

# Maharshi Dayanand University Rohtak



## Ordinances, Syllabus and Courses of Reading for M.Com. (Final) Examination

Session—2005-2006

*Available from :*

Deputy Registrar (Publication)  
Maharshi Dayanand University  
Rohtak-124 001 (Haryana)

*Price :*

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

# COURSE STRUCTURE

## Class M.Com. (Final)

### Compulsory Subjects

- VII- Strategic Management : 100 Marks
- VIII- Accounting Theory : 100 Marks
- IX- Comprehensive viva-voce : 50 Marks

### Optional Papers :

Any four subjects of any one group (as given below). Each paper carry 100 marks.

#### Group-I

- X- Corporate Tax Planning and Management.
- XI- Advanced Accounting.
- XII- Security analysis and Portfolio Management.
- XIII- Multinational Finance :
- XIV Merchant Banking and Financial Services.
- XV- Corporate Tax and Wealth Tax.
- XVI- E-Commerce.

#### Group-II

- XVII- Marketing Management
- XVIII- Marketing Research
- XIX- International Business Environment.
- XX- Financial Management.
- XXI- Advanced Cost Accounting.
- XXII- Human Resource Management.
- XVI- E-Commerce

#### Group-III

- XXIII- Entrepreneurship Development
- XXIV- Production Management
- XXV- Project Planning and Control
- XXVI- Corporate Legal Framework

- XXVII- Financial Institution and Market.  
 XXVIII- Small Business Financial Management.  
 XVI- E-Commerce.

**Group-IV**

- XXIX- Foreign Trade Policy, Procedure and Documentation  
 XXX- International Finance.  
 XXXI- International Marketing.  
 XXXII- International Business Laws and Taxation.  
 XIX- International Business Environment.  
 XXXIII- Operations Research  
 XVI- E-Commerce.

**M.Com (F)****Paper-VII****Strategic Management**

Max. Marks : 100

Time : 3 Hours

Note: There will be three sections of the question paper.

Section A there will be 10 short answer questions of 5 marks each. All questions of this section are compulsory.  
 Section B will comprise of 10 questions of 5 marks each out of which candidates are required to attempt any seven questions. Section C will have 5 questions of 15 marks each out of which candidates are required to attempt any three questions. The examiner will select the questions in all the three sections by covering the entire syllabus of the concerned subject.

**Course Inputs****Unit-I**

Strategic Management Process : Defining Strategy : Levels at which Strategic operates, Approaches to Strategic Decision making. Process of Strategic Management. Roles of Strategic

Strategic Management; Mission and purpose, Objectives and goals. Strategic Business Unit.

**Unit-II**

Environment and Organisational Appraisal : Concept of environment and its components. Environmental Scanning and Appraisal; Organizational appraisal-its dynamics, considerations, Methods and Techniques. Structuring organizational Appraisal: SWOT analysis.

**Unit-III**

Strategy Formulation: Corporate level Strategies : Grand strategies, Stability Strategies, Expansion Strategic, Retrenchment Strategies, Combination Strategies, Corporate Restructuring; Business level Strategies and Tactics.

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-IV**

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.

Behavioural Implementation : Leadership Implementation, Corporate Culture, Corporate Politics and Use of Power, Personal values and Business ethics.

**Unit-V**

Functional implementation : Functional Strategies, Functional Plans and Policies, Marketing Plans and Policies, Financial Plans and Policies, Personnel Plans and Policies. Operations Plans and Policies.

Strategic Evaluation and control ; Overviews of Strategic Evaluation and Control. Techniques of Strategic Evaluation and Control.

#### Suggested Readings :

Bhattacharya, S.K. and n. Venkataraman : Managing Business enterprises : Strategies, Structure and Systems, Vikas Publishing House, New Delhi.

Bdhiraja, S.B. and M.B. Athreya : Cases in Strategic Management, Tata McGraw Hill, New Delhi.

Chrestensen, C. Ronald, Kenneth R. Andrews, Joseph L. Bower, Rochard G. Hamermesh, Michael E. Porter : Business Policy : Text and Cases, Roichard D. Irwin, Inc., Homewood Illionis.

Coulter, Mary K : Strategic Management in Action, Prentice Hall, New Jersey.

David, Fred R; Strategic Management, Prentice Hall, New Jersey.

Glueck, william F and Lawrence R. Jauch : Business Policy and Strategic Management, McGraw Hill, International Edition

H. Igor, Ansoff : Implanting Strategic Management, Prentice Hall, New Jersey.

Kazmi, Azhar : Business Policy, Tata McGraw Hill, Delhi.

Michal, E. Porter : The Competitive Advantage of Nations. Macmillan, New Delhi.

Mintzberg, Henry and James Brian Quinn : the Strategy Process. Prentice Hall, New Jersey.

Newman, William H. and James P. Logan : Strategy. Policy and Central Management, South Western Publishing Co., Cincinnati, Ohio.

### Paper-VIII Accounting Theory

Max. Marks : 100

Time : 3 Hours.

Note: There will be three sections of the question paper. In section A there will be 10 short answer questions of 2 marks each. All questions of this section are compulsory. Section B will comprise of 10 questions of 5 marks each out of which candidates are required to attempt any seven questions. Section C will having 5 questions of 15 marks each out of which candidates are required to attempt any three questions. The examiner will set the questions in all the three sections by covering the entire syllabus of the concerned subject.

#### Course Inputs

##### Unit-I

Fundamentals : Meaning, Need, Nature, Classification, Evaluation, Role and Users of Accounting Theory, History of Accounting Thoughts, Approaches to Accounting Theory, Accounting Postulates, Concepts and Principles.

##### Unit-II

Income Measurement : Concepts of Income Revenues, Expenses, Gains, Losses, Assets, Liabilities and Equity. Depreciation Accounting and Policy: Depreciation Methods (AS-6 revised) on depreciation method, Depreciation and Indian Companies Act, Inventory : Inventory Costing methods, AS-2 on valuation of Inventories.

##### Unit-III

Corporate reporting : Financial Reporting : Concept and development of Financial Reporting (including True blood Report, The Corporate Report, FASB. Concept No. 1, Stamp Report).

Specific Issues in Corporate Reporting :Segment, Social and Interim Reporting. Harmonization of Financial Reporting (including LASC,s Guidelines.)

**Unit-IV**

Contemporary Issues in Accounting : Accounting for Changing Prices, Human Resource Accounting, Financial Engineering (A Multi-Disciplinary Approach to Risk Return Management).

**Unit-V**

Accounting Standards : Formation, Meaning, Benefits and Management of Accounting Standards, Process of Standards setting in India, U.K. and U.S.A. Elementary knowledge of Indian Accounting Standards. Lease Accounting. Social Accounting.

