Management*, New Delhi, Tata McGraw Hill, 1998
5. Seth A.K., *International Financial Management*, New Delhi, Galgotia Publishing Company, 2000.

## Course 7121: INTERNATIONAL MARKETING

**Time: 3 Hrs.**

**Max. Marks: 100**

### **Objective:**

The course intends to familiarise the students with the concept and issues of international marketing and enable them to be able to analyse the foreign market environment and develop international marketing strategies for a business firm.

### **Course Outline:**

1. International Marketing: Nature and scope; International Market orientation and involvement; International marketing management process – an overview; International marketing information system.
2. Analysing International Marketing Environment: Framework for analysing international marketing environment; Geographic, demographic, economic, socio-cultural, political and legal environment and their impact on international marketing decisions; Global trading environment and developments.
3. International Market Segmentation, Selection and Positioning; International Market Entry Mode Decisions.
4. International Product Policy : Planning and development of products for foreign markets; Product standardisation vs. adaptation; International trade product life cycle and implications.
5. Pricing in International Markets: Pricing objectives; Determination of International Price; Delivery terms and price quotations; International pricing policies, Strategies; Transfer pricing; Pricing in the context of counter trade.
6. International Distribution: Distribution Channels and intermediaries for international markets; Selection, motivation and control of foreign middlemen; Global logistics issues and planning.
7. International Promotion: Complexities and issues in international promotion; Promotion tool for international markets; Developing the promotion campaign for foreign markets; Role of image.
8. International Marketing Planning, Organisation and Control; Contemporary developments and issues in international marketing.

### **Suggested Readings:**

1. Cateora, Phillip R., and John L. Graham, *International Marketing*, 14<sup>th</sup> ed., McGraw Hill, 2009.
2. Terpstra, Vern and Ravi Sarathy, *International marketing*, 8<sup>th</sup> ed., Harcourt Asia PTE Ltd., Singapore, 2000.
3. Onkvist, S., and J.J. Shaw, *International Marketing, : Analysis and Strategy*, Prentice Hall of India Private Ltd., 1999
4. Keegan, Warran J. and mark C. Green, *Global Marketing*, 5<sup>th</sup> Pearson Education, 2008.
5. Czinkota, Michael R. and illka A. Ronkainon, *International marketing*, 8<sup>th</sup> Edition, Cengage Learning, 2006.



## Course 7122 : MARKETING RESEARCH

**Time : 3Hrs.**

**Max. Marks : 100**

### **Objective:**

The course aims at exposing the students to the concept, tools and techniques of marketing research and developing their skills to be able to apply research techniques to aid marketing decision making.

### **Course Outline :**

1. Introduction : Meaning, nature and importance of marketing research; Marketing research and scientific method; Research reliability and validity; Problems in conducting marketing research; Marketing information system (MIS); Ways of conducting marketing research; Syndicated research.
2. Marketing Research Process : Steps involved in conducting marketing research; Problem identification; Determining information needs; Developing marketing research proposal.
3. Research Design : Meaning and importance; Types of research designs – explorative, descriptive and conclusive researches; Secondary data – sources, uses and limitations; Primary data collection methods – questioning techniques and observation methods; Online data sources and research; Questionnaire preparation.
4. Sample Design and Field Work : Defining universe and sampling unit; Determining sampling frame; Probability and non-probability sampling methods; Sample size determination; Field work and data collection – sampling and non-sampling errors.
5. Data Analysis and Report Preparation: Data editing, coding tabulation and graphical presentation; Univariate and multivariate data analyses techniques and their applications in marketing research; Report preparation, presentation and follow-up.
6. Marketing Research Applications : Consumer research – behaviour and motivation research, attitude measurement and scaling techniques; Product research; Advertising research; Marketing and sales forecasting; Sales analysis.
7. Marketing Research in India : Status, organization and developments; Ethical issues in marketing research.

### **Suggested Readings :**

1. Harper W. Boyd, Ralph Westfall and Stanley F. Stasch, *Marketing research: Text and Cases*, 2005.
2. Malhotra, Naresh K., *Marketing Research*, 5<sup>th</sup> Ed., Prentice Hall of India.
3. Cooper, Donald R. and Pamela S. Schindler, *Marketing Research*, Tata McGraw Hill, 2005.
4. Paul E. Green, et.al., *Research for Marketing Decisions*, Prentice-Hall of India Pvt. Ltd, New Delhi.
5. Donald S. Tull and Del I. Hawkins, *Marketing Research: Measurement and Methods*, Prentice- Hall of India Pvt. Ltd. New Delhi, 1998

## Course 7131 : ADVERTISING AND SALES MANAGEMENT

**Time : 3Hrs**

**Max. Marks : 100**

### **Objective :**

The course aims at enabling the students to develop an in-depth understanding of the modern concepts and latest techniques of advertising and personal selling and sales force management which constitute a fast-growing area of marketing.

### **Course Outline :**

#### **1. Section A**

##### **Advertising :**

1. Communication Basics : Role of communication; Communication process and flows; Planning the promotion mix; Advertising : Nature and importance; Advertising and the economy; Advertising and publicity; Advertising management process – an overview; Determining target audience; Advertising objectives and positioning decisions; Advertising budget decisions.
2. Message Decision : Determining advertising message; Developing advertising copy – Headline main copy, logo, illustration, appeal, layout, creativity in advertising.
3. Media Planning : Types of media and their merits and limitations; Advertising through the internet; Media selection; Media scheduling.
4. Organisation of Advertising Operations : In-house vs. advertising agency arrangements; Managing advertising agency relations; Evaluation of advertisement and campaign effectiveness – Before - and – after advertising tests and techniques.
5. Advertising in India; Social and regulatory aspects of advertising. Recent developments and issues in advertising.

#### **2. Section B**

##### **Sales Management :**

1. Fundamentals of Personal Selling : Nature and importance of selling; Types of selling; Personal selling, salesmanship and sales management; Process of effective selling; Strategic Sales management.
2. Sales Planning : Setting personal selling objective; Market analysis and sales forecasting; Sales budget; Sales territory; Sales quota.
3. Sales Organisation : Organisation structure; relationship of sales department with other departments; Distribution networks relationship.
4. Sales Force Management : Recruitment and selection; training and development; motivating, supervising and compensating sales personnel; Controlling the sales effort; Evaluation of sales personnel; Sales and cost analysis.
5. Ethical and legal aspects of selling.

### **Suggested Readings:**

1. Aaker, David A., Rajeev Batra and John G. Mayers, *Advertising Management*, Prentice Hall of India, New Delhi.
2. Belch. George and Michael Belch, *Advertising and Promotion : An Integrated Marketing Communications Perspective* 6<sup>th</sup> Ed., McGraw Hill, 2004.
3. Mandell, Maurice, *Advertising* , Prentice- Hall of India, New Delhi.
4. Still, Richard R. Edward W. Cundiff and Norman A.P.Govoni, *Sales Management : Decisions, Strategies and cases*, Prentice Hall of India, New Delhi.
5. Anderson B. Robert, *Professional Selling*, Prentice-Hall Inc.
6. Spiro, Rosann, William J. Stanton and Greg Richo, *Management of a Sales Force*, McGraw Hill/Irwin, 2007.
7. Pederson Carlton A/, Miburn D. Wright, Barton A, Weitz, *Selling Principles and Methods*, Richard D. Irwin, Illinois.

