FACULTY OF ECONOMICS & BUSINESS

SYLLABUS

FOR

MASTER OF COMMERCE
CREDIT BASED GRADING SYSTEM (CBGS)
(SEMESTER: I–IV)

(For Colleges)

SYLLABUS FOR THE BATCH FROM YEAR 2025 TO YEAR 2027

GURU NANAK DEV UNIVERSITY
AMRITSAR

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SCHEME OF COURSES

SEMESTER-I:

Course Code	Course Title	L-T-P	Total Marks	Total Credits
MCO01001T	Managerial Economics	4-0-0	100	4
MCO01002T	Statistical Analysis for Business (Theory)	3-0-0	75	3
MCO01003L	Statistical Analysis for Business (Practical)	0-0-1	25	1
MCO01004T	Management Principles and Organization Behaviour	4-0-0	100	4
MCO01005T	Business Environment	4-0-0	100	4
MCO01006T	Management Accounting and Control Systems	4-0-0	100	4
MCO01007L	Seminar	0-0-2	50	2
	Total Credits			22

SEMESTER-II:

Course Code	Course Title	L-T-P	Total Marks	Total Credits
MCO02001T	Corporate Financial Accounting and Auditing	4-0-0	100	4
MCO02002T	Financial Management	4-0-0	100	4
MCO02003T	Research Methodology (Theory)	3-0-0	75	3
MCO02004L	Research Methodology (Practical)	0-0-1	25	1
MCO02005T	Marketing Management	4-0-0	100	4
MCO02006T	Human Resource Management	4-0-0	100	4
MCO02007L	Viva voce	0-0-2	50	2
	Total Credits			22

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SEMESTER III

Course Code	Course Title		L-T-P	Total Marks	Total Credits
MCO03001T	Banking and Insurance Services		4-0-0	100	4
MCO03002L	Seminar		0-0-2	50	2
	Group I	Course 1	4-0-0	100	4
		Course 2	4-0-0	100	4
	Group II	Course 1	4-0-0	100	4
		Course 2	4-0-0	100	4
	Total Credits				22

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

Group A: Accounting and Finance

MCO03003T	Security Analysis and Portfolio Management	4-0-0	100	4
MCO03004T	Contemporary Accounting	4-0-0	100	4

Group B: Business Studies

MCO03005T	Strategic Management	4-0-0	100	4
MCO03006T	Security Market Operations	4-0-0	100	4

Group C: International Business

MCO03007T	International Economics Organizations	4-0-0	100	4
MCO03008T	Management of International Business Operations	4-0-0	100	4

Group D : Marketing

MCO03009T	Consumer Behaviour	4-0-0	100	4
MCO03010T	Retail Management	4-0-0	100	4

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SEMESTER – IV:

Course Code	Course Title		L+T+P	Total Marks	Total Credits
MCO04001T	International Accounting		4-0-0	100	4
MCO04002T	E-Commerce		4-0-0	100	4
MCO04003L	Viva voce		0-0-2	50	2
	Group I	Course 1	4-0-0	100	4
		Course 2	4-0-0	100	4
		Course 3	4-0-0	100	4
	Total Credits				22

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

Group A: Accounting and Finance

MCO04004T	International Financial Management	4-0-0	100	4
MCO04005T	Financial Markets and Financial Services	4-0-0	100	4
MCO04006T	Corporate Tax Law and Planning	4-0-0	100	4

Group B: Business Studies

MCO04007T	Goods & Services Tax (GST)	4-0-0	100	4
MCO04008T	Entrepreneurship Development and Project Management	4-0-0	100	4
MCO04009T	Business Ethics & Environment Management	4-0-0	100	4

Group C: International Business

MCO04010T	International Financial Markets and Foreign Exchange	4-0-0	100	4
MCO04011T	International Financial Management	4-0-0	100	4
MCO04012T	International Marketing	4-0-0	100	4

Group D: Marketing Management

MCO04013T	Advertising and Sales Management	4-0-0	100	4
MCO04014T	Brand and Distribution Management	4-0-0	100	4
MCO04015T	Services Marketing	4-0-0	100	4

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SEMESTER – I

MCO01001T: MANAGERIAL ECONOMICS

Credits :4-0-0

Time: 3 Hours **Max. Marks: 100**

Instructions for the Paper Setters

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION-A

- Managerial Economics: Meaning, Nature, Scope and Concepts
- Law of Demand: Meaning, Determinants, Exceptions, Kinds of Demand, Change in Demand andImportance.
- Elasticity of Demand: Meaning, Types and Degrees of Elasticity of Demand, Methods of Measuring PriceElasticity of Demand, Factors Determining Elasticity of Demand, Importance.

SECTION-B

- Marginal Analysis: Law of Diminishing Marginal Utility, Law of Equimarginal Utility
- Indifference Curve Analysis: Meaning, Assumptions, Properties, Consumer Equilibrium, Importance.
- Production Function: Meaning, Types: Short Run and Long Run Production Function, Economies andDiseconomies of Scale.

SECTION-C

- Theory of Costs: Types of Costs, Traditional Theory: Long Run & Short Run, Modern Theory: Long Run& Short Run.
- Managerial Theories: Profit maximization and Sales Maximization.
- Market Structure: Meaning, Assumptions and Equilibrium of Perfect Competition, Monopoly,Monopolistic Competition.
- Oligopoly: Sweezy Model.

SECTION-D

- National Income: Conceptual Framework, Measures of National Income, Methods of Measurement,Limitations of National Income.
- Consumption Function: Meaning, and Nature, Determinants and Measures to Raise Propensity toConsume. Keynes Psychological Law of Consumption – Meaning, Properties and Implications.
- Inflation: Meaning, Types, Theories, Causes, Effects and Control. Unemployment rade off, WPI, CPI.

Suggested Readings:

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

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SEMESTER – I

MCO01002T: STATISTICAL ANALYSIS FOR BUSINESS (THEORY)

Credits: 3-0-0

Time: 3 Hours **Marks: 75**

Instructions for the Paper Setters

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION-A

- Probability Theory: Probability–classical, relative, and subjective probability; Addition and multiplicationprobability models.
- Probability Distributions: Binomial. Poisson, and normal distributions; Their characteristics andapplications.

SECTION-B

- Sampling and Data Collection: Sampling and sampling (probability and non probability) methods;Sampling and non–sampling errors.
- Primary data collection techniques; Survey and Observation methods: Secondary data sources;Commercial (Syndicated) and Non–commercial sources.

SECTION-C

Questionnaire design.

- Hypotheses testing; Null and alternative hypothesis, type I and type II error.