**Suggested Readings**

1. Hendriksen, E.S. Accounting Theory (Richard D. Irvin)
2. Glautier, H.W. E. and Undordewn B : Accounting Theory and Practice (Arnold Heinemann).
3. Porwal, S.: Accounting Theory (Tata McGraw Hill).
4. Most, Kenneth S. Accounting Theory (Ohio, Grid Publ. Inc.).
5. Chakraborty S.K. and others : Topics in Accounting and Finance (Delhi, Oxford University Press).
6. Singh, Gokul : Accounting Theory (Calcutta, Book World).
7. Belkauri, A ; Accounting Theory (Harcourt Brace Jovanovich)
8. Bloam, Robert and Elgers, Peter T : Accounting Theory and Policy (Harcourt Jovanovich).

**Group-I****Paper-X****Corporate Tax Planning and Management**

Max. Marks : 100

Time : 3 Hours

Note: There will be three sections of the question paper. In section A there will be 10 short answer questions of 2

marks each. All questions of this section are compulsory. Section B will comprise of 10 questions of 5 marks each out of which candidates are required to attempt any seven questions. Section C will having 5 questions of 15 marks each out of which candidates are required to attempt any three questions. The examiner will set the questions in all the three sections by covering the entire syllabus of the concerned subject.

**Course Inputs****Unit-I**

Introduction to Tax Management : Concept of Tax Planning : Tax avoidance and tax evasions; Corporate taxation and dividend tax.

**Unit-II**

Tax Planning for new Business : Tax planning with reference to location, nature and form of organisation of new business.

**Unit-III**

Tax Planning and Financial Management Decisions : Tax planning relating to capital structure decision, dividend policy inter-corporate dividends and bonus shares.

**Unit-IV**

Tax planning and Managerial Decisions : Tax planning in respect of own or lease, sale of assets used for scientific research, make or buy decisions; Repair, replace, renewal or renovation and shutdown or continue decisions.

**Unit-V**

Special Tax Provisions: Tax provisions relating to free trade zones, infrastructure sector and backward areas; tax incentives for exporters.

Tax Issue relating to Amalgamation: Tax planning with reference to amalgamation of companies.

**Suggested Readings :**

1. Ahuja, G.K. and Ravi Gupta: Systematic Approach to Income Tax and Central Sales Tax, Bharat Law House, New Delhi.
2. Circulars issued by C.B.D.T.
3. Income Tax Act, 1961.
4. Income Tax Rule, 1962.
5. Lakhotia, R.N.: Corporate Tax Planning, Vision Publications, New Delhi.
6. Singhania, V.K.: Direct Taxes; Law and Practice, Taxman's Publications, Delhi.
7. Singhania, Vinod K.: Direct Tax Planning and Management, Taxman Publication, Delhi.

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 of Debentures, Redemption of preference shares, Accounting entries. Methods of redemption of debentures.

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.

**Unit-II**

Valuation of Goodwill, shares and debentures/bonds, Goodwill-definition-necessary factors determining the value-methods, Valuation of shares : -Circumstances-methods.

Accounting issues relating to Amalgamation, Absorption and Reconstruction of companies meaning calculation of purchase consideration - Accounting entries - Inter Company owings-Intercompany unrealized profits - inter company holdings-Merger and acquisition - Alteration of Share Capital. Scope of International Reconstruction entries - Internal Reconstruction Vs. External Reconstruction Scheme

**Unit-III**

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 of 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 Loose Account.

Liquidation :Scope -Contributory-Preferential payments - Preference Dividend - Statement of Affairs and Deficiency/

**Paper-XI  
Advanced Accounting**

Max. Marks : 100  
Time : 3 Hours

Note: There will be three sections of the question paper. In section A there will be 10 short answer questions of 2 marks each. All questions of this section are compulsory. Section B will comprise of 10 questions of 5 marks each out of which candidates are required to attempt any seven questions. Section C will have questions of 15 marks each out of which candidates are required to attempt any three questions. The examiner will set the questions in all the three sections by covering the entire syllabus of the concerned subject.

**Course Inputs**

**Unit-I**

Accounting for issue and redemption of shares and debenture Issue of shares at different values, Issue of two classes of shares, Under-subscription, over-subscription, Calls in arrears

Account-Liquidators final Statement of Accounts-Liquidator's remuneration-Recover for Debenture holders-List of Contributors.

#### Unit-IV

Double Account System (including Accounts of Electricity concern) Nature-Feature of Double Accounts System - Receipts and Expenditure on Capital Accounts-General Balance Sheet - Personal Account - New Revenue Accounts - Differences between Single Account System and Double Account System - Replacement of an Assets - Accounts of Electricity Companies

#### Unit-V

Farm Accounting - Need-accounting treatment-Recording Final Accounts, Government Accounts-General Principal-India Audit and Accounts Department-Comptroller and Auditor General of India-Public Accounts Committee-Consolidation of funds-Computation of accounts, Value added Accounts, Voyage Accounts.

#### References:

Beams, F.A. : Advanced Accounting-Prentice Hall, New Jersey.

Dearden J and S.K. Bhattacharya : Accounting for Management Vikas Publishing House, New Delhi.

Engler, C., L.A. Bernstein and K.R. Lambert : Advanced Accounting, Irwin, Chicago.

Fischer, P.M. W.J. Talor and J.A. Leer, Advanced Accounting South-Western, Ohio.

Gupta, R.L. Advanced Financial Accounting, S.Chand & Co N.D.

Kesio D.E. and J.J. Waygandt : Intermediate Accounting, John Wiley and Sons, New York.

Maheshwari, S.N. (Advanced Accounting-Vol II, Vikas Publishing House, New Delhi.

Mong's, J.R.: Advanced, Mayoor Paperbacks, Noida.

Naryanaswamy, R. : Financial Accounting : A Managerial perspective. Prentice Hall of India, Delhi.

Neigs, R.F. Financial Accounting : Tata Mc Graw Hill, New Delhi.

Shukla, M.C. and T.S. Grewal : Advanced Accountancy, S. Chand Co. New Delhi.

Warren, C.S. and P.E. Fess : Principles of Financial and Managerial Accounting , South - Western, Ohio.

#### Paper-XII

#### Security Analysis and Portfolio Management

Max. Marks : 100

Time : 3 Hours

Note: There will be three sections of the question paper. In section A there will be 10 short answer questions of 2 marks each. All questions of this section are compulsory. Section B will comprise of 10 questions of 5 marks each out of which candidates are required to attempt any seven questions. Section C will having 5 questions of 15 marks each out of which candidates are required to attempt any three questions. The examiner will set the questions in all the three sections by covering the entire syllabus of the concerned subject.

#### Course Inputs

#### Unit-I

Investments : Nature and Scope of Investment Analysis, Elements of Investment. Avenues of Investment, Approaches to Investment Analysis: Approaches to Investment Analysis; Concept of return and risk: Security return and risk analysis, Measurement of Risk and Return.

Financial Assets : Types and their characteristics, sources of Financial Information.

**Unit-II**

Security Markets :Primary and Secondary Market; Primary Market Role, Functions and Methods of Selling Securities  
Primary Market: Allotment Procedure; New Financial Instruments.

Secondary Market :Role, Importance, Types of Broker Trading Mechanism, Listing of Securities in Stock Exchange  
Screen Based Trading : Depository-Role and Need; Depository Act. 1996. Derivatives and their trading.