## Course 7132 : CONSUMER BEHAVIOUR

**Time : 3 Hrs.**

**Max. Marks. : 100**

### **Objective :**

Knowledge of consumer behaviour is a prerequisite for developing effective marketing strategy. The purpose of the course is to provide an in-depth understanding of the consumer and industrial buying processes and their determinants as relevant for marketing decision making.

### **Course Outline:**

1. Consumer Behaviour : Importance and nature of consumer behaviour; Types of consumers and their role; Consumer buying process and determinants; Changing profile of Indian consumers.
2. Individual Differences in Consumers : Needs and motivation; Perception; Attitude and attitude change; Learning and learning theories; Personality and life style analysis.
3. External determinants of Consumer Behaviour : Family and its influence on consumer buying behaviour; Group and their influences; Social class; Culture and sub-culture.
4. Models of consumer behaviour; Business buying behaviour.
5. Cross-cultural dimensions of consumer behaviour; Consumer research – complexities and issues.

### **Suggested Readings:**

1. Schiffman, L.G. and L.L.Kanuk, *Consumer Behaviour*, Pearson, Ltd., New Delhi, 2007.
2. Engel, J.F., Roser D. Blackwell and Paul W. Miniard, *Consumer Behaviour*, Cengage Learning, 2007.
3. Peter, J. Paul, and Jerry C. Olson, *Consumer Behaviour and Marketing Strategy*, McGraw Hill, 2007.
4. Assael, H., *Consumer Behaviour and Marketing Action*; Cengage Learning, 2004.
5. Hawkins Dell., Roger J. Best, Kenneth A. Conej, *Consumer Behaviour: Building Marketing Strategy*, 2003.

## Course 7141 : CORPORATE TAX PLANNING

**Time : 3 Hrs.**

**Max. Marks. : 100**

### **Objective :**

The aim of this course is to familiarize the student with major latest provisions of the Indian tax laws and related judicial pronouncements pertaining to corporate enterprises having implications for various aspects of Corporate planning with a view to derive maximum possible tax benefits admissible under the law.

### **Course Outline:**

1. Meaning of tax planning and management, tax evasion and tax avoidance; Nature and scope of tax planning and management in the corporate sector; Justification of corporate tax planning and management.
2. Computation of corporate tax: Carry forward and set off of losses in the case of certain companies under Sec. 79 of Income-tax Act, 1961; Computation of taxable income of companies; Computation of the amount of corporate tax liability; Minimum Alternate Tax; Tax on distributed profits of domestic companies; Tax on income distributed to unit holders.
3. Implications of Tax concessions and incentives for corporate decisions in respect of setting up a new business, location of business and nature of business.
4. Tax planning with reference to financial management decisions: Capital structure decisions; Dividend Policy; Bonus Share; Investments and Capital Gains.
5. Tax planning with reference to managerial decisions: Owning or leasing of an asset; purchasing of assets by instalment system or Hire System; Purchasing of an asset out of own funds or out of borrowed capital; manufacturing or buying; Repairing, replacing, renewing or renovating an asset; Sale of assets used for scientific research; Shutting down or continuing operations.
6. Tax Planning in respect of amalgamation or de-merger of companies or Slump sale or conversion of a firm into a company.
7. Foreign collaborations and incidence of taxation on domestic companies; provisions for relief in respect of double taxation; important Double Taxation Avoidance Agreements with different countries like USA, UK, Germany, France, etc.
8. Case Studies : Some case studies involving the learning are required to be discussed.

### **Suggested Readings :**

1. E.A. Srinivas, *Corporate Tax Planning*, Tata McGraw Hill.
2. Vinod K. Singhania, *Taxmann's Direct Taxes Planning and Management*.
3. V.S. Sundaram, *Commentaries on the Law of Income- Tax in India*, Law Publishers, Allahabad.
4. A.C. Sampath Iyengar, *Law of Income Tax*, Bharat Publishing House, Allahabad.
5. Taxman, *The Tax and Corporate Law Weekly*.
6. Bhagmati Prasad, *Direct Taxes Laws Practice*, Wishwa Prakashan.



**Course 7142 : PRINCIPLES AND PRACTICE OF TAXATION  
AND INDIAN TAX SYSTEM**

**Time : 3 Hrs.**

**Max. Marks. : 100**

**Objective :**

The purpose of this course is to familiarize and update the students with the basic principles of taxation and the actual operation of income tax in the Indian economy.

**Course Outline :**

1. International comparison of taxes; Tax-GDP ratios; Direct and indirect taxes – inflation adjustment schemes in selected countries.
2. The problems of international double taxation – The assignment rules: source versus residence – methods to alleviate international tax duplication: Tax credit relief; Double tax treaties: OECD Models; United Nations Model – International tax avoidance and evasion; transfer pricing; Tax havens – Anti-avoidance measures.
3. Tax bases and tax policy – Determinants of tax yield – Classification of taxes: Direct and indirect taxes; OECD classification; Progressive, proportional and regressive taxes; Ad-valorem and specific taxes.
4. Taxes and inflation; Taxes and savings; Taxes and Labour supply – Tax equity : Benefit principle of Taxation; Ability-to-pay principle of taxation.
5. Incidence of Taxation: Factors determining extent of tax shifting – Taxation and efficiency: Excess burden of taxation; Administrative costs; Compliance costs – Tax incentives: Various forms; Rationale; Problems created by tax incentives. Tax avoidance and tax evasion – Tax ratio, taxable capacity and tax effort.
6. Distribution of taxation powers between the Center and the States in the constitution of India; Restrictions on the taxation powers of the States; sharing of Central taxes; Rationale for constitutional arrangements.
7. Trends in tax- GDP ratio – relative roles of direct and indirect taxes; Distribution of tax burden – Buoyancy and elasticity of tax revenue – Tax evasion.
8. Residential status and income tax liability – incomes exempt from tax – tax holiday schemes. Set off and carry forward of losses – Rebates – tax incentives for savings.
9. Tax treatment of capital gains – Main features of company taxation – Taxation of partnership firms – Taxation of small traders (presumptive tax) – Tax amnesties.
10. Case Studies : Some case studies involving the learning from the course.

**Suggested Readings:**

1. Richard Musgrave and Peggy Musgrave, *Public Finance in Theory and Practice* (New York: McGraw Hill Book Company, 5<sup>th</sup> Edition, 1989).

2. Richard Goode, *Government Finance in Developing Countries* (New Delhi. Tata-McGraw Hill Publishing Company Ltd., 1986)
3. Government of India, Ministry of Finance, Report of the Indirect Taxation Enquiry Committee (Chairman, L.K.Jha), Part I (November 1977) and Part II (January 1978).
4. Government of India , Ministry of Finance, *Speeches of Union Finance Ministers, 1947-48 to 1984-85* (New Delhi, 1984).
5. Vinod K. Singhania, *Direct Taxes: Law and Practice* (Delhi :Taxmann Publications (P) Ltd., ) Latest edition.



## Course 7151: CORPORATE LAW

**Time: 3 Hrs.**

**Max. Marks. : 100**

### **Objectives:**

The objective of the course is to familiarize the students with the nature of legal regulatory environment of corporate enterprises in India.

