

Structure of Program for Master of Commerce (M.Com.)
Semester System based on Choice Base Credit System (CBCS)
Effective from the Academic Year 2010-2011
At
Department of Commerce and Business Administration,
Saurashtra University, Rajkot.

Scheme of Master of Commerce (M.Com.) Semester System Syllabus

Paper No.	Paper Type	Course Code	Title of the Paper	Credit	Hours Per Week	Total Marks (Internal + External)
Semester-I						
Core Course						
MC-1.1	CORE COURSE- 1	CCT-01	Marketing Management	04	4	30 + 70 = 100
MC-1.2	CORE COURSE- 2	CCT-02	Business Environment	04	4	30 + 70 = 100
MC-1.3	CORE COURSE- 3	CCT-03	Corporate Financial Accounting	04	4	30 + 70 = 100
Elective Course (Any One of the following Subject to the Same Specialization Group in All Four Semester)						
Specialization Group-A (Accounting & Taxation)						
MC-1.4	Elective Course-1	ECT-01	Accounting & Taxation-Paper -I	04	4	30 + 70 = 100
Specialization Group-B (Banking & Finance)						
MC-1.4	Elective Course-1	ECT-01	Security Analysis	04	4	30 + 70 = 100
Specialization Group-C (Marketing)						
MC-1.4	Elective Course-1	ECT-01	Services Marketing	04	4	30 + 70 = 100
Inter / Multi Disciplinary Course						
MC-1.5	Inter Disciplinary Course-1	ICT-01	Operations of Stock Exchanges	04	4	30 + 70 = 100
Total				20	20	150 + 320 = 500

Semester-II						
Core Course						
MC-2.1	CORE COURSE - 4	CCT-04	Corporate Accounting	04	4	30 + 70 = 100
MC-2.2	CORE COURSE - 5	CCT-05	Business Research	04	4	30 + 70 = 100
MC-2.3	CORE COURSE - 6	CCT-06	Financial Management	04	4	30 + 70 = 100
Elective Course (Any One of the following Subject to the Same Specialization Group in All Four Semester)						
Specialization Group-A (Accounting & Taxation)						
MC-2.4	Elective Course-2	ECT-02	Accounting & Taxation Paper-II	04	4	30 + 70 = 100
Specialization Group-B (Banking & Finance)						
MC-2.4	Elective Course-2	ECT-02	Portfolio Management	04	4	30 + 70 = 100
Specialization Group-C (Marketing)						
MC-2.4	Elective Course-2	ECT-02	Consumer Behavior	04		30 + 70 = 100
Inter / Multi Disciplinary Course						
MC-2.5	Inter Disciplinary Course-2	ICT-02	Management of Self & Career	04	4	30 + 70 = 100
Total				20	20	150 + 350 = 500

Semester-III**Core Course**

MC-3.1	CORE COURSE – 7	CCT-07	Accounting for Managerial Decisions	04	4	30 + 70 = 100
MC-3.2	CORE COURSE – 8	CCT-08	Corporate Legal Framework	04	4	30 + 70 = 100
MC-3.3	CORE COURSE - 9	CCT-09	Organizational Behavior	04	4	30 + 70 = 100

Elective Course (Any Two of the following Subject to the Same Specialization Group in All Four Semester)**Specialization Group-A (Accounting & Taxation)**

MC-3.4	Elective Course-3	ECT-03	Accounting & Taxation Paper-III	04	4	30 + 70 = 100
MC-3.5	Elective Course-4	ECT-04	Accounting & Taxation Paper -IV	04	4	30 + 70 = 100

Specialization Group-B (Banking & Finance)

MC-3.4	Elective Course-3	ECT-03	Financial Institutions & Markets	04	4	30 + 70 = 100
MC-3.5	Elective Course-4	ECT-04	Project Planning & Control	04	4	30 + 70 = 100

Specialization Group-C (Marketing)

MC-3.4	Elective Course-3	ECT-03	Product and Brand Management	04	4	30 + 70 = 100
MC-3.5	Elective Course-4	ECT-04	International Marketing	04	4	30 + 70 = 100

Total				20	20	150 + 350 = 500
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Semester-IV

Core Course

MC-4.1	CORE COURSE – 10	CCT-10	Managerial Economics	04	4	30 + 70 = 100
MC-4.2	CORE COURSE – 11	CCT-11	Strategic Management	04	4	30 + 70 = 100
MC-4.3	CORE COURSE - 12	CCT-12	Advanced Research Applications	04	4	30 + 70 = 100

Elective Course (Any Two of the following Subject to the Same Specialization Group in All Four Semester)

Specialization Group-A (Accounting & Taxation)

MC-4.4	Elective Course-5	ECT-05	Accounting & Taxation Paper -V	04	4	30 + 70 = 100
MC-4.4	Elective Course-6	ECT-06	Accounting & Taxation Paper –VI Research Report	04	4	30 + 70 = 100

Specialization Group-B (Banking & Finance)

MC-4.4	Elective Course-5	ECT-05	International Financial Management	04	4	30 + 70 = 100
MC-4.4	Elective Course-6	ECT-06	Banking & Finance Paper-VI Research Report	04	4	30 + 70 = 100

Specialization Group-C (Marketing)

MC-4.4	Elective Course-5	ECT-05	Retailing & Distribution Management	04	4	30 + 70 = 100
MC-4.4	Elective Course-6	ECT-06	Marketing Paper –VI Research Report	04	4	30 + 70 = 100

Total

				20	20	150 + 350 = 500
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GRAND TOTAL FOR ALL FOUR SEMESTERS

				80	80	600+1400=2000
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Semester - I

CORE COURSE- 1

Credits 4

MARKETING MANAGEMENT

Objective:

The objective of this course is to facilitate understanding of the conceptual framework of marketing and its applications in decision making under various environmental constraints.

Course Inputs

Unit 1.

Introduction: Concept, nature, scope and importance of marketing; Marketing concept and its evolution; Marketing mix; Strategic marketing planning- an overview.

Unit 2.

Market Analysis and Selection: Marketing environment -macro and micro components and their impact on marketing decisions; Market segmentation and positioning; Buyer behaviour; Consumer versus organisational buyers; Consumer decision-making process.

Unit 3.

Product Decisions: Concept of a product; Classification of products; Major product decisions; Product line and product mix; Branding; Packaging and labeling; Product life-cycle -strategic implications; New product development and consumer adoption process.

Pricing Decisions: Factors affecting price determination; Pricing policies and strategies; Discounts and rebates.

Unit 4.

Distribution Channels and Physical Distribution Decisions: Nature, functions, and types of distribution channels; Distribution channel intermediaries; Channel management decisions; Retailing and wholesaling.

Unit 5.

Promotion Decisions: Communication process; Promotion mix -advertising, personal selling, sales promotion, publicity and public relations; Determining advertising budget; Copy designing and its testing; Media selection; Advertising effectiveness; Sales promotion -tools and techniques.

References

1. Kotler, Philip and Gary Armstrong: Principles of Marketing , Prentice Hall, New Delhi.
2. Kotler, Philip: Marketing Management-Analysis, Planning, Implementation and Control, Prentice Hall, New Delhi.
3. Majumdar, Ramanuj: Product Management in India, Prentice Hall, New Delhi.
4. Me Carthy, E. Jenome and William D., Perreault Jr: Basic Marketing: Managerial Approach, Richard D. Irwin, Homewood, Illinois.
5. Ramaswamy.V.S and Namakumari.S: Marketing Management, MacMillan India, New Delhi.
6. Srinivasan, R: Case Studies in Marketing: The Indian Context, Prentice Hall, New Delhi.
7. Stanton, William J., and Charles Futrell: Fundamentals of Marketing; McGraw Hill Publishing Co., New York.
8. Still, Richard R, Edward W, Cundiff and Norman A.P. Govoni: Sales Management: Decisions, Strategies and Cases, Prentice Hall, New Delhi.

BUSINESS ENVIRONMENT**Objective:**

This course develops ability to understand and scan business environment in order to analyze opportunities and take decisions under uncertainty.

Course Inputs**Unit 1.**

Theoretical Framework of Business Environment: Concept, significance and nature of business environment; Elements of environment -internal and external; Changing dimensions of business environment; Techniques of environmental scanning and monitoring.

Unit 2.

