

**MAHARSHI DAYANAND UNIVERSITY  
ROHTAK**

**Ordinance**

*and*

**Scheme of Examination**

And

**Detailed Syllabi**

*for*

***M.Com (Industry Integrated)***

***2011-12***

# Ordinance

## MASTER OF COMMERCE (INDUSTRY INTEGRATED) PROGRAM

1. The duration of Master of Commerce – (Industry Integrated) i.e. M.Com (II) programme shall be two academic years. Each year shall be divided into two semesters. Thus the M.com (II) shall comprise of four semesters spread over two years. Each semester shall have at least 90 teaching and industry training days as under. On successful completion of all the four semesters the students will be awarded the Masters Degree in Commerce. A candidate can complete all the four semesters within a maximum period of 5 years. Thus, the maximum duration of the M.Com-II program shall be 5 years.

1 <sup>st</sup> year (1 <sup>st</sup> & 2 <sup>nd</sup> sem)	Teaching days = 5 days per week
2 <sup>nd</sup> year (3 <sup>rd</sup> & 4 <sup>th</sup> sem)	Teaching days = 2 days per week Industry days = 4 days per week

2. The examinations for the first and third semester shall ordinarily be held in the month of January and for the second and fourth semester in the month of June or on such dates as may be fixed by the Vice – Chancellor. However the practical examination / Viva - Voce shall be completed at least a week before the theory examinations.

3. The last date for receipt of admission – cum – examination forms and fees shall be notified by the Professor Coordinator, Industry Integrated Cell, MDU Rohtak from time to time.

4. A supplementary examination for the 1<sup>st</sup> and 2<sup>nd</sup> semesters shall be held along- with their regular semester examination of 3<sup>rd</sup> and 4<sup>th</sup> Semester respectively. Supplementary for all Semester shall be held along with regular examination of 4<sup>th</sup> semester and supplementary examination of 4<sup>th</sup> semester will be held within a period of 3 months from the declaration of 4<sup>th</sup> semester result.

5. The Director / Principal of the Coordinating Institute (appointed by the University for conducting and monitoring the program) shall forward to the Professor Coordinator, a list of the students along- with admission–cum–examination forms duly attested along with the fee to be prescribed by the University from time to time and original Detail Mark Card / Certificate of the qualifying examination within 15 working days of the last date of admission of each semester. Thereafter late fee of Rs.1000/- per student shall be charged by the University.

6. Admission to the M.Com (II) program shall be open to candidate who have passed their graduation (or equivalent) in any discipline from a recognized University.

7. Each candidate shall be examined in the subject(s) prescribed by the Academic Council from time to time.

8. The medium of instruction and the examination shall be English/Hindi.

9. (a) 20% marks in each written paper (s) (excluding paper (s) relating to computer / IT project report / Workshop paper / Viva – Voce examination) shall be assigned for internal assessment. Internal assessment shall be based on factor such as participation in seminar, case discussion, group activity, class test, presentation, short project and term paper, class participation, attendance and over all conduct of student at institute. The weight-age given to each of these factors shall be decided and announced at the beginning of each semester by the concerned faculty member of each paper. The Director / Principal of the concerned ELC (Extended Learning Centre) conducted the program shall submit internal assessment marks for each required paper (s) with coordination institute which will forward to the same to the university at-least one week before the completion of semester examination. The Director / Principal of the concerned ELC shall preserved the record of internal assessment which can be inspected by the university up to one month after the date of declaration of semester examination.

Computer / IT / Workshop related paper shall have practical examination of 100 marks each. The practical examination shall be conducted by Board of examiner consisting of one external experts to be appointed by the University and the internal faculty nominated by the Director / Principal of the concerned ELC. The panel of external examination for each such paper shall be given by the University at least three weeks before the commencement of theory examination.

10. The minimum percentage of marks to pass the examination in each semester shall be:

(a) 40% marks in each written / practical paper and internal assessment separately and 40% marks jointly.

(b) 40% marks in the external and internal evaluation separately in case of Training Report / Project Report/ Workshop paper and 40% in viva –voce examination.

(a)The 1<sup>st</sup> & 2<sup>nd</sup> semester Examination shall be open to a student who has been on the rolls of the institute running the programme during the semester and has attended not less than 75% of the total lectures delivered

(b) The 3<sup>rd</sup> and 4th semester examinations shall be open to a candidate who has been on the rolls of the institute during the concerned semester, attended not less than 75% of the total lectures delivered and 80% of industry days allotted in the concerned semester

11. The amount of examination fee to be paid by a candidate for each semester examination shall be decided by the University from time to time.

12. Every candidate may be promoted to the next semester class automatically unless detained from examination on any genuine grounds.

13. The internal assessment award of a candidate who fails in a semester examination shall be carried forward to the next examination for the same semester subject to the condition that the candidate has obtained the minimum assessment marks i.e. 40% as laid down in Para 10. If the candidate does not obtain the minimum internal assessment marks in any paper(s)/practical/workshop etc. will be provided an opportunity to appear before the Committee of Examiners, to be constituted by the Director of the Institute, to re assess performance of the candidate. The internal assessment/workshop/ practical/ viva-voce marks given by the Committee shall be final.

14. As soon as possible after the termination of the semester examination Controller of Examination shall publish the result of the candidates within 60 days.

15. Every student shall have to undergo training in an industry and teaching in the institute/ as mentioned in Clause 1 above shall have to submit the training report /project report as prescribed in the scheme of examination.

16. The candidate shall be required to have an exposure of the actual functioning of a reputed organization and complete the specific project of this training. The work done by the candidate during the period of training shall be submitted in the form of a training report. The candidate shall be required to submit two copies of training report through the Director/Principal of the concerned ELC typed in double space to office of The Controller of Examination. The last date for the receipt of Training Report in the office of the Controller of Examinations shall be within one month after the date of completion of training provided that in exceptional cases the Vice-Chancellor on the recommendation of the Principal /Director may extend the last date of the receipt of the training report with late fee to be prescribed by the University from time to time.

17. The comprehensive viva – voce examination as well as viva-voce examination for training report / project report / workshop paper shall be conducted by the Board of Examiners comprising the following members:

- (i) One expert nominated by the University.
- (ii) Director/Principal of the ELC or his nominee
- (iii) One Executive from a reputed business organization to be nominated by PGBOS in Commerce. Two members shall form quorum. There will be separate boards for each examination

The practical examination(s) of the courses wherever prescribed in the scheme of examination shall be conducted by the following Board of Examiners consisting of the following two members:

- ( i ) One internal faculty member (to be appointed by the Director / Principal of ELC and
- ( ii ) One external examiner to be appointed by the Vice – Chancellor on the recommendations of the PGBOS in Commerce.

18. The list of successful candidates after the fourth semester examination shall be arranged in two divisions on the basis of the aggregate marks obtained in his Master's Degree of Commerce as under:

- (i) Those who obtain 60% or more marks - First Division
- (ii) Those who obtain 50% or more marks but less than 60%marks. - Second Division
- (iii) Those who obtain less than 50% marks - Third Division

(iv) Candidate who passes all the four semester examination in the first attempt obtaining 75% or more marks of the total aggregate shall be declared to have passed with Distinction.

19. No improvement facility shall be provided to M.Com (II) students. However, grace marks may be allowed as per University Rules. The final degree and marks sheet of M.Com (II) shall be delivered to the students only after determining all the eligibility conditions imposed by the University from time to time. If the student is found to be not eligible even after completing the program, University shall have right to cancel/withhold his final result and the student shall have no legal right to claim the refund of fee or any financial or non-financial compensation.

20. Notwithstanding the integrated nature of this course which is spread more than one academic year, the ordinance in force at the time a student joins the course shall hold good only for the examination held during or at the end of the academic year and nothing in this ordinance shall be deemed to debar the University from amending the ordinance and revise the fee structure and the amended ordinance and the revised fee structure if any shall apply to all the students whether old or new.

**Scheme of Examination**  
**M.Com (Industry Integrated)**

**Semester 1**

<b>Paper No.</b>	<b>Title of the Paper</b>	<b>External Marks (Theory)</b>	<b>Internal Assessment Marks</b>	<b>Practical /Viva Marks</b>	<b>Total Marks</b>
1.1	Workshop on Management and Organizational Behavior	-		100	100
1.2	Quantitative Techniques	80	20	-	100
1.3	Financial Accounting	80	20	-	100
1.4	Workshop on Computer Application for Business	-		100	100
1.5	Managerial Economics	80	20	-	100
1.6	Business Environment	80	20	-	100
1.7	Workshop on Communication Skills	-		100	100

**Semester 2**

<b>Paper No.</b>	<b>Title of the Paper</b>	<b>External Marks (Theory)</b>	<b>Internal Assessment Marks</b>	<b>Practical /Viva Marks</b>	<b>Total Marks</b>
2.1	Workshop on Marketing Management	-		100	100
2.2	Cost and Management Accounting	80	20	-	100
2.3	Advanced Financial Accounting	80	20	-	100
2.4	Workshop on Human Resources Management	-		100	100
2.5	Financial Management	80	20	-	100
2.6	Workshop on Research Methodology	-		100	100
2.7	Operations Research	80	20	-	100

**Semester 3**

<b>Paper No.</b>	<b>Title of the Paper</b>	<b>External Marks (Theory)</b>	<b>Internal Assessment Marks</b>	<b>Practical /Viva Marks</b>	<b>Total Marks</b>
3.1	Strategic Management	80	20	-	100
3.2	Workshop on Indian Financial System	-		100	100
3.3	Mergers and Acquisitions	80	20	-	100
3.4	Advanced Cost Accounting	80	20	-	100
3.5	International Business	80	20	-	100
3.6	Workshop on Management Information System	-		100	100
T - 1	Training Report	-		100	100

#### Semester 4

<b>Paper No.</b>	<b>Title of the Paper</b>	<b>External Marks (Theory)</b>	<b>Internal Assessment Marks</b>	<b>Practical /Viva Marks</b>	<b>Total Marks</b>
4.1	Income Tax	80	20	-	100
4.2	Workshop on Behavioral Finance	-		100	100
4.3	Workshop on Elective I	-		100	100
4.4	Elective II	80	20	-	100
4.5	Elective III	80	20	-	100
4.6	Elective IV	80	20	-	100
T – 2	Training Report	-		100	100

**Electives in the following optional areas can be chosen by the students any one of the following**

- Accounting and Finance
- International Business

#### **Accounting & Finance**

1. Investment Management
2. Auditing
3. International Financial Management
4. Financial Markets and Services

#### **International Business**

1. Export Import Documentation Procedures.
2. Foreign Trade Policy & Promotion.
3. International Financial Management
4. Foreign Exchange Management

# Detailed Syllabi

## Semester 1

### 1.1 WORKSHOP ON MANAGEMENT AND ORGANIZATIONAL BEHAVIOR

Practical Marks: 100

**NOTE: The method to be adopted for the teaching and evaluation of this paper is “Workshop”. There will not be any theory paper in this subject.**

#### UNIT I

Management : Science, Theory and Practice - The Evolution of Management Thought and the Patterns of Management Analysis - Management and Society : Social Responsibility and Ethics - Global and Comparative Management - The Basis of Global Management – Functions of Management-The Nature and Purpose of Planning - Objectives - Strategies, Policies and Planning Premises - Decision Making - Global Planning. The Nature of Organizing - Organizational Structure : Departmentation - Line/Staff Authority and Decentralization - Effective Organizing and Organizational Culture - Global Organizing. Co-ordination functions in Organization - Human Factors and Motivation - Leadership - Committees and group Decision Making - Communication - Global Leading. The System and Process of Controlling - Control Techniques and Information Technology - Global Controlling and Global Challenges – Direction Function – Significance.

