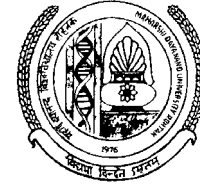


# Maharshi Dayanand University Rohtak



## Ordinances, Syllabus and Courses of Reading for M.Com (3rd & 4th Semester) Examination

**Session—2009-2010**

***Available from :***

Incharge (Publication)  
Maharshi Dayanand University  
Rohtak-124 001 (Haryana)

***Price :***

At the Counter : 50/-  
At Regd. Parcel : 75/-  
By Ordinary Post : Rs. 60/-

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*Printed at : M.D.U. Press, Rohtak*

**SCHEME OF EXAMINATION**  
**M.Com. (Final) IIIrd Semester-2009-10**

Paper No.	Course Code	Course Title	Max. Marks		Time
			Theory	Ints. Ass.	

**Compulsory Papers**

Paper-I	MC-3.0.1	Strategic Management-I	80	20	3 hrs.
Paper-II	MC-3.0.2	Accounting Theory Comprehensive viva	80	20	3 hrs.

**Optional Papers**

Any four subject of any one group (as given below)

**Group-I**

Paper-I	MC-3.1.1	Corporate Tax Planning and Management-I	80	20	3 hrs.
Paper-II	MC-3.1.2	Advanced Accounting-I	80	20	3 hrs.
Paper-III	MC-3.1.3	Security Analysis and Portfolio Management-I	80	20	3 hrs.
Paper-IV	MC-3.1.4	Multinational Finance-I	80	20	3 hrs.
Paper-V	MC-3.1.5	Merchant Banking-I	80	20	3 hrs.
Paper-VI	MC-3.1.6	Corporate Taxation	80	20	3 hrs.
Paper-VII	MC-3.1.7	E-Commerce-I	80	20	3 hrs.

**Group-II**

Paper-I	MC-3.2.1	Marketing Concepts	80	20	3 hrs.
Paper-II	MC-3.2.2	Marketing Research-I	80	20	3 hrs.
Paper-III	MC-3.2.3	International Business Environment-I	80	20	3 hrs.
Paper-IV	MC-3.2.4	Financial Management-I	80	20	3 hrs.
Paper-V	MC-3.2.5	Advanced Cost Accounting	80	20	3 hrs.
Paper-VI	MC-3.2.6	Human Resource Management-I	80	20	3 hrs.
Paper-VII	MC-3.2.7	E-Commerce-I	80	20	3 hrs.

**Group-III**

Paper-I	MC-3.3.1	Entrepreneurship Development-I	80	20	3 hrs.
Paper-II	MC-3.3.2	Production Management-I	80	20	3 hrs.
Paper-III	MC-3.3.3	Project Planning and Control-I	80	20	3 hrs.
Paper-IV	MC-3.3.4	Corporate Legal Framework-I	80	20	3 hrs.
Paper-V	MC-3.3.5	Financial Institutions & Market-I	80	20	3 hrs.
Paper-VI	MC-3.3.6	Small Business Financial Mgt.-I	80	20	3 hrs.
Paper-VII	MC-3.3.7	E-Commerce-I	80	20	3 hrs.

**Group-IV**

Paper-I	MC-3.4.1	Foreign Trade Policy Procedure and Documentation-I	80	20	3 hrs.
Paper-II	MC-3.4.2	Foreign Trade Policy Procedure and Documentation-I	80	20	3 hrs.
Paper-III	MC-3.4.3	International Marketing-I	80	20	3 hrs.
Paper-IV	MC-3.4.4	International Business Laws and Taxation-I	80	20	3 hrs.
Paper-V	MC-3.4.5	International Business Environment-I	80	20	3 hrs.
Paper-VI	MC-3.4.6	Operations Research-I	80	20	3 hrs.
Paper-VII	MC-3.4.7	E-Commerce-I	80	20	3 hrs.

**SCHEME OF EXAMINATION**  
**M.Com. (Final) IVth Semester-2009-10**

Paper No.	Course Code	Course Title	Max. Marks		Time
			Theory	Ints. Ass.	

**Compulsory Papers**

Paper-I	MC-4.0.1	Strategic Management-I	80	20	3 hrs.
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Paper-II	MC-4.0.2	Accounting Theory & Practice Comprehensive Viva	80	20	3 hrs.
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**Optional Paper**

Any four subject of any one group (as given below)

**Group-I**

Paper-I	MC-4.1.1	Corporate Tax Planning and Management-II	80	20	3 hrs.
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Paper-II	MC-4.1.2	Advanced Accounting-II	80	20	3 hrs.
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Paper-III	MC-4.1.3	Security Analysis and Portfolio Management-II	80	20	3 hrs.
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Paper-IV	MC-4.1.4	Multinational Finance-II	80	20	3 hrs.
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Paper-V	MC-4.1.5	Merchant Banking-II	80	20	3 hrs.
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Paper-VI	MC-4.1.6	Wealth Tax & Service Tax	80	20	3 hrs.
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Paper-VII	MC-4.1.7	E-Commerce-II	80	20	3 hrs.
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**Group-II**

Paper-I	MC-4.2.1	Marketing Decisions	80	20	3 hrs.
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Paper-II	MC-4.2.2	Marketing Research-II	80	20	3 hrs.
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Paper-III	MC-4.2.3	International Business Environment-II	80	20	3 hrs.
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Paper-V	MC-3.2.5	Cost Management	80	20	3 hrs.
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Paper-VI	MC-3.2.6	Human Resource Management-II	80	20	3 hrs.
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Paper-VII	MC-3.2.7	E-Commerce-II	80	20	3 hrs.
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**Group-III**

Paper-I	MC-4.3.1	Entrepreneurship Development-II	80	20	3 hrs.
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Paper-II	MC-4.3.2	Production Management-II	80	20	3 hrs.
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Paper-III	MC-4.3.3	Project Planning and Control-II	80	20	3 hrs.
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Paper-IV	MC-4.3.4	Corporate Legal Framework-II	80	20	3 hrs.
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Paper-V	MC-4.3.5	Financial Institutions & Market-II	80	20	3 hrs.
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Paper-VI	MC-4.3.6	Small Business Financial Mgt.-II	80	20	3 hrs.
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Paper-VII	MC-4.3.7	E-Commerce-II	80	20	3 hrs.
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**Group-IV**

Paper-I	MC-4.4.1	Foreign Trade Policy Procedure and Documentation-I	80	20	3 hrs.
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Paper-II	MC-4.4.2	Foreign Trade Policy Procedure and Documentation-I	80	20	3 hrs.
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Paper-III	MC-4.4.3	International Marketing-I	80	20	3 hrs.
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Paper-IV	MC-4.4.4	International Business Laws and Taxation-I	80	20	3 hrs.
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Paper-V	MC-4.4.5	International Business Environment-I	80	20	3 hrs.
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Paper-VI	MC-4.4.6	Operations Research-I	80	20	3 hrs.
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Paper-VII	MC-4.4.7	E-Commerce-I	80	20	3 hrs.
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**M.Com. (F)-IIIrd Semester****Paper-I MC-3.0.1 Strategic-Management-I**

Max. Marks : 80

Time : 3 Hrs.

*Note : The examiner shall set nine questions in all covering the whole syllabus. Question No. 1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.*

**Course Inputs**

**Unit-1 Strategic Management Process :** Evolution of Strategic Management, Management.

Concept of Strategy, Level at which Strategy operates, Issues in Strategic decision making, Schools of thoughts of strategy formulation, process of Strategic Management, Roles of Strategists in the Process of strategic.

**Unit-2 Establishment of Strategic Intent:** Hierachy of Strategic Intent vision. Mission Statements-process of envisioning, Formulation and Communication of Mission Statement; Setting of Goals and Objectives, Identification of Key Success Factors.

**Unit-3 Environment and Organisational Appraisal :** Concept of Environment and its components, environmental Scanning and Appraisal; Organisational appraisal-its dynamics, Considerations, Methods and Techniques. Structuring Organisational Appraisal; SWOT Analysis.

**Unit-4 Strategy Formulation :** Corporate level Strategies; Grand Strategies, Stability Strategies, Expansion Strategies, Retrenchment Strategies, Combination Strategies, Corporate Restructuring; Business level Strategies and Tactics.

**Suggested Readings :**

1. Bhattachary, S.K. and Venkataramin : Managing Business Enterprises : Strategies, Structures and Systems, Vikas Publishing House, New Delhi. Budhiraja, S.B. and M.B. Athreya: Cases

in Strategic Management, Tata Delhi.

2. Christensen, C. Ronald, Kenneth R. Andrews, Joseph L. Bower, Rochard G. Hamermesh, Michael E. Porter: Business Policy: Text and Cases, Richard D. Irwin, Inc., Homewood, Illinois.
3. Coulter Mary K : Strategic M. anagement in Action, Prtentice Hall, New Jersey.
4. David. Fred R; Strategic Management, Prentice Hall, New Jersey.
5. Glueck, William F. and Lawrence R. Jauch : Business Policy and Strategic T. McGraw Hill, International Edition.
6. H. Igor, Ansoff : Implanting Strategic Management, Prentice Hall, New Jersey.
7. Kazmi, Azhar : Business Policy, Tata McGraw Hill, Delhi.
8. Michal, E Porter: The Competitive Advantage of Nations, Macmillan, New Delhi.
9. Michal, E. Porter : The Competitive Advantage of Nations, Macmillan, New Delhi.
10. Mintzberg, Henry and James Brian Quinn: The Strategy Process, Prentice Hall, New Jersey.
11. Newman, William H. and James P. Logan : Strategy, Policy and Central Management, south Western Publishing Co., Cincinnati, Ohio.

**Paper-II MC-3.0.2 Accounting theory-I**

Max. Marks : 80

Time : 3 Hrs.

*Note : The examiner shall set nine questions in all covering the whole syllabus. Question No. 1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.*

**Course Inputs**

**Unit-1 Introduction :** Meaning, nature evaluation and role of accounting and accounting theory; Approaches and levels of Accounting theory. Methodology in accounting theory; Accounting as a language and as an Information System; Accounting and Economic Development; Financial Statement, Reporting and Objectives thereof.

**Unit-2 Accounting :** Concepts, Principles and Postulates; Generally Accepted Accounting Principles including selection of Accounting Principles and measurement in accounting; Income Measurement; Edwards and Bill's Concept of business income; Transactions and Activities Approaches to Income Measurement; AS-5 on changes in Accounting estimates and policies; Revenues : Recognition criteria, measurement of revenue, AS-9 on disclosure relating to revenue recognition. Estimates of ex-ante and ex-post income.

**Unit-3 Expenses :** Meaning, categories, association with revenue and unexpired costs, Recognition; Gains and losses: Features, recognition-comparison of revenues, expenses, gains and losses. Depreciation Accounting and Policy: Accounting Problems in long term assets, meaning and causes of depreciation, methods, AS-6 on depreciation, Disposals of fixed assets, Exchange of plant assets, Amortisation.

**Unit-4 Inventory :** Meaning, Need Objectives of inventory measurement and inventory costing, valuation methods, AS-2 on Inventory Valuation, ICAI's guidelines on inventory valuation,

Inventory systems, most useful method of valuation, Assets: meaning, characteristics, valuation and AS-10 on accounting for Fixed assets. Liabilities and Equity: meaning, nature, classes, types and approaches.

**Suggested Readings**

1. Kenneth S. Most, "Accounting Theory" Ohio Grid Inc.
2. Elden S. Hendriksen, "Accounting Theory", Homewood: Richard D. Irwin.
3. A.C. Littleton, "Structure of Accounting Theory, AAA.
4. Jawahar Lal, "Corporate Financial Reporting :Theory and Practice" Taxman, 2nd Ed.

**Group-I****Paper-I MC-3.1.1 Corporate Tax Planning and Management-I**

Max. Marks : 80

Time : 3 Hrs.

*Note : The examiner shall set nine questions in all covering the whole syllabus. Question No. 1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.*

**Course Inputs**

**Unit-1 Corporation Tax :** Meaning of tax, Tax evasion, Tax avoidance, Tax planning, Tax management, Need for tax planning, Precautions in tax planning, Limitations of tax planning.

**Unit-2** Sources of corporate income, Residential status of a company, Computation of business income, set off and carry forward of losses, provisions relating to Minimum alternative Tax.

**Unit-3 Tax planning for new business :** Tax planning with reference to location, nature and form of organization of new business. Tax provisions relating to free trade zones, infrastructure sector, backward areas and tax incentives for exporters.

**Unit-4 Tax issues relating to amalgamations :** Meaning and types of amalgamation. Tax incentives of amalgamation of amalgamating company, amalgamated company and shareholders of amalgamating company. Tax planning with reference to amalgamation of companies.