Economic Environment of Business: Significance and elements of economic environment; Economic systems and business environment; Economic planning in India; Government policies -industrial policy, fiscal policy, monetary policy, EXIM policy; Public Sector and economic development; Development banks and relevance to Indian business; Economic reforms, liberalisation and structural adjustment programmes.

Unit 3.

Political and Legal Environment of Business: Critical elements of political environment; Government and business; Changing dimensions of legal environment in India; MRTP Act, FEMA and licensing policy; Consumer Protection Act.

Unit 4.

Socio-Cultural Environment: Critical elements of socio-cultural environment; Social institutions and systems; Social values and attitudes; Social groups; Middle class; Dualism in Indian society and problems of uneven income distribution; Emerging rural sector in India; Indian business system; Social responsibility of business; Consumerism in India.

Unit 5.

International and Technological Environment: Multinational corporations; Foreign collaborations and Indian business; Non-resident Indians and corporate sector; International economic institutions - WTO, World Bank.

References

1. Adhikary, M: Economic Environment of Business, Sultan Chand & Sons. New Delhi.
2. Ahluwalia, I.J: Industrial Growth in India, Oxford University Press, Delhi.
3. Alagh, Y.K: Indian Development Planning and Policy, Vikas Pub, New Delh
4. Aswathappa, K: Legal Environment of Business, Himalaya Publication, Delhi.
5. Chakravarty, S: Development Planning, Oxford University Press, Delhi.
6. Ghosh, Biswanath: Economic Environment of Business, Vikas Publication, New Delhi.
7. Govt. of India: Economic Survery, various issues.
8. Raj Agrawal and Parag Diwan, Business Environment: Excel Books, New Delhi. Ramaswamy, V.S. and Nama Kumari: Stretegic Planning for Corporate Success, Macmilla, New Delhi.
9. Sengupta N. K.: Government and Business in India, Vikas Publication, New Delhi.

CORPORATE FINANCIAL ACCOUNTING**Objective**

The objective of this course is to enable students to understand accounting concepts, tools and techniques used for managerial decisions.

Course Inputs**Unit 1.**

Final Accounts and Financial Statements of Companies (Advance level problems including managerial Remuneration)

Unit 2.

Accounting issues relating to Amalgamation (As per Indian AS – 14)

Unit 3.

Accounting issues relating to Absorption and Reconstruction of companies. (As per Indian AS – 14)

Unit 4.

Lease Accounting. (As per Indian AS – 19)

Unit 5.

Earning Per Share. (As per Indian AS – 20)

Note: 70% Marks for the Practical Problems.
30% Marks for the Theory.

References:**Name of Book****Author**

- | | |
|--|----------------------------------|
| 1. Financial Accounting | - P.C.Tulsian |
| 2. Advanced Accounts | - M.C.Shukla & - T.S. Grewal |
| 3. Advanced Accountancy | - H.Chakraborty |
| 4. Accountancy | - Dr. S.Kr. Paul |
| 5. Advanced Accounting | - S.N.Maheshwari |
| 6. Advanced Accounting | - R.L.Gupta & - M.Radhaswamy |
| 7. Advanced Accounting | - B.M. Agrawal & - M.P. Gupta |
| 8. Accounting standards | - D.S.Rawat |
| 9. Advanced Accounting | - Ashok Sehgal & - Deepak Sehgal |
| 10. Advance Accounting | - Gupta & Gupta |
| 11. Modern Accounting | - Mukherjee |
| 12. Accounting Standards and Corporate Practices | - Sanjiv Agarwal |
| 13. Advanced Accounts [Theory and Practical] | - J.R.Monga and Others |
| 14. Advanced Accountancy | - M.A.Arulanandam K.S.Raman |

SPECIALIZATION GROUP-A (ACCOUNTING & TAXATION)

ELECTIVE COURSE-1

Credits 4

ADVANCED MANAGEMENT ACCOUNTING - PAPER – I

Unit-1

Analysis and Interpretation of ROI (Return on Investment)

Unit-2

Analysis and Interpretation of GVA (Gross Value added) & NVA (Net Value Added)

Unit-3

Analysis and Interpretation of EVA (Economic Value Added) & MVA (Market Value Added)

Unit-4

BSC (Balanced Score Card) and Bench Marking)

Unit-5

Financial Analysis and Planning

- Ratio Analysis for Performance Evaluation and Financial Strengths.
- Application of Ratio Analysis in Decision Making.

Note: 80 % Marks for Practical Problems and 20 % Marks for theory questions.

References:

<u>Name of Book</u>	<u>Author</u>
1. Management Accountancy	- J.Batty
2. Principles & Management Accounting	- Manmohan & S.N. Goyal
3. Management Accounting	- Khan & Jain
4. Management Accounting	- S.P. Gupta
5. Management Accounting	- Guruprasad Murthy
6. Management Accountancy	- S.B. Chowdhary
7. Management Accounting	- M.Y. Khan
8. Management Accounting	- Hingorani
9. Management Accounting	-N.P.Srinivasan
10. Management Accounting	- P.V. Rathnam
11. Management Accounting and Financial Control	- S.N.Maheshwari
12. Management Accounting	-Jagwant Singh – Rantej Paul
13. Management Accounting Principles	- Anthony Robert N. & Reece, James S.
14. Management Accounting	- Moore, Carl L. & Jardiche Robert K.
15 Accounting for Management Text and Cases	- S.B.Bhattacharya – John Dearden
16.Modern Management Accounting	- Nelson A. Tom & Miller, Paul B.

SPECIALIZATION GROUP-B (BANKING & FINANCE)

ELECTIVE COURSE-1

Credits 4

SECURITY ANALYSIS

Objective: The Objective of this course is to help students understand various issues in Security analysis.

Course Inputs:

Unit 1.

Investments:

Nature and scope of investment analysis, Elements of investments
Avenues of investment, Approaches to investment analysis, Concept of return and risk,
Securities return and risk analysis, Measurement of risk and return.

Unit 2.

Financial Assets:

Types and their characteristics, Source of financial information.

Unit 3.

Public Issue:

SEBI guidelines on public issue; Size of issue; Pricing of issue; Promoters contribution;
Appointment of merchant bankers; Underwriting; Brokers; Registrars; Managers, Bankers &
Allotment of shares

Unit 4.

Secondary Market:

Role, Importance, Types of brokers; Trading mechanism; Listing Of security;
Depository – Role, and Need ; Depository Act – 1996.

Valuation Of Securities:

Bonds; Debentures; Preference shares; and Equity Shares.

Unit 5.

Fundamental Analysis:

Economic Analysis; Industry Analysis and Company Analysis.

Technical Analysis:

Trends, Indicators, Indices and moving averages applied in technical analysis.

References

1. Security analysis and portfolio management--P. Pandian
- 2 Investment analysis and portfolio management—Madhumati. Rangarajan
- 3 Agarwala, K.N. and Deeksha Agarwala: Bulls, Bears and The Mouse, Macmillan, New Delhi.
- 4.Cheney, J. and E. Muses: Fundamentals of Investments, Paul, New York.
5. Clark, James Francis: Investment- Analysis and Management, McGraw Hill , International Edition.
6. Dalton, John M: How the Stock Markets Works, Prentice Hall, Delhi.
7. Domodran: Investment Valuation, John Wiley, New York.
8. Fabozzi, Frank J: Investment Management, Prentice Hall, International Edition
9. Fischer, Donald, E. and Ronald, J. Jordan: Security Analysis and portfolio Management, Prentice Hall, Delhi.

SPECIALIZATION GROUP-C (MARKETING)

ELECTIVE COURSE-1

Credits 4

SERVICES MARKETING

Objective:

This course acquaints students with the basic issues in services marketing and customer relationship management.

Course Inputs

Unit-1

Importance of Services Sector: Nature and types of services; Difference between services and goods marketing; Services marketing triangle.

Unit -2

Environment for Services Marketing: Macro and micro environments; Understanding service customers -models of service consumer behaviour; Customer expectations and perception; Service quality and GAP model.

Unit -3

Market Segmentation and Selection: Service market segmentation; Targeting and positioning.

Unit- 4

Services Marketing Mix: Need for expanded marketing mix; Planning for service offer; Pricing, promotion and distribution of services; Management of people, process and physical evidence; Matching of demand for and supply of services.