**Unit-III**

Public Issue : SEBI guidelines on Public Issue, Size of Issue  
Pricing of Issues, Promoters Contribution, Appointment of Merchant Bankers, Underwriters, Broker, Registrar and Managers, Bankers and Allotment of Shares.

Valuation of Securities : Bonds, Debentures, Preference Shares, Equity Shares.

**Unit-IV**

Fundamental Analysis : Economic analysis, Industry Analysis and Company Analysis.

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

Efficient Market Hypothesis : Weak, Semi-Strong and Strong Market and Its Testing Techniques.

**Unit-V**

Portfolio Analysis : Estimating Rate of Return and Standard Deviation of Portfolio. Effect of Combining the securities  
Markowitz Risk-return Optimisation; Single Index Model  
Market Model : Portfolio total risk, Portfolio Market risk and Unique Risk. Simple Sharpe's Optimisation Solution.

Capital Market Theory :Capital Market Line, Security Market Line, Risk Free Lending and Borrowings; Factor model; Arbitrage Pricing Theory, Two Factor and multi Factor Models.

Portfolio Performance Evaluation: Measure of Return, Risk Adjusted Measures of Return, Market Timing, Evaluation Criteria and Procedures.

**Suggested Readings :**

Amling, Fundamentals of Investment Analysis, Prentice Hall, International Edition.

Bhalla, Investment Analysis, S. Chand & Co., Delhi.

Chandratre, K.R. Capital Issue, SEBI & Listing, Bharat Publishing House, New Delhi.

Clark, James Francis, Investment Analysis and Management McGraw Hill International Edition.

Donal, E. Fisher and Ronald J. Jordan :Security Analysis and Portfolio Management, Prentice Hall, New Delhi.

Fabozzi, Frank J :Investment Management Prentice Hall, International Edition.

Machi Raju, H.R. Merchant Banking; Wiley Eastern Ltd. New Delhi.

Shapre, William F, Gordon J. Alexander and V. Bailly :Investments, Prentice Hall of India. New Delhi.

Shapre, William F : Portfolio Theory and Capital Markets: McGraw Hill, New York.

Francis, J. Clark :Management of Investments; McGraw Hill, New York.

**Paper-XIII****Multinational Finance**

Max. Marks : 100

Time : 3 Hours

Note: There will be three sections of the question paper. In section A there will be 10 short answer questions of 2 marks each. All questions of this section are compulsory. Section B will comprise of 10 questions of 5 marks each out of which candidates are required



to attempt any seven questions. Section C will having questions of 15 marks each out of which candidates are required to attempt any three questions. The examiner will set the questions in all the three sections by covering the entire syllabus of the concerned subject.

**Course Inputs****Unit-I**

Introduction : Multinational Enterprise and Their Financial Management. Rise and Expansion of Multinationals. Foreign Exchange Market : Organisation and Types. Determination of Exchange Rates. International Monetary System; Brief History of Alternative Exchange Rate Systems and European Monetary System, International Fisher Effect.

**Unit-II**

Foreign Exchange Risk Management : Measuring and Managing Accounting as well as Economic Exposures with Translation Exposures. Managing the Exchange Risk and Hedging Strategies. Vetting, Leading and Lagging, Pricing Policy.

**Unit-III**

International Capital and Money Market Instruments : GDRs, Euro-Bonds, Euro-Loans, Repos, its floating rate instruments, Loan-syndication and Duro-deposits, Multilateral financial Institutions IMF and IBRD.

**Unit-IV**

Foreign Investments Analysis : International Portfolio Management, Corporate Strategy and Foreign Direct Investment. Capital Budgeting for the Multinational Corporation - International Tax Management, Forex derivatives-Swap Futures and Options, and Forward Contracts.

**Unit-V**

Financing Foreign Operations; National and International Capital Market. Special Financing Vehicles. International

Banking Activities and Strategies in Bank Expansion Overseas. Reducing Operating Risk.

**Suggested Readings :-**

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

Backley, Adrian : Multinational Finance, Prentice Hall, New Delhi.

Bitman, D.K. and A.L. Stenehill : Multinational Business Cash Finance, Addison Wesley.

Genning, C.N., W Piggot and W.H. Scott : International Financial Management, McGraw Hill, Int. Ed., New York.

Levi, Maurice, D: International Finance, McGraw Hill, International Edition.

Rodriquefe, and E.E. Carter : International Financial Management, Printice Hall, International Edition.

Shaprio, Alan, C: Multinational Financial Management, Prentice Hall, New Delhi.

Teneff, D and J Zwick: International Financial Management, Prentice Hall, International Education.

**Paper-XIV****Merchant Banking and Financial Services**

Max. Marks : 100

Time : 3 Hours

Note: There will be three sections of the question paper. In section A there will be 10 short answer questions of 2 marks each. All questions of this section are compulsory. Section B will comprise of 10 questions of 5 marks each out of which candidates are required to attempt any seven questions. Section C will having 5 questions of 15 marks each out of which candidates are required to attempt any three questions. The

examiner will set the questions in all the three sections by covering the entire syllabus of the concerned subject.

### Course Inputs

#### Unit-I

Merchant Banking : Functions : Scope; Merchant banking in India; SEBI guidelines for merchant bankers.

Role of Merchant Bankers in Funds Raising : Managing Public Issue, Public Issue Programme; Alternative to Public Issue; Private Placement; Raising Public Deposits.

#### Unit-II

Credit Rating : Introduction; Instruments; Benefits; Rating Methodology; Cautions: Type of Rating.

Project Appraisal; Project Life Cycle; Evaluation; Social Cost Benefit Analysis; Capital Cost and Financial Projections.

#### Unit-III

Long Term Finance & Working capital Finance: Term Loan Working Capital Loans; Maximum Permissible Bank Finance Factoring and Forfeiting.

Lease Financing and Decisions : Concept: Types of lease Leasing Decisions; Evaluation of Leases.

#### Unit-IV

Mutual Funds : Introduction; Classification; mutual Funds in India.

Portfolio Management and Venture Capital; Portfolio Management Introduction, Principles, Steps Qualifications, and Obligations Responsibilities of Portfolio Manager, Venture Capital-Introduction Scope. Steps to Provide Venture Capital Mode of Funding.

#### Unit-V

Depository and Custodial Services : Depository-Introduction Concept, Constitution of Depository system; Functioning

Depository System: Depository System in India; custodial Services. Meaning: Registration; Obligations and Responsibilities of Custodians: Code of Conduct

#### Suggested Readings :-

Isha, S.M. Bank Marketing, Himalaya Publishing House, Delhi. Mithani, and Gordon : Banking Theory and Practice, Himalaya Publishing House, Delhi.

Suneja. S.R. Management of Bank Credit, Himalaya Publishing House, Delhi.

Varshney. P.N. : Banking Law and Practice, S. Chand & Sons. N. Delhi.

Parmeswarana. R. and Natrajan, S: Indian Banking; S.Chand & Sons, New Delhi.

Seth : Marketing of Banking Service, Macmillan India Ltd., New Delhi.

Nanda. K.C. : Credit and Banking, Response Books, New Delhi.