### **Course Outline:**

1. Provisions of the Companies Act, 1956 and case law relating to Managerial remuneration, Accounts and audit. The Companies Amendment Act, 2000 (Corporate Governance Laws).
2. Industries (Development and Regulation) Act, 1951.
3. Monopolies and Restrictive Trade Practices Act, 1969 (Relevant Provisions) and Competition Law.
4. SEBI Act, 1992 – Functions of SEBI. Powers of SEBI in relation to securities markets. Guidelines for Securities issues.
5. Consumer Protection Act, 1986 – Objectives. Rights of consumers. Mechanism of Redressal of Consumer grievances.
6. Environment Protection Act, 1986 – Objectives. Powers of the Central Government, Major Provisions.
7. Foreign Exchange Management Act (FEMA).
8. Emerging issues in Corporate Laws and Governance.

Note : Case studies involving issues in Corporate law are required to be discussed.

### **Suggested Readings :**

1. Mayson, French & Ryan, *Company Law*, 25<sup>th</sup> edn, 2009, Oxford University Press.
2. Brenda Hannigan, *Company Law*, 2009 edn, LexisNexis, UK.
3. Ramaiya A, *Guide to Company Law*, 2009 edn, Wadhwa Nagpur.
4. The Institute of Company Secretaries of India, *Company Law, Course Study Material*, 2009
5. Puliani Ravi & Mahesh Puliani, *Manual of Companies Act & Corporate Laws including SEBI Rules, Regulations, Etc*, Vol 1 & 2 2009 edn, Bharat Law House Pvt. Ltd, New Delhi.
6. Jain D. K, *Company Law Ready Reckoner*, 2009 edn, Bharat Law House Pvt. Ltd, New Delhi.
7. Bindal C. M, Mittal P. K, *Frequently Asked Questions on Company Law (Problems & Solutions)*, 2006 edn, Bharat Law House Pvt. Ltd, New Delhi.

## Course 7152 : INDUSTRIAL LAW

**Time : 3 Hrs.**

**Max. Marks : 100**

### **Objective :**

The course is designed to provide an understanding of certain industrial legislations in the context of the Indian Socio – economic conditions.

### **Course Outline:**

1. The factories Act, 1948 : Objects, provisions relating to hazardous process, health, safety, welfare, working hours, leave etc. of workers, approval, licensing and registration of factories , manager and occupier – their obligations, power of the authorities under the Act, penal provisions.
2. The payment of Bonus Act, 1965: Object, Scope and Application, Definitions, Calculation of amount payable as Bonus, Eligibility for Bonus, Disqualification for Bonus; Minimum & maximum Bonus, Set on & Set off of Allocable Surplus, Application of Act in Establishment in Public Sector, Bonus linked with Production or Productivity.
3. The Employees State Insurance Act, 1948 : Objects, Definitions, Application, Employees State Insurance Scheme, Employees’ State Insurance corporation, Constitution-Powers and Duties of the Corporation, Wings of the Corporation, Employees’ State Insurance Fund, Contribution, Benefits.
4. The Industrial Disputes Act, 1947: Objects, authorities for settlement of industrial disputes, reference of industrial disputes, procedure, powers and duties of authorities, settlements and awards, strikes, lock-outs, lay-off, retrenchment, transfer and closure, unfair labour practices, miscellaneous provision.
5. The Trade Unions Act, 1926: Objects, registration of trade unions, rights and liabilities of registered trade unions-procedure, penalties.
6. The Workmen’s compensation Act, 1923: Objects, Employer’s liability for compensation, amount of compensation, distribution of compensation, notice and claims, remedies, of employers against stranger, commissioners for workmen’s compensation.
7. The Employees’ Provident Funds & Miscellaneous provision Act, 1952: Objects, Schemes under the Act. Employees’ Provident Fund Scheme, Employees’ pension Scheme, 1995, Employees’ Deposit linked Insurance Scheme, Determination and Recovery of Moneys due from and by employers, protection against attachment.
8. The payment of Wage Act, 1936: Objects, Application, responsibility for payment of wages, wage periods, time-limits, Deduction from wages remedy available to worker for delay or unauthorized education.
9. The Minimum Wages Act, 1948: Objects, Application, Minimum Fair and Living Wages, Determination of minimum wage, Taxation of minimum wage, Advisory Board, remedy to worker for non-payment of minimum wages.

10. The Payment of Gratuity Act, 1972: Object, continuous service, controlling authority, payment of Gratuity, Compulsory insurance, Nomination, Recovery of Gratuity, Protection of Gratuity.

**Suggested Readings:**

1. Malik P. L, *Labour and Industrial Law*, 9<sup>th</sup> edn, 2009, Eastern Book Company, Lucknow.
2. Sharma J. P, *Simplified Approach to Labour Laws* 3rd edn, 2009, Bharat Law House Pvt. Ltd, New Delhi.
3. Kumar H. L, *Digest of Labour Cases-1990 –2009*, Universal Law Publishing Co Pvt Ltd, Delhi.
4. Singh Avtar, *Introduction to Labour & Industrial Law*, 2009 edn, Wadhwa and Company, Nagpur.
5. Sharma J. P, *Employees' Provident Funds and Miscellaneous Provisions Act, 1952 with frequently Raised Queries including Schemes & Rules*, 2nd edn, 2009, Bharat Law House Pvt. Ltd, New Delhi
6. Sharma J. P, *Employees' State Insurance Act, 1948 with Frequently Raised Queries*, 2nd edn, 2009, Bharat Law House Pvt. Ltd, New Delhi
7. Sharma J. P, *Factories Act, 1948 with Frequently Raised Queries*, 2nd edn, 2009, Bharat Law House Pvt. Ltd, New Delhi

## **Course 7161 : HUMAN RESOURCE DEVELOPMENT**

**Time: 3 Hrs.**

**Max. Marks: 100**

### **Objective:**

The objective of the course is to make student aware of the concepts, techniques and practices of human resource development. This course is intended to make students capable of applying the principles and techniques as professionals in organisations they work for.

### **Course Outline:**

1. Human resource development: Concept and evolution, human resource mobilizations, HRD Conceptual base, strategic interventions in HRD sector and target groups, HRD mechanisms, processes and outcomes, HRD instruments, HRD.
2. HRD and Management: Attitude of top management towards HRD, Motivational aspects of HRD, Trends and Practices, Line manager and HRD.
3. HRD Activities: HRD culture and climate, Elements of HRD climate, measurement of HRD climate, factors to HRD climate, Determinant needs, developmental supervisor, HRD for Workers: HRD mechanisms for workers, Role of trade unions.
4. HRD in Organisations: Government organisations, educational institutions, armed forces, police and industry, private sectors and public sectors units. Emerging Issues in HRD: Creating awareness and commitment to HRD, Industrial relations and HRD, Utilization of HRD efforts, Future of HRD, International comparison of HRD (Commonalities and differences.)
5. Case Studies: Some Studies involving the learning from the course are required to be discussed.

### **Suggested Readings:**

1. Werner, Jon M. and Randy L. Desimone, Human Resource Development, South-Western Educational Publishing, 6<sup>th</sup> Edition, 2009
2. Nadler, L (ed), Corporate Human Resources Development, Van Nostrand Reinhold, 1980.
3. Parek V. and T.V. Rao, Designing and Planning Human Resource Systems, Oxford and IBH, New Delhi, 1985.

## Course 7162 : TRAINING AND DEVELOPMENT

**Time: 3 Hrs.**

**Max. Marks: 100**

### **Objective:**

The objective of the course is to familiarize the students with basic concepts and principles of Training and Development of Human Resource and train them to understand the learning environment of a firm. The knowledge so obtained will make them capable of providing training to Human Resource of a business firm.