#### UNIT II

Organizational Behavior : History - evolution, Challenges & opportunities, contributing disciplines, management functions and relevance to Organization Behavior. Organizational Behavior responses to Global and Cultural diversity. Personality - Determinants, structure, behavior, assessment, psychoanalytical social learning, job-fit, trait theories. Emotions and Emotional Intelligence as a managerial tool. Attitudes - relationship with behavior, sources, types, consistency, work attitudes, values - importance, sources, types, ethics and types of management ethics.

#### UNIT III

Perception - Process, Selection, Organization Errors, Managerial implications of perception. Learning - classical, operant and social cognitive approaches. Implications of learning on managerial performance. Stress - Nature, sources, Effects, influence of personality, managing stress - Conflict - Management, Levels, Sources, bases, conflict resolution strategies, negotiation. Foundations of group behavior : team decision making. Issues in Managing teams.

#### UNIT IV

**Workshop Exercises:-**Comparison of various features of forms of Business Ownership - A practical Session on Communication skills - Listing the social responsibilities of a firm of your choice with pertinent information and photos - Prepare a Diagram of decision



making in an organization of your choice - Identify the list of Ethical practices followed by an organization of your choice - Describe leadership and its skills with an example of existing Leaders. - Meaning of Job Enrichment and list the reconcilements of Job enrichment. Briefly explain the Characteristics of Attitude and components of Attitudes - List the Determinants of Personality with suitable examples for each – Perception explain the concept through live examples - List down the leadership styles by citing examples from the corporate world.

### **BOOKS FOR REFERENCE**

1. Koontz & Weirich, Essentials of Management, Tata McGraw Hill Publishing Company, New Delhi.
2. Stoner, Freeman & Gilbert, Management, PHI.
3. Robbins.S.P., Fundamentals of Management, Pearson.
4. Robbins.S. Organisational Behavior, X edn., Prentice-Hall, India.
5. Umasekaran, Organisational Behavior.
6. VSP Rao, V Hari Krishna – Management: Text and Cases, Excel Books

### **Note:**

1. One Case Study to be discussed – per unit in the class
2. Instruction for the Internal Faculty – Internal marks shall be based on participation in seminar, case discussion, group activity, class test, presentation, short project and term paper, class participation and attendance. The weight-age given to each of these factors shall be decided and announced at the beginning of each semester by the concerned faculty member of each workshop paper.

## 1.2 QUANTITATIVE TECHNIQUES

External Marks: 80

Internal Marks : 20

Time : 3 Hrs

### UNIT I

QT – Introduction – Measures of Central Tendency – Mean, Median, Mode. Mathematical Models – deterministic and probabilistic – simple business examples – OR and optimization models – Linear Programming – formulation – graphical solution – simplex – solution.

### UNIT II

Transportation model – Initial Basic Feasible solutions – optimum solution for non – degeneracy and degeneracy model – Trans-shipment Model – Assignment Model – Travelling Salesmen problem. Network Model – networking – CPM – critical path – Time estimates – critical path – crashing, Resource levelling, Resources planning. Waiting Line Model – Structure of model – M/M/1 for infinite population.

### UNIT III

Probability – definitions – addition and multiplication Rules (only statements) – simple business application problems – probability distribution – expected value concept – theoretical probability distributions – Binomial, Poisson and Normal – Simple problems applied to business.

### UNIT IV

Inventory Models – Deterministic – EOQ – EOQ with Price Breaks – Probabilistic Inventory Models - Probabilistic EOQ model – Game theory-zero sum games: Arithmetic and Graphical Method. Simulation – types of simulation – Monte Carlo simulation – simulation problems. Decision Theory – Pay off tables – decision criteria – decision trees.

### BOOKS FOR REFERENCE

1. Statistics for Management – Richard L Levin & David S Rubin
2. Statistical Methods – S P Gupta
3. Operations Research – Kanti Swarup, Gupta And Man Mohan
4. Operations Research – Dr. J.K. Sharma Macmillan Indian Ltd.
5. U.K. Srivastava, G.V. Shenoy, S. C. Sharma, “Quantitative Techniques for Managerial Decision”, Second Edition, Prentice Hall of India

### Note:

1. One Case Study to be discussed – per unit in the class
2. Instruction for the External Examiner – The Question paper will have two sections. Section ‘A’ shall comprise 8 Questions (2 questions from Each Unit). The students will be required to attempt four questions (one question from each unit). Section ‘B’ will contain one Case Study which will be compulsory. All the five questions will carry equal marks.

## 1.3 FINANCIAL ACCOUNTING

External Marks: 80

Internal Marks : 20

Time : 3 Hrs

### Unit – I

Financial Accounting: Nature and scope, Limitations of Financial Accounting. Basic Concepts and Conventions. Accounting Standards: Meaning, Procedure for issue of Accounting Standards in India, Significance, Generally Accepted Accounting Principles (GAAP). - Accounting Process: From recording of transactions to preparation of final accounts

### Unit – II

Final Accounts of a Sole-Trader. - Final Accounts of Not-For Profit Organisations: Meaning and features. - Preparation of Income and Expenditure Account, Receipts and Payments Account (with additional information) and Preparation of Balance Sheets (opening and closing). Accounts from incomplete records: statement of affairs method and final account method.

### Unit – III

Depreciation Accounting: Meaning of deprecation, causes, objects of providing depreciation, factors affecting depreciation, accounting treatment including provision for depreciation accounting. Methods of depreciations: straight line method, diminishing balance method, Change of method as per revised AS-6. - Consignment and Joint Venture Accounts:(i) Consignments: Features, Accounting treatment in the books of the consignor and consignee. (ii) Joint Ventures: Accounting procedures: Joint Bank Account, Records Maintained by co-venturer of (a) all transactions (b) only his own transactions. (Memorandum joint venture account).

### Unit – IV

Dissolution of Partnership Firms: Legal Position, Accounting for simple dissolution, Applications of Garner Vs. Murray Rule in case of insolvency of partner(s), Gradual realization of assets and piecemeal distribution, sale of a firm to a company.

### BOOKS FOR REFERENCE

1. Advanced Accountancy - R.L.Gupta and Radhaswamy
2. Management Accounting - Khan and Jain
3. Management Accounting - S.N.Maheswari
4. Prasanna Chandra, "Financial Management – Theory and Practice", Tata McGraw Hill, New Delhi.
5. I.M.Pandey, "Financial Management", Vikas Publishing, New Delhi.
6. Accounting for Managers-Bhattacharya- Vikas Publications, 3/e, 2004
7. Financial Accounting for Business Managers, Ashish K Bhattacharya, PHI, 2/e, 2005
8. Accountancy – Vol I & Vol II, B.S. Raman –Universal Publishers, 2002
9. Accounting For Managers – Jawaralal –Himalaya Publishing House, 4/e, 2004
10. Accounting for Managers – Hendrikson.
11. Accounting for Managers – Anthony & Reece.

**Note:**

1. One Case Study to be discussed – per unit in the class
2. Instruction for the External Examiner – The Question paper will have two sections. Section ‘A’ shall comprise 8 Questions (2 questions from Each Unit). The students will be required to attempt four questions (one question from each unit). Section ‘B’ will contain one Case Study which will be compulsory. All the five questions will carry equal marks.

## 1.4 WORKSHOP ON COMPUTER APPLICATIONS FOR BUSINESS

Practical Marks: 100

**NOTE: The method to be adopted for the teaching and evaluation of this paper is “Workshop”. There will not be any theory paper in this subject.**

### UNIT I

Introduction to computer Technology: Overview of Computer Technology and its relevance in Management; Introduction to Computer Systems Hardware and Software, End user Computing and Spreadsheets, Programming: Structured development of Programs, Programming concepts

### UNIT II

Network Fundamentals: Analog and Digital Signals, bandwidth, Network Topology, Packet Transmission, Long Distance Communication, Network Applications

### UNIT III

Introduction to database: Concepts, Objective, Advantages and Limitations, Entities, Attributes, Schema and Subschema

### UNIT IV

Internet: Internetworking, Concepts, Internet Protocol Addresses, WWW pages & Browsing, Security, Internet Applications, E Commerce Fundamentals; Framework and Applications

**Lab: Operating System Commands, Internet Surfing, MS Office, MS word, MS Excel, MS PowerPoint**

### **BOOKS FOR REFERENCE**

1. A.S.Tannenbaum , Computer Networks, PHI, N.Delhi.
2. B.Ram, Computer Fundamentals, New Age Int.
3. Douglas E Comer, Computer Networks & Internet, Pearson Education
4. Forouzan , Data Communications & Networking , TMH, N.Delhi.
5. Leon & Leon, Introduction to Computers, Vikas Publishing House, New Delhi.
6. Leon and Leon, Computers for Everyone, Vikas Publishing House, New Delhi.
7. Miller, Understanding Data Communication & Networks, Vikas Publishing House, New Delhi.
8. Rajaraman, Fundamentals of Computers, Prentice Hall of India, N.Delhi.
9. Shay, Understanding Communication and Networks, Vikas Publishing House, New Delhi.