Panda. Jagannath and Khan. M.Altaf; Management of Small Bank Loans. Eanbishka Publishers Distributors, New Delhi.

### Paper-XV

#### Corporate Tax and Wealth Tax

Max. Marks : 100

Time : 3 Hours

Note: There will be three sections of the question paper. In section A there will be 10 short answer questions of 2 marks each. All questions of this section are compulsory. Section B will comprise of 10 questions of 5 marks each out of which candidates are required to attempt any seven questions. Section C will having 5 questions of 15 marks each out of which candidates are required to attempt any three questions. The

examiner will set the questions in all the three sections by covering the entire syllabus of the concerned subject.

### Course Inputs

#### Unit-I

Definitions of different types of companies, Residential status exemptions.

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

#### Unit-II

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 of dividend.

#### Unit-III

Assessment of co-operative societies, Assessment of insurance Business, Assessment of Discontinued Business. Assessment of Charitable and Religious Trusts, Double Taxation Relief.

#### Unit-IV

Wealth Tax Act : basic concepts, Scope of Wealth Tax : Deemed Assets.

#### Unit-V

Assets exempt from Wealth Tax, Valuation of Assets, Computation of net Wealth and Wealth Tax.

#### Suggested Readings :

Direct Taxes Law & Practice : Dr. V.K. Singhania, Taxman Publications.

Income Tax Law & Practice : Dr. H.C. Mahrotra & Dr S. P. Goyal, Sahitya Bhawan, Agra.

lement of Income Tax, S.B. Lal. Konark Publishers, Delhi. Wealth Tax Act and Rules.

### Paper-XVI E-Commerce

Max. Marks : 100  
Time : 3 Hours

Note: There will be three sections of the question paper. In section A there will be 10 short answer questions of 2 marks each. All questions of this section are compulsory. Section B will comprise of 10 questions of 5 marks each out of which candidates are required to attempt any seven questions. Section C will having 5 questions of 15 marks each out of which candidates are required to attempt any three questions. The examiner will set the questions in all the three sections by covering the entire syllabus of the concerned subject.

### Course Inputs

#### Unit-I

Introduction to E-Commerce : Meaning and concept, Electronic Commerce versus traditional Commerce; Business applications of E-Commerce; Need for E-Commerce as an electronic trading system-special features.

Internet Concepts and Technologies : Concept and evolution of Internet; Web technologies - global publishing concept, universal reader concept and client server concept.

#### Unit-II

Business Model of E-Commerce and Infrastructure : E-Commerce models : Supply chain management, Product and service digitization, remote servicing, procurement; On-line marketing and advertising; E-Commerce resources and infrastructure, resources and planning for infrastructure.

Business to Consumer E-commerce : Cataloguing order planning and order generation, cost estimation and pricing,

order receipt and accounting, order-selection and prioritization, order scheduling, order fulfilling and delivery, order billing and payment management; Post sales services.

### Unit-III

Electronic Payment System :Special features required payment systems for e-commerce: Types of e-payment systems; E-cash and currency services, E-Cheques, credit cards, smart cards, electronic purses and debit cards; Business issues and economic implications; Operational, credit and legal risks of e-payment systems; Risk management options in payment systems; Components of an effective electronic payment system.

### Suggested Readings :

Aggarwal, K.N. and Deeksha Ararwala : Business on the Net: What's and How's of E-Commerce : Macmillan, New Delhi.  
Janal, D.S. on-Line Marketing handbook, Van Nostrand Reinhold, New York.  
Koosiv David : Understanding Electronic Commerce, Microsoft Press, Washington.

Business to Business E-commerce : Need for alternative models of B2B E-commerce: Technologies: EDI and paperless trading

EDL architecture, EDI standards. VAN's, Cost of E-commerce infrastructure, of features, EDU service arrangement. Internet based EDI and FTF based messaging.

Minoli and Minol : Web commerce Technology Handbook, Tata McGraw Hill, New Delhi.  
Schneider, Gray P: Electronic Commerce, Course Technology, Delhi.  
Young, Margaret Levine : The Complete reference to Internet, Tata McGraw Hill, New Delhi.

### Unit-IV

E-Business : Workflow management, mass customization and product differentiation: Organisation restructuring; Integration of logistics and distribution; Knowledge management issues and role of e-commerce infrastructure.

O'Brien J: Management Information Systems, Tata McGraw Hill, New Delhi.  
Arag Diwan and Sunil Sharma, E-Commerce-A Managers Guide to E-Business; Excel Books, New Delhi.

Internet Protocols; Layers and networking OSI layering and TCP layering : TCP, UDP, IP, DNS, SLIP and PPP; Emerging scenario in ISP.

### Group-II

### Paper-XVII

### Marketing Management

Max. Marks : 100

Time : 3 Hours

Security Issues in E-commerce: Security tools and risks of commerce; exposure of resources, types of threats, sources of threats, security tools and risk-management approaches to e-commerce security and a rational security policy for e-commerce; Corporate Digital Library; IT Act-2000.

Regulatory and Legal Framework of E-commerce Basics only

Note: There will be three sections of the question paper. In section A there will be 10 short answer questions of 2 marks each. All questions of this section are compulsory. Section B will comprise of 10 questions of 5 marks each out of which candidates are required

to attempt any seven questions. Section C will having questions of 15 marks each out of which candidate are required to attempt any three questions. The examiner will set the questions in all the three sections by covering the entire syllabus of the concerned subject.

public relations; Determining advertising budget; Copy designing and its testing; Media selection; Advertising effectiveness; Sales promotion-tolls and techniques.

### Course Inputs

#### Unit-I

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

Marketing Research: Meaning and scope of marketing research; Marketing research process.

Marketing Organisation and Control ; Organizing and controlling marketing operations.

Market Analysis and Selection : Marketing environment-Macro and Micro Components and their impact on marketing decisions.

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 development in marketing.

Market segmentation and positioning; Buyer behaviour Consumer decision making process.

#### Suggested Readings :

Kotler, Philip and Gary Armstrong : Principles of Marketing, Prentice Hall, New Delhi.

#### Unit-II

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

Kotler, Philip : Marketing Management Analysis, Planning, Implementation and Control, Prentice Hall, New Delhi.

Rajumdar, Ramanuj : Product Management in India., Prentice Hall, New Delhi.

#### Unit-III

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

Mc Carthy, E Jenome and William DI, Perrault Jr. : Basic Marketing : Managerial Approach, Richard D. Irwin, Homewood, Illionis.

Ramaswamy, V.S. and Namakumari, S : Marketing Management, Macmillan India, New Delhi.

#### Unit-IV

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

Vinivasan, R : Case Study in Marketing : The Indian Context, Prentice Hall, New Delhi.

Promotion Decisions; Communication process; Promotion: advertising, personal selling, sales promotion, publicity

Stanton, William J., and Charles Futrell : Fundamentals of Marketing ; McGraw Hill Publishing Co., New York.

Mill, Richard R., Edward W, Cunduff and Norman A.P. Govoni: Sales Management : Decisions, Strategies and Cases, Prentice Hall, New Delhi.