### **Course Outline:**

1. Conceptual Framework: The functions of training, relationship of training to organizational individual goals, Factors effecting successful training process, Skills of a successful trainer – Internal and external trainer.
2. Training and Learning: The learning process, learning curve, principles of learning, training guidelines, experience versus training, kinds of training, system approach to training, programmed instruction, transfer of training.
3. Training Needs Assessment and Curriculum Development: Identification of Training and Development needs, training needs assessment-various approaches (the job and the Individual), Advantages and disadvantages of basic needs assessment techniques, Assessing curriculum needs, curriculum standards, matching organisational training needs, Developing training materials.
4. Training Methods: Three Stages of training (Preparatory, implementation and follow-up stage), On the job and off-the job methods,, experiential versus non-experiential methods.
5. Evaluation of Training and Development, and Emerging Pattern: Reasons of evaluating training, Criteria for evaluation, problems of evaluation, steps involved in evaluation, methods for training evaluation, analysis and costing of training. Emerging Pattern of Training and development in India. Two Indian case studies to be discussed in the class.
6. Case Studies: Some cases to be discussed in the class relating to the learning from the course to business world are required to be discussed.

### **Suggested Readings:**

1. Prior John, *Handbook of Training and Development* Jaico, Publishing House, Bombay, 1997.
2. Donald F. Michalak and Edwin G. Yager, *Making the Training Process Work*, Harper and Row, New York, 1979.
3. Jack J. Phillips, *Handbook of Training Evaluation and Measurement Methods*, 3<sup>rd</sup> Edition, Houston, Gulf Publishing Co., 1997.
4. Lynton R, Pareek, U, *Training for Development*, 2<sup>nd</sup> Edition, New Delhi, Vistaar, 1990.

## Course 7171 : INDUSTRIAL RELATIONIS

**Time: 3 Hrs.**

**Max. Marks: 100**

### **Objective:**

The objective of the course is to make student aware of the concept of industrial relations. The course will make them understand the importance of industrial relations for an organisation and how these relations provide dynamics to organisations.

### **Course Outline:**

1. Industrial Relations: Concepts and scope, Historical development, Unilateralist, Pluralist and Marxist perspective of IR. Trade Unionism: role of trade unions, trade union in India, national level Federations, Goals and objectives of unions and union leadership, weaknesses in trade unions, trade unions, politics and government. Theories of trade unionism. Cross cultural aspects of union management relations. Trade Union Act 1926: an overview. Union recognition; de-unionisation strategies.
2. Union Management Relations: conceptual framework, union management perspectives, organisational factors affecting union management relations. Public policies and union management relations, role of state, constitution and labour policies, ILO, Major events and international issues, changes affecting HR/IR perspectives, perspectives in India.
3. Industrial Democracy: concepts and scopes of industrial democracy, Worker's participation: Strategy, practices, behavioural science input/contribution and models. Rationale for participation, Issues in participation, strategies for making participation work and making participation more effective.
4. Methods of industrial relation machinery in India; Statutory and non-statutory methods of industrial dispute resolution; Conciliation, mediation, arbitration and adjudication.
5. Comparative Industrial Relations: principles of comparative analysis, variables of comparative analysis (culture, values, ideologies, politico-economic structure) Experience of UK, Yugoslavia, West Germany, Scandinavian countries and Japan.
6. Managing Industrial Relations: Regulatory mechanisms, employee discipline, suspension, dismissal and retrenchment, employee grievance handling, Collective bargaining, negotiation skills, industrial conflict resolution.
7. Labour Welfare: Rationale need and requirements.
8. Case Studies: Some Cases are required to be discussed involving learning from the course.

### **Suggested Readings:**

1. Katz, Harry, Thomas A. Kochan, & A. J.S. Colvin, An Introduction to Collective Bargaining and Industrial Relations, 4<sup>th</sup> Edition, The McGraw Hill Companies.

2. C.S. Venkat Ratnam, *Industrial Relations: Text and Cases*, Oxford University Press, Delhi, 2006.
3. Michael Salamon, *Industrial Relations: Theory & practice*, 4<sup>th</sup> Edition, Pearsonltigher Education, 2001.
4. Farnham and Limlott, J., *Understanding Industrial Relations* (2<sup>nd</sup> ed) Cassell, 1983.

## Course 7172 : MANAGEMENT OF TRANSFORMATION

**Time: 3 Hrs.**

**Max. Marks: 100**

### **Objective:**

The objective of the course is to make the students develop the art or unlearning for thinking afresh to provide new solutions to the problems which can act as benchmarks for others to follow.

### **Course Outline:**

1. Introduction: Concept, nature and process of planned change. Resistance to change. Emerging Horizons of management in changing Environment. Concepts of transformation vs. change. Transformational Leadership. Charismatic vs. Non-charismatic Leadership.
2. Leadership from Within: Concept, need and importance of developing leadership from within. Distinction between leadership from without and leadership from within. Steps for developing leadership from within.
3. Turnaround Management: Definition of sickness. Causes and Symptoms of Sickness. Prediction of sickness. Revival of sick unit – Role of BIFR, SICA, Financial Institutions. Behavioural, economic and technical issues in Turnaround Management Learning from the success stories of organisations where turnaround management strategies have been adopted and sick or potentially sick companies have been turned around.
4. Business Process Reengineering as a tool of managing transformation: BPR – An imperative for survival. The reengineering imperative in USA, the re-engineering scenario in Europe, the re-engineering imperative in India, Instances of re - engineering in Indian organisations (Case studies). Five steps methodology to implement BPR.
5. Management of Transformation through New Technology and Innovations: Technological revolution – adoption and adaptation of technology (problems of technology transfer). Innovative Technology – autonomous vs. induced inventions. Management of New Technology in relation to organisational productivity and quality of work life. Learning experiences from real life case studies.

### **Suggested Readings:**

1. Sawhney, Mohan and Jeff Zabin, *The Seven Steps to NIRVANA: Strategic Insights into e-Business Transformation*, Tata McGraw Hill, New Delhi, 2001.
2. Bender, Peter Urs, *Leadership from Within*, Macmillan India Ltd., Delhi, 1997.
3. Hammer, M. and J. Champy, *Reengineering the Corporation*, Harper Business, 2004.
4. Khandwalla Pradip, *Turnaround excellence: In sights from 120 cases*, Response Book (A Division of Sage Publication, New, 2001
5. Noori, H. and Radford, *Readings and Cases in Management of New Technology*, Prentice Hall, New York, 1990.
6. Whittaker, D.H., *Managing Innovations*, Cambridge University Press, Cambridge, 2008.



## Course 7181 : INDIA'S FOREIGN TRADE AND INVESTMENT

**Time: 3 Hrs.**

**Max. Marks: 100**

### **Objective:**

The objective of this course is to acquaint the students with structure and policy framework of India's foreign trade and investments.