Unit- 5

Service Marketing Applications: Marketing of financial, hospitality, hospital, tourism and educational services; International marketing of services and GATS.

References

1. Christopher, H. Lovelock: Service Marketing; Prentice Hall, New Jersey.
2. Payne, Adrian: The Essence of services Marketing, Prentice Hall, New Delhi.
3. Shankar Ravi: Service Marketing - The Indian Experience, South Asia Publication, New Delhi.
4. Zeithaml, V.A. and M.J Bitner: Services Marketing, McGraw Hill, Inc, New York.

INTER / MULTI DISCIPLINARY COURSE

INTER DISCIPLINARY COURSE-1

Credits 4

OPERATIONS OF STOCK EXCHANGE

Objectives

This course aims at equipping students with the practical knowledge about the functioning of primary markets and stock exchanges.

Course Inputs

Unit1.

Capital Market

Primary Market

Secondary Market

Unit 2.

Organization of Stock Exchanges with special reference to NSE & BSE

Unit 3.

Trading Mechanism on stock exchange

Evolution and functioning of online trading

Regulatory Framework

SEBI Act 1992, SCRA-1956, NSE/BSE Guidelines.

Risk and Surveillance System

Unit 4.

Advent of Dematerialisation,

CDSL & NSDL

Unit 5

Products Traded on Stock Exchanges

Equity, Derivatives, Futures, Options, Currency, ETF, Mutual Funds, etc.

References :

1. Bulls, Bears & the mouse-Dr. Kamlesh Agrawal and Deksha Agrawala, Macmillan India Limited.
2. Dalton, John M.: How the Stock Market Works, Prentice Hall, New Delhi.
3. Gupta, L.C.: Stock Exchange Trading in India; Society for Capital Market Research and Development, Delhi.
4. Machi Raju, H.R: Merchant Banking; Wiley Eastern Ltd.; New Delhi.
5. Machi Raju, H.R: Working of Stock Exchanges in India; Wiley Eastern Ltd.; New Delhi.
6. Web site of bseindia.com, nse-india.com.
7. Chandratre KR.; et al: Capital Issue, SEBI & Listing; Bharat Publishing House, New Delhi.
8. Donald E. Fisher, Ronald J. Jordan: Security Analysis and Portfolio Management; Prentice Hall, New Delhi.
9. Raghunathan V: Stock Exchanges and Investments; Tata McGraw Hill, New Delhi.
10. www.nseindia.com - NCFM
11. www.bseindia.com - BCFM

Semester –II

CORE COURSE – 4

Credits 4

CORPORATE ACCOUNTING

Objective

The objective of this course is to enable students to understand accounting concepts, tools and techniques used for managerial decisions.

Course Inputs

Unit 1.

Managerial Decision Making : Concept of Marginal cost, Variable cost, Direct cost, Relevant cost, Irrelevant cost, Controllable cost, Uncontrollable cost, pocket cost, sunk cost, opportunity cost, differential cost, Marginal costing, absorption costing, differential costing, relevant costing, practical application of managerial decision.

Unit 2

Assets – Liability Management

Unit 3.

Analysis and interpretation of Financial Statement and Final Accounts.

Meaning objectives – Types - Tools and Techniques.

1. Comparative Financial Statement
2. Trend Percentages
3. Common Size Statement

Interpretation of final accounts from the view point of various parties viz. (A) Banker (B) Creditors (C) Share holders (D) Investors (E) Employees.

Unit 4.

Accounting for Holding and Subsidiary Companies.

(Advanced Level Practical Problems)

- Consolidated balance sheet of more than one subsidiary company .
- Foreign Companies as per Indian AS-21 and 23.

Unit 5.

Corporate Governance

Note: 70% Marks for the Practical Problems. 30% Marks for the Theory.

References

- | <u>Name of Book</u> | <u>Author</u> |
|----------------------------|------------------------------|
| 1. Financial Accounting | - P.C.Tulsian |
| 2. Advanced Accounts | - M.C.Shukla & - T.S. Grewal |

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| 3. Advanced Accountancy | - H.Chakraborty |
| 4. Accountancy | - Dr. S.Kr. Paul |
| 5. Advanced Accounting | - S.N.Maheshwari |
| 6. Advanced Accounting | - R.L.Gupta & - M.Radhaswamy |
| 7. Accounting Standards and Corporate Practices | - Sanjiv Agarwa |
| 8. Advanced Accounts [Theory and Practical] | - J.R.Monga |
| 9. Corporate Governance | - (Published by ICSI – 2004) |
| 10. Advanced Management Accounting | - Ravi M. Kishore |
| 11. Advanced Cost Accounting | -Nigam and Sharma |

CORE COURSE – 5
BUSINESS RESEARCH

Credits 4

Objective

The objective of this course is to make the students to learn the application of statistical tools and techniques for decision making.

Course Inputs

Unit1.

Business research - A theoretical framework : concept of business research, importance of research in business decisions, business research process, business research design.

Unit 2

Organisation of business research :

Defining business research problem,
formulation of hypotheses, testing of hypotheses, experimental design.

Unit3

Data collection in business research : Methods and techniques of data collection, sampling and sampling design, questionnaire designing and development.
Attitude measurement and scaling.

Unit 4

Data processing and analysis in business research : Coding tabulation, data presentation, description and inferences from sample data, analysis of association. Multi-variate analysis regression analysis, discriminant analysis, factor analysis, cluster analysis and multi-dimensional scaling.

Unit 5.

Report writing and presentation in business research : Substance of report writing and presentation, presentation of business research reports.

References

1. William G.Zikm , Business Research Methods, The Dryden Press, New York.
2. Green Paul, Full Donald, Research for Marketing Decisions, Holt Rinehart and Winston, New York.
3. Rigby Paul H., Conceptual Foundation of Business Research, Wiley and Sons, New Delhi.
4. Clover Vernon T. and Howard Basley, Business Research Methods, Ohio Grid Publishing, Columbus.
5. Michel V.P., Research Methodology in Management, Himalaya, Bombay.
6. Emory C.William, Business Research Methods, Macmillan Publishing Co., New York.
7. Richard Levis, Statistics for Management, PHI, New Delhi.
8. Berenson, Canol and Raymond Colton, Research and Report Writing for Business and Economic, Random House, New York.
9. Edward F. Reading in Market Research, The British Market Research Bureau, London. Robert Ferber, Handbook of Marketing Research, McGraw Hill, New York.

FINANCIAL MANAGEMENT**Objective**

The objective of this course is to help students to understand the conceptual frame work of financial management and its applications under various environmental constraints.

Course Inputs**Unit 1**

Financial Management : Meaning, nature and scope of finance, Financial goal – profit vs. wealth maximisation, Finance functions – investment, financing and dividend decisions.

Unit 2.

Capital Budgeting : Nature of investment decisions; Investment evaluation criteria ; net present value, internal rate of return, profitability index, payback period, accounting rate of return, NPV and IRR comparison, Capital rationing. Risk analysis in capital budgeting.

Unit 3.

Cost of Capital : Meaning and significance of cost of capital calculation of cost debt. preference capital equity capital and retained earnings combined cost of capital (weighted) cost of equity and CAPM.

Capital Structure Theories: Traditional and M.M. hypothesis without taxes and with taxes. Determining capital structure in practice.

Unit 4.

Operating and Financial Leverage : Measurement of leverages, Effects of operating and financial leverage on profit. Analysis of alternate financial plans. Combined, financial and operating leverage.

Unit 5.

Dividend Policies : Issues in dividend decisions, Walter's Model's ;Gordon's model, M-M hypothesis, dividend and uncertainty relevance of dividend; Dividend policy in practice, Forms of dividends; stability in dividend policy, Corporate dividend Behavior.

References :

1. Bhattacharya, Hrishikas : Working Capital Management: Strategies and Techniques, Prentice Hall, New Delhi.
2. Brealey, Richard A and Steward C. Myers : Corporate Finance, McGraw Hill Int. Ed. New York. Chandra Prasanna, Financial Management, Tata McGraw Hill, Delhi.
3. Hampton, John: Financial Decision Making, Prentice Hall, Delhi.
4. Pandey, I. M., Financial Management, Vikas Publishing House, Delhi.
5. Van Horne, J.C. and J. M. Wachowicz Jr., Fundamentals of Financial Management, Prentice Hall, Delhi.
6. Block, Stanley B, Geoffrey A Hilt: Foundations of Financial Management; Richard D. Irwin, Homewood, Illinois.
7. Pinches, George E: Essentials of Financial Management; Harper and Row, New York.
8. Khan MY, Jain PK: Financial Management; Tata McGraw Hill, New Delhi.
9. Archer, Stephen, H., Choate G Marc, Racette, George; Financial Management; John Wiley, New York.