SECTION-D

- Large and small sampling tests–Z tests, T tests, and F tests. (ANOVA one–way and two– way), (Chi–square test.)
- Correlation: Simple, partial and multiple correlation coefficients;

Suggested Readings:

1. Sharma, J.K., "*Business Statistics*", 2nd edition (2007), Dorling Kindersley (India) Pvt Ltd.
2. Hooda, R.P, "*Statistics for Business and Economics*", 2003, Macmillan, New Delhi.
3. Heinz, Kohler, "*Statistics for Business & Economics*",(2002), South-Western/Thomson Learning.
4. Hien, L.W, "*Quantitative Approach to Managerial Decisions*", Prentice Hall, New Jesery,
5. Mc Clave, J. T.; Benson, P.G. and Sincich, T., "*Statistics for Business & Economics*", 11th edition (2011), Pearson.

SEMESTER – I

MCO01003L: STATISTICAL ANALYSIS FOR BUSINESS (PRACTICAL THROUGH SPSS)

Credits:0-0-1

Marks: 25

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

Topics: Z tests, T tests, and F tests. (ANOVA one–way and two–way), Chi–square test, correlation.

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SEMESTER – I

MCO01004T: MANAGEMENT PRINCIPLES AND ORGANIZATION BEHAVIOUR

Credits: 4-0-0

Time: 3 Hours **Max. Marks: 100**

Instructions for the Paper Setters

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION-A

- Management: Definition, Nature and Purpose; Functions of Managers, Managerial Skills and Roles.
- Planning: Concept and Importance, Types, Steps in Planning, Limitations of Planning and Planning Premises. Management by Objectives (MBO): Concept, Objective setting process, Benefits and Weaknesses of MBO.
- Organizing: Nature and Types of Organizations; Departmentation; Span of Management; Centralization and Decentralization; Line and Staff Authority; Authority and Responsibility; Committees: Nature, Advantages and Disadvantage of Committees.

SECTION-B

- Motivation: Concept and various theories of Motivation: McGregor's theory X and theory Y, Maslow's Hierarchy of Needs theory, Alderfer's ERG theory, Herzber's Motivation–Hygiene theory, McCelelland's Needs theory of Motivation, Adam's Equity theory, Vroom's Expectancy theory and Porter and Lawler'sModel of Motivation.
- Leadership: Concept and various theories of Leadership: The Michigan Studies, The Ohio State Leadership Studies, Tannenbaum and Schmidt's Leadership Pattern, Fiedler's Contingency theory, Path–Goal theory, Likert's System four, The Managerial Grid, Charismatic Leadership, Transactional and Transformational Leadership.

SECTION-C

- Organisational Behaviour (OB): Meaning, Importance, Challenges and Opportunities for OB.
- Personality: Concept and determinants
- Attitudes: Sources and types, Cognitive dissonance theory

SECTION-D

- Emotions: Nature and Types, Sources of Emotions, Managing Emotions at work, Emotional Intelligence: concept and Dimensions.
- Perception: Nature and significance of perception, Factors influencing perception, perceptual process, Perceptual Distortions and Improving Perception.

SEMESTER – I

Suggested Readings:

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

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SEMESTER – I

MCO01005T: BUSINESS ENVIRONMENT

Credits: 4-0-0

Time: 3 Hours **Max. Marks: 100**

Instructions for the Paper Setters

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION-A

- Salient features of Economic Systems: Capitalist system/Market economy; Socialist system and MixedEconomy, Basic Features of Indian Economy, Government Business Relationship.
- Business Environment: Meaning, Types: Internal Environment; External Environment; Micro and MacroEnvironment.
- Aspects of Economic Reforms: Liberalisation; Privatisation; Globalisation and its Implications for India.

SECTION-B

- NITI Aayog: objectives, functions & role in economic planning.
- Economic Planning in India: objectives, Strategies and Evaluation of Xth plan and Strategy and prioritiesof XIth plan
- Social Responsibility of Business: Concept, rationale, dimensions models of social responsibility andbarriers of SR; The Environment Protection Act, 1986.

SECTION-C

- Deficit Financing and its implications for the Indian Economy; Analysis of current year Annual Budget.
- Disinvestment of Public Enterprises: Rationale; Objectives and Implications.
- Evaluation of various regulatory policies of Government: Industrial Policy changes during the postReforms; Fiscal and Monetary policy changes in India, Salient Features of FEMA.

SECTION-D

- Consumer Rights and Consumerism: Role of Consumer Groups with special reference to India; ConsumerProtection Act, 1986 with latest amendments.
- Foreign Trade: concept of balance–of–payments; balance–of–trade; currency convertibility; Foreign tradepolicy 2004–09 and 2009–14; Exim Policy during the post reforms in India
- Demonetisation: concept & its impact on the Indian economy.

Suggested Readings:

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

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

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SEMESTER – I

MCO01006T: MANAGEMENT ACCOUNTING AND CONTROL SYSTEMS

Credits: 4-0-0

Time: 3 Hours **Max. Marks: 100**

Instructions for the Paper Setters

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

Note: The paper will consist of minimum 50% numericals.

SECTION-A

- **Introduction to Accounting**: Accounting as a management information system; Users of accounting information; generally accepted accounting principles and concepts; understanding the annual reports of companies.
- **Management Accounting and Managerial Decisions**: Management accountant's position, role and responsibilities.
- **Management Control System**: Meaning, nature and scope. Relationship between management control, strategic planning and operational control.

SECTION-B

- **Managerial Behaviour and Control Process:** Goal congruence, functions of the controller. Understanding various forms of organizational structure and their relevance to the management control systems.
- **Management Control Structure:** Various forms of responsibility centers. Responsibility Accounting, Intra–company transfer pricing.
- **Management Control Process:** Budgeting process, Preparation of fixed and flexible budgets, Zero BaseBudgeting, Activity Based Budgeting, performance budgeting and participative budgeting.

SECTION-C

- **Standard Costing and Variance Analysis:** Standard costing as a control technique; Setting of standards and their revision; Variance analysis –meaning and importance, kinds of variances and their uses–material,labour variances; Relevance of variance analysis to budgeting and standard costing.
- **Marginal Costing and Break–even Analysis**: Concept of marginal cost; Marginal costing and absorption costing; Marginal costing versus direct costing; Cost–volumeprofit analysis; Break–even analysis; Assumptions and practical applications of breakeven– analysis; Decisions regarding sales–mix, make or buy decisions and discontinuation of a product line etc.

SECTION-D

- **Segment Performance Evaluation:** Traditional measures of evaluation. Economic Value Added,Balanced Score Card.
- **Analyzing Financial Statements:** Horizontal, vertical and ratio analyses.
- **Contemporary Issues in Management Accounting:** Value chain analysis; Activity based costing;Quality costing; Target Costing.
- **Reporting to Management**: Objectives of reporting, reporting needs at different managerial levels; Typesof reports, modes of reporting, reporting at different levels of management.