**Suggested Readings :**

1. Corporate Tax Planning & Management : Dr. H.C. Mehrotra & Dr. S.P. Goyal Sahitya Bhawan Agra.
2. Direct Tax Planning & Management : Dr. V.K. Singhania, Dr. Kapil Singhania, Monica Singhania, Taxmann Publications.
3. Planning and Management of Corporate Taxation : V.P. Gaur, DB Narag, Rajeev Puri-Kalyani Publishers, New Delhi.

**Paper-II MC-3.1.2 Advanced Accounting-I**

Max. Marks : 80

Time : 3 Hrs.

*Note : The examiner shall set nine questions in all covering the whole syllabus. Question No. 1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.*

**Course Inputs**

**Unit-1** Accounting for issue and Redemption of Shares and Debenture. Issue of Shares at different values, issue of two classes of shares, Undersubscription, Over-subscription, Calls in arrears. Calls in advance, forfeiture of Shares, Re-issue of forfeited shares, Right issue. Classes of Debentures, Issue of Debentures, term of issue of Debentures, Discount on Debentures, Redemption of preference shares, Accounting entries. Methods of Redemption of Debentures.

**Unit-2** Final accounts and Financial Statements of companies-P&L Account Balance sheet, Statutory Requirements, Managerial Remuneration, Divisible profits, Dividend, Bonus Shares. Analysis and interpretation of financial statements-Balance sheet, form of balance sheets, Balance sheet equation, Profit and Loss Accounts-Cash and Fund Flow Accounting-Criticism of Published Accounts. Corporate Reporting information Disclosure and Design of Accounts-limitations, Points for Consideration in disclosure. Financial Position statements Disclosure Practices.

**Unit-3** Valuation of Goodwill, Shares and Debentures/Bonds, Goodwill:- Definition-Necessary Factors determining the value-methods. Valuation of Shares :- Circumstances-Methods.

**Unit-4** Accounting issues relating to Amalgamation, Absorption and Reconstruction of Companies-Meaning calculation of purchase consideration-Accounting entries-Inter Company Owings-inter Company unrealized Profits-inter Company holdings-Merger and

acquisition-Alteration of Share Capital. Scope of Internal Reconstruction Entires-Internal Reconstruction Vs. External Reconstruction Scheme.

### References :

1. Beams, F.A; Advanced Accounting, Prentice Hall New Jeresy.
2. Dearden, J. and S.K. Bhattacharya : Accounting for Management, Vikas Publishing House, New Delhi.
3. Engler, C., L.A. Bernstien and K.R. Lambert : Advanced Accounting, Irwin, Chicago.
4. Fischer, P.M., W.J. Taylor and J.A. Leer; Advanced Accounting, South-Western, Ohio.
5. Gupta, R.L. Advanced Financial Accounting Accounting., John Wiley and Sons, N.Y.
6. Maheshwa, S.N. : Advanced Accounting-Vol. II, Vikas Publishing Housing, New Delhi.
7. Monga J.R. Advanced, Mayoer Paperbacks, Noida.
8. Narayanaswamy, R. : Financial Accounting : A Managerial Perspective, Prtentice Hall of India, Delhi.
9. Neigs, R.F. Financial Accounting, Tata McGraw hill, New Delhi.
10. Shukla, M.C. and T.S. Grewal : Advanced Accountancy, Sultan Chand Co. New Delhi.
11. Warren C.S. and P.E. Fess : Principles of Financial and Managerial Accounting, South-Western, Ohio.

### Paper-II MC-3.1.3 Advanced Accounting-I

Max. Marks : 80

Time : 3 Hrs.

*Note : The examiner shall set nine questions in all covering the whole syllabus. Question No. 1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.*

### Course Inputs

**Unit-1 Investments :** Nature, Scope, Avenues and Elements of Investment, Approaches to Investment Analysis; Tax and Transactions Cost in Investment, Financial Assets: Types Characteristics and Alternatives; Sources and Financial Information.

**Unit-II Security Markets :** Secondary and Primary, Public Issue: IPO and other types of issues in securites in India. Participants in the securities market; Stock-Market :-Stock-Exchanges, Trading and Settlement, Stock market quotations, and Issues; SEBI and Future challenges in the settlement of securites market, SEBI guidelines in primary and secondary capital markets.

**Unit-III** Intermediaries in the capital markets (including Depositories); Valuation of Debt and Equity instruments (with numericals); Valuation of Options and Futures.

**Unit-IV** Fundamental analysis (Industry, Company and Macroeconomic analysis); Technical analysis (Charting techniques, Dow-theory, Moving average analysis, Moving average convergence-divergence (MACD); Relative strength analysis, Technical indicators of Breadth, sentiments), Testing technical trading rules, Evaluation of Technical Analysis.

### Suggested Readings :

1. Ranganatham, M. and Madhumati, R. "Investment Analysis and

Portfolio Management", Pearson education Delhi-92.

2. Jordon, Fisher, " Security Analysis and Portfolio Management", 6<sup>th</sup> Ed. Phi-New Delhi-110001.
3. Bodie, Kane, Marcus and Mohanty, "Investments", TMH New-Delhi.
4. Chandra, P. "Investment Analysis and portfolio Management". CFM-Mc Graw Hill. professional series in finance. 4<sup>th</sup> Ed.

### **Paper-IV MC-3.1.4 Multinationa Finance-I**

Max. Marks : 80

Time : 3 Hrs.

*Note : The examiner shall set nine questions in all covering the whole syllabus. Question No. 1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.*

### **Course Inputs**

#### **Unit-1 Introduction of Multinational Financial Environment :**

Meaning, Scope and Rise;MNC's : Meaning, Objectives, Evolution process of overseas expansions expansions; Financial linkages in the MNC's Foreign Exchange Markets : F.E rate determination, functions of F.E. market, Foreign currency Futures and Options.

**Unit-II** International monetary system (including Bretton Woods system and Smithsonian Agreement and European monetary system), International Financial Institutions (IMF/WB and ADB); Balance of Payments and International economic linkages, Currency forecasting (including International Fisher Effect).

**Unit-III Foreign Exchange Risk Management :** Meaning of exchange Risk; Tools and Techniques of Foreign Exchange Risk Management; foreign Exchange Risk Management through Accounting , Translation and Economic Exposure methods.

**Unit-IV Financial management of the Multinational Firms: FDI,** Cost of capital and Capital structure. Multinational Capital Budgeting, MNC's cash receivables management, managing the multinational financial system.

### **Suggested Readings :**

1. Apte, P.G. International Financial Management, Tata



McGraw Hill, New Delhi.

2. Backley, adrian : Multinational Finance, Prentice Hall, New Delhi.
3. Eitman, D.K. and A.I. stenehill: Multinational Business Cash Finance, Adison Wesley.
4. Henning, C.N., W Piggot and W.H. Scott: International Financial Management, McGraw Hill, Int. Ed., New York.
5. Levi, Maurice D : International Finance, McGraw-Hill, International Edition.
6. Rodriqufe, R.M. and E.E. Carter : International financial Management, Prentice Hall, International Edition.
7. Shaprio, Alan, C: Mulatinal Financial Management, Prentice Hall, New Delhi.
8. Zeneff, D. and J Zwick : International Financial Management, Prentice Hall, International Edition.

**Paper-V MC-3.1.5 Merchant Banking-I**

Max. Marks : 80  
Time : 3 Hrs.

*Note : The examiner shall set nine questions in all covering the whole syllabus. Question No. 1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.*

**Course Inputs**

**Unit-1 Merchant Banking** : Meaning, Scope, Nature, Evolution and Activities: Merchant Banking in India; Investment Banking in India and USA, Potential of Intestment Banking in India; Organisation of MB-units. Banking Commission Report 1972. Regulation of Merchant Banking: Capital Adequancy Requirements, Code of Conduct, Insider Trading; Defaults and Penalties, International code and Standards. Project Preparation and Appraisal; Project Identification, Financial Appraisal, Technical Appraisal, Economic Appraisal, Feasibility study.

**Unit-II Merchant Bankers** : Types, functions/Role in Public Issue, other issues and in fund raising, in raising Public Deposits; Pre-issue obligations of Lead Merchant Banker, Appointment of Merchant Bankers; SEBI's guidelines for issues of various securities. Pre-issue Management: Coordination, Marketing and Underwriting; Pricing of rights and future Public issues (including Book-Building).

**Unit-III Pre-issue Management** : Allotment : Allotment and Dispatch of shares/Refunds and Listing Requirements of OTCEL; Public Deposits and Commercial Paper.

**Unit-IV Security-Rating and Equity Grading** : Nature, Utility, Process and Agencies like CRISIL and Credit Analysis & Research Ltd. Reports of Committees; Ethical Issues; SEBI

(Credit Rating Agencies) Regulation, 1999, Registration of CR-Agencies; Disclosure, Control and Inspection of Ratings.

**Suggested Readings :**

1. S. Guruswamy, "Financial Markets and Institutions" Thomson.
2. Shashik, Gupta et al. "Financial Institutions and markets" Kalyani Publishers, New Delhi.
3. H.R. Machiraju, "Merchant Banking : Principles and Practice", New Age International Publishers.

**Paper-VI MC-3.1.6 Corporate Taxation**

Max. Marks : 80

Time : 3 Hrs.

*Note : The examiner shall set nine questions in all covering the whole syllabus. Question No. 1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.*

**Course Inputs**

**Unit-1** Meaning of company; Types of companies; Residential status and incidence of tax on companies; Exemption to companies.

**Unit-II** Special and general provisions applicable to companies for computation of gross total income, particularly business income (expenses allowable and disallowable).

**Unit-III** Deductions from gross total income as applicable specifically and generally to companies, specific provisions for amalgamations, computation of tax for various types of companies, Provisions of MAT, Dividend policy and taxation on dividend.

**Unit-IV** Assessment of cooperative societies, Assessment of discontinued business, Double taxation relief. Assessment of charitable and religious trusts; Exempted incomes, Free accumulation of income, Procedure for registration and computation of tax. Assessment of political parties.

**Suggested Readings :**

1. Direct Tax Law & Practice: Dr. V.K. Singhania and Dr. Kapil Singhania, Taxmann Publication.
2. Income Tax Law & Practice : Dr. H.C. Mehrotra & Dr. S.P. Goyal, Sahitya Bhawan Agra.
3. Direct Tax Law & Practice: B.B. Lal, Konark Publication, Delhi.

**Paper-VI MC-3.1.6 Corporate Taxation**

Max. Marks : 80  
Time : 3 Hrs.

*Note : The examiner shall set nine questions in all covering the whole syllabus. Question No. 1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.*

**Course Inputs**

**Unit-1** Meaning of company; types of companies; Residential status and incidence of tax on companies; Exemption to companies.

**Unit-II** Special and general provisions applicable to companies for computation of gross total income, particularly business income (expenses allowable and disallowable).

**Unit-III** Deductions from gross total income as applicable specifically and generally to companies, specific provisions for amalgamations, computation of tax for various types of companies, Provisions of MAT, Dividend policy and taxation on dividend.

**Unit-IV** Assessment of cooperative societies, Assessment of discontinued business, Double taxation relief. Assessment of charitable and religious trusts; Exempted incomes, Free accumulation of income, Procedure for registration and computation of tax. Assessment of political parties.

**Suggested Readings :**

1. Direct Tax Law & Practice : Dr V.K. Singhania and Dr. Kapil Singhania, Taxmann Publications.
2. Income Tax Law & Practice : Dr. H.C. Mehrotra & Dr. S.P. Goyal, Sahitya Bhawan Agra.
3. Direct Tax Law & Practice : B.B. Lal, Konark Publication, Delhi.

**Paper-VII MC-3.1.7 Corporate Taxation**

Max. Marks : 80  
Time : 3 Hrs.

*Note : The examiner shall set nine questions in all covering the whole syllabus. Question No. 1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.*

**Course Inputs**

**Unit-1 Introduction to E-commerce:** Meaning and Concept of E-Commerce, Business Model for E-Commerce; Sales and Marketing Cycle; Features of E-Commerce; Element of E-Commerce; Benefits and Limitations of E-Commerce; Types of E-Commerce System; B2B, B2C, C2C, C2B, B2G and G2C.

**Internet Concept and Technologies:** History of Internet; Ways to connect to the Internet; Internet Accounts; Public and Private Network; Applications of Internet.

**Unit-2 Electronic Payment systems :** Features of an ideal electronic payment system; Types of an Electronic Payment System-Credit Cards, Debit Cards, Smart Cards, E-Money, E-Check and Electronic fund transfer (EFT).

Need of security in E-Commerce; Essential security requirements for safe electronic payments; Security Schemes for an Electronic Payment Systems-Encryption, Digital Signature, Security Certificates; internet security Protocol-SSL, HTTP, SET.