**Paper-XVIII**  
**Marketing Research**

Max. Marks : 100  
Time : 3 Hours

**Note:** There will be three sections of the question paper. In section A there will be 10 short answer questions of 2 marks each. All questions of this section are compulsory. Section B will comprise of 10 questions of 5 marks each out of which candidates are required to attempt any seven questions. Section C will having 5 questions of 15 marks each out of which candidates are required to attempt any three questions. The examiner will set the questions in all the three sections by covering the entire syllabus of the concerned subject.

**Course Inputs**

**Unit-I**

Introduction to Marketing Research: Importance, nature and scope of marketing research; Marketing information system and marketing research; Marketing research process and organisation:

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

**Unit-II**

Data Resources : Secondary data sources and usage; On-line data sources; Primary data collection methods-questioning techniques, on-line surveys, observation method; Questionnaire preparation.

**Unit-III**

Aptitude measurement and scaling techniques-elementary introduction to measurement scales.

**Unit-IV**

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.

Data Analysis : Univariate, bivariate and multivariate data analysis; Report preparation and presentation.

**Unit-V**

Market Research Applications :Product research: Advertising research; Sales and Market Research; International marketing research, Marketing research in India.

**Suggested Readings :**

Ben, G.C. : Marketing Research., Tata McGraw Hill, New Delhi.

Boyd, H.W., Ralph Westfal and S.F. Starsh :Marketing Research: Text and Cases, Richard D. Irwin, Boston.

Chisnall, Peter M: The Essence of Marketing Research, Dryden Press, Boston.

Davis, J.J. : Advertising Research, Prentice Hall, New Delhi.

Green-Paul E., Donald S. Tull and Gerald Albaum: Research for Marketing Decision; Prentice Hall, New Delhi.

Hooda, R.P. : Marketing Research, Prentice Hall, New Delhi.

Tull, Donald and Hawkins : Marketing Research: Measurement and Method, Prentice Hall, New Delhi.

Zaltman and Burger : Marketing Research : Dryden Press.

**Paper-XIX**

**International Business Environment**

Max. Marks : 100

Time : 3 Hours

**Note:** There will be three sections of the question paper. In section A there will be 10 short answer questions of

2 marks each. All questions of this section are compulsory. Section B will comprise of 10 questions of 5 marks each out of which candidates are required to attempt any seven questions. Section C will having 5 questions of 15 marks each out of which candidates are required to attempt any three questions. The examiner will set the questions in all the three sections by covering the entire syllabus of the concerned subject.

### Course Inputs

#### Unit-I

International Business : Nature, Importance and scope; Framework for analysing international business environment - geographical, economic, socio-cultural, political and legal environment.

#### Unit-II

International Economic Environment : World economic and trading situation; International economic institution and agreements W.T.O. UNCTAD, IMF, World Bank, Generalised system of preferences.

#### Unit-III

Regional Economic Co-operation : Types and rational of regional economic groups; Theory of customs union; EU, NAFTA, ASEAN, SAFTA and SAARC.

Multinational Corporations : Nature and role, MNC's and host and home country relations; Technology transfers - importance and types.

#### Unit-IV

Foreign Exchange Markets : Determining exchange rate; Fixed and Fledible Echange rate system; Participants in the Foreign Exchange Markets; Foreign Exchange Market-cash and spot exchange market; Exchang rate quotes; LERMS; Factors affecting exchange rates spot rates, forward contracts; Foreign Exchange and currency futures; Exchange rate arrangements in India; Overview of FEMA : Convertibility of Rupee.

Foreign Exchange Risk; Transaction exposure, translation exposure and economic exposure; Management of exposures- Internal techniques, netting, marketing, leading and lagging, pricing policy, asset and liability management and external techniques.

#### Unit-V

Foreign Investment :Capital flows -types and theories of foreign investment; Foreign investment flows and barriers.

Recent development in International Business : Ecological Issues; Social aspects; IT and International business.

#### References :

1. Bhattacharya, B : Going International Response Strategies for Indian Sector, Wheeler Publishing Co., New Delhi.
2. Black and Sundaram : International Business Environment, Prentice Hall, New Delhi.
3. Buckley, Ardin ;The Essense 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.
7. Rao, P.Subha, International Business, Himalaya Publishing House, Mumbai.

#### Paper-XX

#### Financial Management

Max. Marks : 100

Time : 3 Hours

Note: There will be three sections of the question paper. In section A there will be 10 short answer questions of

2 marks each. All questions of this section are compulsory. Section B will comprise of 10 questions of 5 marks each out of which candidates are required to attempt any seven questions. Section C will having 5 questions of 15 marks each out of which candidates are required to attempt any three questions. The examiner will set the questions in all the three sections by covering the entire syllabus of the concerned subject.

### Course Inputs

#### Unit-I

Evaluation of Finance, Objectives of the Firm-Project Max and Wealth max; Functions of financial Management; Organisation of the Finance function; cost of Capital; Definition and Concepts, Measurement, the weighted average Cost of capital; Leverage; Operating and Financial, Combined leverage.

#### Unit-II

Capital Budgeting, Meaning, importance, rational of Capital Budget, nature of investment decision, the Administrative frame work, methods of appraisal, Capital rationing, inflation and Capital Budgeting; Capital budgeting under Risk and Uncertainties.

#### Unit-III

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-IV

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.

Dividend Decision: Theories of Dividends - tradition 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-V

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. S.Van Honre, James C 'Financial Management and Policy.

#### Paper-XXI

#### Advanced Cost Accounting

Max. Marks : 100

Time : 3 Hours

Note: There will be three sections of the question paper. In section A there will be 10 short answer questions of 2 marks each. All questions of this section are compulsory. Section B will comprise of 10 questions



of 5 marks each out of which candidates are required to attempt any seven questions. Section C will having 5 questions of 15 marks each out of which candidates are required to attempt any three questions. The examiner will set the questions in all the three sections by covering the entire syllabus of the concerned subject.

### Course Inputs

#### Unit-I

Materials-Inventory systems; turnover of material; stock audit; ABC analysis, Material productivity, Labour-Advanced specific incentive plans; profit - sharing and labour co-partnership; treatment of profits; labour productivity; treatment of chargeable expenses. Overheads Comments on specific items of factory, office and selling and distribution overheads; distribution of inter-department services factor overheads; distribution of office overheads and distribution of selling and distribution overheads.

#### Unit-II

Process Costing :- Work in Progress; Inter-process profits; by products and joint products.

Marginal Costing- difference with absorption and differential costing; Composite break-even point; application of the technique for specific management decisions.

#### Unit-III

Preparation of Cash Budget, flexible budget and master budget; Control ratios; Zero base budgeting; performance budgeting. Standard Costing :- Application, Overhead and sales variables; revision variance; Control of variance; Accounting Procedure.

#### Unit-IV

Uniform Costing and Inter-firm comparison. Presentation of cost information-diagrammatic and graphic presentation.

Costing Reports; Requisite; steps; types; review.

### Unit-V

Activity Based Costing meaning and importance; characteristics; steps involved: Ideal system; usage; problems.