SEMESTER – I

Suggested Readings:

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

SEMESTER – I

MCO01007L: SEMINAR

Credits: 0-0-2
Max. Marks: 50

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SEMESTER – II

MCO02001T: CORPORATE FINANCIAL ACCOUNTING AND AUDITING

Credits: 4-0-0

Time: 3 Hour **Max. Marks: 100**

Instructions for the Paper Setters

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted fromany Section.

SECTION-A

- Company Final Accounts–Requirements of Companies Act, 2013.
- Form and contents of Profit and loss account statement and balance sheet.
- Managerial remuneration. Meaning of profit. Divisible profits.

SECTION-B

- Valuation of goodwill, different approaches such as super profit, annuity and capitalization approach.
- Valuation of shares; different approaches such as book value and earnings approach.

SECTION-C

- Understanding the concept and rationale of Financial Audit, Cost Audit, Management Audit, Internal Audit, Proprietary Audit, Efficiency Audit and Audit by C. and A.G.,
- Statutory Auditor–Appointment qualifications, removal. Duties and liabilities of auditor. Code of conduct and ethics, professional misconduct of statutory auditor.

SECTION-D

- Meaning, Objectives and scope of cost audit. Cost Auditor, his appointment, duties liabilities. Cost audit report; Meaning, objectives and scope of management audit. Appointment and qualifications of management Auditor.
- Audit of management functions such as planning, organising and control. Audit of functional areas–production, personnel marketing finance and accounting.

Suggested Readings:

1. Khan, M.Y. and Jain, P.K., "*Financial Management*", 5th edition, Himalaya Publishing, New Delhi

2. Pandey I.M., "*Financial Management"*, 9th edition (2009), Vikas Publishing House.

3. Gupta, Kamal, "*Contemporary Auditing"*, 6th edition, Tata McGraw Hill.

4. Sehgal, Ashok and Sehgal, Deepak, "*Advanced Accounting",* 3rd edition, Taxman, New Delhi.

5. Maheshwari, S.N. and Maheshwari, S.K., "*Corporate Accounting", 5th* edition (2009), Vikas Publication, New Delhi

6. Mukherjee and Hanif, "*Corporate Accounting",* 2005, Tata McGraw Hill, New Delhi.

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SEMESTER – II

MCO02002T: FINANCIAL MANAGEMENT

Credits: 4-0-0

Time: 3 Hours **Max. Marks: 100**

Instructions for the Paper Setters
Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.
Note: The paper will consist of minimum 50% numericals.

SECTION-A

Financial Management: Meaning and nature; Financial goal–profit vs. wealth maximization; Finance functions–investment, financing, liquidity and dividend decisions. Financial planning–Theories of capitalization.
Capital Structure Theories: Conceptual framework. Determinants. Net income approach, Net operating income approach, Intermediary approach and M.M. Hypotheses with special reference to the process of arbitrage.
Cost of Capital: Meaning and significance of cost of capital; Calculation of cost of debt, preference capital, equity capital and retained earnings; Combined cost of capital (weighted).

SECTION-B

Instruments of Finance: Long term and short term.
Capital Budgeting: Nature of investment decisions; Investment evaluation criterianon– discounted cash flow criteria, discounted cash flow criteria; Risk analysis in capital budgeting (practicals through excel).
Dividend Policies: Issues in dividend decisions. Forms of dividends; Theories of relevance and irrelevance of dividends.

SECTION-C

Operating and Financial Leverage: Measurement of leverages; Analyzing Alternate Financial Plans; Financial and Operating leverage, Combined leverage. EBIT and EPS analysis
Management of Working Capital: Meaning, Significance and Types of Working Capital; Approaches of Working Capital; Calculating Operating Cycle Period and Estimation of Working Capital Requirements.

SECTION-D

Management of Cash: Strategies, Baumol's, Miller–Orr's and Beranek's models of Cash Management.
Management of Receivables: Credit Policy, Credit Terms and Collection Efforts.

Suggested Readings:

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

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SEMESTER – II

MCO02003T: RESEARCH METHODOLOGY

Credits : 3-0-0
Marks:75

Instructions for the Paper Setters:
Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section. The duration for exam will be 3 hours.

SECTION-A

Research methodology: Nature and scope; problem formulation and statement of research objectives. Research process.
Choose a Research Topic.

SECTION- B

Review of Literature: Goals of a Literature Review, Types of Reviews, Sources of Research Literature, Writing of Review.
Research designs: Exploratory, descriptive and Causal designs (Basic designs—After only, Before After, After along with control group, Before after with control group, Time series designs).

SECTION - C

Measurement concept, Levels of measurement: Nominal, Ordinal, Interval and Ratio.
Attitude Measurement: Comparative and Non–comparative scaling techniques, Tabulation and cross–tabulation of data.

SECTION-D

Data Preparation, Analysis, and Interpretation: Data preparation, Data screening, Transforming data, Data Analysis and Interpretation.
Data analysis techniques: Correlation, Regression simple and Multiple regression analysis with assumptions and Factor analysis.

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

Suggested Readings:

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

SEMESTER – II

MCO02004L: RESEARCH METHODOLOGY (PRACTICAL)

Credits : 0-0-1
Marks:25

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SEMESTER – II

MCO02005T: MARKETING MANAGEMENT

Credits: 4-0-0

Time: 3 Hours **Max. Marks: 100**

Instructions for the Paper Setters:-
Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION-A

- Marketing Concepts and Philosophies, Importance of marketing, Building customer satisfaction and value, Concepts of customer retention, Holistic marketing and its components.
- Gathering information and scanning the marketing environment; Marketing research process: An overview.

SECTION-B

- Consumer markets and Buyer behaviour, Business markets and Business Buying behaviour.
- Market segmentation: Importance and bases of segmentation. Targeting strategies, Positioning: concept and strategies.

SECTION-C

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

SECTION-D

- Distribution Decisions: Patterns of Channels and types of intermediaries.
- Promotion Decisions: Promotion mix and its components, factors affecting promotion mix.
- Socially Responsible Marketing: Cause-related marketing and Social Marketing, Internal Marketing, E Commerce Marketing practices.

Suggested Readings:

1. Kotler, Philip; Keller, Kevin; Koshey, Abraham; and Jha, Mithileshwar, "*Marketing Management*", 13th Edition (2009). Pearson Education New Delhi.
2. Ramaswamy, V.S. and Namakumari, S., "*Marketing Management: Global Perspective, Indian Context",* 4th edition, MacMillan.
3. Kurtz, David L. and Boone, Louis E., "*Principles of Marketing*", 12th edition, Thomson South-Western.
4. Saxena, Rajan, "*Marketing Management*", 2006, Tata McGraw-Hill, New Delhi.

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SEMESTER – II

MCO02006T: HUMAN RESOURCE MANAGEMENT

Credits: 4-0-0

Time: 3 Hours **Max. Marks: 100**

Instructions for the Paper Setters

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION-A

- **Human Resource Management (HRM)**: Nature, Scope, Objectives and Functions of HRM, Evolution of HRM, Changing Trends in HRM.
- **Human Resource Planning (HRP)**: Concept, Need and Importance of HRP, Factors affecting HRP, Human Resource Planning Process.
- **Job Analysis**: Meaning and Objective, Process, Methods of Collecting job data, Uses of Job Analysis, Problems of Job Analysis.