**Unit-3 Business to Consumer E-Commerce:** Introduction of B2C E-Commerce; Products in B2C Model; Consumers shopping procedure on the Internet; Role of E-Brokers; Broker-Based

Service On Line; On-Line Travel and Tourism Service; On-Line Stock Trading; On Line Banking; On-Line Financial Services; E-Auctions.

**Unit-4 Business-to Business E-Commerce:** Introduction to B2B E-Commerce; Marketing issue in B2B; Key technologies for B2B.

E Commerce; Electronic Data Interchange, Internet, Intranet, Extranet, Integration with Back-end Information System.

#### **Suggested Readings :**

1. Introduction to Information Systems; Alexis Leon.
2. E-Commerce and E-Business Mgt.; Dave Chaffey.
3. Database Mgt. Systems; Gerald V. Post, Tata McGraw-Hill.
4. Retailing an Introduction; Roger Cox.

#### **Paper-I MC-3.2.1 Marketing Concepts-I**

Max. Marks : 80

Time : 3 Hrs.

*Note : The examiner shall set nine questions in all covering the whole syllabus. Question No. 1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.*

#### **Course Inputs**

**Unit-1 Introduction :** Concept, nature, scope and importance of marketing. Understanding concepts of Relationship Marketing, Integrated Marketing, Internal and marketing Performance Marketing. Marketing the Customer Value: The Value Delivery, Value Chain, Core Competencies. Strategic Marketing Planning : Corporate and Division Strategic Planning, Business Unit Strategic Planning.

**Unit-2 Market Analysis and Selection :** Marketing environment-Macro and Micro Components and their impact on marketing decisions; Market segmentation and Targeting; Buyer behaviour; Consumer decision making process. Creating Customer Value, Satisfaction and Loyalty.

**Unit-3 Analysing Business Markets:** Organizational Buying, Participats in Business Buying Process, The Purchasing and Procurement Process, Stages in Business Buying Process, Managing Business-to-Business Customer Relationship. Dealing with Competition: competitive Fores, Identifying competitors, Analyzing Competitors, Competitive Strategies, Balancing Customer and Competitor Orientations.

**Unit-4 Creating Brand Equity :** Meaning of Brand Equity, Brand Equity Models, Building Brand Equity, Measuring Brand Equity. Managing Brand Equity, Devising a Branding Strategy, Customer Equity. Crafting the Brand Positioning: Developing and Communicating a Positioning Strategy, Differentiation Strategies.

#### **Suggested Readings :**

Kotler, Keller, Koshy and Jha, Marketing Management-A South Asian Perspective, Pearson.

**Paper-II MC-3.2.2 Marketing Research-I**

Max. Marks : 80

Time : 3 Hrs.

*Note : The examiner shall set nine questions in all covering the whole syllabus. Question No. 1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.*

**Course Inputs**

**Unit-1 Introduction to Marketing Research :** Importance, nature and scope of marketing research; Marketing information system and marketing research; Marketing research process and organisation.

**Unit-2 Problem Identification and Research Design:** Problem identification and definition; Developing a research proposal; Determining research type-exploratory, descriptive and conclusive research; Experimental designs.

**Unit-3 Data Resources:** Secondary data sources and usage; Online data sources; Primary data collection methods-questioning techniques, online surveys, observation method; Questionnaire preparation.

**Unit-4 Aptitude measurement and scaling techniques-elementary introduction to measurement scales.**

**Suggested Readings :**

1. Beri, G.C : Marketing Research, Tata McGraw Hill, New Delhi.
2. Boyd, H.W., Ralph Westfall and S.F. Starch : Marketing Research : Text and Cases, Richard D. Irwin, Boston.
3. Chisnall, Peter M : The Essence of Marketing Research, Prentice Hall, New Delhi.
4. Churchill, Gilbert A : Basic Marketing Research, Dryden Press, Boston.

5. Davis, J.J. : Advertising Research, Prentice Hall, New Delhi.
6. Green, Paul e., Donald s. Tull and Gerald Albaum : Research for Marketing Decision, Prentice Hall, New Delhi.
7. Hooda, R.P. Statistics for Business and Economics, Macmillan India, New Delhi.
8. Luck, D.J. : Marketing Research, Prentice Hall, New Delhi.

**Paper-III MC-3.2.3 International Business Environment-I**

Max. Marks : 80

Time : 3 Hrs.

*Note : The examiner shall set nine questions in all covering the whole syllabus. Question No. 1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.*

**Course Inputs**

**Unit-1 International Business and Environment :** Meaning, Nature, significance, dimensions, types Level of International Business and its Environment; Business Environment and strategic decisions: Geographic, Economic, political, Demographic, Social/ Cultural and Regulatory Framework.

**Unit-2** International Economic Cooperation and Agreements; Regional Economic Integration (Trade Blocks); Integration, Customs-Union, European Union, Indo-eu trade, Euro, south-south cooperation (SAARC, SAPTA, Indo-Lanka Free Trade Agreements, NAFTA. International commodity Agreements; Generalised and Global system of Trade Preferences (GSP & GSTP); International Trade and Investment Theories.

**Unit-3 International Economic Institutions:** IMF, WB, ADB, UNCTAD, IMODO and WTO Multi-Fibre Arrangement (MFA); International Trade and Payments (Protectionism, Barriers: Tariff & Non-Tariff); State-Trading. Foreign-Trade Policy; Global Sourcing, BOPs, BOT and Indian scene.

**Unit-4 Environment of International Investment :** Foreign Investment; Meaning, significance, types, Growth, Dispersion of foreign investment: Cross-Borders M & As, Foreign Investment in India and By Indian Companies, MNCs: Meaning, Organisational Models, Importance and Dominance, Code of Conduct and Transfer of Technology, MNCs in India.

**References**

1. **Bhattacharya, B :** Going International Response Strategies for India Sector, Wheeler Pub. Co, New Delhi.
2. **Black and Sundaram :** International Business Environment, Prentice Hall, New Delhi.
3. **Black, Ardin :** The Essence of International Money, Prentice Hall, New Delhi.
4. **Daniels, John D and Lee H Radebaugh:** International Business : Environment. and Operations, Readings.
5. **Letich, Joh M :** International Economics Policies and Theoretical Foundations, Academic Press, New York.
6. **Sodersten, B.O. :** International Economics, Macmillan, Landon Rao, P. Sudha, International Business, Himalya Pub. House, Mumbai.

**Paper-IV MC-3.2.4 Financial Management-I**

Max. Marks : 80

Time : 3 Hrs.

*Note : The examiner shall set nine questions in all covering the whole syllabus. Question No. 1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.*

**Course Inputs**

**Unit-1** Evaluation of Finance, Objectives of the Firm-Project Max. And Wealth max; Functions of Financial Management; Organisation of the Finance Function.

**Unit-1 Cost of Capital :** Definition and Concepts, Measurement, the weighted average Cost of Capital; Leverage; Leverage: Operating and financial, Combined Leverage.

**Unit-3** Capital Budgeting, Meaning, importance, rationale of Capital Budget, nature of investment Decision, the Administrative framework, methods of appraisal.

**Unit-4** Capital rationing, Inflation and Capital Budgeting; Capital budgeting under Risk and Uncertainties.

**Suggested Readings :**

1. M.Y. Khan and P.K. Jain 'Financial Management'
2. I.M. Pandey 'Financial Management Theory and Practice'
3. Parsana Chandra 'Financial Management Theory and Practice'.
4. Aggarwal and Aggarwal 'Financial Management' Hindi Medium.
5. Van Horne, James C 'Financial Management and Policy.

**Paper-V MC-3.2.5 Advanced Cost Accounting**

Max. Marks : 80

Time : 3 Hrs.

*Note : The examiner shall set nine questions in all covering the whole syllabus. Question No. 1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.*

**Course Inputs**

**Unit-1 Inventory system :** turnover of material; ABC analysis; VED analysis; JIT, aims and objects of JIT, Methodology in implementation of JIT, Impact of JIT on Production Price, JIT's effect on costing system. Material Requirement Planning (MRP-I), aims, methodology, methods of Operations, Requirement for implementation of MRPI, MRPI and Inventory Management. Zero Inventory system.

**Unit-2** Manufacturing resource planning (MRP II), Evolution, essential elements. Enterprise resource planning (ERP), Lean Accounting, Back flush Costing, Conditions for adopting Back flush Costing, different types of back flush Costing, accounting for Variances, disposition of variances, difficulties in backflush costing, backflow costing in JIT system.

**Unit-3** Process Costing; Work in Progress, Inter process Profits, by Products and Joint Products. Uniform costing, Concept, Scope of Uniform costing, Need for Uniform Costing, Inter firm comparison, Need for Inter Firm Comparison. Requirements of an Inter firm comparison scheme, Types of comparison.

**Unit-4** Cost records, Integral system, preparation of accounts under integral system. Non-integral system, preparation of accounts under non-integral system. Benefits and limitations of integral and non-integral systems.

**Suggested Readings :**

1. Saxena and Vashishtha : Advanced Cost Accounting; sultan chand and Sons, Delhi.
2. Horngren Charles. T : Cost Accounting-A Managerial Emphasis. Pearson Publications, Delhi.
3. Ravi M. Kishore: Cost Management-Taxman Publications, Delhi.
4. Jain, S.P. K.L. Narang : Advanced Cost Accounting Kalyani Publications, Delhi.

**Paper-VI MC-3.2.6 Human Resource Management-I**

Max. Marks : 80

Time : 3 Hrs.

*Note : The examiner shall set nine questions in all covering the whole syllabus. Question No. 1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.*

**Course Inputs**

**Unit-1** An Introduction to Human resource Management:- Human Resource Management-An Introduction, Nature, Features, Scope, Objectives and importance of Human Resource Management; Functions of Human Resource Management-Manager in an Organisation; Evolution and growth of Human Resource Management in India, Recent Techniques in Human Resource Management (HRM).

**Unit-2 Recruitment and Selection**

**Recruitment :** Concept, Sources/methods and techniques of manpower supply; Characteristics of a good Recruitment policy and principles of Recruitment, factors affecting Recruitment.

**Selection :** Concept and Procedure.

**Unit-3 Training and Development :**

**Training :** Concept, Need and importance of training; methods of Training-On the job Training and Off the job Training, Essentials of a good Training programme, Principles of Training. Development: Meaning and Nature of Management Development : (MD), Methods of M.D. and Principles of M.D.

**Unit-4 Wages :** Meaning, Objectives and Theories of Wages; method of wage payment-Time wage and piece wage methods; Concepts of wage fair, Minimum and living Wage, Factors for Determining wage structure of an organization and essentials of satisfactory wage policy.



Wagic incentives : Concept, Need and importance of incentives, special incentives-Profit sharing and Co-partnership, Essentials of ideal incentive system.

#### Suggested Readings :

1. Rao. P. Subba, Essentials of Human Resource Management, Himalaya Publishing House, Bombay.
2. Robins A. David, Human Resource Management, Prentice Hall of India, New Delhi.
3. Flippo, Edwin B, Pirnciples of Personnel Management, McGraw Hill Book Co. New York. Ganguli. H.C. Industrial Productivity and Motivation, Asia Publishing House, Bombay.
4. Yoler, Dale, Personnel Management and Industrial Relations, Prentice Hall of India, New Delhi.
5. Bowely, AM Handbook of Salary and Wage System, Grover Press, Essex.
6. Tracy, W.R. Designing, Training and Development Systems, American Management Association, New York.
7. Yoder, D. Maheman, H.G. Turnbule J.G. and Stone, C. Handbook of Personnel Management and Industrila Relations McGraw Hill Book Co. New York.
8. Memoria, C.B. Personnel Management, Himalaya Publishing House, Bombay.
9. Indian Journal of Industrial Relations, Shri Ram Center for Industrila Relations, New Delhi.
10. Industrial Relations, Institute of Industrial Relations, University of California, Berkley. California.

### Group-III

#### Paper-I MC-3.3.3 Entrepreneurship Development-I

Max. Marks : 80

Time : 3 Hrs.

*Note : The examiner shall set nine questions in all covering the whole syllabus. Question No. 1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.*

#### Course Inputs

**Unit-1 Entrepreneurship :** Definition, Concept, Growth and role. The Entrepreneur : Types, characteristics, theories of Entrepreneurial class, Urges and importance of Entrepreneurship Stimulats; Seed-Beds of Entrepreneurship, Influencing Factors; Problems (Operational and Non-Operational) and Obstacles. Entrepreneurial Management. Role of socio-economic environment.