SPECIALIZATION GROUP-A (ACCOUNTING & TAXATION)
ELECTIVE COURSE-2

Credits 4

ADVANCED MANAGEMENT ACCOUNTING- PAPER-II

Unit .1

Responsibility accounting with control Reports

- Meaning
- Objective
- Application
- Types of Responsibility Centers (Including Advanced level practical problems)

Unit .2

Product Pricing and Transfer Pricing

Unit . 3

Process costing (advanced Level practical problems)

Unit . 4

Inflation Accounting

Unit . 5

Productivity accounting

1. Material
2. Labour
3. Overhead
4. Overall Productivity

Note: 80 % Marks for Practical Problems and 20 % Marks for theory questions.

References:

<u>Name of Book</u>	<u>Author</u>
1. Financial Accounting	- P.C.Tulsian
2. Advanced Cost Accounting	- V.K.Saxena
3. Principles & Management Accounting	- Manmohan S.N. Goyal
4. Cost Accounting	- B.K. Bhar
5. Cost Accounting	- Jain & Narang
6. Cost Accounting	- Jawaharlal
7. Principles and Practice of Cost Accounting	- R.S.Nigam, S.P. Narang & B.C.Shegal
8. Advanced Accounts [Theory and Practical]	- J.R.Monga
9. Advanced Management Accounting	- Ravi M. Kishore
10. Advanced Cost Accounting	-Nigam and Sharma
11. Management Accounting and Financial Control	- S.N.Maheshwari
12. Management Accounting	- Jagwant Singh-Rantej Paul
13. Management Accounting Principles	- Anthony Robert N. & Reece, James S.
14. Management Accounting	- Moore, Carl L. Jaediche Robert K.
15. Inflation Accounting in a Development Economy	- Porwal – Misra
16. Inflation and Accounting Theory	- Rajan Parchure

SPECIALIZATION GROUP-B (BANKING & FINANCE)
ELECTIVE COURSE-2

Credits 4

PORTFOLIO MANAGEMENT

Objective

The objective of this course is to enable students learn various methods of building portfolios, evaluation, and revision under various economic environmental constraints.

Course Inputs

Unit 1.

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

Unit 2.

Portfolio Analysis: Estimating rate of return and standard deviation of portfolio returns; Effects of combining securities; Markowitz risk-return optimisation.

Single Index Model: Portfolio total risk, portfolio market risk and unique risk; Sharpe's optimisation solution.

Unit 3.

Capital Market Theory: Capital market line, security market line; Risk free lending and borrowing; Recent developments.

Factor Models: Arbitrage pricing theory, principle of arbitrage, arbitrage portfolios; Two factor and multi factor models.

Unit 4.

Efficient Market Hypothesis

Unit 5.

Portfolio Construction: Techniques of portfolio construction.

Portfolio Performance Evaluation: Measure of return, risk adjusted measures of performance evaluation, market timing, evaluation criteria and procedures.

.References

1. Barua, Raghunathan and Verma: Portfolio Management, Tata McGraw Hill, Delhi.
2. Clark, James Francis: Investment- Analysis and Management, McGraw Hill, International Edition, New York.
3. Fabozzi, Frank J: Investment Management, Prentice Hall, International Edition, New York.
4. Fischer, D.E. and Jordan R.J: Security Analysis and Portfolio Management, Prentice Hall, Delhi.
5. Sharpe. William F, Gordon J Alexander and J.V Bailly: Investments, Prentice Hall, Delhi.
6. Strong, Robert: Portfolio Construction: Management and Protection, West Publishing Co.
7. Sharpe, William F: Portfolio Theory and Capital Markets, McGraw Hill, New York.
8. Elton Edwin J, Gumber Martin J: Modern Portfolio Theory and Investment Analysis; John Wiley, New York.

SPECIALIZATION GROUP-C (MARKETING)

ELECTIVE COURSE 2

Credits 4

CONSUMER BEHAVIOUR

Objective

This course helps students develop basic understanding of the concepts and theories of consumer and industrial buyer behaviour, and their applications in marketing decision making.

Course Inputs

Unit 1.

Consumer Behaviour Theory and its Application to Marketing Strategy: Consumer buying process; Extensive, limited and routine problem solving behaviours.

Unit 2.

Internal Determinants of Consumer Behaviour: Needs, motivation and involvement; Information processing and consumer perception; Learning; Attitudes and attitude change; Personality; Psychographs; Values and life style.

External Determinants of Buying Behaviour: Family and household influences; Reference groups and social class; Influence of culture; Sub-cultural aspects of consumer behaviour.

Unit 3.

Opinion Leadership and Innovation Diffusion: Opinion leadership - process, measurement, profile; Opinion leadership and firm's promotional strategy; Innovation diffusion and adaptation process; Innovator as opinion leader.

Unit 4.

Models of Consumer and Industrial Buying Behaviour: Concept of economic man, passive man, cognitive man and emotional man; Models of consumer decision making; Industrial buying behaviour and models.

Unit 5.

Cross Cultural Consumer and Industrial Buying Behaviour: Globalisation of consumer markets and marketing implications; Impact of information technology on consumer behaviour.

References

1. Assael, H.: Consumer Behaviour and Marketing, South Western Publishing Co., Ohio.
2. Bennett, P.D. and H.H Kassanjion: Consumer Behaviour, Prentice Hall, New Delhi.
3. Block and Roering: Essentials of Consumer Behaviour, Dryden Press, Chicago.
4. Engel, James F., Roser D. Blackwell and Paul W. Miniard: Consumer Behaviour, Dryden Press, Chicago.
5. Laudon, D.L: Consumer Behaviour, Tata McGraw Hill, New Delhi.
6. Schiffan, Leon G. and Lealie Lazar Kanuk,: Consumer Behaviour, Prentice Hall, Delhi.
7. Wilkie, William L: Consumer Behaviour, John Willey & Sons, New York.
8. Howard JA, Sheth JN: The Theory of Buyer Behaviour; John Wiley, New York

INTER / MULTI DISCIPLINARY COURSE

INTER DISCIPLINARY COURSE-2 MANAGEMENT OF SELF AND CAREER

Credits - 4

Objectives

This course aims at enabling the students understand the concept of personality/self and appreciate the need for personality/ self development as well as managing their careers through it .

Course Inputs

Unit1

Five pillars of your Personality Development and Career advancement

Self Introspection

Self Assessment

Self Appraisal

Self Development and

Self Interrogation

Unit 2.

A new approach to Self Identification and Self Assessment

Self Centric Process

Self Belief System

Self Concept System

Scale of Assessment

Self Qualifying Factors

Self Identification Matrix

Packaging of Self Identity

Unit 3

Setting Personal Mission and Preparing its Statement

Need for setting a personal mission

Its Process

Winning Factors for a Personal Mission

Multi dimensional aspects of Human Dispensation affecting a Personal Mission

Characteristics of a Personal Mission

Brain- Mind –Body’s Combined Relation with Attributes

Unit 4.

Intellect, Genius , Intelligence and Talent

Selection of a Job to match your potential

Unit 5.

Modality and Mechanics of Advising and Counseling

Challenges for Managing a Career in the 21st Century

Managing Success in your Career

Reference:

Onkar, R.M. ; Personality Development and Career Management; S. Chand and Company Ltd. New Delhi.

Semester –III

CORE COURSE – 7

Credits-4

ACCOUNTING FOR MANAGERIAL DECISIONS:

Objective:

The objective of this course is acquainting students with the accounting concepts, tools and techniques for managerial decisions.

Unit- 1

Control Accounts – I (Budgeting): Meaning and importance of control accounts, Master budgeting, Zero base budgeting, performance budgeting.

Unit- 2

Control Accounts – II (Standard Costing with Variance Analysis): Standard costing as a control account technique, setting of standards and their revision.

Unit-3

Value Engineering and Value Chain Analysis ; Quality Costing

Unit- 4

Activity Based Costing

Life Cycle Costing

Unit -5

Target Costing

Strategic Management Accounting

Note: 70% Marks for the Practical Problems. 30% Marks for the Theory.