**Note:**

1. One Case Study to be discussed – per unit in the class
2. Instruction for the Internal Faculty – Internal marks shall be based on participation in seminar, case discussion, group activity, class test, presentation, short project and term paper, class participation and attendance. The weight-age given to each of these factors shall be decided and announced at the beginning of each semester by the concerned faculty member of each workshop paper.

## 1.5 MANAGERIAL ECONOMICS

External Marks: 80

Internal Marks : 20

Time : 3 Hrs

### **UNIT I**

Managerial Economics - meaning, nature and scope - Managerial Economics and business decision making - Role of Managerial Economist - Fundamental concepts of Managerial Economics- Demand Analysis - meaning, determinants and types of demand - Elasticity of demand.

### **UNIT II**

Supply meaning and determinants - production decisions - production functions - Isoquants, Expansion path - Cobb-Douglas function. Cost concepts - cost - output relationship - Economies and diseconomies of scale - cost functions.

### **UNIT III**

Market structure - characteristics - Pricing and output decisions - methods of pricing - differential pricing - Government intervention and pricing. - Profit - Meaning and nature - Profit policies - Profit planning and forecasting - Cost volume profit analysis - Investment analysis.

### **UNIT IV**

National Income - Business cycle - inflation and deflation - balance of payments - Monetary and Fiscal Policies

### **BOOKS FOR REFERENCE**

1. Joel Dean - Managerial Economics, Prentice Hall/Pearson.
2. Athmanand.R., Managerial Economics, Excel, New Delhi, 2002.
3. P.L.Mehta, Managerial Economics, S.Chand and Sons Company Ltd., New Delhi.
4. Peterson Lewis, Managerial Economics, Prentice Hall of India, New Delhi.

### **Note:**

1. One Case Study to be discussed – per unit in the class
2. Instruction for the External Examiner – The Question paper will have two sections. Section ‘A’ shall comprise 8 Questions (2 questions from Each Unit). The students will be required to attempt four questions (one question from each unit). Section ‘B’ will contain one Case Study which will be compulsory. All the five questions will carry equal marks.

## 1.6 BUSINESS ENVIRONMENT

External Marks: 80

Internal Marks : 20

Time : 3 Hrs

### UNIT 1

Business environment - The concept and significance - constituents of business environment - Business and society , Business & ethics - Social responsibility - Environmental pollution and control. Business and culture- Business and Government - Political system and its influence on business - Indian constitution - Directive Principles of State Policy.

### UNIT II

Managing Ethics- meaning and types – framework of organizational theories and sources – ethics across culture – factors influencing business ethics – ethical decision making – ethical values and stakeholders- ethics and profit. Corporate Governance – structure of Boards- reforms in Boards – compensation issues – ethical leadership.

### UNIT III

Globalization of the economy – trends and issues, Politics and environment, MNCs and Government relationships- Introduction to GATT and WTO. - Fiscal policy - central finances and new fiscal policy - Direct and indirect Tax structure, VAT, MODVAT - Service Tax problems and reforms -Expenditure Tax - Public debts &deficit financing.

### UNIT IV

Legal environment of business – Monopolies – Company Law, Competition Act 2002. Foreign Exchange Management Act- Securities and exchange board of India Act - Customs and Central Excise Act - Central and State sales Tax - Consumer protection Act Patents Act.

### BOOKS FOR REFERENCE

Adhikari.M - Economic environment of Management  
Francis Cherunnilam - Business environment  
Pruti S . economic & managerial environment in India  
Davis & Keith William c . frederik - business and society  
Amarchand D - Government and business  
A.N Agarwal \_ Indian economy  
Steiner and Steiner – Business Ethics – Mc-Graw Hill  
Raj Agarwal – Business Environment – Excel Books.

### Note:

1. One Case Study to be discussed – per unit in the class
2. Instruction for the External Examiner – The Question paper will have two sections. Section ‘A’ shall comprise 8 Questions (2 questions from Each Unit). The students will be required to attempt four questions (one question from each unit). Section ‘B’ will contain one Case Study which will be compulsory. All the five questions will carry equal marks.



## 1.7 WORKSHOP ON COMMUNICATION SKILLS

Practical Marks: 100

**NOTE: The method to be adopted for the teaching and evaluation of this paper is “Workshop”. There will not be any theory paper in this subject.**

### UNIT I

Communication - Meaning and significance for management - Types of communication - Media-Barriers to communication - Principles of effective communication. Correspondence - Norms for Business letters - Letter for different kinds of situations - Personalized standard letters , enquiries , customers complaints , collection letters - sales promotion letters.

### UNIT II

Report writing - Structure of reports - long & short reports - formal & informal reports - writing research reports, technical reports - norms for including exhibits & appendices.

### UNIT III

Non-verbal communication - personal appearance, posture - body language - use of charts , diagrams & tables - audio visual aids for communication - Dyadic Communication: face to face communication - telephonic conversation. - Conducting Meetings : Procedure - preparing Agenda , minutes and resolutions - conducting seminars and conferences:- Procedure of Regulating speech - evaluating oral presentation - Group Discussion: Drafting speech.

### UNIT IV

**Workshop Exercises:-** A minimum of 10 Exercises from the above units have to be performed.

### BOOKS FOR REFERENCE

Mastering Business Communication - Woolcott & Unwin

Business Communication - Raisher

Developing Communication Skills Krishna Mohan & Meera Bannerjee, Mcmillan

Assignment & Thesis Writing Anderson & Others :

Business Communication; Rajendrapal & Korlahalli

Business Communication – Lesikar and Flatley

### Note:

1. One Case Study to be discussed – per unit in the class
2. Instruction for the Internal Faculty – Internal marks shall be based on participation in seminar, case discussion, group activity, class test, presentation, short project and term paper, class participation and attendance. The weight-age given to each of these factors shall be decided and announced at the beginning of each semester by the concerned faculty member of each workshop paper.

## Semester 2

### 2.1 WORKSHOP ON MARKETING MANAGEMENT

Practical Marks: 100

**NOTE: The method to be adopted for the teaching and evaluation of this paper is “Workshop”. There will not be any theory paper in this subject.**

#### UNIT I

Marketing Concepts and Tasks, Defining and delivering customer value and satisfaction - Value chain - Delivery network, Marketing environment, Adapting marketing to new liberalized economy - Digitalization, Customization, Changing marketing practices, e-business - setting up websites; Marketing Information System, Strategic marketing planning and organization.

#### UNIT II

Buyer Behavior, Market Segmentation and Targeting, Positioning and differentiation strategies, Product life cycle strategies, New product development, Product Mix and Product line decisions, Branding and Packaging, Price setting - objectives, factors and methods, Price adapting policies, Initiating and responding to price changes. - Marketing channel system - Functions and flows; Channel design, Channel management - Selection, Training, Motivation and evaluation of channel members; Channel dynamics - VMS, HMS, MMS; Market logistics decisions.

#### UNIT III

Integrated marketing communication process and Mix; Advertising, Sales promotion and Public relation decisions. Direct marketing - Growth, Benefits and Channels; Telemarketing; Salesforce objectives, structure, size and compensation. - Identifying and analyzing competitors, Designing competitive strategies for leaders, challengers, followers and nichers : Customer Relationship marketing - Customer database, Data warehousing and mining. Attracting and retaining customers, Controlling of marketing efforts.

#### UNIT IV

**Workshop Exercises:-** Select any product and examine the features of channels selected for distribution - Identify a product and position it in the market with necessary documentary evidences - Examine and Report on the latest advertising strategies followed by an organization of your own choice - Develop Advertisement message for at least 5 products of student choice - Illustrate how social class differences influence (a) Product lines & Styles (b) Advertising media Selection - Understand the features of industrial goods on a comparative basis with that of FMCG

#### BOOKS FOR REFERENCE

1. Marketing Management - Philip Kotler - Pearson Education/PHI
2. Marketing Management - Rajan Saxena - Tata McGraw Hill

3. Marketing Management - Ramasamy & Namakumari - Macmilan India
4. Case and Simulations in Marketing - Ramphal and Gupta - Golgatia, Delhi.
5. Marketing Management – S.Jayachandran - TMH

**Note:**

1. One Case Study to be discussed – per unit in the class
2. Instruction for the Internal Faculty – Internal marks shall be based on participation in seminar, case discussion, group activity, class test, presentation, short project and term paper, class participation and attendance. The weight-age given to each of these factors shall be decided and announced at the beginning of each semester by the concerned faculty member of each workshop paper.

## 2.2 COST AND MANAGEMENT ACCOUNTING

External Marks: 80

Internal Marks : 20

Time : 3 Hrs

### UNIT – I

Cost Accounting – meaning – objectives – Nature and Scope – methods of costing – techniques of costing - classification and coding of costs - inventory control – stock levels – inventory systems - methods of pricing material issues.

### UNIT – II

Labour costs – direct and indirect – importance – Labour remuneration method – labour performance reports – labour turnover and stability – Overheads – Importance – allocation and apportionment of overheads - overhead cost control - absorption costing – activity based costing.

### UNIT – III

Job and batch costing – accounting system under job costing – treatment of spoilages, defectives under job costing – Process costing – costing procedure involved in process costing – inter process profit – joint products and by-products.

### UNIT – IV

Management Accounting – Nature & Scope – Tools and Techniques - Ratio analysis – marginal costing– cost-volume profit analysis – break-even analysis – utility and limitations of cost volume profit analysis – financial and profit planning – objectives. Budget administration – types of budget – advantages – budgeting and budgetary control – - standard costing - Funds flow statement – Cash flow statement.

### BOOKS FOR REFERENCE:

1. M.N.Arora, “Cost and Management Accounting”, Vikas Publishing House (P) Ltd.
2. M.E. Thukaram Rao, ”Cost and Management Accounting”, New Age International (P) Ltd.
3. Hilton, Maher and Selto, “Cost Management”, Tata McGraw-Hill Publishing Company Ltd.
4. B.M. Lall Nigam and I.C. Jain, “Cost Accounting”, Prentice-Hall of India (P) Ltd.