SECTION-B

- **Recruitment and Selection**: Meaning and Factors governing Recruitment, Recruitment Sources and Techniques. Meaning and Process of Selection, Problems associated with Recruitment and Selection.
- **HR Training and Development**: Concept and Need, Process of Training and Development Programme:- Identification of Training and Development Needs, Objectives, Strategy & Designing of Training and Development, Implementation and Methods of Training Programme and Levels of Training Evaluation, Impediments to Effective Training.

SECTION-C

- **Performance Appraisal**: Meaning, Purpose, Essentials of Effective Performance Appraisal System, Various Components of Performance Appraisal, Methods and Techniques of Performance Appraisal.
- **Managing Compensation and Employee Remuneration**: Concept, Objectives, Components of Employee Remuneration, Factors Influencing Employee Remuneration, Challenges of Remuneration.

SECTION-D

- **Job Evaluation**: Meaning, Process and Methods of Job Evaluation.
- **Incentives**: Concept, Importance and Process of Incentive
- **Grievance Handling**: Meaning, Process, Grievance handling machinery.
- **Discipline**: Meaning, reasons of indiscipline, consequences of indiscipline and approach to maintain discipline.

Suggested Readings:

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

SEMESTER -IIII– II

MCO02007L: VIVA-VOCE

Credit: 0-0-2
Max. Marks: 50

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SEMESTER – III

MCO03001T: BANKING AND INSURANCE SERVICES

Credits: 4-0-0

Time: 3 Hours **Max. Marks: 100**

Instructions for the Paper Setters:-

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION-A

Banking**:** Brief History and Present Structure of Commercial Banking (CB) in India
Management of CB in India
Management of Commercial Banks in India: Liquidity Management,
Security Investments and Income Management, Assets and Liabilities Management.

Liberalization of Banking Sector in India: Narsimham Committee Report Part I and II.
Regulation of Banking Sector in India**:** Role of RBI, CRR, SLR, CRAR and
Prudential norms.

SECTION-B

Risk Management**:** Concept, Nature, Causes, Types and Methods of Risk Management.
BASEL Norms**:** Introduction to BASEL Norms, Regulatory framework, Significance and Difficulties. BASEL III –An itroduction
Innovations in Banking: Internet banking, Phone Banking, Mobile Banking Wholesale and Retail banking, Universal and Narrow Banking, Off Sh ore Banking and Multi national banking.
Social Banking: Need, Challenges, policy initiatives: Priority Sector Lending, Service area approach, genesis of Microfinance.

SECTION-C

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

- Insurance Act,1938
- LIC Act,1956
- IRDA Act,1999

SECTION-D

Financial planning and Taxation: Saving and Investment Policies of Insurance Companies in India, Tax benefits under insurance policies.
Insurance pricing: Computation of Premium, rider premium, Bonuses, Surrender Value and Paid up Value
Insurance Documents: Proposal forms, First Premium Receipt/Renewal Premium Receipt, Policy Contract, Endorsements, Renewal Notice/Bonus Notices, Other Insurance Documents Concepts of reinsurance, Bancassurance

SEMESTER – III

Suggested Readings:

1. Banking Theory Law and Practice, Sundaram and Varshney, Sultan Chand and Sons Pub1isher, year: 2004 Edition
2. Managing Indian Banks: Challenging Ahead, Vasant C Joshi & Vinay V Joshi, Sage Pub1ications, 2e.
3. Money Banking and Internationa1 Trade, KPM Sundharam, Sultan Chand and Sons, 2002.
4. Financia1 Institutions and Markets, LM Bhole Tata McGraw Hi1l, 2004, 4th Edition
5. Niehaus, Harrington (2007), Risk Management and Insurance, Tata McGraw-Hill
6. Financial Institutions and Markets, Meir Kohn - Tata McGraw Hill, 1996.
7. Management of Indian Financia1 Institutions, R M Srivastava Himalaya Publishing.

SEMESTER – III

MCO03002L: SEMINAR

Credits: 0-0-2
Max. Marks: 50

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SEMESTER – III

GROUP 'A': ACCOUNTING & FINANCE
MCO03003T: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Credits: 4-0-0

Time: 3 Hours **Max. Marks: 100**

Instructions for the Paper Setters:-

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION-A

- Nature and Scope of Investment analysis, Elements of Investment, Avenues of Investment, Approaches to Investment Analysis, Concept of Risk and Return, Security return and risk analysis, Measurement of return and risk.
- Financial Assets : Type and their characteristics, Sources of financial Information
- Capital Market: Meaning, Importance, Participants, Instruments, Recent changes in Capital Market.
- Evaluation of Securities: Bonds, Debentures, Preference Shares and Equity Shares.

SECTION-B

- Fundamental Analysis : Concept & significance of economic analysis, industry analysis : introduction, need for industry analysis : alternative classification of industry, industry life cycle analysis, economic factors & industry analysis, SWOT analysis for industries, Company analysis-nature and style of management, key role of financial analysis, ratio analysis.
- Technical Analysis: Different techniques of analysis, DOW theory, volume indicators, market sentiment indicators, confidence indicators, points & figure charting, bar charting.

SECTION-C

- Efficient Market Theory: Random Walk: weak form, semi-strong, strong form of market. Empirical tests. Comparison of random walk, technical & fundamental analysis.
- Portfolio Management : Meaning, importance, objectives and various issues in portfolio construction, revision of portfolio and evaluation
- Portfolio Analysis : Estimating rate of return and standard deviation of portfolio returns ; effects of combining securities ; Markowitz risk-return optimization

SECTION-D

- Single Index model, Multifactor models
- Derivatives: Forward, Future, Options & swaps.
- Portfolio Performance Evaluation: Measure of return, risk adjusted measures of performance evaluation, market timing, evaluation criteria and procedures.

Suggested Readings:

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

SEMESTER – III

GROUP 'A': ACCOUNTING & FINANCE

MCO03004T: CONTEMPORARY ACCOUNTING

Credits: 4-0-0

Time: 3 Hours **Max. Marks: 100**

Instructions for the Paper Setters:-

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION-A

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

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

SECTION-B

Price Level Accounting – Methods, Utility and Corporate Practices

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

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

SECTION-C

Recent Trends in the Presentation of Published Accounts.Reporting by Diversified Companies

Value Added Reporting: Preparation and Disclosure of Value Added Statements,Economic Value Added, EVA Disclosure in India.

SECTION-D

Corporate Reporting through Web.