**Unit-2** Theories of Entrepreneurship, Schumpeter's Ducker's and Walker's views on Enrepreneur; evolution of Entrepreneurs in India; Business-skills, Inventory in Entrepreneurs; Information as a strategic catalyst of Entrpreneurial Development; Managers and entrepreneurs; Similarities, Creation of Dream for Entrepreneurs.

**Unit-3** Skills for a New Class of Entrepreneurs; The Ideal Entrepreneurs; The Entrepreneurship Audit; Identification of opportunities by an Entrepreneur; The steps to identify the project/ventures; Process of converting business opportunities into reality. Feasibility Report and analysis; Process of setting up a small scale industry/unit.

**Unit-4** Promotion of a venture, External Environment Analysis; Economic, Social, Technological and competition; Legal Framework for establishing and fund raising Venture Capital: Sources and Documents required.

**Suggested Readings :**

1. Tandon, B.C. Environment and Entrepreneur, Chugh Publication, Allahabad.
2. Siner A David : Entrepreneurial Megahuks: John wiley and Sons, New York.
3. Srivastava S.B. : A practical Guide to Industrial Entrepreneurial, Sultan Chand and Sons, New Delhi.
4. Parsana Chandra: Project preparation n, Appraisal, Implementation; Tata Mc Graw Hill, New Delhi.
5. Pandey, I.M. Venture Capital-The Indian Experience, Prentice Hall of India.
6. Halt : Entrepreneurship-New Venture Creation; Prentica Hall of India.

**Paper-II MC-3.3.3 Production Management-I**

Max. Marks : 80

Time : 3 Hrs.

*Note : The examiner shall set nine questions in all covering the whole syllabus. Question No. 1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.*

**Course Inputs**

**Unit-1** Introduction, Research, Development and Design; Factory site and building, plant selection, Layout and Maintenance.

**Unit-2** Selection and planning of Manufacturing process; Material handling;

**Unit-3** Value analysis and standardization; work study and ergonomics.

**Unit-4** Human aspect of production Management, Control of Quality, Control of manufacturing cost, production control Deptt.

**Unit-5** Planning for Component Manufacture; work order documents and their use, store organisation and control, Machine loading and program.

**Unit-6** Data processing, operation research, Network Analysis, Manufacturing system.

**Suggested Reading :**

1. Chaturvedi, M : New Product Development, Wheeler Publications, New Delhi.
2. Majumdar, ramanuj: Product Management in India, Prentice Hall, New Delhi.
3. Moise, S : Successful Product Management, Kogan Page, New York.
4. Moore, W.I.: Product Planning Management, McGraw Hill, Boston.
5. Quech, J.A. Cases in Product Management, Irwin, London.
6. Urban, Glen L., John R. Haqnsen and Nikilesh Dholakia: Essentials of New Product management, Prentice Hall, Englewood Cliff, New York.

**Paper-III MC-3.3.3 Project Planning and Control-I**

Max. Marks : 80

Time : 3 Hrs.

*Note : The examiner shall set nine questions in all covering the whole syllabus. Question No. 1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.*

**Course Inputs**

**Unit-1 An overview :** Capital Expenditure and Capital Budget (Meaning, objective and phases) Facets (aspects) of project analysis, Feasibility Study, Articulation of framework of resource allocation : Three Key criteria Investment strategies, strategic Position and Action Evaluation and Capital Budgeting Generation and screening of Project ideas : The complete process.

**Unit-2 Market and Demand analysis;** The Study of situation, Information, Market and Demand Forecasting: Market Planing and Methods of Demand forecasting. Technical analysis with materials, Manufacturing-process, Product-mix, capacity, location, machines and schedules.

**Unit-3 Financial analysis :** Project-cost, Sources of Finance, Estimates of cost of Production, Sales working Capital Requirements and its sources, working results, BEP and Cash flows, Project cash clows, time Value of Money.

**Unit-4 Cost of Capital of the Project :** Basic Concepts and Premises : Rate of Return, Cost of preference and Equity Capital; Cost of Capital for a New Company and in practice, Cost of Depreciation generated funds, appraisal criteria: NPV, Cost-Benefit Ratio, IRR Urgency, accounting Rate of Return, Investment Appraisal: Indian and International profile. Types of Projects and Relevance of IRR.

**Suggested Readings :**

1. Brycd, 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: Prouect 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.

**Paper-IV MC-3.3.4 Corporate Legal Framework-I**

Max. Marks : 80

Time : 3 Hrs.

*Note : The examiner shall set nine questions in all covering the whole syllabus. Question No. 1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.*

**Course Inputs****Unit-1 The companies Act 1956 (Relevant Provisions) :**

Definition, Types of companies, Formation of company; Promotion, Incorporation and commencement of business.

**Unit-II** Memorandum of Association, Articles of Association, Prospectus, Shares, Allotment, Share Certificate, Share warrant, Calls on shares, Forfeiture of shares, Share capital and types of shares.

**Unit-III** Membership, Transfer and Transmission of shares, Management of company: Directors-appointment, powers, duties, company meetings, resolutions.

**Unit-IV** Borrowing powers and Debentures, Dividends and Bonus shares, managerial remuneration. Winding up and Dissolutions: meaning, modes of winding up, payment of liabilities.

**Suggested Readings :**

1. Taxmann's company Act 1998.
2. Taxmann's master guide to companies Act 1998.
3. Company Law: Ashok K Bangrial Vikas Publishing House, Pvt. Ltd. Delhi.
4. Company Law : Avtar Singh Eastern Book Company.

**Paper-V MC-3.3.5 Financial Institutions and Market-I**

Max. Marks : 80

Time : 3 Hrs.

*Note : The examiner shall set nine questions in all covering the whole syllabus. Question No. 1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.*

**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.

**Unit-2** 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 markets; capital-market-primary and secondary markets; Depository system; government securities market; Role of SEBI-an overview; recent developments.

**Unit-3 Reserve Bank of India :** Organisation, management and functions; credit creation and credit control; Monetary policy.

**Unit-4 Commercial Banks:** Meaning, functions, management and investment policies of commercial banks; Present structure; E-banking and e-trading, recent developments in commercial banking.

**Suggested Readings :**

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, Alied 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 Publications, Mumbai.
7. Varshney, P.N. : Indian Financial System, sultan Chand & Sons, New Delhi.
8. Averbach, Robert D: Money, Banking and Financial Markets : Mac Millan, London.
9. Srivastava, R.M. : Management of Indian financial Institutions: Himalaya Publishing House, Mumbai.
10. Verma, J.C. Guide to Mutual funds and *investment Portfolio*, Bharat Publishing House, New Delhi.

**Paper-VI MC-3.3.6 Small Business Financial Management-I**

Max. Marks : 80

Time : 3 Hrs.

*Note : The examiner shall set nine questions in all covering the whole syllabus. Question No. 1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.*

**Course Inputs**

**Unit-1 Small Business :** Meaning, Definition, Nature, Importance; Legal Forums of Small Business organisations Problems of small business organisation, Govt. policy regarding small business; Future of small business in India.

**Unit-2 Financial Management in small Business :** Small business versus Large Business from the viewpoint of financial management;

**Unit-3** Capital budgeting process in small business-Pay back Method, Average Rate Return, Internal rate of return and Net present value method; Analysis of risk and uncertainties.

**Unit-4** Working Capital Management in Small Business-Nature and importance of working capital in small companies Cash Management, Receivable Management.

**Suggested Readings :**

1. Francis Charunilam, Business and Government, Himalaya Publishing House, New Delhi.
2. M.Y. Khan and P.K. Jain, Financial Management Theory and Practice, Tata McGraw Hill, New Delhi.

3. Prasana Chandra, Financial Management Theory and Practice, Tata McGraw Hill, New Delhi.
4. Khan R.R. Management of Small Scale Industries, Sultan Chand and Sons, New Delhi.
5. Sharma, G.D. How to start your own small business, Press and Publication Agency, New Delhi.
6. Sharma, G.D. How to start your own small business, Press and Publication Agency, New Delhi.
7. I.M. Pandey, Financial Management.

**Group-IV****Paper-I MC-3.4.1 Foreign Trade Policy, Procedures and Documentation-I**

Max. Marks : 80

Time : 3 Hrs.

*Note : The examiner shall set nine questions in all covering the whole syllabus. Question No. 1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.*

**Course Inputs**

**Unit-1 International Trade :** Theories of international trade, absolute and comparative advantage theories; Modern theory of international trade-Heckscher-Ohlin theory; terms of trade; theory of international trade-Heckscher-Ohlin theory; terms of trade; theory of international trade in services; Balance of payments and adjustment mechanism.

**Unit-2 Commercial Policy Instruments :** Tariffs, quotas, anti dumping/countervailing duties; technical Standards; Exchange controls and other non tariff measures.

**Unit-3 India's Foreign Trade:** Policy, export promotion and the institutional set up; Deemed exports; Convertibility; Policy on foreign collaborations and counter trade arrangements; Indian joint ventures abroad; Project and consultancy exports.

**Unit-4 Instruments of Export Promotion :** Export assistance and measures, import facilities, Duty Exemption Schemes; Duty drawback; Tax concessions; Marketing assistance; 100% Export Oriented Units; EPZs and SEZs; EPCG scheme.

**Suggested Readings :**

1. Customs and Excise Law Times : various issues.
2. Economic survey : Ministry of Finance, Govt of India, various issues.

3. Import and Export Policy : Ministry of Commerce, various issues.
4. Verma, M.L. International Trade, Common wealth Publishers.
5. Export-Import Policy : Ministry of commerce, Govt. of India.
6. Handbook of Export-Import Procedures: Ministry of Commerce, Govt. of India.
7. Ram, Paras : Exports : What, Where and How? Anupam Publications, New Delhi.
8. Report of working Group on Export Houses: Ministry of Commerce.
9. Sodersten, B.O. International Economics, McMillan, London, Varshney Bhattacharya: International Marketing Management, Sultan Chand, New Delhi.
10. World Development Report : World Bank, Washington, D.C.
11. Mahajan M.I. : Exports : Do it yourself, Snowwhite Publications, New Delhi.

**Paper-II MC-3.4.2 International Finance-I**

Max. Marks : 80

Time : 3 Hrs.

*Note : The examiner shall set nine questions in all covering the whole syllabus. Question No. 1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.*

**Course Inputs**

**Unit-1 International Finance :** Meaning, Nature and Importance, Bretton Woods Conference and afterwards, I.M.F. and World Bank, Methods of International Investments. Balance of Payments and its Components. Current Trends in international Trade and Finance. International Flow of : Goods, Service and Capital Coping with Current Account Deficit.

**Unit-2 International Monetary System :** Developments, Gold Standard, Bretton Wood System, Fixed Parity System. Smithsonian arrangement, Exchange Rate Regime Sine 1973, Floating System.

**Unit-3** International liquidity, Creation of SDRs, IMFs, funding facilities, the European Monetary system, Monetary and banking Institutions in International Markets.

**Unit-4 International Capital and Money Market Instruments:** GDRs ADRs, Euro Bonds, Euro Loans, Repos, CPs, floating rate instruments, loan-syndication and Euro-deposits.

**Suggested Readings :**

1. Apte, P.G. Global Business Finance (ed. 2002) T.M.H. New Delhi.

2. Buckley, Adrian, Multinational Finance, Prentice Hall, New Delhi.
3. Henning, C.N. W. Piggot and W.H. Scott. International Financial Management, Mc Graw Hill (Intl. Edition).
4. Shappro, Alan C. Multinational, Financial Management, Prentice Hall of India, New Delhi.
5. Sharan, V. International Financial Management, Prentice Hall of India, New Delhi.
6. Bhalla, V.K. International Financial Management, Text & Cases, The Economic Time.

**Paper-III MC-3.4.3 International Marketing-I**

Max. Marks : 80

Time : 3 Hrs.

*Note : The examiner shall set nine questions in all covering the whole syllabus. Question No. 1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.*

**Course Inputs**

**Unit-1 International 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.

**Unit-3 Foreign Market Selection :** Global market segmentation: Selection of foreign markets; international positioning.

**Unit-4 Product Decisions :** Product planning for global markets; Standardization Vs. product adaptation; New product development; Management of international brands; Packaging and labeling; provision of sales related services.

**Suggested Readings :**

1. Czinkota, M.R. : International Marketing, Dryden Press, Boston.
2. Fayerweather, John : International Marketing, Prentice hall, New Delhi.



**Paper-III MC-3.4.3 International Marketing-I**

Max. Marks : 80

Time : 3 Hrs.

*Note : The examiner shall set nine questions in all covering the whole syllabus. Question No. 1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.*

**Course Inputs**

**Unit-1 Interoduction 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.

**Unit-3 Foreign Market Selection :** Global market segmentation; Selection of foreign markets; international positioning.

**Unit-4 Product Decisions :** Product planning for global markets; Standardization vs. product adaptation; New product development; Management of international brands; Packaging and labeling; Provision of sales related services.