### Note:

1. One Case Study to be discussed – per unit in the class
2. Instruction for the External Examiner – The Question paper will have two sections. Section ‘A’ shall comprise 8 Questions (2 questions from Each Unit). The students will be required to attempt four questions (one question from each unit). Section ‘B’ will contain one Case Study which will be compulsory. All the five questions will carry equal marks.

## **2.3 ADVANCED FINANCIAL ACCOUNTING**

External Marks: 80

Internal Marks : 20

Time : 3 Hrs

### **UNIT – I**

Preparation of Final accounts – Schedule VI Part I and Part II – Profit prior to incorporation – Managerial remuneration – dividend declaration out of the past and the current profits – Issue of Bonus shares – Preparation of Balance Sheet.

### **UNIT – II**

Amalgamation – Absorption (Excluding inter –company holdings) – External reconstruction – Internal reconstruction (Excluding scheme of reconstruction).

### **UNIT – III**

Holding company accounts excluding inter-company holdings – Liquidation of companies.

### **UNIT - IV**

Accounts of Banking companies and Insurance Companies.

Inflation accounting – Human resource accounting-Principles of Government accounting – responsibility accounting.

### **BOOKS FOR REFERENCE**

1. M.C. Shukla & T.S.Grewal : Advanced Accounting
2. R.L.Gupta : Advanced Accounting
3. Jain & Narang : Advanced Accounting

### **Note:**

1. One Case Study to be discussed – per unit in the class
2. Instruction for the External Examiner – The Question paper will have two sections. Section ‘A’ shall comprise 8 Questions (2 questions from Each Unit). The students will be required to attempt four questions (one question from each unit). Section ‘B’ will contain one Case Study which will be compulsory. All the five questions will carry equal marks.

## 2.4 WORKSHOP ON HUMAN RESOURCES MANAGEMENT

Practical Marks: 100

**NOTE: The method to be adopted for the teaching and evaluation of this paper is “Workshop”. There will not be any theory paper in this subject.**

### **UNIT I:**

Human Resource Philosophy – Changing environments of HRM – Strategic human resource management – Using HRM to attain competitive advantage – Trends in HRM – Organization of HR departments – Line and staff functions – Role of HR Managers.

### **UNIT II:**

Job analysis : Methods - IT and computerized skill inventory - Writing job specification - HR and the responsive organization. Recruitment and selection process : Employment planning and forecasting - Building employee commitment : Promotion from within - Sources, Developing and Using application forms - IT and recruiting on the internet. Employee Testing & selection : Selection process, basic testing concepts, types of test, work samples & simulation, selection techniques, interview, common interviewing mistakes, Designing & conducting the effective interview, small business applications, computer aided interview.

### **UNIT III:**

Orientation & Training: Orienting the employees, the training process, need analysis, Training techniques, special purpose training, Training via the internet. Performance appraisal: Methods - Problem and solutions - MBO approach - The appraisal interviews - Performance appraisal in practice. Managing careers: Career planning and development - Managing promotions and transfers. - Establishing Pay plans : Basics of compensation - factors determining pay rate - Job evaluation - pricing managerial and professional jobs - Computerized job evaluation. Pay for performance and Financial incentives : Money and motivation - incentives for operations employees and executives - Organization wide incentive plans - Practices in Indian organizations. Benefits and services : Statutory benefits - non-statutory (voluntary) benefits - Insurance benefits - retirement benefits and other welfare measures to build employee commitment.

### **UNIT IV:**

**Workshop Exercises:** Prepare a Job Description and Job Specification for any two jobs - Design a training program to train (a) Sales Person (b) Machine operator (c) Accountant - Visit any organization and analyze the methods of bringing in measures for job satisfaction in the organization - Learn the procedure involved in setting the industrial disputes by visiting any organization of students' choice - Visit any organization and understand the various social security measures that the organization has implemented - Visit any organization and familiarize with various forms and procedures followed under various labor legislation.

### **BOOKS FOR REFERENCE**

1. Gary Dessler, "Human Resource Management", Seventh edition, PrenticeHall of India P.Ltd., Pearson.

2. David A. DeCenzo & Stephen P. Robbins, Personnel/Human Resource Management, Third edition, PHI/Pearson.

3. VSP Rao, Human Resource Management: Text and cases, First edition, Excel Books, New Delhi - 2000.

**Note:**

1. One Case Study to be discussed – per unit in the class
2. Instruction for the Internal Faculty – Internal marks shall be based on participation in seminar, case discussion, group activity, class test, presentation, short project and term paper, class participation and attendance. The weight-age given to each of these factors shall be decided and announced at the beginning of each semester by the concerned faculty member of each workshop paper.

## **2.5 FINANCIAL MANAGEMENT**

External Marks: 80

Internal Marks : 20

Time : 3 Hrs

### **UNIT I**

Financial Management : Meaning, nature and scope of finance, Financial goal profit vs. wealth maximization; Finance function - investment, financing and dividend decisions.

Capital Budgeting: Nature of investment decisions; Investment evaluation criteria - net present value, internal rate of return, profitability index, pay back period, accounting rate of return; NPV and IRR comparison; Capital rationing.

### **UNIT II**

Cost of Capital: Meaning and significance of cost of capital; Calculation of cost of debt, preference capital, equity capital and retained earnings; Combined cost of capital (weighted), Cost of equity and CAPM. Operating and Financing Leverage: Measurement of leverages; Effects of operating and financial leverage on profit; Analyzing alternate financial plans; Combined financial and operating leverage.

### **UNIT III**

Capital Structure Theories: Traditional and M.M. Hypotheses - without taxes and with taxes; Determining capital structure in practice. Dividend Policies: Issues in dividend decisions, Walter's model, Gordon's model, M-M hypothesis, dividend and uncertainty, relevance of dividend; Dividend policy in practice; Forms of dividends; Stability in dividend policy; Corporate dividend behavior.

### **UNIT IV**

Management of Working Capital: Meaning, significance and types of working capital; Calculating operating cycle period and estimation of working capital requirements - Financing of working capital and norms of bank finance; Sources of working capital; Commercial paper; Factoring services; Various committee reports on bank finance; Dimensions of working capital management. Management of cash, receivables and inventory.

### **BOOKS FOR REFERENCE**

1. Bhattacharya, Hrishika: Working Capital Management: Strategies and Techniques, Prentice Hall, New Delhi.
2. Brealey, Richard A and Steward C. Myers: Corporate Finance, McGraw Hill, International.
3. Chandra, Prasanna: Financial management, Tata McGraw Hill, Delhi;
4. Hampton, John: Financial Decision Making, Prentice Hall, Delhi.
5. Pandey, I.M: Financial Management, Vikas Publishing House, Delhi.
6. Van home, J.C. and J.M Wachowicz Jr.: Fundamentals of Financial Management, Prentice Hall, Delhi.
7. Van Home, James C: Financial Management and Policy, Prentice Hall, Delhi.



**Note:**

1. One Case Study to be discussed – per unit in the class
2. Instruction for the External Examiner – The Question paper will have two sections. Section ‘A’ shall comprise 8 Questions (2 questions from Each Unit). The students will be required to attempt four questions (one question from each unit). Section ‘B’ will contain one Case Study which will be compulsory. All the five questions will carry equal marks.

## 2.6 WORKSHOP ON RESEARCH METHODOLOGY

Practical Marks: 100

**NOTE: The method to be adopted for the teaching and evaluation of this paper is “Workshop”. There will not be any theory paper in this subject.**

### UNIT I

Research - meaning - scope and significance - Types of research - Research Process - Characteristics of good research - Scientific method - Problems in research - Identifying research problem – concepts, constructs and theoretical framework. - Hypothesis:- meaning - sources - Types - formulation Research design - Types - case study - features of good design - measurement - meaning - need Errors in measurement - Tests of sound measurement Techniques of measurement - scaling Techniques - meaning - Types of scales - scale construction techniques.

### UNIT II

Sampling design - meaning - concepts - steps in sampling - criteria for good sample design - Types of sample designs - Probability and non-probability samples. Data collection:- Types of data - sources - Tools for data collection methods of data collection - constructing questionnaire - Pilot study - case study - Data processing:- coding - editing - and tabulation of data - Data analysis. Test of Significance:- Assumptions about parametric and non-parametric tests. Parametric Test - T test, F Test and Z test - Non Parametric Test - U Test, Kruskal Wallis, sign test. Multivariate analysis-factor, cluster, MDS, Discriminant analysis. SPSS and its applications.

### UNIT III

Interpretation - meaning - Techniques of interpretation - Report writing:- Significance - Report writing:- Steps in report writing - Layout of report - Types of reports - Oral presentation - executive summary - mechanics of writing research report - Precautions for writing report - Norms for using Tables, charts and diagrams - Appendix:- norms for using Index and Bibliography.

### UNIT IV

**Workshop Exercises:** Illustrate different types of samples with examples - Construct a questionnaire for collection of primary data keeping in mind the topic chosen for research - Narrate your experience while using the Observation Technique - Diagrammatically present the information collected through the questionnaire - Prepare a Mini Project Report on Topic of your choice with the help of Primary and Secondary data and analyze the data using statistical software and present the findings, interpretations, suggestions and recommendations.

### BOOKS FOR REFERENCE

1. Rao K.V.: Research methods for management and commerce - sterling
2. Zikmund, Business Research Methods

3. Kothari C.R.- Research methodology
4. Donald R.Cooper and Pamela S.Schindler - Business Research Methods - Tata McGraw Hill.
5. Uma Sekaran, Research Methods for Business, Wiley Publications.

**Note:**

1. One Case Study to be discussed – per unit in the class
2. Instruction for the Internal Faculty – Internal marks shall be based on participation in seminar, case discussion, group activity, class test, presentation, short project and term paper, class participation and attendance. The weight-age given to each of these factors shall be decided and announced at the beginning of each semester by the concerned faculty member of each workshop paper.

## 2.7 OPERATIONS RESEARCH

External Marks: 80

Internal Marks : 20

Time : 3 Hrs

### UNIT I:

Basic concept and its role in decision making; Linear Programming (LP), Formulation of Problem and its solution by Graphical and Simplex Method, Special cases, Infeasibility, Degeneracy, Unboundedness and multiple optimal solutions, Duality, Integer Programming Branch & Bound Algorithm, Goal Programming, Concept and Problem Formulation

### UNIT II

Transportation Problems including transshipment problems, Special cases in Transportation problems, Unbalanced problems, Degeneracy, Maximization Objective & Multiple optimal Solutions, Assignment Problems including Traveling Salesman's Problem.