### **Course Outline:**

1. India's Foreign Trade : Pattern and Structure of India's foreign trade; India's trade in service; Terms of trade; India on the world trading map; Analysis of thrust export products and markets.
2. Foreign Trade Policy and Economic Relations: Policy making body and regulatory framework; Trends and developments in India's foreign trade policy; Bilateralism and multilateralism in India's trade relations; India and WTO, WTO and emerging trading environment, India's trade and economic relations with EU and other regional groupings; India and regional economic cooperation in South Asia.
3. Export Promotion Measures and Facilities: Export promotion measures and schemes; Export and trading houses, Import facilities for exports; Export processing/special economic zones (EPZs/SEZs) and 100% EOUs – Policy framework and operational aspect.
4. Institutional Arrangements and Infrastructure Support: Export promotion councils, Commodity boards/export development authorities; Other service organisations; Infrastructure Support – Transportation and warehousing infrastructure, Indian ports and shipping system.
5. Procedural and Documentary Framework – An Overview: Trade operations and documentation; Procedure for getting started in export – import business. Trade contract and INCO terms; Export payment terms and UCDPC; quality inspection; Excise and customs clearance.
6. Foreign Trade Finance and Insurance: Pre-shipment and post-shipment finance; Sources and schemes of foreign trade finance; Exim Bank and foreign trade finance; Coverage of Credit, transit, commercial and political risks; ECGC and risk coverage.
7. Foreign Exchange facilities and Regulations; Foreign exchange facilities and exchange rate mechanism; Regulatory framework – FEMA and its objectives and provisions; Other acts and regulations.
8. Foreign Investments: India's foreign investment policy and flows: India's investments abroad – pattern and structure; Indian Joint ventures in foreign countries and their operations.
9. Balance of Payment Account: India's Balance of Payment account and adjustment policies; foreign reserves and debt situation.

### **Suggested Readings:**

1. Ministry of Commerce, *Export Import Policy*, Government of India, New Delhi.
2. Ministry of Commerce, *Handbook of Procedures*, Vols. I and II, Government of India, New Delhi.
3. *Customs and Excise Laws*, Various issues.
4. Nayyar Deepak, *Foreign Trade Sector, Planning and Industrialisation in India*, in Terance J. Byres (ed.), *The State Development Planning and Liberalisation in India*, Delhi, 1997.
5. Nayyar Deepak, *India's Exports and Export Policies in 1960*, Cambridge University, Press.
6. Meier G.M., Trade Policy and Development, in Scott Maurice and Deepak Lal (ed.), *Public Policy and Economic Development – Essays in Honour of Ian Little*, Oxford 1990.
7. Nayyar Deepak, *India's Export Performance 1970-85, Underlying Factors and Constraints*, in Robert E.B. Lucas and Gustav F. Pipanek (ed.), *Indian Economy Recent Development and Future Prospects*, New Delhi, 1988.

## **Course 7182 : MANAGEMENT OF INTERNATIONAL BUSINESS OPERATIONS**

**Time: 3 Hrs.**

**Max. Marks: 100**

### **Objective:**

The course intends to acquaint the students with the management of international business operations of a business firm.

### **Course Outline:**

1. International Business Management: Complexities and issues; Approaches to international management; Cross-cultural values and business management; Foreign market entry mode decisions and level of international involvement; International management orientation; International business management-A strategic perspective.
2. International Planning: Environmental scanning and monitoring; Resource allocation and portfolio compositions of a global firm; Linkages and synergies among business units across borders; Locus of decision making; Headquarter – subsidiary relationships in international business enterprises; International management information system.
3. Organisational and Control Aspects of International Operations : Organisational design and structure of international companies; Managing communication across cultures; Co-ordinating and controlling international business operations.
4. International Production and Procurement : International production and location decisions; Procurement for international operations – International sourcing World class manufacturing and international quality standards; Supply chain management and global business operations.
5. International Marketing Management : International Market segmentation, targeting and positioning; International marketing mix planning – Product, price, promotion and distribution decisions.
6. Management of International Financial Operations; International capital budgeting and portfolio investment decisions; International capital structure decision, International working capital management, International accounting and taxation issues.
7. International Human Resource Management: Selection, training and development of people in international firms; Compensation and reward systems among international firms; Motivation and leadership in international firms.
8. International Business Negotiations : Process and skills; Management of International Collaborative Arrangements.

### **Suggested Readings:**

1. Danoes, John D. Radebaugh, Lee H., and Daniel P. Sullivan *International Business: Environment and Operations*, 12<sup>th</sup> ed., Prentice Hall, 2009.

2. Griffin, Ricky W. and Pustay, Michael W, *International Business: A Managerial Perspective*, Prentice Hall, 2009.
3. Hill, Charles, W.L., *International Business*, McGraw Hill Company, New York, 2009.
4. Ball, Donald, Wendall H. McCulloch, Miachel Geringer, Michael S. Minor and Jeanne M. McNett, *International Business : The Challenge of Global Competition*, 12<sup>th</sup> edition, 2009, McGraw Hill Co.

## Course 7191 : MANAGEMENT CONTROL AND INFORMATION SYSTEM

**Time: 3 Hrs.**

**Max. Marks: 100**

### **Objective:**

*The objective of this course is to acquaint the students about the concept and application of management control system in large organizations and to make them familiar with modern control techniques.*

### **Course Outline :**

1. Nature of Control Function. Management Control: Nature and Scope. Strategic planning: Concept, Organisation goals and strategies. Organisation structure – Position of controller in the organisation structure.
2. Management Control Process: Programming and budgeting. Preparation of functional budgets and master budget. Budgetary Control: Analysis of variances. Zero base budgeting. Performance budgeting. Analysing and Reporting.
3. Management Control Structure: Types of responsibility centres. Inter-divisional transfer pricing and measurement of divisional performance.
4. Uses of variance analysis in cost control. Developments in the area of costing for control purposes such as Activity Based Costing – Concept and uses of ABC in management control. Activity Based Management.
5. Accounting Information System: Nature and significance. Control reports and follow-up action. Problems of implementation and administration of Control System.
6. Behavioural aspects of Management Control: Motivation and Morale, goal congruency, participative management.
7. Recent Developments.

### **Suggested Readings:**

1. Robert N. Anthony and V. Govindrajana, *Management Control Systems*, 13<sup>th</sup> ed., Richard D. Irwin, 2006.
2. Joseph A. Maciariello and Calvin J. Kirby, *Management Control System*, 2<sup>nd</sup> ed. Prentice Hall, 1994.
3. R.J. Tricker, *Management Information and Control System*, John Wiley and Sons, 1995.
4. Shyam Sunder, *Theory of Accounting and Control*, South Western College Publishing, 1997.

## Course 7192: INTERNATIONAL ACCOUNTING

**Time: 3 Hrs.**

**Max. Marks: 100**

### **Objective:**

*The objective of this course is to develop some conceptual knowledge and understanding of international accounting issues among students. In addition, this course makes students capable of tackling issues in prevailing regulatory environments.*

### **Course Outline:**

1. International Dimensions of accounting and control: Multinational enterprise, Inter-nationalisation of capital markets, Internationalization of accounting profession. Operational and conceptual issue.
2. Foreign currency translations, methods and practices.
3. Specific Reporting Issues: Regulatory Disclosure Requirements; Foreign Operations Disclosure; Social Responsibility Disclosures.
4. Managerial Accounting Issues: Strategic Planning; Management Control Systems; Performance Evaluation of foreign operations.
5. International Standards and Organisation: Advantages, supporting and deterring forces; International and Regional Efforts in Standard Setting; International Standards setting process, Harmonisation; International Accounting Standards Board; Accounting and Auditing Standards.
6. Financial Statement Analysis of companies and countries differences in accounting principles, foreign currency statements and Ratio Analysis.
7. Transfer pricing, methods, objectives, strategies.
8. Emerging issues in International Accounting.