**Suggested Readings :**

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.
9. Vsudeva P.K., International Marketing; Excel books, New Delhi.

**Paper-IV MC-3.4.4 International Business Laws and Taxation-I**

Max. Marks : 80

Time : 3 Hrs.

*Note : The examiner shall set nine questions in all covering the whole syllabus. Question No. 1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.*

**Course Inputs**

**Unit-1 Legal framework of International Business:** Nature and complexities :Code and common laws and their implications to business. International Business contract-legal provisions, Payment terms, International sales agreements, Rights and Duties of agencies and distributors.

**Unit-II Regulatory framework of WTO:** Basic principles and charter of GATT/WTO; regional groupings, Subsidies, Technical standards, anti dumping duties and other non tariff barriers.

**Unit-III** Custom valuation and dispute settlement, implications of WTO to important sectors-GATS, TRIPs, TRIMs, Enforcement of contracts and dispute settlement, International commercial arbitration.

**Unit-IV Regulations and Treaties regarding :** Licensing, Franchising, Joint ventures, patents, Trademarks, Technology transfers, Telecommunications.

**Suggested Readings :**

1. Deniels, John, Earnest. W ogramand Lee H. Redbungh : International Business Environment and Operations.
2. GATT/WTO various publications.
3. Handbook of Import-Export Procedure : Govt. of India.
4. Journal of world trade law.

5. Law, Julton D.M. & elive stand brook : (eds) International Trade Law and Practice, Euro money Publications, London.
6. Patrick, Hearn: International Business Agreements: Gover Publishing Co., Pvt.
7. Kapoor, N.D. Commercial Laws Sultan Chand & Co. New Delhi.

**Paper-V MC-3.3.3 International Business Environment-I**

Max. Marks : 80

Time : 3 Hrs.

*Note : The examiner shall set nine questions in all covering the whole syllabus. Question No. 1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.*

**Course Inputs**

**Unit-1 International Business and Environment :** Meaning, Nature, significance, dimensions, types Level of International Business and its Environment; Business Environment and strategic decisions: Geographic Economic, political, Demographic, Social/ Cultural and Regulatory Framework.

**Unit-2** International Economic Cooperation and Agreements; Regional Economic Integration (trade Blocks); Integration, Customs-Union, European Union, Indo-Eu Trade, Euro, south-south cooperation (SAARC, SAPTA, Indo-Lanka free Trade Agreements, NAFTA. International commodity Agreements; Generalised and Global systems of Trade preferences (GSP & GSTP); International Trade and Investment Theories.

**Unit-3 International Economic Institutions:** IMF, WB, ADB, UNCTAD, IMODO and WTO Multi-Fibre arrangement (MFA); International Trade and Payments (Protectionism, Barriers; Tariff & Non-Tariff); State-Trading, Foreign-Trade Policy; Global Sourcing, BOPs, BOT and Indian scene.

**Unit-4 Environment of International Investment:** foreign Investment; Meaning, significance, types, growth, Dispersion of foreign investment: Cross-Borders m. & As, Foreign Investment in India and By Indian Companies, MNCs: Meaning,

Organisational Models, Importance and Dominance, Code of Conduct and Transfer of Technology, MNCs in India.

**References :**

1. Bhattacharya, B. : Going International Response Strategies for Indian Sector, Wheeler Pub. Co., New Delhi.
2. Black and Sundaram : International Business Environment prentice hall, New Delhi.
3. Buckley, Ardin : The Essence of international Money, Prentice hall, New Delhi.
4. Daniels, John D and Lee H Radebaugh : International Business : Environment, and Operations, Readings.
5. Letiche, John M : International Economics Policies and Theoretical Foundations, Academic Press, New York.
6. Soderten, B.O.: International Economics, Macmillan, Landon Rao, P. Subha, International Business, Himalaya Pub. House, Mumbai.

**Paper-VI MC-3.4.6 Operations Research-I**

Max. Marks : 80

Time : 3 Hrs.

*Note : The examiner shall set nine questions in all covering the whole syllabus. Question No. 1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.*

**Course Inputs**

**Unit-1 Operation Research :** Concept and significance of operations research ; Evolution of operation research; Steps in designing operations research studies; Operations research models, Methodology.

**Unit-2 Linear Programming and its Applications:** Graphic method and simplex method.

**Unit-3 Duality problem:** Transpiration problem; Assignment problem.

**Unit-4 Introduction to Other Types of Programming :** Goal programming; Integer programming; Dynamic programming Non-linear programming (introductory only).

**Suggested Readings :**

1. Sharma J.K. : Operations Research-Theory and Applications, Macmillan India Ltd., New Delhi.
2. Aggarwal, J.D. and Sagarika Ghosh : Quantitative Techniques for Financial Analysis, Indian Institute of Finance, New Delhi.
3. Billy, E. Gillett : Introduction to Operations Research-A Computer Oriented.
4. Algorithmic Approach, Tata McGraw Hill Publishing Ltd., New Delhi Lucey, T :

5. Quantitative Techniques, D.P. Publications, London, sharma, K.R. : Quantitative.
6. Techniques and Operations Research : Kalyani Publications, Ludhiana Taha, Hamdy A : Operations Research-An Introduction, Prentice Hall, New Delhi, Vohra, N.D.
7. Quantitative Techniques in Management, Tata McGraw Hill, New Delhi, Wanger, H.M: Principles of Operations Research, Prentice Hall, Delhi.
8. Watsman, Terry J. and Parramor Ketith : Quantitative Methods in Finance, International Thompson Business Press.
9. Sharma SC, Sehenoy GV, Srivastava VK : Quantitative Techniques for Managerial Decision Making; Wiley Western Ltd., New Delhi.

**M.Com.-Final-IV Semester****Paper-I MC-4.0.1 Operations Research-I**

Max. Marks : 80

Time : 3 Hrs.

*Note : The examiner shall set nine questions in all covering the whole syllabus. Question No. 1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.*

**Course Inputs**

**Unit-1 Strategic Analysis and Choice:** The Process of Strategic Choice, Corporate Level Strategic Analysis, Business Level Strategic Analysis, Subjective Factors in Strategic Choice, Contingency Strategy, Strategic Plan.

**Unit-2 Strategy Implementation :** Inter relationship between formulation and Implementation, Aspects of Strategic Implementation, Project Implementation, Procedural implementation, Resource Allocation; Strategy and Structures; Structural Considerations, Structures for Strategies; Organisational Design and Change.

**Unit-3 Behavioural Implementation :** Leadership Implementation, Corporate Culture, Corporate Politics and Use of Power, Personal values and Business Ethics.

**Functional Implementation :** Functional Strategies, Functional Plans and Policies, marketing Plans and Policies, Financial Plans and Policies, personnel Plans and Policies, Operations Plans and Policies.

**Unit-4 Strategic Evaluation and Control :** Overview of Strategic Evaluation and Control, Techniques of Strategic Evaluation and control.

**Suggested Readings :**

1. **Bhattachary, S.K. and N. Venkataramin :** Managing Business Enterprises : Strategies, Structures and Systems, Vikas Publishing House, new Delhi.
2. Chreistensen, C. Ronald, Kenneth R. Andrews, Joseph L. Bower, Rochard G. Hamermesh, Michael E. Porter : Business policy : Text and cases, Richard D. Irwin, Inc., Homewood, Illinois.
3. **Coulter, Mary K :** Strategic Management in Action, Prtentice Hall, New Jersey.

**Paper-II MC-4.0.2 Accounting Theory and Practice**

Max. Marks : 80

Time : 3 Hrs.

*Note : The examiner shall set nine questions in all covering the whole syllabus. Question No. 1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.*

**Course Inputs**

**Unit-1 Financial Disclosures and Reporting :** Objectives and Concepts, Developing a financial Reporting Framework, Need for financial reporting standards, trueblood report and the 'Corporate Report' on Disclosure reporting' FASB concept No. 1 An effective corporate report. Accounting Standard-I on "Disclosure of Accounting Policies" IASC's conceptual framework for preparation and presentation of financial statements.

**Unit-2 Specific reporting issues :** Segment, Interim, Social Environmental reporting including AS-17 and AS-25. Related Parties Disclosures (AS-18), Financial Reporting of Interests in Joint Ventures (AS-27).

**Unit-3 Accounting Standards formation :** Meaning of AS, Process of Standards settings in India and by IASC, AS-2, AS\_3, AS-6, AS-9, AS-10, AS-11, AS-14, AS-19, AS-20, As-26 and AS-28 in detail. Hamonisation in Accounting and Reporting (including Recommendation of RBI and SEBI).

**Unit-4 Contemporary Issues in Accounting :** Human Resource Accounting, Accounting for priced-Level changes, Value added Accountng and Reporting, Forensic Accounting and Reporting.

**Suggested Readings :**

1. Kenneth S. Most, "Accounting Theory" Ohio Grid Inc.
2. Jawahar Lal, "Corporate Financial Reporting : Theory and Practice" taxman, 2<sup>nd</sup> Ed.
3. Vijay Kumar, M.P. "First Lesson on Accounting Standards", Snowwhite.
4. Glautier, H.W.E. And Undordown. B. "Accounting Theory and Practice" (Arnold Heinemann).

**Paper-I MC-4.1.1 Corporate Tax Planning and Management-II**

Max. Marks : 80  
Time : 3 Hrs.

*Note : The examiner shall set nine questions in all covering the whole syllabus. Question No. 1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.*

**Course Inputs**

**Unit-1** Tax provisions relating to deduction of tax at source and Advance payment of tax, Taxation of fringe benefits. Tax planning in respect of managerial remuneration.

**Unit-2 Tax planning and Financial Management Decisions :** Tax Planning relating to capital structure decisions, Dividend policy, Inter corporate Dividends, Bonus share and Bonus debentures, Tax planning in respect of own or lease.

**Unit-3 Tax planning and Financial Management Decisions :** Tax planning in respect of sale of assets used for scientific research, Make or buy decisions, Repair replace, Renewal or renovation of an asset, Shut down or continue decisions.

**Unit-4** Tax planning in respect of selling in domestic or foreign market, Avoidance of double taxation agreements, Tax provisions relating to foreign collaborations and joint ventures and tax planning in respect of there of.

**Suggested Readings :**

- 1. Corporate Tax Planning & Management :** Dr. H.C. Mehrotra & Dr. S.P. Goyal Sahitya Bhawan Agra.
- 2. Direct Tax Planning & Management :** Dr. V.K. Singhania, Dr. Kapial Singhania, Monica Singhania, Taxmann Publications.
- 3. Planning and Management of corporate Taxation :** V.P. Gaur, DB Narang, Rajeev Puri-Kalyani Publishers, New Delhi.

**Paper-II MC-4.1.2 Advanced Accounting-II**

Max. Marks : 80  
Time : 3 Hrs.

*Note : The examiner shall set nine questions in all covering the whole syllabus. Question No. 1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.*

**Course Inputs**

**Unit-1** Accounts for holding and subsidiary Companies, Definition–Accounts–Consolidation, Preparation of Gross up-to-date Balance Sheet–Minority Interest Preacquisition, Capital Profits–Cost of Control or Goodwill-inter Company Balances, Unrealised Inter Company Profits–Revaluation of Assets and Liabilities–Bonus Shares–Treatment of Dividend–More than one subsidiary–Inter company holdings–Consolidated profit and Loss Account.

**Unit-2 Liquidation :** Scope–Contributory–Preferential payments–Preference Dividend–Statement of Affairs and Deficiency/Account–Liquidators final Statement of Accounts–Liquidator remuneration–Recover for Debenture holders–List of Contributors.

Double Account System (including Accounts of Electricity concern) Nature–Features of Double Accounts System–Receipt and Expenditure on Capital Accounts–General Balance Sheet–Personal Account–Met Revenue Accounts–Difference Between Single Account System and Double Accounts System –Replacement of an Assets–Accounts of Electricity Companies.

**Unit-3 Farm Accounting**–Meaning, Limitations of Historic Accounting, Methods of Accounting for price level changes-

General price level Accounting or current purchasing power Accounting–Current Cost Accounting Method–An Appraisal of C.P. and C.C.A. Method. Human Resource accounting : Meaning–Approaches to HRA–Assumptions–methods–Human Resource Cost Accounting–Historical cost Accounting–Replacement cost method–opportunity cost method–Human Resource value Accounting.