Cost reduction:-meaning and special features; cost control versus cost reduction; organisation: cost reduction programme; value analysis; cost audit-functions and scope; cost audit and management audit; advantage; techniques; Cost audit report.

#### Suggested Readings :

Maheshwari, S.N. and Mittal, S.N. Cost Accounting - Theory and problems: Shree Mahavir Book Depot, Publishers, Delhi.

Nigam, B.M. Lall and Jain IC; Cost Accounting - Principles and Practice; Prentice - Hall of India Pvt. Ltd.

Saxena and Vashishtha : Advanced Cost Accounting; Sultan Chand and Sons, Delhi.

Wheldon: Cost Accounting; and Costing Methods.

Bigg, W.W. Cost Accounting.

### Paper-XXII

#### Human Resource Management

Max. Marks : 100

Time : 3 Hours

Note: There will be three sections of the question paper. In section A there will be 10 short answer questions of 2 marks each. All questions of this section are compulsory. Section B will comprise of 10 questions of 5 marks each out of which candidates are required to attempt any seven questions. Section C will having 5 questions of 15 marks each out of which candidates are required to attempt any three questions. The examiner will set the questions in all the three sections by covering the entire syllabus of the concerned subject.

**Course Inputs****Unit-I**

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 - Managerial and Operative Functions; Qualification and qualities of Human Resource Manager in an organisation; Evolution and growth of Human Resource Management in India; Reasons for the growth of Human Resource Management in India; Future of Human Resource Management.

**Unit-II**

Recruitment, Selection, Training and Wages;

Recruitment : Concept, Source/Methods and Techniques of manpower supply; Characteristics of a good recruitment policy and principles of recruitment.

Selection: Concept and Procedure.

Training: Concept, Need and importance of Training : Methods of training - On the Job and Off the Job Training : Methods and Principles of Training.

Wages : Meaning, Objectives and Theories of Wages : Methods of Wage Payment - time Wage and Piece Wage methods; Concepts of Wage Fair, Minimum and Living Wage, Factors for determining wage structure of an organisation and essentials of satisfactory wage policy.

Wage Incentives : Concept, Need and importance of incentives. special incentives - Profit Sharing and Co-partnership. Essentials of Ideal incentive system.

**Unit-III**

Trade Unions and Collective Bargaining.

Trade Unions - Concept, Functions and Objectives of trade-unions Origin, Growth and development of trade-unions in India.

Difficulties and Principal drawbacks of trade union 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-IV**

Industrial Relations and Industrial Unrest :

Industrial Relations: Concept, Importance and Objectives of industrial relations. Contents of industrial relations, Participants of industrial relations, Requirement of good industrial relation programme.

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

**Unit-V**

Worker's Participation, Morale and Productivity of employees:

Worker's Participation in Management (W.P.M.) : 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.

Employee morale and Productivity :Concept, Nature and Significance of Morale, Determinants of morale. Measurement of morale: Concept and Significance of productivity; Measurement of productivity, Measure to improve productivity, Relationship of morale and productivity.

**Suggested Readings :**

1. Rao, P. Subba, Essentials of Human Resource Management, Himalaya Publishing House, Bombay.
2. Flippo, Edwin B, Principles of Personal Management, McGraw Hill Book Co, New York.

34. Yoder, Dale, Personnel Management and Industrial Relations, Prentice Hall of India, New Delhi.
3. Bowley, AM Handbook of Salary and Wage System, Grover Press, Essex.
4. Trasy, W.R. Designing, Training and Development Systems, American Management Association, New York.
5. Yoder, D. Maheman, H.G. Turnbule, J.G. and Stone, C. Handbook of Personal Management and Industrial Relations, McGraw Hill Book Co., New York.
6. Memoria, C.B. Personnel Management, Himalaya Publishing House, Bombay.
7. Indian Journal of Industrial Relations, Sri Ram Centre for Industrial Relations, New Delhi.
8. Industrial Relations, Institute of Industrial Relations, University of California, Berkley, California.
- 9.

**Paper-XXIII****Entrepreneurship Development**

Max. Marks : 100

Time : 3 Hours

Note: There will be three sections of the question paper. In section A there will be 10 short answer questions of 2 marks each. All questions of this section are compulsory. Section B will comprise of 10 questions of 5 marks each out of which candidates are required to attempt any seven questions. Section C will having 5 questions of 15 marks each out of which candidates are required to attempt any three questions. The examiner will set the questions in all the three sections by covering the entire syllabus of the concerned subject.

**Course Inputs****Unit-I**

Introduction : The entrepreneur, Definition; Emergence of entrepreneurial class, theories of entrepreneurship; role of

socio-economic environment; characteristics of entrepreneur, Leadership; Risk taking; Decision making and business planning.

**Unit-II**

Promotion of a venture: Opportunities analysis; External environment analysis - economic, social and technological; Competitive factors; Legal requirements for establishment of a new unit, and raising of funds; Venture Capital sources and documentation required.

**Unit-III**

Entrepreneurial Behaviour : Innovation and entrepreneur; Entrepreneurial behaviour and Psycho-theories, social responsibility.

**Unit-IV**

Entrepreneurial Development Programme (EDP): EDP, their role, relevance and achievements; Role of government in organizing EDP's: Critical evaluation.

**Unit-V**

Role of Entrepreneur; Role of an entrepreneur in economic growth as an innovator, generation of employment opportunities. Complementing and supplementing economic growth, bringing about social stability and balance regional development of Industries; Role in export promotion and import substitution, forex earnings and augmenting and meeting local demand.

**Suggested Readings :**

1. Tandon, B.C. Environment and Entrepreneur, Chugh Publication, Allahabad.
2. Siner A. David ;Entrepreneurial Megahuks : Joh Wiley and Sons, New York.
3. Srivastava S.B. : A practical Guide to Industrial Entrepreneurial Sultan Chand & Sons.

4. Parsana Chandra, Project Preparation, Appraisal, Implementation; Tata McGraw 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-XXIV****Production Management**

Max. Marks : 100  
Time : 3 Hours

Note: There will be three sections of the question paper. In section A there will be 10 short answer questions of 2 marks each. All questions of this section are compulsory. Section B will comprise of 10 questions of 5 marks each out of which candidates are required to attempt any seven questions. Section C will having 5 questions of 15 marks each out of which candidates are required to attempt any three questions. The examiner will set the questions in all the three sections by covering the entire syllabus of the concerned subject.

**Course Inputs****Unit-I**

Introduction, Research, Development and Design; Factory site and building, plant selection, Layout and maintenance.

**Unit-II**

Selection and planning of Manufacturing process, Material handling; Value analysis and standardization; work study and ergonomics.

**Unit-III**

Human aspect of production Management, Control at quality, Control of manufacturing cost, production control deptt.

**Unit-IV**

Planning for Component Manufacture, work order documents and their use, store organisation and control, Machine loading and programme.

**Unit-V**

Data processing, operation research, Network, Analysis, Manufacturing system.

**Suggested Readings :**

Chaturvedi, M: New Product Development, Wheeler Publications, New Delhi.