### **Suggested Readings:**

1. Radebaugh L. H. and S.J. Gray, *International Accounting*, and Multinational Enterprises, John Wiley & Sons, 2002.
2. Sandagaran S.M., *International Accounting*, South Western, 2001.
3. Gray, S.J., *International Accounting and Transnational Decisions*, Butterworth, London, U.K.,
4. Holzer H. Peter, *International Accounting*, Horper and Row Publishers, New York.
5. Frederick D.S. Choi and Gary K. Meek, *International Accounting*, Pearson Education, 2005
6. Shirin Rathore, *International Accounting* Prentice Hall of India, 2008.

## Course 7201 : INDUSTRIAL ECONOMICS

**Time: 3 Hrs.**

**Max. Marks: 100**

### **Objective:**

*The objective of the course is to acquaint students of economic concepts as applied to industrial behaviour. The course makes student capable to analyse and take decisions in respect of a firm's or industry's operations.*

### **Course Outline:**

1. Scope and Methods of Industrial Economics: Objectives of Industrial Economics, Firms, Industry and Markets.
2. Industrial and Market Structure: Pattern of Industrial Structure, Industrial inter-dependence, Structure and performance, determinants of Market-Structure.
3. Economies of size: Economies of size, vertical and horizontal integration, diversification, economies of scale and scope. Merger, acquisition and take over, innovation, export led industrialisation.
4. Economies of location and spatial structure. Economics of ownership structure.
5. Economics of Non-Price Decision of firm: Research and Development and Innovation: R & D expenditure decision, Financing R &D, Relationship between R & D and valuation, Economics of R & D, Structure of Market and R & D, Transfer of Technology.
6. Performance measurement: Profitability, Productivity and capacity utilization, Accounting measure and growth. Perfect and workable competition.
7. State intervention in private sector, legal and institutional framework, competition policy, public policy and development of corporate sector.
8. Case Studies: Some case studies involving the learning of the course are required to be discussed.

### **Suggested Readings:**

1. Divine P.J., N. Lee, R.M. Jones and W.J. Tyson, *An introduction to industrial Economics*, Anmol Publications, 1991, Copy right George Allen and Unwin Publications, U.K.
2. Hay, A. Donald and Derek J. Morris, *Industrial Economics: Theory and Evidence*, Oxford University Press, 1979.
3. Scherer F.M. and David Ross, *Industrial Market Structure and Economic Performance*, Houghton Mifflin Company, Boston, 1990.
4. Mukherjee, Dilip (Ed.), *Indian Industry, Policies and Performance*, Oxford University, Calcutta, India, 1997.

5. Seth, V.K. and A.K. Seth (1994), *Dynamics of Labour Absorption in Industry*, Deep and Deep Publication, New Delhi.
6. Koutsoyiannis A., *Economics of Non-Price Decision of Firms*, Macmillan 1980, London.
7. Seth, V.K. (1995), *Capacity Utilisation Industrial: Theory and Evidence*, Deep and Deep Publisher, New Delhi.
8. Nayyar Deepak, (ed.), *Industrial Growth and Stagnation: The Debate in India*, Sameeksha, Trust, Bombay, 1994.



## Course 7202 : APPLIED ECONOMETRICS

**Time: 3 Hrs.**

**Max. Marks: 100**

### **Objective:**

*The objective of the course is to acquaint students of the methodology of econometrics and make them capable of applying it to business problems. The emphasis will be on application aspects with theoretical understanding.*

### **Course Outline:**

1. Basic Concepts: Definition and scope of econometrics; model specification; desirable qualities of models; evaluating an econometric model; Random variables, stochastic variables and the stochastic error term; probability distributions (review); estimators, desirable qualities of a good estimator; maximum likelihood estimators (definition).
2. The multiple regression model; The 3 variable model; partial regression and correlation coefficients; assumptions of the classical linear model; Derivation of Ordinary Least Squares Estimators; Properties of OLS estimators, OLS AS BLUE; Variances and Standard deviations; Goodness of fit: R-squared and adjusted R-squared; Tests of significance t and F tests; Hypothesis testing involving more than one parameter; Forecasting; Evaluation of Forecasts; Mean Squared error, RMS error.
3. Extensions of the basic linear model: 1) Model transformable to linear form: Estimation of elasticity by log-linear models; Growth rates by semi-log models; lin-log models; polynomial regression models (esp quadratic). 2) Qualitative variables: Qualitative independent variables and dependent variables (into only); applications of dummy variables; Time dummy, intercept dummy and structural change.
4. Relaxing the assumptions of the basic linear model: 1) Multicollinearity: Perfect and imperfect multicollinearity; consequences of multicollinearity, detection and solution. 2) Heteroscedasticity: Nature and Causes; Consequences; Detection by graphical analysis of residuals and Parks test; Solution of Heteroscedasticity: Weighted Least Squares. 3) Autocorrelation: nature and causes; Consequences; Detection by graphical analysis and D-W Test, Solution for AR (1) scheme. 4) Error in measurement. 5) Specification bias. 6) Simultaneous Equation Bias.
5. Estimation and specifications: Demand, Sales, Cost, Production and Consumption functions.
6. Simultaneous equation system: Identification and Estimation of the model.
7. Case Studies: Case Studies involving estimation single and simultaneous equation system are required to be discussed.

### **Suggested Readings:**

1. Pindyck R.S. and D. Rubinfeld, *Econometric Theory and Models*, McGraw Hill 1991.
2. Gujarati, D.E., *Essentials of Econometrics*, McGraw Hill, 1992.
3. Koutsoyiannis, A., *Theory of Econometrics*, 3<sup>rd</sup> ed. Macmillan.
4. Julia Malden, *Application of Econometrics*, Hartage Publishers 1983.
5. Johnston, J., *Econometric Methods*, McGraw Hill Book Company, New Delhi, 1994.
6. Judge George G. et. al. *Introduction to the Theory Practice of Econometric*, John Wiley and sons, New York, 1998.
7. Pesaran M. Hashem and Peter Schmiod (Ed.), *Handbook of Applied Econometric*, Vol. I & II Blackwell Publishers.
8. Intrigalor Michael D., Ronal G. Bodkin, Cheng Hsiao, *Econometric Models, Techniques and Applications*, Prentice Hall, Upper Saddle River NJ., 1996.

## Course 7211 : COMPUTER APPLICATIONS IN BUSINESS

**Time: 3 Hrs.**

**Max. Marks: 100**

### **Objective:**

*The purpose of this course is to equip the students with fundamental aspects of computers and communication and their application in Commerce.*

### **Course Outline:**

1. Introduction to Data Information, and knowledge and IT. Changing decision making scenario; Quality of information role of IT in information generation and value addition.
2. Computer Hardware and Software: Types of computer systems – micro, mini, mainframe, super. Personal Database Management System: Concept of Database Management System, database Design- Physical and Logical. Data computers-its main component and configuration. Operating system, Application Software. Programming Language.
3. Internet and World Wide Web: History and future of Internet. Web client and Web-Server. Web page and Website. Domain Name System. WWW as a marketplace. Client side programming and server-side programming.
4. Desktop Application: Important features of Word processing, Presentation, Graphics and Spreadsheet Application Software. Statistical Packages: for Analysis of Variance Multi-variate analysis, Factor, Cluster Discriminant and Regression Analysis.
5. Databases Management System: Concept of Database Management System. Database Design – Physical and Logical. Data bases and tables Forms, Queries and Reports. SQL. Client server Architecture, Distributed Databases.
6. Fundamentals of Networking and Communication: LAN, MAN, WAN, Networking Topologies Data communication. Broad Band Communication, Wireless Mobile Communication.
7. Management information system: Transaction processing system (TPS) Traditional v/s contemporary TPS. Decision support system (DSS). Expert system.
8. Recent developments in Computer Application.