References:

<u>Name of Book</u>	<u>Author</u>
1. Cost Accounting	- S.P.Iyengar
2. A Text book of Cost Accountancy	- M.N.Arora
3. Advanced Cost Accounting	- V.K.Saxena
4. Cost Accounting	- B.K. Bhar
5. Cost Accounting	- Jain & Narang
6. Cost Accounting	- Jawaharlal
7. Principles and Practice of Cost Accountin	- R.S.Nigam, S.P. Narang & B.C.Shegal
8. Principles and Practice of Cost Accounting	- N.K.Prashad
9. Financial Accounting, Cost Accounting and Management Accounting	- S.N. Maheshwari
10. Cost Accountancy	- Chacrabarty
11. Introduction to Cost Accounts	- P.K.Ghosh
12. Advanced Management Accounting	- Ravi M. Kishore

CORPORATE LEGAL FRAMEWORK**Objective:**

The objective of this course is to familiarize students with the relevant provisions of various laws influencing business.

Course Inputs**Unit -1**

The Companies Act, 1956: Definitions and types of companies; Memorandum of association; Articles of association; Prospectus; Share capital and membership; Meetings and resolutions; Company managements; Winding up and dissolution of companies.

Unit -2**FEMA, 2000****Unit -3****SEBI Act, 1992****Unit- 4**

WTO: Regulatory framework of WTO; Basic principles and charter of WTO; Provisions relating to preferential treatment to developing countries; Regional groupings; Technical standards; Anti-dumping duties and other NTBs; Custom valuation; Dispute settlement, TRIPs and TRIMs.

Unit -5**Competition Act (Major provisions in brief)****References**

1. Avadhaani V.A: SEBI Guidelines and Listing of Companies, Himalaya Publishing House, Delhi.
2. SEBI Act 1992, Nabhi Publication, Delhi.
3. Securities (Contract and Regulation) Act, 1956.
4. Taxman's Company Act, (Latest).
5. Taxman's Masters Guide to Companies Act, 1998.
6. The Companies Act, 1956.
7. Bhandari ML: Guide to Company Law Procedure - Vols I, II and III; Jain Book Agency, New Delhi.
8. Ramaiya A: Guide to Companies Act; Wadhwa Publishing, Nagpur.

ORGANIZATIONAL BEHAVIOUR**Objective**

: The objective of the course is to help students understand the conceptual framework of management and organizational behavior.

Unit-1

Organizational Behaviour: Organizational behavior concept and significance; Relationship between management and organizational behavior. Emergence and ethical perspective; Attitudes; Perception; Learning; Personality; Transactional analysis.

Unit-2

Motivation: Process of motivation, Theories of motivation – need hierarchy theory, theory X and theory Y, two factor theory, Alderfer's ERG theory, McClelland's learned need theory, Victor expectancy theory, Stacy Adams equity theory.

Group Dynamics and Team Development : Group dynamics – definition and importance, types of groups, group formation, group development, group composition, group performance factors; Principle-centered approach to team development.

Unit-3

Leadership : Concept; Leadership styles; Theories – trait theory, behavioural theory, Fielder's contingency theory; Hersey and Blanchard's situational theory; Managerial grid; Likert's four systems of leadership.

Unit-4

Organizational Conflict: Dynamics and management; Sources. patterns, levels and types of conflict; Traditional and modern approaches to conflict. Functional and dysfunctional organizational conflicts; Resolution of conflict.

Unit-5

Organizational Development : Concept Need of change, resistance to change. Theories of planned change, Organizational diagnosis, OD intervention.

Reference:

1. Griffin, Ricky, W: Organizational Behaviour, Houghton Mifflin Co., Boston.
2. Hellreigel, Don, John W. Solcum, Jr., and Richard W. Woodman : Organizational Behaviour: Utilising Human Resources, Prentice Hall, New Delhi.
3. Hersey, Paul, Kenneth H. Blanchard and Dewey E. Johnson : Management of Organizational Behaviour and Managment, Business Publications Inc., Texas.
4. Koontz, Harold, Cyril O'Donnell and Heinz Weihrich : Essentials of MGT., Tata McGraw Hill, New Delhi.
5. Luthas, Fred: Organizational Behaviour, McGraw Hill, New York.
6. Newstrom, John W. and Keith Davis: Organizational Behaviour : Human Behaviour at Work, Tata McGraw-Hill, New Delhi.
7. Robbins, Stephen P. and Mary Coulter : Management, Prentice Hall, New Delhi.
8. Robbins, Stephen P. Organizational Behaviour, Prentice Hall, New Delhi.
9. Steers, Richard M. and J. Stewart Black: Organizational Behaviour. Harper Collins College Publishers, New York.

SPECIALIZATION GROUP-A (ACCOUNTING & TAXATION)

ELECTIVE COURSE-3

Credits -4

ADVANCED MANAGEMENT ACCOUNTING- PAPER-III

Unit . 1

Just in Time (JIT) and Material Resources Planning (MRP-1) and Manufacturing Resources Planning (MRP -2)

Unit . 2

Mathematical and Statistical Application to Managerial Problems:

- (1). Learning Curve Model.
- (2). Application of Probability to Business Decision.
- (3). Decision Tree Analysis.
- (4). Statistical Quality Control.
- (5). Critical Path Analysis and PERT.

Unit . 3

1. Human Resource Accounting.

2. Social Cost Benefit Analysis (SCBA) and Social Responsibility Accounting and Reporting.

Unit . 4

Fund Flow Statement and Fund Flow Analysis.

Unit . 5

Cash Flow Statement and Cash Flow Analysis (As per Indian Accounting Standard – 3)

Note: 80 % Marks for Practical Problems and 20 % Marks for theory questions.

References:

<u>Name of Book</u>	<u>Author</u>
1. Management Accounting Principles	- Anthony Robert N. & Reece, James S.
2. Management Accounting	- Jagwant Singh-Rantej Paul
3. Management Accounting	- Moore, Carl L. Jaediche Robert K.
4. Management of Human Resources	- R.S. Dwivedi
5. Human Resources Development	- B.L.Mathur
6. Cost Accounting	- Jawaharlal
7. Principles and Practice of Cost Accountin	- R.S.Nigam, S.P. Narang & B.C.Shegal
8. Principles and Practice of Cost Accounting	- N.K.Prashad
9. Financial Accounting, Cost Accounting and Management Accounting	- S.N. Maheshwari
10. Cost Accountancy	- Chacrabarty
11. Introduction to Cost Accounts	- P.K.Ghosh
12. Advanced Management Accounting	- Ravi M. Kishore

SPECIALIZATION GROUP-A (ACCOUNTING & TAXATION)

ELECTIVE COURSE-4

Credits -4

ADVANCED COST AND FINANCIAL ACCOUNTING - PAPER-IV

Unit-1

Accounting Standard National and International

Concept – Importance – Setting Process – Evaluation – Working Knowledge of Following Accounting Standards:

1. Accounting For Fixed Assets – AS – 10
2. Accounting For Government Grants - AS – 12.
3. Accounting For Investments – AS – 13.
4. Borrowing Cost – AS – 16.
5. Segment Reporting – AS – 17.
6. Related Party Disclosures – AS – 18.
7. Accounting For Taxes on Income – AS – 22.
8. Accounting For Intangibles, Intellectual Properties and Brands – AS – 26

Unit-2

Packages and Containers Accounts

Unit-3

Uniform Costing and Inter firm Comparison

Unit-4

Reconciliation of Cost and Financial Account

(Non Integrated Accounting System-cost control Account)

Unit-5

Integrate Accounting System

Note: 70 % Marks for Practical Problems and 30 % Marks for theory questions.