Majumdar, Ramanuj : Product Management in India, Prentice Hall, New Delhi.

Moise, S : Successful Product Management, Kogan Page, New York.

Moore, W.I. Product Planning Management, McGraw Hill, Boston.

Quelch, J.A.: Cases in Product Management, Irwin, London.

Urban, Glen L., John R. Haqriser and Nikilesh Dholakia : Essentials of New Product Management, Prentice Hall, Englewood Cliff, New York.

**Paper-XXV****Project Planning and Control**

Max. Marks : 100  
Time : 3 Hours

Note: There will be three sections of the question paper. In section A there will be 10 short answer questions of 2 marks each. All questions of this section are compulsory. Section B will comprise of 10 questions of 5 marks each out of which candidates are required to attempt any seven questions. Section C will having 5 questions of 15 marks each out of which candidates are required to attempt any three questions. The

examiner will set the questions in all the three sections by covering the entire syllabus of the concerned subject.

### Course Inputs

#### Unit-I

Identification of investment Opportunities : Project Ideas, Screening of Ideas; Environment Scanning and opportunity analysis; Government Regulatory Framework.

#### Unit-II

Market and Demand Analysis : Information Required for Market and Demand Analysis; Sources of Information; Primary and Secondary Demand Forecasting.

Technical Analysis : Materials and inputs production technology; product mix, plant location and layout Selection of plant and equipment.

#### Unit-III

Cost of the Project and means of Financing : Major cost components; Means of Financing.

Planning Capital Structure, Various Financing Schemes of Financial Institutions.

Profitability, Financial Projections and Tax Considerations; cost of production; Break Even Analysis; Projected balance sheet, profit and loss accounts and cash flow statement, Provisions and considerations for computing taxable income.

#### Unit-IV

Social cost Benefit Analysis : Rationale for Social Cost Benefit Analysis : Methodology of SCBA; L & M Approach and UNIDO Approach; Measurement of the Impact on Distribution; SCBA in India.

Appraisal Criteria and Appraisal process; Methods of appraisal under certainty and risk and uncertainty, Investment appraisal in practice; process followed by financial institutions, project appraisal in practice; process followed by financial institutions, project appraisal techniques.

#### Unit-V

Network Techniques for Project Implementation, Monitoring and control; PERT AND CPM Techniques; Problem of Time and cost over Run; Project implementation practices in India.

#### Suggested Readings :

Bryed, M.C.: Industrial Development, McGraw Hill (Int, Ed.) New York.

Chandra, Prasanna; Project Preparation, Appraisal and Implementation, Tata McGraw Hill, Delhi.

I.D.B.I. : Manual of Industrial project analysis in Developing Countries.

O.E.C.D. Manual for Preparation of Industrial Feasibility Studies, (ii) Guide to Practical Project Appraisal.

Pitale, R.L. : Project appraisal Techniques, Oxford and IBH.

Planning Commission : Manual for Preparation of Feasibility Report.

Timothy, D.R. and W.R. Sawell : Project Appraisal and Review, Macmillan, India.

#### Paper-XXVI

#### Corporate Legal Framework

Max. Marks : 100

Time : 3 Hours

Note: There will be three sections of the question paper. In section A there will be 10 short answer questions of 2 marks each. All questions of this section are compulsory. Section B will comprise of 10 questions of 5 marks each out of which candidates are required to attempt any seven questions. Section C will having 5 questions of 15 marks each out of which candidates are required to attempt any three questions. The examiner will set the questions in all the three sections by covering the entire syllabus of the concerned subject.

**Course Inputs****Unit-I**

The Companies Act, 1956 (Relevant Provisions) : Definition, types of companies, Memorandum of Association; Articles of Association Prospectus; Share Capital and membership; Meetings and resolutions Managerial remuneration; Winding up and dissolution of companies.

**Unit-II**

The Negotiable Instruments Act, 1881 : Definition, types, negotiation, holder and holder in due course, payment in due course, endorsement and crossing of cheque.

**Unit-III**

Legal Environment for Security Markets : SEBI Act, 1992; Organisation of SEBI and objectives SEBI; Powers under Securities Contract Regulation Act 1956 transferred to SEBI Role of SEBI in controlling security markets.

**Unit-IV**

Restrictive and Unfair Trade Practices, Consumer Protection Act.

**Unit-V**

Regulatory Environment for International Business; FEMA Act, 1999; WTO regulatory framework of WTO, basic principles and its character; Provisions relating to preferential treatment to developing countries; Regional groupings, technical standards; Anti-dumping duties and other NTB's Custom Evaluation, dispute settlement; TRIP and TRIM's.

**Suggested Readings :**

1. Avadhani 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: Nahi Publications, Delhi.
5. Securities (Contract and Regulation) 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 Companies Act, 1956.
11. The Negotiable Instruments Act, 1881.
12. Singh, Avtar : Law Relating to Monopolies, Restrictive and Unfair practices : Eastern Book Company.

**Paper-XXVII****Financial Institutions and Markets**

Max. Marks : 100

Time : 3 Hours

Note: There will be three sections of the question paper. In section A there will be 10 short answer questions of 2 marks each. All questions of this section are compulsory. Section B will comprise of 10 questions of 5 marks each out of which candidates are required to attempt any seven questions. Section C will having 5 questions of 15 marks each out of which candidates are required to attempt any three questions. The examiner will set the questions in all the three sections by covering the entire syllabus of the concerned subject.

**Course Inputs****Unit-I**

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

Financial Markets : Money and capital markets; Money market meaning, constituents functions of money market; Money

market instruments - call money, treasury bills, certificates of deposits, commercial bills, trade bills etc. : Recent trends in Indian money markets; capital-market-primary and secondary market; Depository system; government securities market; Role of SEBI- an overview; Recent Developments.

#### Unit-II

Reserve Bank of India: Organisation, Management and functions, credit creation and credit control; Monetary policy; Commercial Banks : Meaning, Functions, management and investment policies of commercial banks; Preset structure; E-banking and e-trading, recent developments in commercial banking.

#### Unit-III

Development Banks: Concept, objectives and functions of development banks; Operational and promotional activities of development banks: IFCI, ICICI, IDBI, IRBI, SIDBI, NARBAD; State Development Banks, State Financial Corporations.

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

#### Unit-IV

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-V

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 :

Avdhani : Investment and securities markets in India, Himalaya Publications, Delhi.

Bhole, L.M. : Financial Markets and Institutions, Tata McGraw Hill, Delhi.

Ghosh, D : Banking Policy in India, Allied Publications, Delhi.

Giddy, I.H. : Global Financial Markets, A.I.T.B.S., Delhi.

Khan, M.Y. : Indian Financial system, Tata McGraw Hill, Delhi.

Reserve Bank of India, Various Reports, RBI Publications, Mumbai.

Varshney, P.N. ; India : Financial System, Sultan Chand & Sons New Delhi.

Averbach, Robert D : Money, Banking and Financial Markets; Macmillan, London.

Srivastava, R.M. : Management of Indian Financial Institutions; Himalaya Publishing House, Mumbai.