### UNIT III

PERT/CPM: Difference between PERT & CPM, Network construction, calculating EST, EFT, LST, LFT & Floats, Probability considerations in PERT, Time cost Trade off, Decision Theory, Decision Making under uncertainty & Risk, Baye's Theorem; Bayesian Analysis ;Decision trees. - Game Theory, Pure & Mixed Strategy games, Principle of dominance, two person zero sum game.

### UNIT IV

Queuing theory, concept of queue and queuing theory, analysis of queue system, single channel, Poisson distributed arrivals and exponentially distributed service time model, Simulation: meaning, Process, Advantages, Limitations and Applications.

### BOOKS FOR REFERENCE

1. Anderson, Quantitative Methods for Business, Thomson Learning, Bombay.
2. Kalavathy, Operations Research, Vikas Publishing House, New Delhi.
3. Kapoor, V.K., Operations Research; Sultan Chand & Sons, New Delhi.
4. N. G Nair, Resource Management, Vikas Publishing House, New Delhi.
5. Panneer Selvam. R., Operation Research, Prentice Hall of India Pvt. Ltd., New Delhi.
6. Sharma, J.K., Operations Research: Theory and Applications, Macmillan

### Note:

1. One Case Study to be discussed – per unit in the class
2. Instruction for the External Examiner – The Question paper will have two sections. Section 'A' shall comprise 8 Questions (2 questions from Each Unit). The students will be required to attempt four questions (one question from each

unit). Section 'B' will contain one Case Study which will be compulsory. All the five questions will carry equal marks.

## **Semester 3**

### **3.1 STRATEGIC MANAGEMENT**

External Marks: 80

Internal Marks : 20

Time : 3 Hrs

#### **UNIT I**

Corporate strategic planning - Mission - Vision of the firm - Development, maintenance and the role of leader - Hierarchical levels of planning - strategic planning process. Strategic management Practice in India.

#### **UNIT II**

Environmental Analysis & Internal Analysis of Firm: General environment scanning, competitive & environmental analysis - to identify opportunities & threat - Assessing internal environment through functional approach and value chain - identifying critical success factors - to identify the strength & weakness - SWOT audit - core competence - Stakeholders' expectations, Scenario-planning - industry analysis.

#### **UNIT III**

Strategy formulation Generic strategies - Grand strategies - Strategies of leading Indian companies - The role of diversification - limit - means and forms. Strategic management for small organizations, non-profit organizations and large multi product and multiple market organizations. - Tools of Strategy Planning and evaluation Competitive cost dynamics - experience curve - BCG approach - cash flow implication. IA -BS matrix - A.D Little's Life -cycle approach to strategic planning - Business portfolio balancing - Assessment of economic contribution of strategy - Strategic funds programming.

#### **UNIT IV**

Strategy implementation & Control: Various approach to implementation of strategy - Matching organization structure with strategy - 7S model - Strategic control process - Du Pont's control model and other Quantitative and Qualitative tools - Balanced score card - M.Porter's approach for Globalization - Future of Strategic Management.

#### **BOOKS FOR REFERENCE**

1. Pearce & Robinson, Strategic Management, All Indian Travelers N.D
2. A.C. Hax And Ns, Strategic Management: An Integrative Perspective, Majifu, Prentice Hall
3. Micheal Porter, Competitive Strategies.
4. Micheal Porter, Competitive Advantage Of Nations.
5. Samul C. Certo And J.Paul Peter, Strategic Management, Second Edition. Concept And Application, Mcgraw Hill.

**Note:**

1. One Case Study to be discussed – per unit in the class
2. Instruction for the External Examiner – The Question paper will have two sections. Section ‘A’ shall comprise 8 Questions (2 questions from Each Unit). The students will be required to attempt four questions (one question from each unit). Section ‘B’ will contain one Case Study which will be compulsory. All the five questions will carry equal marks.

### 3.2 WORKSHOP ON INDIAN FINANCIAL SYSTEM

Practical Marks: 100

**NOTE: The method to be adopted for the teaching and evaluation of this paper is “Workshop”. There will not be any theory paper in this subject.**

#### **UNIT – 1**

Financial System: Institutions, Markets – primary, secondary, money and Capital markets, Instruments of Money Market, Functions and their Economic Significance.

#### **UNIT – 2**

Commercial Banks - Functions – Structure of Commercial banks in India – sources of funds, Investment norms – factors determining liquidity of banks – Asset structure of commercial banks – profitability of banks.

#### **UNIT – 3**

Financial Institutions: IDBI, SFCS, SIDCS, LIC, Mutual Funds, EXIM Bank – Constitution, objectives and functions. - Regulatory Institutions – RBI – Organization, Objectives, Role and Functions, Monetary policy of the RBI, NABARD. The Securities and Exchange Board of India, Organization and Objectives. Banking Innovations – New technology in Banking – E-services – Debit and Credit cards. Internet Banking, ATM, Electronic fund transfer, MICR.

#### **UNIT – 4**

**Workshop Exercises:** Prepare the chart showing the organizational structure of a commercial bank - Draft a chart showing the Financial services in the Indian Financial System - Prepare a chart showing the instruments traded in the Financial Markets - Collection and recording of foreign exchange rates of different currencies vis-à-vis rupee - Explain the role of NABARD in Micro Credit in India. Compare it with that of the services of other Micro Financial Institutions - Ascertain the Characteristic Features of Non Banking financial institutions in India

#### **BOOKS FOR REFERENCE:**

1. Meir Kohn: Financial Institutions and Markets
2. L M Bhole: Financial Institutions and Markets
3. Vasantha desai : The Indian Financial System, HPH
4. M Y Khan: Indian Financial System, TMH
5. P N Varshney & D K Mittal: Indian Financial System, Sultan Chand & Sons
6. E Gardon & K Natarajan: Financial Markets & Services.

#### **Note:**

1. One Case Study to be discussed – per unit in the class
2. Instruction for the Internal Faculty – Internal marks shall be based on participation in seminar, case discussion, group activity, class test, presentation, short project and term paper, class participation and attendance. The weight-age given to each of these factors shall be decided and announced at the beginning of

each semester by the concerned faculty member of each workshop paper.

### **3.3 MERGERS & ACQUISITIONS**

External Marks: 80

Internal Marks : 20

Time : 3 Hrs

#### **UNIT I**

Forms of Business Alliances Strategic Choice of Type of Business Alliance Merger and Acquisition and Take-over Introduction to Restructuring problems; types of Mergers; Reasons for Mergers and Acquisitions; Vertical, Horizontal, Conglomerate, Concentric Mergers. History of Mergers – the first to the fourth wave and causes thereof. The strategic Process – Theories of Mergers and Tender offering – Financial Synergy and Managerial Synergy.

#### **UNIT II**

Defining and Selecting Target Pricing of Mergers (Pricing the Competitive Bid for Take-over) Negotiation/Approach for Merger, Acquisition and Take- over Contracting Implementation of Merger and Acquisition Managing Post-Merger Issues.

#### **UNIT III**

Valuing firms and the different methods of valuation – Product life cycle effect on valuation. Corporate and financial restructuring, Divestiture – Mechanism, process and techniques Legalities Involved in Merger, Acquisition and Take-over Ethical Issues of Merger and Take-over. - Accounting for Mergers Financing the Mergers and Take-overs Corporate Restructuring Divestment and Abandonment.

#### **UNIT IV**

Joint Venture and Alliances Leveraged Buyout Share repurchase. Takeover defences International Take over and Restructuring The M & A process, Implementation and Management guides for Mergers & Acquisitions.

#### **BOOKS FOR REFERENCE**

- 1) Reed and Reed Lajorex, The art of Mergers & Acquisitions, McGraw Hill, 1999.
- 2) S Ramanujam, Mergers et al., Tata McGraw Hill, 2000.
- 3) Sridharan and Pandian, Guides to Takeover and Mergers, Wadhava Publications, 2002.
- 4) Machiraju, Mergers, Acquisitions and Takeover, New Age International, 2003.
- 5) Weston, Sen and Johnson, Takeovers, Restructure and Corporate Governance, Prentice Hall, 2003.
- 6) Peirick A. Gaughan, Mergers, Acquisitions and Corporate Restructuring, John Wiley & Sons, 2003.
- 7) Robert Brown, Applied Mergers and Acquisitions, John Wiley & Sons, 2004.

#### **Note:**

1. One Case Study to be discussed – per unit in the class
2. Instruction for the External Examiner – The Question paper will have two sections. Section ‘A’ shall comprise 8 Questions (2 questions from Each Unit). The students will be required to attempt four questions (one question from each unit). Section ‘B’ will contain one Case Study which will be compulsory. All the five questions will carry equal marks.



### 3.4 ADVANCED COST ACCOUNTING

External Marks: 80

Internal Marks : 20

Time : 3 Hrs

#### **UNIT I:**

Elements of cost, Material, Labor and Overheads. Material : Material Purchase procedure, storage and inventory Control

#### **UNIT II:**

Classification of Labor, Principles and Methods of Remuneration, Accounting of Labor cost, Job evaluation and Merit Rating.

#### **UNIT III:**

Overheads: Meaning, Classification, allocation, Apportionment and absorption, accounting of overheads. - Methods of Costing, Job costing, Batch costing, Unit costing, Contract costing, Process costing, operating costing, farm costing

#### **Unit – IV**

Life cycle costing: Introduction – Product Life cycle – Phases and Characteristics of Product Life Cycle – Stages of Product Life Cycle – Product Life Cycle Costing – Features and benefits of Life Cycle Costing.