References:

Name of Book	Author
1. Accounting Standards and Corporate Practices	- Sanjiv Agarwal
2. Advanced Accounts	- M.C.Shukla & - T.S. Grewal
3. Advanced Accountancy	- H.Chakraborty
4. Accountancy	- Dr. S.Kr. Paul
5. Advanced Accounting	- S.N.Maheshwari
6. Advanced Accounting	- R.L.Gupta & - M.Radhaswamy
7. Principles and Practice of Cost Accounting	- R.S.Nigam, S.P. Narang & B.C.Shegal
8. Advanced Accounts [Theory and Practical]	- J.R.Monga
9. Advanced Management Accounting	- Ravi M. Kishore
10. Advanced Cost Accounting	-Nigam and Sharma
11. Management Accounting and Financial Control	- S.N.Maheshwari
12. Management Accounting	- Jagwant Singh-Rantej Paul

SPECIALIZATION GROUP-B (BANKING & FINANCE)

ELECTIVE COURSE-3

Credits -4

FINANCIAL INSTITUTIONS AND MARKETS

Objective:

This course aims at providing students with an understanding of the structure, organization, and working of financial markets and institutions in India.

Course Inputs

Unit -1

Introduction: Nature and role of financial system; Financial system and financial markets; Financial system and economic development; Indian financial system - an overview.

Financial Markets: Money and capital markets; Money market - meaning, constituents, functions of money market; Money market instruments - call money, treasury bills, certificates of deposits, commercial bills, trade bills etc; Recent trends in Indian money market; Capital market- primary and secondary markets; Depository system; Government securities market; Role of SEBI - an overview; Recent developments.

Unit -2

Reserve Bank of India: Organisation, management and functions; Credit creation and credit control; monetary policy.

Commercial Banks: Meaning, functions, management and investment policies of commercial banks; Present structure; E-banking and e-trading; Recent developments in commercial banking.

Unit -3

Insurance Sector: Objectives, role, investment practices of LIC and GIC; Insurance Regulatory and Development Authority- role and functions.

Unit -4

Mutual Funds: Concept, performance appraisal, and regulation of mutual funds (with special reference to SEBI guidelines); Designing and marketing of mutual funds schemes; Latest mutual fund schemes in India - an overview.

Unit Trust of India: Objectives, functions and various schemes of UTI; Role of UTI in industrial finance

Unit -5

Non-Banking Financial Institutions: Concept and role of non-banking financial institutions; Sources of finance; Functions of non-banking financial institutions; Investment policies of non banking financial institutions in India.

Merchant Banking: Concept, functions and growth; Government policy on merchant banking services; SEBI guidelines; Future of merchant banking in India.

References:

1. Avdhani: Investment and Securities Markets in India, Himalaya Publications, Delhi.
2. Bhole, L.M.: Financial Markets and Institutions, Tata McGraw Hill, Delhi.
3. Ghosh, D: Banking Policy in India, Allied Publications, Delhi.

4. Giddy.I.H: Global Financial Markets, A.I.T.B.S., Delhi.
5. Khan, M.Y: Indian Financial System, Tata McGraw Hill, Delhi.
6. Reserve Bank of India, Various Reports, RBI Publication, Mumbai.
7. Varshney.P.N: Indian Financial System, Sultan Chand & Sons, New Delhi.
- 8 Averbach, Robert D: Money, Banking and Financial Markets; MacMillan, London.
9. Srivastava R.M.: Management of Indian Financial Institution; Himalaya Publishing House, Mumbai.
10. Verma JC: Guide to Mutual Funds and Investment Portfolio, Bharat Publishing House, New Delhi.

SPECIALIZATION GROUP-B (BANKING & FINANCE)

ELECTIVE COURSE-4

Credits -4

PROJECT PLANNING AND CONTROL

Objective:

The objective of this course is to enable students learn the process and issues relating to preparation, appraisal, review, and monitoring of projects.

Course Inputs

Unit -1

Identification of Investment Opportunities: Project ideas, screening of ideas; Environment scanning and opportunity analysis; Government regulatory framework.

Unit- 2

Market and Demand Analysis: Information required for market and demand analysis; Sources of information- primary and secondary; Demand forecasting.

Technical Analysis: Materials and inputs; Production technology; Product mix; Plant location and layout; Selection of plant and equipment.

Unit -3

Cost of Project and Means of Financing: Major cost components; Means of financing; Planning capital structure; Various financing schemes of financial institutions.

Profitability, Financial Projections and Tax Considerations: Cost of production; Break even analysis; Projected balance sheet, profit and loss account and cash flows statement; Provisions and considerations for computing taxable income.

Unit -4

Appraisal Criteria and Appraisal Process: Methods of appraisal under certainty and risk and uncertainty; Investment appraisal in practice; Process followed by financial institutions; Project appraisal techniques.

Social Cost Benefit Analysis: Rationale for social cost benefit analysis; Methodology of SCBA; L&M approach and UNIDO approach; Measurement of the impact on distribution; SCBA in India.

Unit- 5

Network Techniques for Project Implementation, Monitoring and Control: PERT and CPM techniques; Critical path, event slacks and activity floats; Scheduling to match availability of manpower; Measures of variability and probability of completion by a specified date; Project implementation practices in India.

References

1. Bryce, M.C: Industrial Development, McGraw Hill (Int. Ed), New York.
2. Chandra, Prasanna: Project Preparation, Appraisal and Implementation, Tata McGraw Hill, Delhi.
3. I.D.B.I: Manual of Industrial Project Analysis in Developing Countries.
4. O.E.C.D: (i) Manual for Preparation of Industrial Feasibility Studies, (ii) Guide to Practical Project Appraisal.
5. Pitale, R.L: Project Appraisal Techniques, Oxford and IBH.
6. Planning Commission: Manual for Preparation of Feasibility Report.
7. Timothy, D.R. and W.R Sewell: Project Appraisal and Review, Macmillan, India.
8. Chaudhary, S.: Project Management, Tata McGraw Hill, New Delhi.

SPECIALIZATION GROUP-C (MARKETING)
ELECTIVE COURSE -3

Credits -4

PRODUCT AND BRAND MANAGEMENT

Objective-

This course aims at acquainting students with the product and brand management strategies.

Course Inputs

Unit 1.

Product Planning and Management: Product concepts and levels; Product line and mix decisions; Product life cycle and marketing strategy implications.

Unit 2.

New Product Development:

Idea generation and screening; Concept development and testing; Business analysis; Product testing; Test marketing and product launching.

Unit 3.

Branding Strategies: Importance of branding; Branding terminology; Basic branding concepts - brand awareness, brand personality, brand image, brand identity, brand loyalty, brand equity, Product versus corporate branding.

Unit 4.

Major Branding Decisions: Selecting a brand name; Brand extension decision; Family versus individual brand names; Multiple branding; Private versus national branding.

Brand Positioning and Re-launch: Brand building and communication.

Unit 5.

Branding in Specific Sectors: Customer, industrial, retail, service brands, E-branding, Branding for international marketing.

References:

1. Aaker, David A.: Managing Brand Equity, Free Press New York.
2. Chaturvedi, M: New Product Development, Wheeler Publications, New Delhi.
3. Kapferer, J.N: Strategic Brand Management, Kogan Page, New York.
4. Kuller, K.L: Strategic Brand Management, Prentice Hall, New Delhi.
5. Majumdar, Ramanuj: Product Management in India, Prentice Hall, New Delhi.
6. Moise, S: Successful Product Management, Kogan Page, New York.
7. Moore, W.I: Product Planning Management, McGraw Hill, Boston.
8. Moorthi, Y.L.R.: Brand Management, Vikas Publication House, New Delhi.
9. Quelch, J.A: Cases in Product Management, Irwin, London.
10. Sen Gupta, Subrato: Brand Positioning, Tata McGraw Hill, Delhi.
11. Urban, Glen L, John R. Hanser and Nikilesh Dholakia: Essentials of New Product Management, Prentice Hall, Englewood Cliff, New York.

SPECIALIZATION GROUP-C (MARKETING)

ELECTIVE COURSE-4

Credits -4

INTERNATIONAL MARKETING

Objective:

The objective of this course is to expose students to the conceptual framework of international marketing management.

Course Inputs

Unit -1

Introduction to International Marketing: Nature and significance; Complexities in international marketing; Transition from domestic to transnational marketing; International market orientation - EPRG framework; International market entry strategies.

Unit -2

International Marketing Environment: Internal environment; External environment- geographical, demographic, economic, socio-cultural, political and legal environment; Impact of environment on international marketing decisions.

Foreign Market Selection: Global market segmentation; Selection of foreign markets; International positioning.

Unit -3

Product Decisions: Product planning for global markets; Standardizations vs. product adaptation; New product development; Management of international brands; Packaging and labeling; Provision of sales related services.

Pricing Decisions: Environmental influences on pricing decisions; International pricing policies and strategies.