### References :

1. Beams, F.A; Advanced Accounting, Prentice Hall, New Jersey.
2. Dearden, J. and S.K. Bhattacharya : Accounting for Management, Vikas Publishing House, New Delhi.
3. Engler, C., L.A. Bernstien and K.R. Lambert : Advanced Accounting, Irwin Chicago.
4. Fischer, P.M., W.J. Taylor and J.A. Leer; Advanced Accounting, South–Western, Ohio. Gupta R.L. Advanced Financial Accounting, S Chand and Co. New Delhi.
5. Kesio D.E. and J.J. Weygandt : Intermediate Accounting, John Wiley and sons, N.Y.
6. Maheshwari, S.N.: Advanced Accounting-Vol. II. Vikas Publishing Housing, New Delhi.
7. Monga J.R. : Advanced, Mayoor Paperbacks, Noida.
8. Narayanaswamy, R. : Financial Accounting : A Managerial Perspective, Hall of India, Delhi.
9. Neigs, R.F. Financial Accounting, Tata Mc Graw Hill, New Delhi.
10. Shukla, M.C. and T.S. Grewal : Advanced Accountancy, Sultan Chand Co., New Delhi.
11. Warren C.S. and P.E. Fess : Principles of Financial and Managerial Accounting, South-Western, Ohio.

### Paper-III MC-4.1.3 Security Analysis and portfolio Mangement-II

Max. Marks : 80

Time : 3 Hrs.

*Note : The examiner shall set nine questions in all covering the whole syllabus. Question No. 1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.*

### Course Inputs

**Unit-1 Return and Risk Analysis :** Types of Returns and Risks, Measurement of risks and returns: Efficient–Market theory; Portfolio: Meaning and benefits. The benefits of diversification in portfolio management. Role of standard deviation and correlation coefficient in risk–return analysis. Time value of money (with intra year compounding and discounting).

**Unit-2 Portfolio Theory :** Portfolio risk & return, optimal portfolio, Risk less lending and borrowings. Markowity: Portfolio selection model; Shape: The Single Index Model. Immunization and duration in bond portfolios.

**Unit-3** Capital Asset Pricing Model including SML and CML; Empirical evidence on CAPM (with numerical); factor Models and Arbitrage pricing theory; Risk tolerance and asset allocation. The Zero Beta Model, behavioural Finance and the guidelines for Investment Decisions.

**Unit-4** Portfolio Performance Evaluation (including M2 measure of performance and style analysis); Risk adjusted measures of return; Strategies of the Great Masters.

### Suggested Readings :

1. ZVIBodi et al, "investments" 6<sup>th</sup> Ed. MGH companies.
2. Ranganatham, M. and madhumati, R. "Investment Analysis and Portfolio Management", Person.



**Paper-IV MC-4.1.4 Multinational Finance-II**

Max. Marks : 80

Time : 3 Hrs.

*Note : The examiner shall set nine questions in all covering the whole syllabus. Question No. 1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.*

**Course Inputs**

**Unit-1 Financing Foreign Operations I :** Short-Term financing, Financing the Foreign Trade; International Banking (including Baker-Plan and Macro Prudential Indicators). Eurocurrency-market (including instruments and intern rates), Commercial Borrowings and Euro-Issues.

**Unit-2 Financing Foreign Operations II :** Special Financing Vehicles; Designing a Global Financing Strategy; Interest rate and Currency Swaps (including parallel and Back-to-Back loans).

**Unit-3** MNCs and International Taxation; Various models of Treaties on Taxation; Meaning and computation of Arm's length price, transfer pricing, International portfolio investment:-Measurement of total returns, Benefits of international equity financing, International bond investing and optional international asset allocation.

**Unit-4** Measurement and management of political risk in foreign investment; International bank crisis, Depositories: Global Depository Receipts and American Depository Receipts, Country Risk Analysis in International Banking, Euro and its implications for indian banking.

**Suggested Readings :**

1. Apte, P.G : International Financial Management, Tata McGraw Hill, New Delhi.

2. **Backley, Adrian :** Multinational Finance, prentice hall, New Delhi.
3. **Eitman, D.K. and A.I. stenehill :** Multinational Business Cash Finance, Adison Wesley.
4. **Henning, C.N. W Piggot and W.H. Scott :** International Financial Management, McGraw Hill, Int. Ed., New York.
5. **Levi, Maurice D :** International Finance, McGraw-Hill International Edition.
6. **Rodriquez, R.M. and E.E. Carter :** International financial Management, Prentice Hall, International Edition.
7. **Shaprio, Alan. C:** Multinationa Finacial Management, Prentice Hall, New Delhi.
8. **Zeneff, D. and J Zwick :** International Financial Management, Prentice Hall, International Edition.

**Paper-V MC-4.1.5 Merchant Banking-II**

Max. Marks : 80  
Time : 3 Hrs.

*Note : The examiner shall set nine questions in all covering the whole syllabus. Question No. 1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.*

**Course Inputs**

**Unit-1 Long Term Finance and short Term Finance :** Term Loan, Working Capital Loans; Factoring and Forfaiting; Lease Financing and Decisions. Loan Syndication and Syndication–Document (Domestic & External).

**Unit-2** Conversion of pvt. Ltd. companies into Public Limited Companies; Buy Back of Shares; mergers, Acquisitions, Amalgamation and Takeovers. SEBI Takeover Regulation (1997).

**Unit-3** Mutual Funds; Portfolio Management (including Responsibility of Portfolio–Managers; Venture Capital: Indian scenario, sweat Equity, Venture capital Funds and Guideline for VCFs; overseas VC–Investments; Mode of Funding.

**Unit-4** Non-resident Indian Investors; foreign Investment and Institutional Investors. Joint Ventures, Depositories and Custodians.

**Suggested Readings :**

1. S. Guruswamy, "Financial Markets and Institutions" Thomson.
2. Shashik Gupta et al. "Financial Institutions and markets" Kalyani Publishers. New Delhi.
3. H.R. Machiraju, " Merchant Banking : Principles and Practice" . New Age International Publishers.

**Paper-VI MC-4.1.6 Wealth Tax and Service Tax**

Max. Marks : 80  
Time : 3 Hrs.

*Note : The examiner shall set nine questions in all covering the whole syllabus. Question No. 1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.*

**Course Inputs**

**Unit-1** Basic concepts, Person, Assessee, Assets, Valuation, date, Net wealth, Scope of wealth tax, Deemed assets.

**Unit-2** Assets exempt from wealth tax, Valuation of assets, computation of net wealth and wealth tax.

**Unit-3 Procedure of assessment under wealth tax Act :** wealth tax return, Assessment, Liability to assessment in special cases; Tax of deceased person payable by legal representative, assessment in case of executors, Assessment after partition of hindu Undivided Family.

**Unit-4 Brief introduction of VAT and Service tax :** Value Added Tax; Meaning, difference between value added tax and sales tax. Service tax : Meaning, value of taxable services, exemption from service tax, classification of services.

**Suggested Readings :**

1. Service Tax and VAT : V.S. Datey, Taxmann Publication.
2. All other readings suggested in 3 semester for Corporate Taxation.

**Paper-VII MC-4.1.7 E-Commerce-II**

Max. Marks : 80  
Time : 3 Hrs.

*Note : The examiner shall set nine questions in all covering the whole syllabus. Question No. 1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.*

**Course Inputs**

**Unit-1** Business Models; Define Market Place Channel Structure; Business Models for E-Commerce, Business or Consumer Model; architectural Models of B2B E-Commerce. Concept of an Enterprising Resource Planning System (ERP); Functions of an ERP System; advantage and Disadvantage of an ERP System.

**Unit-2 Concept and Definition of E-Retailing :** History of E-Retailing; Different Models of E-Retailing; B2B and B2C Model of E-Commerce; B2C as a Model for Web based Information System in E-retailing; Key Technologies of B2C Model in E-Retailing-EPOS System, Functions of an EPOS System.

Methods of payment in E-Retailing; Securing the online payment system; Technological and Non-Technological measure for securing On-line payment;

**Unit-3** Information Technology: Impact of IT on Business Environment, Applications of IT.

Internetworking Tools-Bridges, Routers, Gateways; Type of Threats and Sources of threats; On-Line payment and Financial Fraud; IT Act 2000. Internet Protocol–TCP/IP, OSI Model.

**Unit-4** Management Information System (MIS); Concept of MIS; Elements of MIS; Computerized MIS; Characteristics of MIS; Approaches of MIS Development; Importance of MIS; MIS

and Decision Support System; Difference between DPS and MIS; MIS and Information Resource Management, Executive Information & Decision Support Systems; Artificial intelligence and expert systems; Role of Multi-Media;

**Suggested Readings :**

1. Introduction to Information system, ALEXIS LEON
2. E-business and E-Commerce Mgt, Dave Chaffey
3. E-Business

**Group-II****Paper-I MC-4.2.1 Market Decisions**

Max. Marks : 80  
Time : 3 Hrs.

*Note : The examiner shall set nine questions in all covering the whole syllabus. Question No. 1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.*

**Course Inputs**

**Unit-1 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.

**Unit-2 Distribution Channels and Physical Distribution Decisions:** Nature, functions and types of distribution channels; distribution channel intermediaries; Channel management decisions; Retailing and wholesaling Decision—areas in the Management of Physical Distribution.

**Unit-3 Pricing Decisions :** Factors affecting price determination; Pricing policies and strategies; 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.

**Unit-4 Marketing Research :** Meaning and scope of marketing research; Marketing research process. Marketing Organisation and Control: Organizing and controlling marketing operations. Issues and Developments in Marketing; Social, ethical and legal

aspects of marketing; Marketing of services; International marketing; Green marketing; Cyber marketing; Relationship marketing and other developments in marketing.

**Suggested Readings :**

1. Kotler, Keller, Koshy and Jha, Marketing Management-A South Asian Perspective, Pearson.

**Paper-I MC-4.2.2 Market Decisions**

Max. Marks : 80  
Time : 3 Hrs.

*Note : The examiner shall set nine questions in all covering the whole syllabus. Question No. 1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.*

**Course Inputs**

**Unit-1 Sampling Plan :** Universe, sample frame and sampling unit; sampling techniques; Sample size Determination. Data Collection: Organisation of field work and survey Errors-sampling and non-sampling errors.

**Unit-2 Data Analysis :** I ANOVA and Design of Experiments, Discriminant Analysis, Univariate, bivariate and multivariate data analysis.

**Unit-3 Data Analysis :** II Logistic Regression for Classification and prediction, Factor Analysis for Data Reduction, Cluster Analysis for Market Segmentation, Multidimensional Scaling for brand positioning, Conjoint Analysis for product Design.

**Unit-4** Report preparation and presentation. Market Research applications; Product research; advertising research; Sales and Market Research; International marketing research; Marketing research in India.

**Suggested Readings :**

1. Beri, G.C. : Marketing Research, Tata McGraw Hill, New Delhi.
2. Boyd, H.W., Ralph Westfall and S.F. S.F. Starsh: Marketing Research, Prentice hall, New Delhi.

3. Green, Paul E., Donal S. Tull and Gerals Albaum : Research for Marketing Decision, Prentice Hall, New Delhi.
4. Hooda, R.P. Statistics for Business and Economics, Macmillan India, New Delhi.
5. Luck, D.J. : Marketing Research, Prentice Hall, New Delhi.

**Paper-III MC-4.2.3 International Business Environment-II**

Max. Marks : 80

Time : 3 Hrs.

*Note : The examiner shall set nine questions in all covering the whole syllabus. Question No. 1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.*

**Course Inputs**

**Unit-1 Global Competitiveness :** Indicators of competitiveness; Competitive advantage of nations, Technology and Global competitiveness; Sources of Technological dynamics; Impact of Globalization and technology.

**Unit-2 International Monetary System :** PreBretton Woods period: The Bretton Woods System; Break Down of Bretton Woods System; emergence of managed floating; European Monetary System; European currency Unit (ECU); and Euro, International Banking, Eurocurrency Market.

**Unit-3 Foreign Exchange Market :** Types of Exchange Rates, Participation in Foreign Exchange Market, types of foreign Exchange Market, ER Quotas. Determination of Foreign Exchange Rates; Futures, Options and Swap-Operations, Arbitrage, Convertibility of Rupee. ER-Arrangements in India.

**Unit-4 International Banking:** Meaning, Growth, types of International Banking Offices. Eurocurrency Market : Meaning, Scope Features, Growth, Participants, euro-dollar Market. Currency Exchange risks and their Management. FEMA. Recent Developments in International Business.

**References :**

- Bhattacharya, B. :** Going International Response Strategies for Indian Sector, Wheeler Pub. Co.

- Black and Sundaram :** International Business Environment, Prentice Hall, New Delhi.
- Buckley, Ardin :** The Essence of International Money, Prentice Hall, New Delhi.
- Daniels, John D and Lee H Radebaugh:** International Business : Environment, and Operations, Readings.
- Letiche, John M :** International Economics Policies and Theoretical Foundations, Academic Press, New York.
- Sodersten, B.O. :** International Economics, Macmillan, London
- Rao, P. Subha, International Business, Himalaya Pub. House, Mumbai.