#### **BOOKS FOR REFERENCE**

1. Ravi Kishor : Advanced Cost Accounting and Cost Systems Taxman's Allied Services Pvt. Ltd. New Delhi
2. N.K. Prasad : Principles and Practice of Cost Accounting Book Syndicate Pvt. Ltd. Calcutta
3. Prof. Subhas : Practice in Advanced. Costing and Management Jagtap Accounting Niraii Prakashan
4. Malz, Curry, : Cost Accounting - Taraporwalla. Frank
5. Hom R Green : Cost Accounting, Management Emphasis PreticHall of India Pvt. Ltd.
6. S.P. Iyengar : Cost Accounting Principles and Practice Sultan Chand and Sons, New Delhi
7. Ravi Kishor : Student's Guide to Cost Accounting Taxmarin's, New Delhi
8. M.N. Arora : Cost Accounting Principles and practice Vikas Publishing House Pvt. Ltd., New Delhi.
9. S.N. Maheshwari: Cost Accounting Theory and Problems Mittal Shree Mahvir Book Dept. New Delhi.
10. B.S. Khanna : Cost Accounting Principles and Practice.

**Note:**

1. One Case Study to be discussed – per unit in the class
2. Instruction for the External Examiner – The Question paper will have two sections. Section 'A' shall comprise 8 Questions (2 questions from Each Unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one Case Study which will be compulsory. All the five questions will carry equal marks.

### **3.5 INTERNATIONAL BUSINESS**

External Marks: 80

Internal Marks : 20

Time : 3 Hrs

#### **UNIT 1**

Globalization – Meaning and implications - Globalization of markets and production – The emerging global economy - Drivers of Globalization. Modes and entry strategies of international business –the globalization debate: arguments for and against – trends in international trade. Differences between domestic and international business.

#### **UNIT 2**

International Business Environment – Cultural aspects – values and norms – social structure – religious and ethical systems – language – education – implications of cultural differences on business. International business environment – Political and legal factors – political systems – legal systems, International business environment – Economic factors – the determinants of economic development. - International Trade Theories- Theory of Mercantilism - Absolute advantage – Comparative advantage – Hecksher – Ohlin theory – The new product life cycle theory – The new trade theory – Porter’s diamond model – implications for international business.

#### **UNIT 3**

Instruments of International trade policy – tariffs, subsidies, local content requirements, administrative policies, anti dumping policies – political and economic arguments for intervention - Development of the world trading system – GATT – the Uruguay round of negotiations. WTO - genesis and functions– the future of WTO. Regional Integrations – Trading Blocks – nature and levels of integration – arguments for and against regional integration - Trading blocks – European Union, ASEAN, APEC, NAFTA, SAARC, ANDEAN PACT and MERCOSUR.

## **UNIT 4**

Multinational corporations – Organization, design and structures – head quarters and subsidiary relations in multinational corporations. Foreign Exchange Market – functions – nature of foreign exchange market – the trading mechanism – exchange rate determination – balance of trade – stability of exchange rate - currency convertibility. International Monetary System (IMF), - Funding facilities and strategies of IMF and World Bank - Expatriation and Repatriation. Ethical dimensions in International Business.

## **BOOKS FOR REFERENCE**

1. Charles W L Hill. And Arun Kumar Jain. International Business: competing in the global market place, Mc Graw-Hill, 2007.
2. John D. Daniels Lee H Radebaugh, International Business: Environments and Operations Addison Wesley, 2007.
3. Justin Paul – International Business – Prentice Hall of India, 2007
4. Oded Shenkar Yadong Luo : International Business – John Wiley & Co., 2006
5. Wild J. John, Wild L. Keneth and Han C. Y. Jerry, International Business: An integrated approach, Prentice Hall International
6. Alan M. Rugman and Richard M.Hodgetts – International Business by Pearson Education, 2007.

## **Note:**

1. One Case Study to be discussed – per unit in the class
2. Instruction for the External Examiner – The Question paper will have two sections. Section ‘A’ shall comprise 8 Questions (2 questions from Each Unit). The students will be required to attempt four questions (one question from each unit). Section ‘B’ will contain one Case Study which will be compulsory. All the five questions will carry equal marks.

### 3.6 WORKSHOP ON MANAGEMENT INFORMATION SYSTEMS

Practical Marks: 100

**NOTE: The method to be adopted for the teaching and evaluation of this paper is “Workshop”. There will not be any theory paper in this subject.**

#### UNIT I

Foundation of Information System: Introduction to Information System and MIS, Decision support and decision making systems, systems approach, the systems view of business, MIS organization within company, Management information and the systems approach. Information Technology: A manager’s overview, managerial overviews, computer hardware & software, DBMS, RDBMS and Telecommunication. - Conceptual system design: Define the problems, set systems objective, establish system constraints, determine information needs determine information sources, develop alternative conceptual design and select one document the system concept, prepare the conceptual design report.

#### UNIT II

Detailed system design: Inform and involve the organization, aim of detailed design, project management of MIS detailed design , identify dominant and trade of criteria, define the sub systems, sketch the detailed operating sub systems and information flow, determine the degree of automation of each operation, inputs outputs and processing, early system testing, software, hardware and tools propose an organization to operate the system, document the detailed design revisit the manager user.

#### UNIT III

Implementation evaluation and maintenance of the MIS: Plan the implementation, acquire floor space and plan space layouts, organize for implementation, develop procedures for implementation, train the operating personnel, computer related acquisitions, develop forms for data collection and information dissemination, develop the files test the system, cut-over, document the system, evaluate the MIS control and maintain the system. Pitfalls in MIS development . Advanced Concepts in Information Systems: Enterprise Resources Management (ERP), Supply Chain Management, C R M , Procurement Management System.

#### UNIT IV

**Workshop Exercises :** Study the ERP system followed by any one of the organization of your own choice - CRM The path ahead: Explain the concept with suitable example - Visit an organization where MIS is implemented and study the process of implementation and maintenance systems adopted - Interview a System Administrator of an organization in view of the System Design, DBMS module adopted and the Implementation, evaluation and maintenance that is undertaken in that organization.

#### BOOKS FOR REFERENCE

1. Management Information System by W. S. Jawadekar, 2002, Tata McGraw Hill.
2. Information System for Modern Management (3rd edition)- Robert G. Murdick, Loel

- E. Ross & James R. Claggett. PHI
3. Management Information System; O Brian;TMH
  4. Management Information System by Davis Olson Mac Graw Hill
  5. Management Information System by Staslings,(Maxwell Mc Millman Publishers)
  6. Information System; a Management Perspective; Alter Addison Wesley

**Note:**

1. One Case Study to be discussed – per unit in the class
2. Instruction for the Internal Faculty – Internal marks shall be based on participation in seminar, case discussion, group activity, class test, presentation, short project and term paper, class participation and attendance. The weight-age given to each of these factors shall be decided and announced at the beginning of each semester by the concerned faculty member of each workshop paper.

# Semester 4

## 4.1 INCOME TAX

External Marks: 80

Internal Marks : 20

Time : 3 Hrs

### UNIT I

Income tax-History; basic concepts; previous year , assessment year, assessee, income; agricultural income, casual income, person, average rate marginal rate, capital and revenue receipts and expenditure; tax evasion, tax avoidance and tax planning; return of income. Residential status and tax incidence; scope of income; individual, HUF, firms, association of persons, and body of individuals, companies, other persons. Gross total income, total income, exempted incomes.

### UNIT II

Computation of income under the head salaries-salaries and allowances, valuation of perquisites, deductions. Computations of income under the head house property: determination of annual value; deductions.

### UNIT III

Profits and gains of business or profession-deductions, expressly allowed and disallowed; depreciation. Capital gains-transfer; chargeability; short –term and long-term capital gains; cost of acquisition; capital gains exempt from income tax. Income from other sources-dividends, interest on security; deduction of tax at source; grossing up; bond washing transaction; deductions.

### UNIT IV

Clubbing of income; set off and carry forward of losses. Agricultural income-tax treatment of agricultural income. Deductions from gross total income u/s80; rebate u/s88, u/s88C, relief u/s89 (1). - Computation of total income and tax liability of individual assesses; Filing of return of income, payment of tax over the counter and online tax payment.

### BOOKS FOR REFERENCE

1. Mehrotra and Goyal: Income Tax Law & Practice, Sahitya Bhavan.
2. V.K Singania: Direct Tax Law & Practice, Taxman
3. Bhagawati Prasad: Income Tax & Law & Practice
4. Manoharan T.N Income Tax Law & Practice.
5. Income Tax Act 1956 and Finance Act of the relevant year

**Note:**

1. One Case Study to be discussed – per unit in the class
2. Instruction for the External Examiner – The Question paper will have two sections. Section 'A' shall comprise 8 Questions (2 questions from Each Unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one Case Study which will be compulsory. All the five questions will carry equal marks



## 4.2 WORKSHOP ON BEHAVIORAL FINANCE

Practical Marks: 100

**NOTE: The method to be adopted for the teaching and evaluation of this paper is “Workshop”. There will not be any theory paper in this subject.**

### UNIT I

Investment Decision Cycle: Judgment under Uncertainty ; Utility/ Preference Functions: Expected Utility Theory [EUT]

### UNIT II

Brief History of Rational Thought: Pascal-Fermat to Friedman-Savage 4. Paradoxes (Allais and Others); Prospect Theory; Information Screening Biases. Information Processing: Bayesian Decision Making, Heuristics and cognitive biases; Forecasting Biases; Emotion and Neuroscience.

### UNIT III

Group Behavior: Conformism, herding, fatal attractions; Investing Styles and Behavioral Finance

### UNIT IV

**Workshop Exercises:** Explain the new direction in behavioral finance with regard to Asia - Behavioral Finance In Corporate Governance – Independent Directors, Non-Executive Chairs, And The Importance Of The Devil’s Advocate Explain the Concept - Prepare a Report on Heuristics in Investor Decision Making - Do a Mini project on the Topic “Investment Decision Making: Do Experienced Decision Makers Fall Prey to the Paradox of Choice?”

### Note:

1. One Case Study to be discussed – per unit in the class
2. Instruction for the Internal Faculty – Internal marks shall be based on participation in seminar, case discussion, group activity, class test, presentation, short project and term paper, class participation and attendance. The weight-age given to each of these factors shall be decided and announced at the beginning of each semester by the concerned faculty member of each workshop paper.

**ELECTIVES**  
**ACCOUNTING & FINANCE**

**4.3AF WORKSHOP ON INVESTMENT MANAGEMENT**

Practical/Workshop Marks : 100

**NOTE: The method to be adopted for the teaching and evaluation of this paper is “Workshop”. There will not be any theory paper in this subject.**

**UNIT I**

Investment \_ Meaning and process of Investment Management – Speculation Investment Avenues in India. Risk and Return – Historical and Expected return – Measurement – Risk and its measurement – Systematic and Unsystematic risk – Types – Measurement and significance of Beta.