Unit -4

Promotion Decisions: Complexities and issues; International advertising, personal selling, sales promotion and public relations.

Distribution Channels and Logistics: Functions and types of channels; Channel selection decisions; Selection of foreign distributors/agents and managing relations with them; International logistics decisions.

Unit -5

International Marketing Planning, Organizing and Control: Issues in international marketing planning; International marketing information system; Organizing and controlling; International marketing operations.

Emerging Issues and developments in international marketing: Ethical and social issues; International marketing of services; Information technology and international marketing; Impact of globalization; WTO.

References

1. Czinkota, M.R: International Marketing, Dryden Press, Boston.
2. Fayerweather, John: International Marketing, Prentice Hall, New Delhi.
3. Jain, S.C: International Marketing, CBS Publications, New Delhi.
4. Keegan, Warren J.: Global Marketing Management, Prentice Hall, New Delhi
5. Onkvisit, Sak and John J. Shaw: International Marketing: Analysis and Strategy, Prentice Hall, New Delhi.
6. Paliwoda, S.J (ED): International Marketing, Reader, Routledge, London.
7. Paliwoda, Stanley J.: The Essence of International Marketing, Prentice Hall, New Delhi.
8. Sarathy, R and V Terpstra: International Marketing, Dryden Press, Boston.

Semester IV

CORE COURSE 10

Credits -4

MANAGERIAL ECONOMICS

Objective

This course develops managerial perspective to economic fundamentals as aids to decision making under given environmental constraints.

Course Inputs

Unit 1.

Nature and Scope of Managerial Economics: Objective of a firm; Economic theory and managerial theory; Managerial economist's role and responsibilities; Fundamental economic concepts -incremental principle, opportunity cost principle, discounting principle, equi-marginal principle..

Unit 2.

Theory of Consumer Choice: Cardinal utility approach, indifference approach, revealed preference and theory of consumer choice under risk; Demand estimation for major consumer durable and non-durable products; Demand forecasting techniques.

Demand Analysis: Individual and market demand functions; Law of demand, determinants of demand; Elasticity of demand - its meaning and importance; Price elasticity, income elasticity and cross elasticity; Using elasticity in managerial decisions

Unit 3.

Production Theory: Production function - production with one and two variable inputs; Stages of production; Economies of scale; Estimation of production function; Cost theory and estimation; Economic value analysis; Short and long run cost functions - their nature, shape and inter-relationship; Law of variable proportions; Law of returns to scale.

Unit 4.

Price Determination under Different Market Conditions: Characteristics of different market structures; Price determination and firm's equilibrium in short-run and long-run under perfect competition, monopolistic competition, oligopoly and monopoly.

Unit 5.

Pricing Practices: Methods of price determination in practice; Pricing of multiple products; Price discrimination; International price discrimination and dumping; Transfer pricing.

References

1. Baumol, William J: Economic Theory and Operations Analysis, Prentice Hall, London.
2. Baya, Michael R: Managerial Economics and Business Strategy, McGraw Hill Inc. New York.
3. Chopra, O.P: Managerial Economics, Tata McGraw Hill, Delhi.
- 4 Dean, Joel: Managerial Economics, Prentice Hall, Delhi.
5. Dholakia, R.H. and A.L. Oza: Micro Economics for Management Students, Oxford University Press,

New Delhi.

6. Eaton, B.Curtis and Diane Faton: Micro Economics, Prentice Hall, New Jersey.
7. Gough, J. and S. Hills: Fundamentals of Managerial Economics, MacMillan London.
- 8 , W.W., V.L Mote and S. Paul: Managerial Economic Analysis and Cases, Prentice Hall India, Delhi
- 9 H. Craig and W. Cris Lewis: Managerial Economics, Prentice Hall, Delhi.
10. Salvatore, Dominick: Managerial Economics in a Global Economy, McGraw Hill, New York.
11. Varian, H.R: International Microeconomics: A Modern Approach, East West Press, New Delhi
12. Varshney RL and Maheshwari KL: Managerial Economics; Sultan Chand and Sons, New Delhi.
13. Dwivedi DN: Managerial Economics, Vikas Publishing House, New Delhi.
14. Adhikary M. Business Economics, Excel Books, New Delhi.

STRATEGIC MANAGEMENT**Objective:**

The objective of this course is to enhance the decision making abilities of students in situations of uncertainty in a dynamic environment.

Course Inputs**Unit 1.**

Concept of Strategy: Defining strategy, levels at which strategy operates; Approaches to strategic decision making; Mission and purpose, objectives and goals; Strategic business unit (SBU); Functional level strategies.

Unit 2.

Environmental Analysis and Diagnosis: Concept of environment and its components; Environment scanning and appraisal; Organisational appraisal; Strategic advantage analysis and diagnosis; SWOT analysis.

Unit 3.

Strategy Formulation and Choice of Alternatives: Strategies- modernization, diversification, integration; Merger, take-over and joint strategies; Turnaround, divestment and liquidation strategies; Process of strategic choice- industry, competitor and SWOT analysis; Factors affecting strategic choice; Generic competitive strategies- cost leadership, differentiation, focus, value chain analysis, bench marking, service blue printing.

Unit 4.

Strategy Implementation: Inter-relationship between formulation and implementation; Issues in strategy implementation; Resource allocation.

Structural Implementation**Behavioural Implementation****Functional Implementation****Unit 5.**

Strategy Evaluation and Control: Overview of strategic evaluation; Strategic control; Techniques of strategic evaluation and control.

References

1. Bhattachary, S.K. and N. Venkataramin: Managing Business Enterprises: Strategies, Structures and Systems, Vikas Publishing House, New Delhi.
2. Budhiraja, S.B. and M.B. Athreya: Cases in Strategic Management, Tata McGraw Hill, New Delhi.
3. Christensen, C. Roland, Kenneth R. Andrews, Joseph L. Bower, Richard G. Hamermesh,
4. Michael E. Porter Business Policy. Text and Cases, Richard D. Irwin, Inc., Homewood, Illinois.
5. Coulter, Mary K: Strategic Management in Action, Prentice Hall, New Jersey.
6. David, Fred R: Strategic Management, Prentice Hall, New Jersey.
7. Glueck, William F. and Lawrence R. Jauch: Business Policy and Strategic Management, McGraw-Hill, International Edition.
8. H. Igor, Ansoff: Implanting Strategic Management, Prentice Hall, New Jersey.

9. Kazmi, Azhar: Business Policy, Tata McGraw Hill, Delhi
10. E Porter: The Competitive Advantage of Nations, Macmillan, New Delhi.
11. Mintzberg, Henry and James Brian Quinn: The Strategy Process, Prentice Hall, New Jersey.
12. Newman, William H. and James P. Logan: Strategy, Policy and Central Management, South Western Publishing Co.,
13. Cincinnati, Ohio. Sharma, R.A: Strategic Management in Indian Companies, Deep and Deep Publications, New Delhi.

ADVANCED RESEARCH APPLICATIONS**Unit -1****Chi – Square Test**

Definition and Nature, Condition, Uses, Testes of Goodness to fit, Test of Independence, Typical Examples with Hypotheses Testing

Unit- 2**Analysis of Variable (ANOVA)**

- Analysis of variance for one-way classification
- Analysis of variance for two-way classification
- Latin Square Design &
- Typical Examples with Hypotheses Testing

Unit- 3**Statistical Quality Control**

- Causes of variations in quality characteristics
- Quality control charts – Its purpose and logic
- Construction of Control Charts
 - Computing the Control Limits
 - Variable chart (Variable chart, Range Chart)

Unit -4**Control Charts for Attributes**

- Fraction defectives chart (p-chart)
- Number of defectives chart (np-chart)
- Number of defectives per unit chart (c-chart) & Typical examples

Unit- 5**Techniques of Sampling**

Acceptance sampling (Only Theory)

- Need and importance of acceptance sampling
- Single Sample plan
- O.C. Curve
- Typical Examples

Reference Books:

1. Statistical Methods – S. P. Gupta (Sultan and Chand)
2. Fundamentals of statistics – V. K. Kapoor (Sultan and Chand)
3. Testing statistical Hypothnsis – Lehman E. L. (Willy Eastern)
4. Basic Statistics – B. C. Agrawal
5. Elements of Statistics – Elhance
6. Applied statistics – S. C. Gupta and V. K. Kapoor

SPECIALIZATION GROUP-A (ACCOUNTING & TAXATION)

ELECTIVE COURSE-5

Credits -4

ADVANCED CORPORATE ACCOUNTING- PAPER- V

Unit 1.