**Paper-IV MC-4.2.4 Financial Management-II**

Max. Marks : 80  
Time : 3 Hrs.

*Note : The examiner shall set nine questions in all covering the whole syllabus. Question No. 1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.*

**Course Inputs**

**Unit-1** Working Capital Management, Concept, Need, Determinants, Finance mix for working capital, Estimating working capital needs; cash management; The Cash Budget, Techniques of cash management and marketable securities; Management of receivables; Objectives, factors affecting policies for managing accounts receivables; Inventory Management: Objectives, Inventory Management techniques.

**Unit-2 Financing Decisions :** Capital Structure Theories, taxation and capital structure; planning the capital structure, Factors affecting capital structure, E.B.I.T.-E.P.S analysis, ROI-ROE analysis, Assessment of Debt Capacity, Capital Structure Policies in Practice.

**Unit-3 Dividend Decision :**Theories of Dividends-traditional position, Gordon Model, Walter model, M.M. Model, Redical Model, Factors affecting dividend policy, stock dividends and stock splits, Repurchase of stock procedural and legal aspects of dividends.

**Unit-4 Sources of Working Capital Funds :** Accruals, trade, credit, commercial banks advances, public deposits, Inter corporate deposits, short term loans from financial institution, right debentures for working capital, commercial papers and factoring. Regulation of Bank Finance:-Recommendations of Latest Committee.

**Suggested Readings :**

1. M.Y. Khan and P.K. Jain 'Financial Management'
2. I.M. Pandey 'Financial Management'
3. Parsana Chandra 'Financial Management Theory and Practice'
4. Aggarwal and Aggarwal 'Financial Management 'Hindi Medium.
5. Van Horse, James C. 'Financial Management and Policy.

**Paper-V MC-4.2.5 Cost Management**

Max. Marks : 80  
Time : 3 Hrs.

*Note : The examiner shall set nine questions in all covering the whole syllabus. Question No. 1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.*

**Course Inputs**

**Unit-1** Cost Control, importance of Cost Control, elementary of a Cost Control, Scheme, Cost control Techniques, Cost Control in Individual Cost Elements, Cost reduction, cost reduction process, Tools and techniques of Cost reduction. Value Analysis, Types of Value, Procedures of Value Analysis, Relationship between value, function and cost, Techniques of value analysis developed by Lawrance D. Miles.

**Unit-2** Activity based Costing (ABC), Inadequancies of traditional methods of overhead absorption. Under costing and over costing, Product-Cost-Cross subsidization, Cost Hierarchies, Cost Drivers and cost pools, implementing ABC system for cost management and profitability, Kaplan and Cooper's approach to ABC.

**Unit-3** Productivity, Concept, Measurement of productivity, Productivity of Material, labour and other Factors, Productivity of Management Resources, Importance of human Factor in productivity Drive, Productivity and Profitability. Supply chain Analysis, Key Success Factors, Value chain analysis, Steps in Value Chain analysis, Value Chain Analysis for assessing competitive advantage.

**Unit-4** Target Costing, origin, steps or stages in target costing, traditional vs. target costing, target costing process, impact of target costing on profitability. Kaizen, Concept, Procedure for implementation, evaluation, Kaizen Costing. Business process Outsourcing

(BPO), Concept, Major Areas, types of outsourcing, Outsourcing vs. Contracting, Outsourcing Vs. BPO, Business process Reengineering (BPR), Concept, Methodology, Synergy, characteristics, types.

**Suggested Readings :**

1. **Saxena and Vashishtha:** advanced Cost Accounting; Sultan Chand and Sons, Delhi.
2. **Horngren Charles. T :** Cost Accounting-A Managerial Emphasis. Pearson Publications, Delhi.
3. **Ravi M. Kishore :** Cost Management–Taxman Publications, Delhi.
4. **Jain, S.P.K.L. Narang :** Advanced Cost Accounting Kalyani Publications, Delhi.



**Paper-VI MC-4.2.6 Human Resource Management-II**

Max. Marks : 80

Time : 3 Hrs.

*Note : The examiner shall set nine questions in all covering the whole syllabus. Question No. 1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.*

**Course Inputs**

**Unit-1** Employee Morale and productivity; Employee Morale; Concept, Nature and significance of morale, Determinants of morale and measurement of morale. Productivity: Concept and significance of productivity, Measurement of Productivity, Factors influencing Industrial productivity, measures to improve productivity and relationship between morale and productivity.

**Unit-2 Workers participation in management :** Workers participation in management (W.P.W): Concept, Need, Objectives and Forms of W.P.M; Pre-requisites of effective participation, Evaluation of the scheme of W.P.M., Essential features, Functions and progress of joint management Councils in India, Causes of failure of Joint Management Councils.

**Unit-3 Trade Unions and Collective Bargaining :** Trade Unions : Concept, Need, Functions and Objectives of Trade unions, Origin, Growth and development of Trade Unions in India, Difficulties and Principal drawbacks of Trade Unions movement in india.

**Collective Bargaining :** Concept, nature, Scope and functions of Collective Bargaining in India, Essentials for the success of collective bargaining in India.

**Unit-4 Industrial Relations and Industrial Unrest :**

**Industrial Relations :** Concept, Importance and Objectives of industrial relations, Contents of industrial relations, Participants

of industrial relations, Requirements of good industrial relation Programme.

**Industrial Unrest :** Meaning, forms and Causes of industrial disputes, Impact of Industrial Disputes on the Economy; Preventive and curative methods and Agencies for reconciliation of Industrial disputes.

**Suggested Readings :**

1. Rao P.Subba, Essentials of Human Resource Management, Himalaya Publishing House, Bombay.
2. Robins a. David, Human Resource Management, Prentice Hall of india, New Delhi.
3. Flippo, Edwin B, Principles of personnel management : McGraw hill Book Co. New York Ganguli, H.C. Industrial Productivity and Motivation, Asia Publishing House, Bombay.
4. Yoler, Dale, Personnel Management and Industrial Relations, Prentice hall of India, New Delhi.
5. Bowley, AM Handbook of Salary and Wage System, Grover Press, Essex.
6. Tracy, W.R. Designing, Training and development Systems., American Management Association, New York.
7. Yoder, D. Maheman, H.G. Turnbule J.G. and Stone, C. Handbook of Personnel Management and Industrial Relations McGraw Hill Book Co. New York.
8. Memoria, C.B. Personnel Management, Himalaya Publishing House, Bombay.
9. Indian Journal of Industrila Relations, Shri Ram Center for Industrial Relations, New Delhi.
10. Industrial Relations, Insitute of Industrial Relations, University of California, berkley, California.

**Group-III****Paper-I MC-4.3.1 Entrepreneurship Development-II**

Max. Marks : 80  
Time : 3 Hrs.

*Note : The examiner shall set nine questions in all covering the whole syllabus. Question No. 1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.*

**Course Inputs**

**Unit-1** Entrepreneurial Behaviour, Innovations and Entrepreneurs. Behavioural and Psycho Theories, social responsibility and Entrepreneurial Problems. Location Problems before Entrepreneurs.

**Unit-2 Entrepreneurial Development : Meaning, Need, Programmes, Cycle and Objective.** Rural area and ED, Structuring the EDPs; Inputs for and methods of Training, entrepreneurship Development programmes in India : An Evaluation.

**Unit-3 Entrepreneurial Training : Why? Specialized; Institutions and Entrepreneurial Training; Designing an ETP; Objectives and courses of ETPs; Inputs for and methods of Training.** Entrepreneurship Development Programmes in India : An Evaluation.

**Unit-4** E-Commerce and Entrepreneurs, Exports and entrepreneurs. Balanced Regional Development and Entrepreneurs, relevant Acts for Entrepreneurs (An overview only); Foreign Exchange and Entrepreneurs. Micro and small enterprises; Recent Initiatives taken by the government to revitalize the Entrepreneurship.

**Suggested Readings :**

1. **Tandon, B.C.** : Environment and Entrepreneur, Chugh Publication, Allahabad.
2. Siner A David : Entrepreneurial Megahuks: John Wiley and Sons, New York.
3. **Srivastava S.B.** : A practical Guide to industrial Entrepreneurial, Sultan Chand and Sons, New Delhi.
4. **Parsana Chandra** : project preparation n, Appraisal, Implementation : Tata Mc Graw Hill, New Delhi.
5. Pandey, I.M. Venture Capital–The Indian Experience, Prentice Hall of India.
6. **Halt** : Entrepreneurship–New Venture Creation; Prentice Hall of India.

**Paper-II MC-4.3.2 Production Management-II**

Max. Marks : 80  
Time : 3 Hrs.

*Note : The examiner shall set nine questions in all covering the whole syllabus. Question No. 1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.*

**Course Inputs**

**Unit-1** Planning for Component Manufacture; work order documents and their use,

**Unit-2** Store organisation and control, Machine loading and program.

**Unit-3** Data processing, operation research.

**Unit-4** Network Analysis, Manufacturing system.

**Suggested Reading :**

1. **Chaturvedi, M** : New Product Development, wheeler Publications. New Delhi.
2. **Majumdar, ramanuj** : Product Management in India, prentice Hall, New Delhi.
3. **Moise, S** : Successful Product Management, McGraw Hill, Boston.
4. **Quelch, J.A** : Cases in Product Management, Irwin, London.
5. Urban, Glen L., John R. Haqnsen and Nikilesh Dholakia : Essentials of New Product Management, Prentice Hall, Englewood Cliff, New York.

**Paper-III MC-4.3.3 Project Planning and Control-II**

Max. Marks : 80  
Time : 3 Hrs.

*Note : The examiner shall set nine questions in all covering the whole syllabus. Question No. 1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.*

**Course Inputs**

**Unit-1 Project Risk Analysis** : Types, Measurement/Estimation of Project Risk, Sensitivity and scenario Analysis. Carlo simulation, decision. T-analysis risk Analysis in practice. Applied Utility Theory, selection of project. Special decisions situations with reference to projects unequal life. Optional timing, economic life, inflation and Capital Budgeting.

**Unit-2 Firm and Market Risks** : CAPM, Portfolio theory and Capital Bjudgeting knowing Key Factors, Social–Cost benefit Analysis (Including shadow prices). Options and Flexibility (including LP and Goal Programming Model).

**Unit-3 Project appraisal** : Qualitative, Strategic Aspects and Organisational considerations. Project Management for project implementation (including network techniques).

**Unit-4 Project Review and Administration Aspects** : Performance Evaluation abandonment analysis, Behavioral and Administrative issues in Evaluating Capital Budgeting system. Project Financing in India. List of forms for getting financial assistance.

**Suggested Readings :**

1. **Brycd, M.C.** : Industrial Development, McGraw Hill (Inct. Ed.) New Yorik.

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. Manual for Preparation of Industrial Feasibility studies (ii) Guide to Practical Project Appraisal.
5. Pitale, R.L.: Project appraisal Techniques, oxford and IBH.
6. **Timothy, D.R. and W.R. Sewell** : Project Appraisal and Review, Macmillan, India.

**Paper-IV MC-4.3.4 Corporate Legal Framework-II**

Max. Marks : 80

Time : 3 Hrs.

*Note : The examiner shall set nine questions in all covering the whole syllabus. Question No. 1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.*

**Course Inputs**

**Unit-1 The Negotiable Instrument Act, 1881** : Definitions, Types, Negotiation holder and holder in due course, Payment in due course. endorsement and corssig of cheque.

**Unit-2 Legal Environment of security markets** : SEBI Act, 1992, organization and objectives of SEBI, Powers under Securities Contract Regulation Act, 1956 transferred to SEBI, Role of SEBI in controlling securities markets.

**Unit-III Restrictive and Unfair Trade practice, Consumer Protection Act.**

**Unit-IV Regulatory Environment for International business** : FEMA 1999, Regulatory framework of WTO, Basic principles and its charter, Provisions relating to preferential treatment to developing countries, regional groupings. Technical standards, Anti dumping duties and other NTBs. Brief introduction of Information Technology Act, 2000.

**Suggested Readings :**

1. A vadhani V.A. SEBI Guidelines and Listing of Companies, Himalaya Publishing House, Delhi.
2. Indian Contract Act, 1872.

3. **Ramaiya, A** : Guide to Companies Act, Wadhwa Co. 1996.
4. SEBI Act 1992 : Nabhi Publications, Delhi.
5. Securities (Contract and Regulations) act, 1956.
6. Taxman's Company Act, 1998.
7. Taxman's Masters Guide to Companies Act, 1998.
8. Taxman's Mercantile Law, 1997.
9. The Companies Act, 1956.
10. The Negotiable Instruments Act, 1881.
11. **Singh Avtar** : Law Relating to Monopolies, Restrictive and Unfair Practices. Eastern Book.