**UNIT II**

Security Valuation – Bond, Equity and preference share valuation – Yield to maturity- Bond value theorems. - Fundamental and Technical Analysis – Economy, Industry and Company analysis – Tools for technical analysis.

**UNIT III**

Portfolio Selection, performance evaluation and portfolio revision- Formula plans. – Capital Asset Pricing Model (CAPM)

**UNIT IV**

**Workshop Exercises:** Select any Debenture of noted in any Stock Exchange and compare its Growth and Downfalls in last 5 years. Understand the procedure involved in buying and selling shares and debentures through line and Demat schemes. Visit any authorized dealer establishment and understand the activities of dealing room. Explain the Fundamental and Technical Analysis of any organization of your choice from the BSE with reports of last 5 years

**BOOKS FOR REFERENCE**

1. Kevin.S. Security Analysis and Portfolio Management, prentice hall of India
2. Prasanna Chandra, Investment analysis and portfolio management, second edition, Tata McGraw Hill
3. Punithavathy pandian, Security Analysis and portfolio management, Vikas
4. Investment Management, V.K.Bhalla

**Note:**

1. One Case Study to be discussed – per unit in the class
2. Instruction for the Internal Faculty – Internal marks shall be based on participation in seminar, case discussion, group activity, class test, presentation, short project and term paper, class participation and attendance. The weight-age given to each of these factors shall be decided and announced at the beginning of each semester by the concerned faculty member of each workshop paper.

## 4.4AF Auditing

External Marks: 80

Internal Marks : 20

Time : 3 Hrs

### UNIT I

Company Audit - Qualification, Disqualification, Appointment, Removal, Remuneration of Auditors; Audit Ceiling-Status, Power, Duties and Liabilities of auditors; Branch Audit-Joint Audit- Special Audit; Maintenance of Books of Account –Related Party Disclosures- Segment Reporting; Divisible Profit, Dividend and Depreciation (Companies Act, Standards on Accounting, Legal Decisions and Auditor's Responsibility); Representations by Management-Contents of Annual Report( A Brief Idea).

### UNIT II

Audit Report and Certificate; Definition-Distinction between Report and Certificate-Types of Reports (Clean, Qualified, Disclaimer, Negative and Piecemeal); Contents of Audit Report(As per Companies Act and Standards on auditing).; True and Fair View (Concept and Guiding Factors)- Materiality(Concepts and Relevance)- Limited Review-Disclosures.; Certificate on Corporate Governance- Cash Flow Statement Reporting.

### UNIT III

Audit of Different Institutions; Banks- Legislation Relevant to Audit Of Banks, Approach to Bank Audit, Internal Control Evaluation, Non-Performance Assets( Concept , Provisions); Long Form Audit Report; Insurance Companies- Legislation Relevant to Audit of Insurance companies( Life And General Insurance), Review of Internal Control, Audit Report (Matters as per IRDA); Educational Institutions and Hospital; Features and Basic Principles of Government Audit-Local Bodies and Non-Profit Seeking Organizations( including NGOs; Comptroller and Auditor General and its Constitutional Role.

### UNIT IV

Investigation; Meaning, Purpose- Distinction between Investigation and Auditing Approach to Investigation- Types of Investigations; Assessing a Business ( Due Diligence Review, Valuation); Investigations to Detect Fraud, Misappropriations and Defalcations- Investigations with respect to Business Combinations. - Other Thrust Areas; Cost Audit- Concepts, Objectives, Advantages, Relevant Provisions of Comp. Act; Management Audit- Tax Audit- Systems Audit- Social Audit- Environment Audit; Energy Audit- Forensic Audit-Peer review ( Concepts, Objectives and Regulatory Requirements); Ethics in Auditing – Auditor's Independence; Auditing in CIS Environment; Standards on Auditing (Concepts, Purpose and Present Position as to Number and

### BOOKS FOR REFERENCE

1. Gupta, Kamal, Contemporary Auditing, TMH
2. Tandon, B.N., Principles of Auditing, S. Chand & Co.

3. Sharma, T.R., Auditing Principles & Problems, Sahitya Bhavan, Agra
4. Spicer & Pegler, Practical Auditing
5. Basu, Sanjib Kumar, Fundamentals of Auditing, Pearson
6. Auditing Assurance Standards and Guidelines issued by ICA

**Note:**

1. One Case Study to be discussed – per unit in the class
2. Instruction for the External Examiner – The Question paper will have two sections. Section ‘A’ shall comprise 8 Questions (2 questions from Each Unit). The students will be required to attempt four questions (one question from each unit). Section ‘B’ will contain one Case Study which will be compulsory. All the five questions will carry equal marks.

## **4.5AF INTERNATIONAL FINANCIAL MANAGEMENT**

External Marks: 80

Internal Marks : 20

Time : 3 Hrs

### **UNIT I**

An overview, Importance, nature and scope, Theories of International business, International Business Methods, Recent changes and challenges in IFM. Balance of Payments (BoP), Fundamentals of BoP, Accounting components of BOP, Factors affecting International Trade flows, Agencies that facilitate International flows.

### **UNIT II**

Evolution of International Monetary System, Gold Standard, Bretton Woods system, the flexible exchange rate regime, the current exchange rate arrangements, the Economic and Monetary Union (EMU). Function and Structure of the Forex markets, major participants, types of transactions and settlements dates, Foreign exchange quotations, process of arbitrage, speculation in the forward market.

### **UNIT III**

Overview of the other markets - Euro currency market, Euro credit market, Euro bond market, International Stock market. Measuring exchange rate movements, Factors influencing exchange rates. Government influence on exchange rates - exchange rate systems. International arbitrage and interest rate parity . Relationship between inflation, interest rates and exchange rates - Purchasing Power Parity - International Fisher Effect.

### **UNIT IV**

Long term Asset -liability Management, Foreign Direct Investment, International Capital Budgeting, International Capital structure and cost of capital. International Financing, Equity, Bond financing, parallel loans. - Short-term Asset-Liability Management, International Cash management, accounts receivable management, inventory management. Payment methods of international trade, trade finance methods, Export - Import bank of India, recent amendments in EXIM policy, regulations and guidelines.

## **BOOKS FOR REFERENCE**

1. P.G.Apte, International Financial Management, Tata McGraw-Hill, New Delhi, 2004.
2. Alan C.Shapiro, Multinational Financial Management, 4/e, Prentice Hall India Private Ltd, 2004
3. Jeff Madura, International Financial Management, 6th edition, Thomson Publications.
4. Maurice D.Levi, International Finance, 3rd edition, Tata Mc Graw-Hill, New Delhi,
5. S.Eun Choel and Risnick Bruce, International Financial Management, Tata Mc Graw Hill, 2001.
6. David K. Eiteman, Arthur I.Stonehill and Michael H.Moffeth, Multinational Business Finance, 10th edition, Pearson Education 2004.
7. P.K Jain, Josette Peyrard and Surendra S. Yadav, International Financial Management, Macmillan Publishers, 2001.
8. Prakash G. Apte, International Finance A Business Perspective, Tata McGraw-Hill Publishing Co. Ltd., 2003.
9. Adrian Buckley, Multinational finance, Third Edition, Prentice-Hall of India Pvt. Ltd.,
10. Melvin: International Money and Finance 7/e Pearson Education.

### **Note:**

1. One Case Study to be discussed – per unit in the class
2. Instruction for the External Examiner – The Question paper will have two sections. Section ‘A’ shall comprise 8 Questions (2 questions from Each Unit). The students will be required to attempt four questions (one question from each unit). Section ‘B’ will contain one Case Study which will be compulsory. All the five questions will carry equal marks.

## **4.6AF FINANCIAL MARKETS AND SERVICES**

External Marks: 80

Internal Marks : 20

Time : 3 Hrs

### **UNIT I**

Nature and various facts of financial service industry- Analysis of financial services- Need for financial market innovation- Development of financial markets- Global integration of financial market- Finance companies Functions, Strengths and Weaknesses.

### **UNIT II**

Commercial banking and their fund based and non- fund financial services- Leasing Hire purchase financing: Salient features, guidelines, functions- Mutual funds: Type of Mutual funds and their rules and regulations

### **UNIT- III**

Factoring – Forfeiting- Securitization- Venture capital Consumer finance and credit cards- Salient features, FBI guidelines, functions.

### **UNIT IV**

Merchant Banking including initial public offer and public issue management- Underwriting- Stock and Security broking- merger and Takeover- salient features- Guidelines- Functions. - Foreign exchange broking - financial consultancy- corporate advisory services- credit rating services- salient features- functions.

### **BOOKS FOR REFERENCE**

1. Avadani – Investment Management Himalayan Publishing House Mumbai.
2. H.R. Machiraju Indian Financial System Himalayan Publishing House Mumbai.
3. Dr. S. Gurusamy- Financial Markets and Institutions Vijay Nicolas Imprints Pvt. Ltd., Chennai- 28
4. I.M Pandey Financial Management Vikas Publishing House (P) Ltd
5. Verma – Merchant Banki

### **Note:**

1. One Case Study to be discussed – per unit in the class
2. Instruction for the External Examiner – The Question paper will have two sections. Section ‘A’ shall comprise 8 Questions (2 questions from Each Unit). The students will be required to attempt four questions (one question from each unit). Section ‘B’ will contain one Case Study which will be compulsory. All the five questions will carry equal marks.

# INTERNATIONAL BUSINESS

## 4.3IB WORKSHOP ON EXPORT IMPORT DOCUMENTATION AND PROCEDURES

Practical Marks: 100

**NOTE: The method to be adopted for the teaching and evaluation of this paper is “Workshop”. There will not be any theory paper in this subject.**

### UNIT I

Documentation Framework- EXIM Documentation; International Business Contracts; Types, Formation, Elements, Legal Dimensions, Dispute Settlement.