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

Suggested Readings:

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

Suggested Websites:

1. www.icai.org
2. www.fasb.org
3. www.sebi.gov.in

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SEMESTER – III

GROUP 'B': BUSINESS STUDIES

MCO03005T: STRATEGIC MANAGEMENT

Credits: 4-0-0

Time: 3 Hours **Max. Marks: 100**

Instructions for the Paper Setters

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION-A

Understanding strategy and strategic management. Strategic management process. Strategic decision making. Levels of strategy. The secret of success of successful companies (Mckinsey's 7 S model) Defining strategic intent: Vision, Mission Goals and Objectives. Characteristics of a good mission statement. Designing and evaluating a mission statement.

SECTION-B

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

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

SECTION-C

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

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

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

SECTION-D

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

Corporate governance and social responsibilities of business.

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

SEMESTER – III

Suggested Readings:

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

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SEMESTER – III

GROUP 'B': BUSINESS STUDIES

MCO03006T: SECURITY MARKET OPERATIONS

Credits: 4-0-0

Time: 3 Hours **Max. Marks: 100**

Instructions for the Paper Setters

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION-A

- Structure of Capital market in India
- New Issue Market : Reforms in New Issue Market, Guidelines governing new Issue market, Machanics of Floating New Issues-Public Issues, Bonus Issues, Right Issues, e-IPOs, Book Building, Private Placement, ESOPs, New financial Instruments
- Stock Exchange : Regulation of Stock exchanges in India, Membership rules of stock exchange, Listing of Securities ; Trading on a Stock Exchange-Online Trading, Internet Trading ; Margin Trading ; Corporate Governance ; Corporatisation and demutualisation of stock exchanges in India, Takeovers and Buybacks.
- OTCEI, BSE, NSE, Interconnected stock exchange of India, Indonext
- **Indian Stock Indices:** Need and importance, Compiling of Index Numbers and Interpretation.

SECTION-B

- Clearing and Settlement : Policy Developments, Clearing Process, Risk Management, Settlement-Process, Accouint period settlement, rolling Settlement, Continuoius Net Settlement, Settlement Efficiency and Settlement Statistics, G-30 and ISSA recommendations
- Derivatives Market : Products, Participants and Functions, Global Derivatives Market, Derivatives Market in India : Risk containment measures, Trading Mechanism, Membership Criteria, Clearing and Settlement of Futures and Options,
- Debt Market : Policy developments, Segments, Participants, Primary Issuance Process, Secondary Market, Clearing and Settlement, STRIPS, Market Developments
- Mutual Funds : Evolution of Mutual Funds, Mutual Funds in India, Regulation of Mutual Funds, Mutual Funds Prospectus and Balance Sheet, Management of Mutual Funds, Performance of Mutual Funds, Current Developments, Future Scenario of Mutual Fund Industry

SEMESTER – III

SECTION-C

- Euro Issues : Conceptual framework, Issuing Procedure, Regulatory Framework, Progress
- FIIs : Registration, Investment conditions and restrictions, General obligations and responsibilities, role of FIIs in Indian capital market.
- Securities and Exchange Board of India : Objectives, Powers and Functions Investor Protection-Investor education and awareness, Investor protection fund, Investors' complaints and their redressal-mechanism and statistics, Unfair trade practices and Insider Trading, Short selling and its regulation in India, Regulation of Merchant Bankers, Brokers, Custodian, Banker to issue, Registrar to issue, Portfolio manager and Underwriters

SECTION-D

- Legal Environment : SEBI Act, 1992, SCRA, 1956, Companies Act, 1956 (Various provisions relating to securities), RBI rules and guidelines for FIIs
- Depository : Role and need, Procedure for Dematerialisation and Rematerialisation, The Depositories Act, 1996, SEBI rules, Performance of NSDL and CSDL
- Credit Rating : Concept, Agencies, Methodology and process, Regulatory framework.

Suggested Readings:

1. Sharpe, William F., Gordon J. Alexander and Jeffrey V. Bailey, Investments (Prentice Hall).
2. Fabozzi, Frank Investment Management (Prentice Hall)
3. Haugen, Robert A. The Inefficient Stock Market (Prentice Hall)
4. Taggart, Robert A., Quantitative Analysis for Investment Management (Prentice Hall)
5. Richard Brealey and Steward Myers. Principles of Corporate Finance., McGraw Hill.
6. Dimson, E. (ed) : Stock Market Anomalies (Cambridge : Cambridge University Press)
7. Khan, M.Y.Financial Services, Tata McGraw Hill Publishing Company, New Delhi.
8. Singh, Preeti, Investment Management, Himalaya Publishing House, New Delhi.
9. Avadhani, V.A. Investment Management, Himalaya, Himalaya Publishing House, New Delhi.
10. Annual Reports of RBI
11. Annual Reports of SEBI
12. Journals : (SEBI Bulletin, Capital Market, NSE News Letter, The Stock Exchange Review, Capital Market, SEBI and Corporate Laws
13. **Websites:** www.sebi.gov.in
    www.bseindia.com
    www.nseindia.com
    www.iseindia.com
    www.stockholding.com
    www.capitalideasonline.com www.indiainfoline.com www.rbi.org.in
    www.goidirectory.nic.in www.otcei.net

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SEMESTER – III

GROUP 'C': INTERNATIONAL BUSINESS
MCO03007T: INTERNATIONAL ECONOMIC ORGANISATIONS

Credits: 4-0-0

Time: 3 Hours **Max. Marks: 100**

Instructions for the Paper Setters:-

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION-A

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

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

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

SECTION-B

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

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

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

SECTION-C

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

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

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

SEMESTER – III

SECTION-D

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

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

Suggested Readings:

1. Hunt, Diana Economic Theories of Development: An Analysis of Competing Paradigms, Hemel Hempstead: Harvester Wheatsheaf, 1989.

2. Keohane. Robel'! O. International Institutions and State Power: Essays in International Relations Theory Boulder: Westview, 1989.

3. Krasner. Stephen D. Structural Conflict:The Third World Against Global Liberalism, Berkley, University of California Press, 1985.

4. Simai, Mihaly The Future of Global Governance, Washington, D.C.: United States Institute of Peace Process, 1994.
5. Sidell, Scott The IMF and Third World Political Instability, London Macmillan, 1988.

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

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SEMESTER – III

GROUP 'C': INTERNATIONAL BUSINESS
MCO03008T: MANAGEMENT OF INTERNATIONAL BUSINESS OPERATIONS

Credits: 4-0-0

Time: 3 Hours **Max. Marks: 100**

Instructions for the Paper Setters:-
Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION-A

Multinational Firms: Nature; Rationale; Goals and Constraints; Orientation of a Multinational: Ethno, Poly, Regio and Geocentric Firms.
Economic Superpowers: the Traid.