### **Suggested Readings:**

1. Comer, Douglas E. (2007), the Internet Book, New Delhi : PHI Learning Private Limited).
2. Morley, Deborah and Charles S. parker (2007) Fundamentals of Computers (New Delhi : Learning India Pvt. Ltd.)
3. Leon a. and Leon M., (2002) Fundamental of Information Technology, Vikas Software Manuals.
4. Laudon, Kenneth C. and Jane P. Laudon, (2003), Management Information Systems (New Delhi: Prentice Hall of India).

## Course 7212 : E-COMMERCE

**Time: 3 Hrs.**

**Max. Marks: 100**

### **Objective:**

*The purpose of this course is to develop understanding of Web- based Commerce and equip them to assess e-commerce requirements of a business and develop e-business plans and to interact with various IT professionals who may be developing e-commerce applications.*

### **Course Outline:**

1. Introduction to Electronic Commerce: Meaning, nature and scope; Business application of e-commerce; Global trading environment and adopting of e-commerce, Evolution of World Wide Web. Future of Web.
2. Web-site Design: Web sites as market place; Role of web site in B2C e-commerce; Web site strategies; Web site design principles; push and pull approaches; Alternative methods of customer communication such as e-mail, BBA; E-mail etiquette and e-mail security.
3. Business Models of E-Commerce; B2B, B2C, B2G and other models of e-commerce; Applications of e-commerce to supply chain management; Product and service digitisation; Remote servicing, procurement and online marketing and advertising; Applications to Customer Relationship Management.
4. Business to Consumer E-Commerce Applications: Cataloging, Order planning and order generation; Cost estimation and pricing; Order receipt and accounting; Order selection and prioritisation; Order scheduling, fulfilling and delivery, Order billing, Post sales services.
5. Business to Business E-Commerce: Need and alternative models of B2B e-commerce; Using public and private computer networks for B2B trading; EDI and paperless trading; characteristic features of EDI service arrangement; Internet based EDI; EDI architecture and standards; Vans; Costs of EDI infrastructure; Reasons for slow acceptability of EDI for trading; E-marketing-Traditional web promotion; Web counters; Web advertisements. XML, XML-EDI and its application.
6. Electronic Payment System: Types of payment systems –e-cash and currency servers, e-cheques, credit cards, smart cards; electronic purses and debit cards; Operational, credit and legal risk of e-payment, Risk management options for e-payment systems, Set standards.
7. Security Issues in E-Commerce: Risks of e-commerce –Types and sources of threats, Protecting electronic commerce assets and intellectual property; Firewalls; Client server network security; Data and message security; Security tools; Digital identity and electronic signature; Encryption and concepts of public and private key infrastructure; Risk management approach to e-commerce security.
8. Environment of E-Commerce: Issues regarding language, culture and infrastructure, Legal environment-borders and jurisdiction, contracting and contract enforcement;

International cyber laws – cyber laws – Aims and salient Provisions; Cyber laws in India and their limitations; Taxation and e-commerce, Ethical Issues in e-commerce.

9. Statistical Packages: Use of specific packages in areas like Multiple Regression, ANOVA, Factor Analysis, Discriminant Analysis, Con-joint analysis. Small sample tests such as, F-test and Chi-Square test.

**Suggested Readings:**

1. Laudon, Kenneth C. and Carol Guercio Traver (2002) E-commerce: business, technology, society. (New Delhi : Pearson Educatin).
2. Awad, Elias M. (2007), Electronic Commerce: From Vision to Fulfillment (New Delhi : Pearson Education).
3. Kalakota, Ravi and Marcia Robinson (2001). Business 2.0: Roadmap for Success (new Delhi : Pearson Education).
4. Smith, P.R. and Dave Chaffey (2005), eMarketing eXcellence; The Heart of eBusiness (UK : Elsevier Ltd.)

## Course 7221 : INSURANCE MANAGEMENT

**Time: 3 Hrs.**

**Max. Marks: 100**

### **Objective:**

This course aims at familiarising the participants with the concept of insurance, the risk and its management, various insurance policies and their structure along with the legal dimensions involved. This course also aims at providing the knowledge of Insurance Company's Management.

### **Course Outline:**

1. Conceptual Framework: Risk , Peril and hazard, classification and burden of risk. Insurance as a device to hedge risk. Elements of insurable risk. Development life. Functions of Insurer, Government as Insurer and a regular. Structure of Indian Insurance Industry.
2. Principles and Practices of General Insurance: Meaning, Functions and Scope of Fire, Engineering, Accident, Marine and Aviation Insurance. Fire Insurance – Types of Policies – Floating Policies and Declaration Policies; Endorsements and Clauses – fire Protection System, Discounts – Special Rating of Large Industrial Risks. Industrial Risk Insurance. Consequential Loss Insurance – Standard Consequential Loss Policy Form – Conditions. Engineering Insurance: Machinery Breakdown Insurance – Contractors All risks Insurance and various other policies – Miscellaneous Annual Policies – Advance Loss of Profits Insurance. Motor Insurance – type of : Vehicles and their Policies – Rules & Regulations – Policy Forms. Public Liability Policy: professional Indemnities – Employers' Liability Insurance. Personal Accident : Scope of Various covers. Miscellaneous (Accident) Insurance: Fidelity Guarantees and Bonds – Burglary Insurance – Money-in-transit Insurance, Banker's Indemnity Insurance and other important insurance covers. Aviation insurance: Special Features – types of Cover, Marine Insurance including Inland Rail/Road Transit insurance.
3. Life and Health Insurance: Life Insurance and annuities broad classification of Life insurances, special purpose policies; Family income, Family maintenance, Family policy, Joint Life Policies, Classes of life insurance, Health Insurance: Medical Insurance Types of Health Insurance Coverages, types of losses covered. Health insurance contract. Buying a health insurance policy.
4. Legal frame work of Insurance: Insurance and Law of Contracts, characteristics of an Insurance Contract, Interpretation of the Contract, Doctrine of informal Warranties and beneficent interpretation, Exclusion of Coverages.
5. Organisation and Administration of Insurance: Management Organisation: Departmentalisation, marketing, Claims, and loss control, underwriting and pricing of insurance, retention and re-insurance; Financial Structure, reserves of property and liabilities of insurer, earned surplus and profitability, Insurer's Investments, Financial reporting.

### **Suggested Readings:**

1. W.A. Dinsdale, "*Elements of Insurance*", Pitaman, 1971.

2. Dorfman Marks S., *“Introduction to Risk Management and Insurance”*, 5<sup>th</sup> Edition, Prentice Hall Inc, Englewood Cliffs N.J.
3. Nicholas Legh – Jones, John Birds and David Owen, *“MacGillivray on Insurance Law”*, 11<sup>th</sup> Edition, Sweet & Maxwell, London., 2008.
4. Denis Riley, *“Consequential Loss Insurance and Claims”*, 4<sup>th</sup> edition, London: Sweet & Maxwell, 1977.

## Course 7222 : ACTUARIAL PRACTICE

**Time: 3 Hrs.**

**Max. Marks: 100**

### **Objective:**

The purpose of this course is to equip the student with the principles and techniques of actuarial practice. The paper requires at least a prior general knowledge of mathematics and statistics.