**Paper-V MC-4.3.5 Financial Institutions and Market-II**

Max. Marks : 80

Time : 3 Hrs.

*Note : The examiner shall set nine questions in all covering the whole syllabus. Question No. 1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.*

**Course Inputs**

**Unit-1 Development Banks** : Concept, objectives, and functions of development banks; Operational and promotional activities of development banks; IDCI, ICICI, IDBI, IRBI, SIDBI, NABARD; State Development Banks, State Financial Corporations.

**Unit-2 Insurance Sector** : Objectives, role, investment practices of LIC and GIC; Insurance Regulatory and Development authority-role and functions.

**Unit-3 Unit Trust of India** : Objectives, functions and various schemes of UTI; Role of UTI in industrial finance.

**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-4 Non-Banking Financial Institutions**: Concept and role of non-banking financial institutions; Source 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.

**Suggested Readings :**

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 System, Tata McGraw Hill, Delhi.
5. **Khan, M.Y.** : Indian Financial System, Tata McGraw Hill Delhi.
6. Reserve Bank of India, Various Reports, RBI Publications, 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 Institutions. Himalaya Publishing House, Mumbai.
10. Himalaya Publishing House, Mumbai.
11. Veema, J.C. : Guide to Mutual Funds and *investment Portfolio*, Bharat Publishing House, New Delhi.

**Paper-V MC-4.3.5 Financial Institutions and Market-II**

Max. Marks : 80

Time : 3 Hrs.

*Note : The examiner shall set nine questions in all covering the whole syllabus. Question No. 1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.*

**Course Inputs**

**Unit-1** Financial Leverage and capital structure as applicable to small companies; profit planning, Break even analysis and operating leverage in the context of small business.

**Unit-2 Sources of Financing Small Business :** Various types of financial requirements in small business-short term capital, intermediate financing, long term financing, instruments of financing.

**Unit-3** Different requirements of small business—Procedural and legal aspects, selection of an appropriate financing—Mix—Important considerations.

**Unit-4 Going Public :** Recent trends, Inherent problems in going public, Reasons for going public, Pre-requisites for going public, Legal requirements, Financial Implications.

**Suggested Readings :**

1. Francis Charunilam, Business and Government, Himalaya Publishing House, New Delhi.
2. M.Y. Khan and P.K. Jain, Financial Management, Tata McGraw Hill, New Delhi.
3. Prasanna Chandra, Financial Management Theory and Practice, Tata McGraw Hill, New Delhi.
4. Khan R.R. Management of Small Scale Industries, Sultan Chand and Sons, New Delhi.
5. Sharma, G.D. How to start your own small business, Press and Publication agency, New Delhi.
6. I.M. Pandey, Financial Management.

**Group-IV****Paper-I MC-4.4.1 Foreign Trade Policy, Procedure and Documentation-II**

Max. Marks : 80

Time : 3 Hrs.

*Note : The examiner shall set nine questions in all covering the whole syllabus. Question No. 1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.*

**Course Inputs**

**Unit-1 Documentation Framework :** Export-import controls and policy : Types and characteristics of documents; export contract Inco terms; Processing of export order.

**Unit-2 Export Financing Methods and Terms of Payment :** Methods of payment, Negotiations of export bills; Documentary credit and collection; pre and post shipment export credit; bank guarantees; Foreign exchange regulations and formalities.

**Unit-3 Cargo, credit and exchange risks:** Marine insurance; procedures and documentation for cargo loss claims; ECGC schemes for risk converge and procedure for filling claims; Institutions for credit, pre and post shipment.

Quality Control and Pre-shipment Inspections : Process and procedures; Excise and customs clearance-regulations, procedures and documentation.

**Unit-4 Planning and Methods of procurement for Exports:** Procedure for procurement through imports; Import financing customs clearance of imports; Managing risks involved in importing transit-risk, credit risk and exchange risk.

**Suggested Readings :**

1. **Customs and Excise Law Times :** various issues.
2. Economic survey : Ministry of Finance, Govt of India, various issues.
3. Import and Export Policy : Ministry of Commerce, various issues.
4. Verma, M.L. International Trade, Common wealth Publishers.
5. Export–Import Policy : Ministry of commerce, Govt. of India.
6. Handbook of Export-Import Procedures: Ministry of Commerce, Govt. of India.
7. Ram, Paras : Exports : What, Where and How ? Anupam Publications, New Delhi.
8. Report of Working Group on Export Houses : Ministry of Commerce.
9. Sodersten, B.O : International Economics, McMillan, London.
10. Varshney and Bhattacharya : International Marketing Management, Sultan chand, New Delhi.
11. World Development Report: World bank, Washington, D.C.

**Paper-II MC-4.4.2 International Finance-II**

Max. Marks : 80

Time : 3 Hrs.

*Note : The examiner shall set nine questions in all covering the whole syllabus. Question No. 1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.*

**Course Inputs****Unit-1 Parity Conditions in International Finance and Currency**

**Forecasting :** Arbitrage and Law of One Price, PPP–Theory. The Fisher–Effect, the International Fisher Effect, Inflation-risk and its impact on Financial marks, Currency forecasting;

**Unit-2 Managing the Multinational Financial System :** Inter company fund-flow mechanisms, designing a global remittance policy, transfer-pricing and tax evasion.

**Unit-3 Foreign Investment Analysis :** International Portfolio Investment, Corporate Strategy and Foreign Direct Investment, Capital Budgeting for multinational corporation.

**Unit-4** The Cost of Capital for foreign-investment; International banking Trends and Strategies, and the International Debt Crisis and Country risk-analysis.

**Suggested Readings :**

1. Apte, P.G. Global Business Finance (ed. 2002) T.m.H. New Delhi.
2. Henning, C.N., W.Piggot and W.H. Scott. International Financial Management, McGraw Hill (Intl. Edition).
3. Shappro, Alan C. Multinational Financial Management, Prentice Hall of India, New Delhi.
4. Sharan, V. International Financial Management, Prentice Hall of India, New Delhi.
5. Bhalla, V.K. International financial Management, Text & Cases, Anmol Publications, New Delhi.
6. The Economic Times.

**Paper-III MC-4.4.3 International Marketing-II**

Max. Marks : 80

Time : 3 Hrs.

*Note : The examiner shall set nine questions in all covering the whole syllabus. Question No. 1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.*

**Course Inputs**

**Unit-1 Pricing Decisions :** Environmental influences on pricing decisions; International pricing policies and strategies.

**Unit-2 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-3 International marketing Planning :** Organising and Control : Issues in international marketing planning; International marketing information system; Organising and controlling; International marketing operations.

**Unit-4** Emerging Issues and developments in international marketing: Ethical and social issues; International marketing of services; Information technology and international marketing; Impact of globalisation;

**Suggested Readings :**

1. **Czinkota, M.R. :** International Marketing, Dryden Press, Boston.
2. **Fayerweather, John:** International Marketing, Prentice Hall, New Delhi.
3. **Jain, S.C:** International Marketing, Prentice Hall, New Delhi.



4. **Keegan, Warren J** : Global Marketing Management, Prentice Hall, New Delhi.
5. Paliwoda, S.J. (ED) : International Marketing, Reader, Routledge, London.
6. **Paliwoda, Stanley J** : The Essence of International Marketing Prentice Hall, New Delhi.
7. Sarath, R and V Terpstra : International Marketing, Dryden Press, Boston.
8. Vsudeva P.K., International Marketing; Excel Books, New Delhi.

**Paper-IV MC-4.4.4 International Business Laws and Taxation-II**

Max. Marks : 80

Time : 3 Hrs.

*Note : The examiner shall set nine questions in all covering the whole syllabus. Question No. 1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.*

**Course Inputs**

**Unit-1** International investments; significance of foreign investment trade and investment, Types of foreign investments, Factors affecting international investment, Dispersion of FDI; Portfolio investment cross border mergers and acquisitions.

**Unit-2** Regulatory framework relating to Electronic commerce, International Business taxation and treaties.

**Unit-3 Multinational corporations:** meaning, organizational models MNCs and international trade, merits of MNCs, Demerits, perspectives, code of conduct, Multinationals in India.

**Unit-4** Indian laws and Regulations governing international transactions : foreign Exchange Management act (FEMA) objectives, holding of foreign exchange etc. Export of goods and services, realisation and repatriation of foreign exchange.

**Suggested Readings :**

1. **Deniels, John, Earnest W. ogramand Lee H. Redbungh** : International Business Environment and operations.
2. GATT/WHO, various publications.
3. Handbook of Import-Export Procedure: Govt. of India.
4. Journal of world trade law.
5. Law, Julton D.M. & Clive Standbrook : (Eds) International Trade law and Practice, Euro money Publications, London.
6. Patrick, Hearn : International Business Agreements : Grover Publishing Co. Pvt.
7. Kappor, N.D. Commercial Laws, Sultan chand & Co. New Delhi.

**Paper-V MC-4.2.3 International Business Environment-II**

Max. Marks : 80

Time : 3 Hrs.

*Note : The examiner shall set nine questions in all covering the whole syllabus. Question No. 1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.*

**Course Inputs**

**Unit-1 Global Competitiveness :** Indicators of competitiveness; Competitive advantage of nations, Technology and Global competitiveness; sources of technological dynamics; Impact of Globalization and technology.

**Unit-2 International Monetary System :** Pre-Bretton Woods Period : The Bretton Woods System; Break Down of Bretton Woods System; emergence of Managed Floating; European Monetary System; European currency Unit (ECU); and Euro, International Banking, Eurocurrency Market.

**Unit-3 Foreign Exchange Market :** Types of exchange Rates, Participation in Foreign Exchange Market, types of foreign Exchange Market, ER Quotas. Determination of Foreign Exchange Rates; Futures, Options and swap-Operations, Arbitrage, convertibility of Rupee. ER-Arrangements in India.

**Unit-4 International Banking:** Meaning, Growth, types of International Banking offices. Eurocurrency Market : Meaning, Scope, Features, Growth Participants, euro-dollar Market. Currency Exchange risks and their Management. FRMA. Recent Developments in International Business.

**References :**

1. **Bhattacharya, B :** Going International Response Strategies for Indian Sector, Wheeler Pub. Co., New Delhi.
2. **Black and Sundaram :** International Business Environment, prentice Hall, New Delhi.

3. **Buckley, Ardin :** The Essence of International Money, prentice Hall, New Delhi.
4. **Daniels, John D and Lee H Radebaugh :** International Business : Environment, and Operations, Readings.
5. **Letiche, John M :** International Economics Policies and Theoretical Foundations, Academic Press, New York.
6. **Sodersten, B.O. :** International Economics, Macmillan, London Rao, P Subha, International Business, Himalaya Pub. House, Mumbai.

**Paper-IV MC-4.4.6 Operations Research-II**

Max. Marks : 80

Time : 3 Hrs.

*Note : The examiner shall set nine questions in all covering the whole syllabus. Question No. 1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.*

**Course Inputs**

**Unit-1 Waiting Line Models :** Waiters and Services; Mathematical distribution of queues; Basic models of queuing theory and applications.

**Unit-2 Inventory Control :** Deterministic models and probabilistic models. Game Theory : Zero sum game; Pure and mix strategies; Criteria of sharing strategies.

**Unit-3 Simulation :** Application of simulation techniques; Monte-Carlo approach.

**Unit-4 Decision Theory and Trees :** Market Chains : Characteristics and Applications, State and Transition Probabilities, Multiperiod Transition Probabilities.

**Suggested Readings :**

1. **Sharma, J.K. :** Operations Research–Theory and Applications, Macmillan India Ltd., New Delhi.
2. **Billy, E. Gillett :** Interoduction to Operations Research–A Computer Oriented.
3. **Billy, E. Gillett :** Introduction to Operations Research–A Computer Oriented.
4. **Algorithmic Approach,** Tata McGraw Hill Publishing Ltd., New Delhi Lucey, T :
5. **Quantitative Techniques,** D.P. Publications, London Sharma, K.R. : Quantitative.
6. **Techniques and Operations Research :** Kalyani Publications, Ludihana Taha, Hamdy A :

7. **Operations Research–An Introduction,** Prentice Hall, New Delhi, Vohra, N.D.
8. **Quantitative Techniques in Management,** tata McGraw Hill, New Delhi Wanger, H.M.
9. **Principles of Operations Research,** Prentice Hall, Delhi.
10. **Watsman, Terry J. and Parramor Ketith :** Quantitative Methods in Finance, International Thompson Business Press.
11. **Sharma SC, Sehenoy GV, Srivastava VK :** Quatitative Techniques for Managerial Decision Makiong : Wiley Western Ltd., New Delhi.