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

SECTION-B

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

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

SECTION-C

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

Task Two: Assess the Suitability of the Firms and Products and Services for Foreign Markets; Task Three: Screen Commodities to Identify Markets; Task Four: Assess Industry Market Potential; Task Five: Select Foreign Business Partners; Task Six: Estimate Country Sales Potential

SECTION-D

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

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

SEMESTER – III

References:

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

SEMESTER – III
GROUP 'D': MARKETING
MCO03009T: CONSUMER BEHAVIOUR

Credits: 4-0-0

Time: 3 Hours **Max. Marks: 100**

Instructions for the Paper Setters

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION-A

Introduction to Consumer Behaviour: Nature, Scope and Importance.

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

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

SECTION-B

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

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

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

SECTION-C

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

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

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

SECTION-D

Diffusion of Innovation; Diffusion process; Adoption process.

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

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

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

Suggested Readings:

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

SEMESTER – III

GROUP 'D': MARKETING
MCO03010T: RETAIL MANAGEMENT

Credits: 4-0-0

Time: 3 Hours **Max. Marks: 100**

Instructions for the Paper Setters:-

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION-A

Introduction to Retailing: Meaning, Nature and Importance.

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

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

SECTION-B

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

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

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

SECTION-C

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

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

SECTION-D

Methods of Merchandise Procurement: Merchandise Sourcing, Age of Global Sourcing. Retail Pricing: Concept of Retail Price, Elements of Retail Price, Determining the Price, Retail Pricing Strategies.

Category Management: Concept of Category Management, Reasons for Emergence of Category Management, Components of Category Management, Category Management Process.

Retail Franchising: Concept, Types, Advantages and Disadvantages.

Suggested Readings:

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

Master of Commerce
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Syllabus for the Batch From Year 2025 To Year 2027

SEMESTER – IV

MCO04001T: INTERNATIONAL ACCOUNTING

Credits: 4-0-0

Time: 3 Hours **Max. Marks: 100**

Instructions for the Paper Setters

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION-A

Introduction to International Accounting: Interaction between accounting and its environment. The global economy. Meaning and domain of international accounting.
International classification of financial accounting and reporting.
International financial reporting: concept and differences in international financial reporting. Reporting problems of Multinational Companies.

SECTION-B

International financial analysis: meaning, need and significance of international financial analysis. Business analysis framework. Problems in international financial analysis.
Comparative financial reporting in U S, U K, China, Japan and India.
International harmonisation of financial reporting: why harmonisation? Role of IASB, OECD, EU and IOSCO(international Organisation of Securities Commissions)

SECTION-C

Convergence of accounting standards.
International transfer pricing: meaning, objectives, methods and regulation.
Accounting for foreign currency transactions and translation: approaches to accounting for foreign currency transactions, methods of foreign currency translation. Practices in various countries.

SECTION-D

Issues related to consolidation of financial statements of MNCs.
International taxation: diversity of national tax systems, taxation of foreign source income and double taxation.
Strategic accounting issues in MNCs: strategy formulation, implementation and control.
Evaluating the performance of foreign operations.

Suggested Readings:

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

SEMESTER – IV

MCO04002T: E-COMMERCE

Credits: 4-0-0

Time: 3 Hours **Max. Marks: 100**

Instructions for the Paper Setters

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION-A

Introduction to E Commerce and Definition, E-Commerce based activities, Goals ofE-Commerce, Functions, Advantages and disadvantages of E-Commerce, Scope ofE-Commerce, Framework of E-Commerce, Electronic Commerce and Electronic Business, Electronic business models: B2B, B2C, C2C, C2B. Web sites as market place.

SECTION-B

Pure online vs. brick and click business; Assessing requirement for an online business designing, developing and deploying the system, Operations of E Commerce**:** Online-payment mechanism; Electronic Payment systems; payment Gateways; Visitors to website; Tools for promoting websites; Risk management options for e - payment systems.

SECTION-C

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

SECTION-D

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

References:

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

SEMESTER – IV

MCO04003L: VIVA-VOCE

Credits: 0-0-2

Max. Marks: 50

SEMESTER – IV

GROUP 'A': ACCOUNTING & FINANCE
MCO04004T: INTERNATIONAL FINANCIAL MANAGEMENT

Credits: 4-0-0

Time: 3 Hours **Max. Marks: 100**

Instructions for the Paper Setters

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION-A

- Foreign Exchange System: The Internationalization of Business and Finance, Alternative Exchange Rate Systems; International monetary system, The European Monetary System.
- Foreign Exchange Rate Determination: Introduction to spot market and Forward Market; Setting the Equilibrium Spot Exchange Rate; Factors affecting Currency Value: BOP Approach & Asset Market Approach; Role of Central Bank in Determination of Exchange Rates; Parity conditions in International Finance: Arbitrage and Law of One Price; Purchasing Power Parity; Fisher Effect; Fisher Effect in International Context.

SECTION-B

- Currency Forecasting: Interest Rate Parity Theory, The relationship between forward and future spot rate ,Currency Forecasting;
- Balance of payments: Balance of Payment Categories: Current Account, Capital Account, Official Reserves Account; Balance of Payment: The International flow of goods, services and capital, Coping with current account deficit.

SECTION-C

- Country Risk Analysis: Country Risk Analysis, Measuring & Managing Political Risk, Firm Specific Risks; Country Risk Analysis: Study of Economic & Political Factors Posing Risk.
- Measuring Various Exposures: Transaction Exposure, Operating Exposure and Translation Exposure. Risk Hedging-An Introduction

SECTION-D

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

Suggested Readings:

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

Master of Commerce
(Credit Based Grading System) (CBGS)
Syllabus for the Batch From Year 2025 To Year 2027

SEMESTER – IV

GROUP 'A': ACCOUNTING & FINANCE
MCO04005T: FINANCIAL MARKETS AND FINANCIAL SERVICES

Credits: 4-0-0

Time: 3 Hours **Max. Marks: 100**

Instructions for the Paper Setters:-
Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION-A

- Indian Financial System: Meaning, Structure, Role and Deficiencies
- Development Banking in India: Evolution, Structure, Promotional Role, Resource Planning and Mobilisation, Project Evaluation and Follow Up, Performance Evaluation. Recent Developments in Development Banking.
- Reserve Bank of India: Organization and Management, Monetary Policy, Technique of Monetary control, Liquidity Adjustment Facility.

SECTION-B

- NBFCs: Concepts, RBI Guidelines, Progress, problems and Prospects.
- Banking Sector Reforms in India-Implementation Status.
- Factoring Services in India
- Venture Capital Financing in India.

SECTION-C

- CCIL: Role and Functions.

- Repos: Concept, Process and Progress in India
- Govt. Securities Market in India
- Call Money Market in India
- Treasury Bills Market in India

SECTION-D

Commercial Paper and Certificate Deposit Market in India.

- Securitization: Concept, Process and Progress in India.