Accounting involved in Liquidation of Companies, Statement of Affairs

(Including Deficiency/ Surplus) and Liquidator's Statement of Account of the Winding up.

Unit 2.

Branch Accounts and Departmental Accounting.

(With Special Reference to Whole Sale Branch, Foreign Branch as per AS-11)

Unit 3.

Government Accounting –

Meaning – Importance – Govt. Accounting V/S Trading Accounting System –
Government Accounting for Local Bodies.

Unit 4.

Self – Balancing Ledgers – Average Due Date – Account Current.

Unit 5.

Computerized Accounting System

- Concept, Salient features and Significance of Computerized Accounting System
- Codification and Grouping of Accounts – Maintaining the Hierarchy of Ledger-
- Accounting Packages and their Selection – Preparation of Accounting Reports

Note: 70 % Marks for Practical Problems and 30 % Marks for theory questions.

References:

Name of Book	Author
1. Financial Accounting	- P.C.Tulsian
2. Advanced Accounts	- M.C.Shukla & - T.S. Grewal
3. Advanced Accountancy	- H.Chakraborty
4. Accountancy	- Dr. S.Kr. Paul
5. Advanced Accounting	- S.N.Maheshwari
6. Advanced Accounting	- R.L.Gupta & - M.Radhaswamy
7. Advanced Accounting	- B.M. Agrawal & - M.P. Gupta
8. Accounting standards	- D.S.Rawat

- | | |
|---|----------------------------------|
| 9. Advanced Accounting | - Ashok Sehgal & - Deepak Sehgal |
| 10. Advance Accounting | - Gupta & Gupta |
| 11. Modern Accounting | - Mukherjee |
| 12. Accounting Standards and
Corporate Practices | - Sanjiv Agarwal |
| 13. Advanced Accounts
[Theory and Practical] | - J.R.Monga and Others |
| 14. Advanced Accountancy | - M.A.Arulanandam & K.S.Raman |

SPECIALIZATION GROUP-A (ACCOUNTING & TAXATION)

ELECTIVE COURSE-6

Credits -4

ADVANCED CORPORATE ACCOUNTING- PAPER- VI

Dissertation / Research Report

Note: This paper will be in accordance with the Specialization opted by the students.

Theory: 80 % Marks for Dissertation / Research Report

Practical: 20 % Marks for Viva-Voce Examination.

SPECIALIZATION GROUP-B (BANKING & FINANCE)

ELECTIVE COURSE-5

Credits -4

INTERNATIONAL FINANCIAL MANAGEMENT FOR BUSINESS

Objectives:

This course enables students understand the macro environments in which Financial Transactions are carried out. And also acquaints them with the problem and Techniques of financial management in multinational corporations.

Course Inputs:

Unit 1.

International Financial Management

Study Of International Finance – Its Importance , Nature and Scope of IFM , IFM versus Domestic Financial Management

Unit 2.

International Flow of Funds : Balance Of Payment

Structure of Balance of Payment – Equilibrium – Disequilibrium ;
Adjustment – Different approaches to adjustment

Unit 3.

Development in International Monetary System

Special Commodity standard – Gold standard – Britton Woods System – International Liquidity

Unit 4.

Exchange Rate Mechanism

Exchange Rate Quotations – Nominal, Real and Effective Exchange Rates –
Determination of exchange rate in the spot market – Factors Influencing exchange rate ,
Forward market .
Foreign Exchange Market
Distinctive Features – Major Participations – Spot Market – Forward Market.

Unit 5.

Foreign Direct Investment

Theories of FDI – Costs and Benefit of FDI – Strategy for FDI

Merger and Acquisition

International Financial Market Instruments

International Equities – International Bonds – Short term and Medium – term Instruments

References

1. Avadhani, V.A: International Finance, Theory and Practice; Himalaya Publishing Company, New Delhi.
2. Buckley, Adrian: Multinational Finance, Prentice Hall of India, New Delhi.
3. Eitman, D.K. and A.I Stenehill: Multinational Business Cash Finance, Addison Wesley, Massachusetts..
4. Henning, C.N., Piggot, W. and Scott, W.H: International Financial Management, McGraw Hill, Int. Ed. New York.
5. Maurice, Levi: International Finance, McGraw Hill, Int. Ed. New York.
6. Rodriquefe, R.M. and E.E Carter: International Financial Management, Prentice Hall of India, Delhi.

7. Shapiro, A.C: Multinational Financial Management, Prentice Hall of India, New Delhi.
- 8 Sweeny, Allen: Handbook of International Financial Management; McGraw Hill, Int. Ed. New York..
- 9 Walter, Ingo: Handbook of International Business, John Wiley and Sons; New York.
10. Wood, D. and J Byrne: International Business Finance, Macmillan, New York.
11. Zeneff, D. and J Zwick: International Financial Management, Prentice Hall, Int. Ed. New York.

SPECIALIZATION GROUP-B (BANKING & FINANCE)

ELECTIVE COURSE-6

Credits -4

BANKING & FINANCE - PAPER- VI

Dissertation / Research Report

Note: This paper will be in accordance with the Specialization opted by the students.

Theory: 80 % Marks for Dissertation / Research Report

Practical: 20 % Marks for Viva-Voce Examination.

SPECIALIZATION GROUP-C (MARKETING)

ELECTIVE COURSE-5

Credits -4

RETAILING AND DISTRIBUTION MANAGEMENT

Objective

This course enables students to appreciate the importance of retailing and distribution in the emerging market scenario, and equips them with the tools and techniques of managing the same.

Course Inputs

Unit 1.

Basics of Retailing: Nature and importance of retailing; Contemporary retailing scene in India and marketing challenges; Wheel of retailing; Retailing life cycle; Types of retailing - ownership based, store based and non-store based retailing; Vertical marketing systems.

Unit 2.

Strategic Planning in Retailing: Understanding retailing environment and customers; Designing retailing information system and research.

Location and Organisational Decisions: Trading area analysis; Site selection; Organisational patterns in retailing.

Unit 3.

Operations Management: Budgeting and resource allocation; Store format and size decisions; Store layout and space allocation; Store security aspects; Credit management.

Unit 4.

Merchandise Management: Product assortment decisions; Merchandise forecasting; Buying and handling merchandise; Inventory management; Merchandise pricing; Merchandise labelling and packaging.

Retail Promotion: Building retail store image; Role of atmosphere; Layout planning; Retail promotion mix strategy; Retail store sales promotion schemes.

Unit 5.

Retail Control and Technology Induction: Controlling retail operations; Technological developments and retailing.

References

1. Berman, Barry and Joel Evans: Retail Management, Prentice Hall, New Jersey.
2. Cooper, J: Strategy Planning in Logistics and Transportation, Kogan Page, London.
3. Cox, Roger and Paul Brittain: Retail Management, Prentice Hall, Harlow.
4. Kotler, Philip: Marketing Management: Prentice Hall, Delhi.
5. Levy, M and B.A Weitz: Retailing Management, McGraw Hill, Boston.
6. Stern, Louis W., Adell El-Ansary and Anne I. Coughlan: Marketing Channels, Prentice Hall, Delhi.
7. Kamat GS: Managing Cooperative Marketing; Himalaya Publishing House, Mumbai.
8. Kohal, Richard L: Marketing of Agricultural Products; MacMillan, New York.

SPECIALIZATION GROUP-C (MARKETING)

ELECTIVE COURSE-6

Credits -4

MARKETING - PAPER- VI

Dissertation / Research Report

Note: This paper will be in accordance with the Specialization opted by the students.

Theory: 80 % Marks for Dissertation / Research Report

Practical: 20 % Marks for Viva-Voce Examination.

PATTERN OF EXAMS

a. Internal Exams:

The Internal Exams shall be of 30 marks which would contain :

- 1. Classroom Seminar -10 marks**
- 2. Assignment -10 marks**
- 3. Internal Test - 10marks**

b. External Exam:

The external exam shall be of 70 marks which would contain 5 questions from each of the five units.

Each Question shall be of 14 marks.

There shall be internal option for each question asking an attempt in each unit compulsory.