### UNIT II

Instruments and methods of Financing Exports Including credit and collections, Uniform custom and practices (UCP); Business Risk Coverage- Cargo, Credit and Foreign Exchange Risk Coverage, Cargo Insurance, Foreign Exchange Regulations and Formalities, Quality Control and Pre-shipment; Inspection Concept Scheme and Procedures; Role of Clearing and Forward Agents; Excise clearance of cargo; Shipment of Export Cargo; Custom Clearance of Export Cargo; Custom Clearance of Import Cargo.

### UNIT III

Negotiations of Documents with Banks; Procedures and documentation for availing export incentives Duty draw backs, Import Licensing and other incentives; Processing of an Export Order; - World Shipping; Structure, Liners, and Tramps, Conference System; Freight and Structure. Containerization and other developments, International Agreements and Conferences on Sea Transport; Indian Shipping; Trends, Structure, Concepts of Dry Port, Containerization, Machinery for Consultation; Air Transport; International set-up, Freight rate structure.

### UNIT IV

**Workshop Exercises:** Role of EXIM Policy in Indian Economy - Antidumping As A Trade Remedy Measure: Evidence From Three Countries (US, EU And India)- compare and give a detailed study - Evolution and Political Economy of Trade Protectionism: Antidumping and Safeguard Measures

### BOOKS FOR REFERENCE

1. Bhalla, V.K. and S.Ramu International Business Environment and Management, 5<sup>th</sup> ed., Delhi, Anmol Publications
2. Desai, H.B. Indian Shipping Perspectives., Delhi, Anupam Publications.
3. Government of India Handbook of Import-Export Procedures
4. Paras Ram Export: What, Where and How, Delhi, Anupam Publications

### Note:

- 1 One Case Study to be discussed – per unit in the class
- 2 Instruction for the Internal Faculty – Internal marks shall be based on participation in seminar, case discussion, group activity, class test, presentation, short project and term paper, class participation and attendance. The weight-age given to each of these factors shall be decided and announced at the beginning of each semester by the concerned faculty member of each workshop paper.



## **4.4IB INTERNATIONAL FINANCIAL MANAGEMENT**

External Marks: 80

Internal Marks : 20

Time : 3 Hrs

### **UNIT I**

An overview, Importance, nature and scope, Theories of International business, International Business Methods, Recent changes and challenges in IFM. Balance of Payments (BoP), Fundamentals of BoP, Accounting components of BOP, Factors affecting International Trade flows, Agencies that facilitate International flows.

### **UNIT II**

Evolution of International Monetary System, Gold Standard, Bretton Woods system, the flexible exchange rate regime, the current exchange rate arrangements, the Economic and Monetary Union (EMU). Function and Structure of the Forex markets, major participants, types of transactions and settlements dates, Foreign exchange quotations, process of arbitrage, speculation in the forward market.

### **UNIT III**

Overview of the other markets - Euro currency market, Euro credit market, Euro bond market, International Stock market. Measuring exchange rate movements, Factors influencing exchange rates. Government influence on exchange rates - exchange rate systems. International arbitrage and interest rate parity . Relationship between inflation, interest rates and exchange rates - Purchasing Power Parity - International Fisher Effect.  
- Long term Asset -liability Management, Foreign Direct Investment, International Capital Budgeting, International Capital structure and cost of capital. International Financing, Equity, Bond financing, parallel loans.

### **UNIT IV**

Short-term Asset-Liability Management, International Cash management, accounts receivable management, inventory management. Payment methods of international trade, trade finance methods, Export - Import bank of India, recent amendments in EXIM policy, regulations and guidelines.

### **BOOKS FOR REFERENCE**

1. P.G.Apte, International Financial Management, Tata McGraw-Hill, New Delhi, 2004.
2. Alan C.Shapiro, Multinational Financial Management, 4/e, Prentice Hall India Private Ltd, 2004
3. Jeff Madura, International Financial Management, 6th edition, Thomson Publications.
4. Maurice D.Levi, International Finance, 3rd edition, Tata Mc Graw-Hill, New Delhi, 2003.
5. S.Eun Choel and Risnick Bruce, International Financial Management, Tata Mc Graw Hill, 2001.
6. David K. Eiteman, Arthur I.Stonehill and Michael H.Moffeth, Multinational Business Finance, 10th edition, Pearson Education 2004.

7. P.K Jain, Josette Peyrard and Surendra S. Yadav, International Financial Management, Macmillan Publishers, 2001.
8. Prakash G. Apte, International Finance A Business Perspective, Tata McGraw-Hill Publishing Co. Ltd., 2003.
9. Adrian Buckley, Multinational finance, Third Edition, Prentice-Hall of India Pvt. Ltd., 2001.
10. Melvin: International Money and Finance 7/e Pearson Education.

**Note:**

1. One Case Study to be discussed – per unit in the class
2. Instruction for the External Examiner – The Question paper will have two sections. Section ‘A’ shall comprise 8 Questions (2 questions from Each Unit). The students will be required to attempt four questions (one question from each unit). Section ‘B’ will contain one Case Study which will be compulsory. All the five questions will carry equal marks.

## **4.5IB FOREIGN TRADE POLICY & PROMOTION**

External Marks: 80

Internal Marks : 20

Time : 3 Hrs

### **UNIT I**

International Trade: Theories of foreign trade – absolute and comparative advantage theories; Modern theory of trade – Hecksher - Ohlin theory; Terms of trade; Theory of international trade in services; Balance of payments and adjustment mechanism.

### **UNIT II**

Commercial Policy Instruments: Tariffs, quotas, anti dumping/countervailing duties; Technical standards; Exchange controls and other non-tariff measures. - India's Foreign Trade and Policy: Direction and composition of India's foreign trade; Export – Import policy; Export promotion and institutional set – up; Deemed exports; Rupee convertibility; Indian Joint ventures abroad; Project and consultancy exports.

### **UNIT III**

Instruments of Export Promotion: Export assistance and promotion measures; EPCG scheme; Import facilities; Duty exemption schemes; Duty drawback; Tax concessions; Marketing assistance; Role of export houses, trading houses and state trading organizations; EPZs and SEZs.

### **UNIT IV**

Foreign Investment Policy: Policy and frame work for FDI in India; Policy on foreign collaborations and counter trade arrangements; Indian joint ventures abroad; Project and consultancy exports.

### **BOOKS FOR REFERENCES**

1. Gupta, R.K.: Anti-dumping and Countervailing Measures, Sage Publications, New Delhi.
2. Nabhi's Exporter's Manual and Documentation, Nabhi Publication, New Delhi.
3. Sodersten, B.O: International Economics, MacMillan, London.
4. Varsheny R.L. and B. Bhattacharya: International Marketing Management, Sultan Chand & Sons, New Delhi.
5. Verma, M.L: International Trade, Commonwealth Publishers, Delhi.

### **Note:**

1. One Case Study to be discussed – per unit in the class
2. Instruction for the External Examiner – The Question paper will have two sections. Section 'A' shall comprise 8 Questions (2 questions from Each Unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one Case Study which will be compulsory. All the five questions will carry equal marks.

## **4.6IB FOREIGN EXCHANGE MANAGEMENT**

External Marks: 80

Internal Marks : 20

Time : 3 Hrs

### **UNIT I**

Management of Foreign Exchange with special reference to India: Meaning of the Term “Foreign Exchange”, Exchange Market, Statutory basis of Foreign Exchange, Evolution of Exchange Control, Outline of Exchange Rate and Types, Import Export Overview. India’s Forex Scenario: BOP crisis of 1990, LOERMS, Convertibility. Introduction to International Monetary Developments: Gold standard, Bretton Woods system, Fixed-Flexible Exchange Rate Systems, Euro market.

### **UNIT II**

Finance Function: Financial Institutions in International Trade. Non resident Accounts: Repatriable and Non Repatriable, Significance for the Economy and Bank. Methods of IN Trade Settlement: Open Account, Clean Advance, Documentary Credit, Documentary Collection. - Documentary Credits (Letter of Credit): Types of LC – Parties, Mechanism with illustration. Documents involved in International trade: Statutory Documents, Financial Documents, Transport Documents, Risk Bearing Documents. INCOTERMS: C.I.F., F.O.B., C.I.P. Financing of Imports by Opening of Letter of Credit: Documents required, Trade and Exchange Control Formalities, Sanction of LC Limit.

### **UNIT III**

Export Finance: Financing of Export/ Deemed Export: Pre ship, and Post Ship Finance, Export Methods how to start export, E.C.G.C. and other formalities; Uniform Custom Practices of Docu Credits – 1993 Revisions, I.C.C. Paris Publica 1000 Clauses 1 to 49 with case studies / illustration. Uniform Rules Collection – 97 Revision: Clauses 1 to 22 with case studies/ illustration.

### **UNIT IV**

Introduction to Exchange Rate Mechanism: Spot- Forward Rate, Exchange Arithmetic. Deriving the Actual Exchange Rate: Forwards, Swap[s, Futures and Options. Guarantees in Trade: Performance, Bid Bond etc. External commercial Borrowings: Buyers Credit, Suppliers Credit, Forfeiting / Factoring, Country Risk Monitoring Model.

## **BOOKS FOR REFERENCE**

1. "M.VY.Phansalkar", All about Foreign Exchange & Foreign Trade, English edition, 2005.
2. "Walter.OCHYMSKI", Foreign Exchange Management, Book surge Publication, 2006.
3. "Julian Walmsley", Foreign Exchange & Money Markets Guide, John wiley, 2006.
4. "Bimitris and N.Shyrafos", New Technology of Financial Management, John wiley, 2006.
5. "Surendra.s.Yadav, P.K.Jain and Max peyrard", Foreign Exchange Markets understanding derivatives & other instrucments, Macmillan.
6. "B.P.Mathur", Foreign Money in India, Macmillan
7. "Yarbrough", The World Economy ,Trade & Finance, 7th edition, Cengage learning .
8. "Seethapathy.K.and Suhulakshmi.Y", Foreign Exchange Management, ICFAI.
9. "Yadav", Foreign Exchange Markets, Macmillan, 2007. 10. "Thomas von Ungern", Strategic Foreign Exchange Management, Black well Publishers, 1990.

### **Note:**

1. One Case Study to be discussed – per unit in the class
2. Instruction for the External Examiner – The Question paper will have two sections. Section 'A' shall comprise 8 Questions (2 questions from Each Unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one Case Study which will be compulsory. All the five questions will carry equal marks.