SEMESTER – IV

Suggested Readings:

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

Web Sites: -

1. www.rbi.org.in
2. www.nsdl.com
3. www.licindia.com
4. www.sebi.gov.in
5. www.nabard.org
6. www.ifciltd.com

SEMESTER – IV

GROUP 'A': ACCOUNTING & FINANCE
MCO04006T: CORPORATE TAX LAW AND PLANNING

Credits: 4-0-0

Time: 3 Hours **Max. Marks: 100**

Instructions for the Paper Setters

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

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SECTION-A

- **Tax Planning, Tax Avoidance & Tax Evasion:** Meaning, features and basic differences between tax planning, avoidance and evasion; various tools of tax evasion; Tax Management and its scope.
- **Corporate Tax**: Residential status of a company, Computation of total income and tax liability of companies, Minimum alternate tax.
- **Deductions** from Gross Total Income u/s 80 related to company assesse.

SECTION-B

- **Tax deduction or collection at source**, Advance payment of tax for company assesses.
- **Tax Planning for company assess** with reference to location and type of business.
- **Tax Planning in relation to Forms of Organisation:** Sole Proprietary; Partnership and Company form of Organisation from tax planning point of view.

SECTION-C

- T**ax incentives to Newly Established Industrial Undertakings:** In Special Economic Zones u/s 10 AA and for exporters.
- Tax planning in respect of Amalgamation or Demerger.
- **Tax Planning and Financial Management Decisions**: Tax Planning relating to Capital structure decisions, Dividend Policy, Inter-Corporate Dividend and Bonus shares.

SECTION-D

- **Tax Planning and Management Decisions**: Own or Lease Decision, Make or Buy Decision, Sale of Asset used for Scientific Research, Decision relating to Repair, Replace, Renovation of an Asset, Shut-down or Continue Decision.
- **Taxability of Dividend from Company and investors point of view.**
- **Avoidance of Double Taxation**

Suggested Readings:

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

SEMESTER – IV

GROUP 'B': BUSINESS STUDIES
MCO04007T: GOODS AND SERVICES TAX (GST)

Credits: 4-0-0

Time: 3 Hours **Max. Marks: 100**

Instructions for the Paper Setters

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION-A

GST Act 2017: Overview, Constitutional aspects, Implementation, Liability of Tax Payer, GST Council, Brief Introduction to IGST, CGST, SGST and UGST. Levy and collection.
Exemption from GST: Introduction, Composition Scheme and remission of Tax.

SECTION-B

Registration: Introduction, Registration Procedure, Special Persons, Amendments / Cancellation.
Supply: Concept, including composite supply, mixed supply, interstate supply, intra-state supply, supply in territorial waters, place and time of supply.

SECTION-C

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

SECTION-D

Returns: various returns to be filed by the assesses like GSTR1, GSTR2, GSTR3, GSTR3B
GST Portal: Introduction , GST Eco-system, GST Suvidha Provider (GSP), Uploading Invoices, **Authorities, Penalties, Appeals**.
Suggested Readings:

Suggested Readings:

1. Taxmann: Taxmann's GST Manual 2017. Taxman, Publications (P) Ltd.
2. Datey V.S., Taxmann's GST Ready Reckoner Taxman, Publications (P) Ltd.
3. Gupta S.S., GST-How to meet your obligations 2017. Taxman, Publications (P) Ltd.
4. Dr. H.C. Mehrotra Prof. V.P. Aggarwal's Goods & Service Tax. Sahitra Bhawan Publications.
5. www.cbec.gov.in

SEMESTER – IV

GROUP 'B': BUSINESS STUDIES

MCO04008T: ENTREPRENEURSHIP DEVELOPMENT AND PROJECT MANAGEMENT

Credits: 4-0-0

Time: 3 Hours **Max. Marks: 100**

Instructions for the Paper Setters

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION-A

- Entrepreneurship: Concepts, Traits, types, characteristics, classification and types, nature and functions. Theory of Entrepreneurship.
- Entrepreneurship: Developing corporate entrepreneurship.
- Understanding Entrepreneurship perspective. Entrepreneurship motivation. Developing Creativity and Understanding Innovation.

SECTION-B

- Ethics and Social Responsibility of an Entrepreneur. Entrepreneurial Skills.
- Role of Entrepreneurship in Economic Development.
- Entrepreneurial Decision Process.

SECTION-C

- Environmental Assessment: Macro and Micro View.
- Project Management Concept. Generation and screening of project ideas: Sources and Methods. Feasibility Study. Managing Risk in Project Network Technique for Project Management, Time and Cost Overrun.

SECTION-D

- Market and Demand Analysis.
- Technical Analysis.
- Financial Analysis,
- Social Cost Benefit Analysis,
- Developing an Effective Business Plan.

Suggested Readings:

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

SEMESTER – IV

GROUP 'B': BUSINESS STUDIES

MCO04009T: BUSINESS ETHICS & ENVIRONMENT MANAGEMENT

Credits: 4-0-0

Time: 3 Hours **Max. Marks: 100**

Instructions for the Paper Setters

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION-A

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

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

SECTION-B

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

SECTION-C

Energy Management : Fundamentals-Fossil Fuels use, Energy production and trade,
Energy, Balance ; Ecosystem Concepts, Basic Concepts and their application in Business,

Industry Ecology and Recycling Industry, Environmental Management System, EMS Standards, ISO 14000

SECTION-D

Environmental Auditing. Clearance / Permissions for establishing industry, Environmental Management & Valuation. Environmental Accounting, Economics-Environmental Taxes Shifts, Green Funding, Corporate Mergers, Environmental Ethics, Environmental Management Trade and Environmental Managemental, Debt and Environment, GATT/WTO Provisions, Environmental Laws. Acts, Patents, IPRS, Role of NGO'S PIL ; Pollution & Waste Management-Air, Water, Dams and their role ; Forest products and Trade, Role of Biodiversity in International Trade, Approaches to Corporate Ethics, Bio-ethics.

SEMESTER – IV

Suggested Readings

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

SEMESTER – IV

GROUP 'C': INTERNATIONAL BUSINESS

MCO04010T: INTERNATIONAL FINANCIAL MARKETS AND FOREIGN EXCHANGE

Credits: 4-0-0

Time: 3 Hours **Max. Marks: 100**

Instructions for the Paper Setters:-

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION-A

History of the International Financial System -The rise and Fall of Bretton Woods, Globalisation and the Growth of Derivatives, The Crash of 1994-96 and Beyond, Euro-currency Market , Euro-banking and Euro-currency Centers, Deposit Dealing and the Term Structure of Euro-currency Rates, Euro-currency Futures and Options, Syndicated Euro-credits, International Bond Markets-Introduction, New Issue Procedures in the Eurobond Markets, Eurobond Valuation and Hedging,

SECTION-B

Interest Rates and Currency Swaps, Pricing Option, Features of International Bonds, Forecasting and the Image of the Future-Central Banks and the Balance of Payments,

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

SECTION-C

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

SECTION-D

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

Suggested Readings:

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

SEMESTER – IV

GROUP 'C': INTERNATIONAL BUSINESS
MCO04011T: INTERNATIONAL FINANCIAL MANAGEMENT

Credits: 4-0-0

Time: 3 Hours **Max. Marks: 100**

Instructions for the Paper Setters:-

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attemptedfrom any Section.