### **Course Outline:**

1. Basic Mathematics: Basic functions, Annuities-certain, Loans repayable by instalments, Simple methods of determining the rate of interest in a transaction, Capital redemption assurance, Valuation of simple loans and debentures.
2. Life Contingencies: Mortality tables, Elementary functions, the central death rate, Single life annuities and assurances, Commutation columns, Temporary and deferred annuities and assurances, Conversion tables, Special annuities and assurances, Periodical payments, Complete annuities, Policy value, Select and other tables.
3. Joint-life Annuities and Assurances: Value of and premiums for joint-life and contingent annuities and assurances.

### **Suggested readings:**

1. Donald D.W.A. “*Compound Interest and Annuities – Certain*”, 2<sup>nd</sup> Ed., Cambridge [Eng.] Published for the Institute of Actuaries and the Faculty of Actuaries at the University Press, 1970.
2. R.E. Underwood, “*The Elements of Actuarial Science*”, 4<sup>th</sup> Edition, Pitman.
3. Harry Freeman, “*Mathematics for Actuarial Students*”, Cambridge at the University Press. 1949.



**M.Com. Course : Comparative Statement of Existing and Revised M.Com. Programmes**

<b><u>M.Com. Course (Existing Programme)</u></b>				<b><u>M.Com. Course (Revised Programme)</u></b>				
<b><u>Part – I</u></b>	<b>Marks</b>	<b>Duration (Hours)</b>		<b>Part</b>	<b>Semester</b>	<b>Marks</b>	<b>Duration (Hours)</b>	
<b><i>Compulsory Courses</i></b>								
411 Organisation Theory and Behaviour	75	3	6101 Organisation Theory and Behaviour	I	I	100	3	
412 Business Environment	75	3	6202 Business Environment	I	II	100	3	
413 Economics Analysis	75	3	6103 Economics Analysis	I	I	100	3	
414 Statistical Analysis	75	3	6102 Statistical Analysis	I	I	100	3	
415 Quantitative Techniques for Business Decisions	75	3	6203 Quantitative Techniques for Business Decisions	I	II			
416 Managerial Accounting	75	3	6201 Managerial Accounting	I	II	100	3	
417 Financial Management and Policy	75	3	6104 Financial Management and Policy	I	I	100	3	
418 Marketing Management	75	3	6204 Marketing Management	I	II	100	3	
<b><u>Part – II</u></b>								
<b><i>Compulsory Courses</i></b>								
421 Strategic Management	75	3	6301 Strategic Management	II	III	100	3	
422 Accounting Theory and Practice	75	3	6302 Accounting Theory and Practice	II	III	100	3	
423 Human Resource Management	75	3	6402 Human Resource Management	II	IV	100	3	
424 International Business	75	3	6401 International Business	II	IV	100	3	
<b><i>Optional Courses</i></b>								
<b><u>Optional Group 1</u></b>								
- Paper 1	75	3	... Elective 1 (Paper 1)	II	III	100	3	
- Paper 2	75	3	... Elective 2 (Paper 1)	II	III	100	3	
<b><u>Optional Group 2</u></b>								
- Paper 1	75	3	... Elective 1 (Paper 2)	II	IV	100	3	
- Paper 2	75	3	... Elective 2 (Paper 2)	II	IV	100	3	

Optional Papers	Marks	Duration (Hours)	Elective Papers	Part	Semester	Marks	Duration (Hours)		
Each student shall be required to choose any two groups from the following groups:			Any two groups from the following electives to be selected at the commencement of M. Com. Part II - Semester III. While the first paper of each of the selected groups will be taught in Semester III, the second paper of each of the selected groups will be taught in Semester IV.						
<b>Group EA - Accounting</b>			<b>Group J: Accounting</b>						
425	Management Control and Information System	75	3	7191	Management Control and Information System	II	III	100	3
426	International Accounting	75	3	7192	International Accounting	II	IV	100	3
<b>Group EE - Applied Economics</b>			<b>Group K: Applied Economics</b>						
427	Industrial Economics	75	3	7201	Industrial Economics	II	III	100	3
428	Applied Econometrics	75	3	7202	Applied Econometrics	II	IV	100	3
<b>Group EC-Computer Application and Information Technology</b>			<b>Group L: Computer Application and Information Technology</b>						
429	Computer Application in Business	75	3	7211	Computer Applications in Business	II	III	100	3
430	E-Commerce	75	3	7212	E-Commerce	II	IV	100	3
<b>Group EF1 – Finance - I</b>			<b>Group A: Finance – I</b>						
431	Financial Market and Institutions	75	3	7101	Financial Market and Institutions	II	III	100	3
432	Security Analysis and Portfolio Management	75	3	7102	Security Analysis and Portfolio Management	II	IV	100	3
<b>Group EF2 – Finance - 2</b>			<b>Group B: Finance - II</b>						
433	Project Management and Financial Services	75	3	7111	Project Management and Financial Services	II	III	100	3
434	International Financial Management	75	3	7112	International Financial Management	II	IV	100	3
<b>Group EH1 - Human Resource Management – I</b>			<b>Group G: Human Resource Management - I</b>						
435	Human Resource Development	75	3	7161	Human Resource Development	II	III	100	3
436	Training and Development	75	3	7162	Training and Development	II	IV	100	3

<b>EH2 - Human Resource Management - 2</b>			<b>Group H: Human Resource Management – II</b>						
437	Industrial Relations	75	3	7171	Industrial Relations	II	III	100	3
438	Management of Transformation	75	3	7172	Management of Transformation	II	IV	100	3
		<b>Marks</b>	<b>Duration (Hours)</b>			<b>Part</b>	<b>Semester</b>	<b>Marks</b>	<b>Duration (Hours)</b>
<b>Group EI-Insurance</b>			<b>Group M: Insurance</b>						
439	Insurance Management	75	3	7221	Insurance Management	II	III	100	3
440	Actuarial Practice	75	3	7222	Actuarial Practice	II	IV	100	3
<b>Group EIB-International Business</b>			<b>Group I: International Business</b>						
441	India's Foreign Trade and Investment	75	3	7181	India's Foreign Trade and Investment	II	III	100	3
442	Management of International Business Operations	75	3	7182	Management of International Business Operations	II	IV	100	3
<b>Group EM1 - Marketing I</b>			<b>Group C: Marketing - I</b>						
443	International Marketing	75	3	7121	International Marketing	II	III	100	3
444	Marketing Research	75	3	7122	Marketing Research	II	IV	100	3
<b>Group EM2 – Marketing - 2</b>			<b>Group D: Marketing - II</b>						
445	Advertising and Sales Management	75	3	7131	Advertising and Sales Management	II	III	100	3
446	Consumer Behaviour	75	3	7132	Consumer Behaviour	II	IV	100	3
<b>Group ET - Taxation Management</b>			<b>Group E: Taxation Management</b>						
447	Principles and Practice of Taxation and Indian Tax System	75	3	7142	Principles and Practice of Taxation and Indian Tax System	II	III	100	3
448	Corporate Tax Planning	75	3	7141	Corporate Tax Planning	II	IV	100	3
<b>Group EL - Corporate and Industrial Laws</b>			<b>Group F: Corporate and Industrial Laws</b>						
449	Corporate Law	75	3	7151	Corporate Law	II	III	100	3
450	Industrial Law	75	3	7152	Industrial Law	II	IV	100	3