SECTION-A

- Foreign Exchange System: The Internationalization of Business and Finance, Alternative Exchange Rate Systems; International monetary system, The European Monetary System.
- Foreign Exchange Rate Determination: Introduction to spot market and Forward Market; Setting the Equilibrium Spot Exchange Rate; Factors affecting Currency Value: BOP Approach & Asset Market Approach; Role of Central Bank in Determination of Exchange Rates; Parity conditions in International Finance: Arbitrage and Law of One Price; Purchasing Power Parity; Fisher Effect; Fisher Effect in International Context.

SECTION-B

- Currency Forecasting: Interest Rate Parity Theory, The relationship between forward and future spot rate ,Currency Forecasting;
- Balance of payments: Balance of Payment Categories: Current Account, Capital Account, Official Reserves Account; Balance of Payment: The International flow of goods, services and capital, Coping with current account deficit.

SECTION-C

- Country Risk Analysis: Country Risk Analysis, Measuring & Managing Political Risk, Firm Specific Risks; Country Risk Analysis: Study of Economic & Political Factors Posing Risk,
- Measuring & Managing Various Exposures: Transaction Exposure Operating Exposure, Translation Exposure. Risk Hedging-An Introduction

SECTION-D

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

Suggested Readings:

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

SEMESTER – IV

GROUP 'C': INTERNATIONAL BUSINESS
MCO04012T: INTERNATIONAL MARKETING

Credits: 4-0-0

Time: 3 Hours **Max. Marks: 100**

Instructions for the Paper Setters:-

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION-A

International Marketing-Definition, Concept And Setting; Distinctions between International Trade, Marketing and Business; Economic Environment of International Marketing; International Institutions-World Bank, IMF, UNCTAD, GATT, Customs Union, Common Markets, Free Trade Zones, Economic Communities;

SECTION-B

Constraints on International Marketing -Fiscal and Non-fiscal Barriers, Non-tariff Barriers; Trading Partners.

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

SECTION-C

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

SECTION-D

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

Suggested Readings:

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

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

SEMESTER – IV

GROUP 'D': MARKETING MANAGEMENT
MCO04013T: ADVERTISING AND SALES MANAGEMENTS

Credits: 4-0-0

Time: 3 Hours **Max. Marks: 100**

Instructions for the Paper Setters

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION-A

Introduction to Advertising

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

Behavioral Dynamics – The DAGMAR Approach, Hierarchy of Effects Model, New Adopter Model, AIDA Model;
Advertising and Product Life Cycle;

SECTION-B

Developing Segmentation and Positioning Strategies for Advertising – Segmenting on the Basis of Usage Patterns and Commitment Level, Segmenting Business Markets, Formulating Positioning Strategy, Benefit Positioning, User Positioning and Competitive Positioning;
Ethical Aspects of Advertising – Misleading Advertising, Deceptive Advertising and Shock Advertising;
Economic Effects and Legal Aspects of Advertising;

SECTION-C

Managing an Advertising Program:

Message Structure – Appeals, Copy, Layout;
Advertising Media – Media Planning, Media Selection and Scheduling;
Measuring Advertising Effectiveness – Pre-testing and Post-testing copy;
Advertising Budget – Top Down Methods: Affordable Method, Percentage of Sales Method, Competitive Parity Method; Build-up Approach: Objective and Task Method;
Advertising Agencies – Types, Role and Functions;
Social and Cultural Consequences of Advertising – Advertising and Stereotyping;

SECTION-D

Sales Management:

Nature and Scope of Sales Management, Personal Selling Objectives;
Sales Force Organization – Nature and Types;
Sales Force Recruitment – Process and Sources;
Sales Force Selection Process;
Managing Sales Training Programs – Need and Objectives;
Motivating Sales Personnel – Significance, Financial and Non-Financial Reward System, Sales Meetings and Sales Contests;
Designing Sales Territories and Sales Quotas – Objectives and Types;
Developing and Managing Sales Evaluation Program.

SEMESTER – IV

Suggested Readings:

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

Master of Commerce
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SEMESTER – IV

GROUP 'D': MARKETING MANAGEMENT
MCO04014T: BRAND AND DISTRIBUTION MANAGEMENT

Credits: 4-0-0

Time: 3 Hours **Max. Marks: 100**

Instructions for the Paper Setters:-
Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION-A

Brand Management:
Brands and Brand Management: Meaning, Importance of brands; Concept of Brand Equity.
Brand Loyalty: Meaning and Measuring, Brand Loyalty; Strategic Value of Brand Loyalty; Maintaining and Enhancing Brand Loyalty.
Customer Based Brand Equity: Defining Customer based Brand Equity; Brand Knowledge; Sources of Brand Equity – Brand Awareness, Brand Image; Building a Strong Brand – Brand Building Blocks, Brand Salience, Brand Performance, Brand Imagery, Brand Judgments, Brand Feelings, Brand Resonance.
Brand Positioning: Identifying and Establishing Brand Positioning;

SECTION-B

Concept of brand personality
Brand Associations: Product Attributes, Intangibles, Customer Benefits, Relative Price, Use/Application, User/Customer Leveraging Secondary Brand Association: Country of Origin, Co-branding, Licensing Celebrity Endorsement.
Designing and Implementing Branding Strategies: Brand-Product Matrix; Brand Hierarchy; Brand Extensions.
Measuring and Interpreting Brand Performance: Measuring sources of brand equity; Qualitative Research Techniques: Free association, Projective Techniques; Quantitative Research Techniques: Awareness, Image.
Brand Valuation Methods.

SECTION-C

Retail Management:
Introduction to Retailing: Nature and Scope of Retailing, Types of Retail Formats, Retail Franchising: Concept, Types, Advantages and Disadvantages.
Retail Locations: Types of Retail Locations; Steps involved in choosing a Retail Location; Methods of Evaluating a Trading Area.
Retail Merchandising: Concept of Merchandising; Planning Merchandising assortments.

SEMESTER – IV

SECTION-D

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

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

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

Suggested Readings:

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

SEMESTER – IV

GROUP 'D': MARKETING MANAGEMENT
MCO04015T: SERVICES MARKETING

Credits: 4-0-0

Time: 3 Hours **Max. Marks: 100**

Instructions for the Paper Setters:-

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION-A

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

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

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

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

SECTION-B.

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

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

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

SECTION-C

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

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

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

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

SEMESTER – IV

SECTION-D

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

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

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

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

Suggested Readings:

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