Verma, J.C. : Guide to Mutual Funds and Investment Portfolio, Bharat Publishing House, New Delhi.

#### Paper-XXVIII

##### Small Business Financial Management

Max. Marks : 100

Time : 3 Hours

Note: There will be three sections of the question paper. In section A there will be 10 short answer questions of 2 marks each. All questions of this section are compulsory. Section B will comprise of 10 questions of 5 marks each out of which candidates are required to attempt any seven questions. Section C will having 5 questions of 15 marks each out of which candidates

are required to attempt any three questions. The examiner will set the questions in all the three sections by covering the entire syllabus of the concerned subject.

### Course Inputs

#### Unit-I

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-II

Financial Management in Small Business: Small business versus Large Business from the view point of financial management; Capital budgeting process in small business - pay back Method, Average Rate of Return, Internal rate of return and Net present value method; Analysis of risk and uncertainties.

#### Unit-III

Working Capital Management in Small Business - Nature and Importance of working capital in small companies Cash Management, Receivable Management, 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-IV

Sources of Financing Small Business: Various types of financial requirements in small business - short term capital, intermediate financing, long term financing, instruments of financing, Different requirements of small business - Procedure and legal aspects, selection of an appropriate financing - Mix - Important considerations.

#### Unit-V

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. 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. I.M. Pandey, Financial Management.

### Paper-XXIX

#### Foreign Trade Policy, Procedure and Documentation

Max. Marks : 100

Time : 3 Hours

Note: There will be three sections of the question paper. In section A there will be 10 short answer questions of 2 marks each. All questions of this section are compulsory. Section B will comprise of 10 questions of 5 marks each out of which candidates are required to attempt any seven questions. Section C will having 5 questions of 15 marks each out of which candidates are required to attempt any three questions. The examiner will set the questions in all the three sections by covering the entire syllabus of the concerned subject.

### Course Inputs

#### Unit-I

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 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 : 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 constancy exports.

**Unit-III**

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

Documentation Framework; Export-import controls and policy; Types and characteristics of documents; export contract into terms; Processing of export order.

**Unit-IV**

Export Financing Methods of payment, Negotiations of export bills; documentary credit and collection; Pre and post shipment export credit, Bank guarantees; Foreign exchange regulations and formalities.

Cargo, credit and exchange risks: marine insurance; Procedures and documentation for cargo loss claims; ECGC schemes for risk coverage and procedure for filling claims; Institutions for credit, pre and post shipment.

**Unit-V**

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

Planning and Methods of Procurement for Exports: Procedure for procurement through imports; Import financing customs clearance of imports; Management risk 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 issue.
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 House: Ministry of Commerce.
9. Sodersten, B.O. International Economics, Macmillan, London.
10. Varshney and Bhattacharya: International Marketing Management, Sultan Chand, New Delhi.
11. World Development Report: World Bank, Washington D.C.
12. Mahajan, M.I. : Exports : Do it yourself, Snowwhite Publications, New Delhi.

**Paper-XXX  
International Finance**

Max. Marks : 100

Time : 3 Hours

Note: There will be three sections of the question paper. In section A there will be 10 short answer questions of 2 marks each. All questions of this section are

compulsory. Section B will comprise of 10 questions of 5 marks each out of which candidates are required to attempt any seven questions. Section C will having 5 questions of 15 marks each out of which candidates are required to attempt any three questions. The examiner will set the questions in all the three sections by covering the entire syllabus of the concerned subject.

### Course Inputs

#### Unit-I

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. International Flow of : Goods, Service and Capital Coping with Current Account Deficit.

#### Unit-II

International Monetary System: Developments, Gold Standard, Bretton Wood Systems, Fixed Parity System: Smithsonian Arrangement, Exchange Rate Regime Since 1973, Floating system, International liquidity, Creation of SDRs IMF's, funding facilities, the European Monetary system, Monetary and Banking Institutions in International Markets.

#### Unit-III

International Capital and Money Market Instruments : GDRs, ADRs, IDR's, Ruro Bonds, Euro Loans, Repos. CPs, floating rate instruments, loan-syndication and Euro-deposits.

#### Unit-IV

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 Markets, Currency forecasting; Managing the Multinational Financial System: Inter Company Fund-flow mechanisms, designing a global remittance policy, transfer-pricing and tax evasion.

### Unit-V

Foreign Investment Analysis: International Portfolio Investment, Corporate Strategy and Foreign Direct Investment, Capital Budgeting for multinational corporation, 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. Buckley, Adrian. Multinational Finance, Prentice Hal, New Delhi.
3. Henning, C.N. W. Piggot and W.H. Scott. Intranational Financial Management, McGraw Hill (International 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. The Economic Times.

### Paper-XXXI

#### International Marketing

Max. Marks : 100

Time : 3 Hours

Note: There will be three sections of the question paper. In section A there will be 10 short answer questions of 2 marks each. All questions of this section are compulsory. Section B will comprise of 10 questions of 5 marks each out of which candidates are required to attempt any seven questions. Section C will having 5 questions of 15 marks each out of which candidates are required to attempt any three questions. The

examiner will set the questions in all the three sections by covering the entire syllabus of the concerned subject.

### Course Inputs

#### Unit-I

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

#### Unit-II

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

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

#### Unit-III

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

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

#### Unit-IV

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-V

International Marketing Planning, Organisation and Control: Issues in international marketing planning; International

marketing information system; Organising and controlling; International marketing operations

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

#### 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, Oak 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.
9. Vsudeva, P.K., International Marketing; Excel Books, New Delhi.

#### Paper-XXXII

#### International Business Laws and Taxation

Max. Marks : 100

Time : 3 Hours

Note: There will be three sections of the question paper. In section A there will be 10 short answer questions of

2 marks each. All questions of this section are compulsory. Section B will comprise of 10 questions of 5 marks each out of which candidates are required to attempt any seven questions. Section C will having 5 questions of 15 marks each out of which candidates are required to attempt any three questions. The examiner will set the questions in all the three sections by covering the entire syllabus of the concerned subject.

### Course Inputs

#### Unit-I

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; GATT/WTO Provisions relating to preferential treatment of developing countries; Regional Groupings, Subsidies, Technical Standards, anti-dumping duties and other non-tariff barriers, Custom-valuation and dispute settlement; implications of WTO to important Sectors- GATS, TRIPS, TRIMS.

#### Unit-III

Enforcement & Settlement and Regulations and Treaties: Enforcement of Contracts and dispute settlement; International Commercial arbitration. Regulations and Treaties regarding; Licensing Franchising, Joint-ventures, Patents, Trademarks, Technology Transfer, Telecommunications.

#### Unit-IV

Regulatory Framework Relating to Electronic Commerce, International Business Taxation and Treaties.

#### Unit-V

Indian Laws and Regulations Governing International Transactions: FEMA, Taxation of Foreign Income, Foreign Investments - Setting up offices and branches Abroad. Restrictions on Trade in endangered species and other Commodities.

#### Suggested Readings :

1. Deniels, John, Earnest W, Orgamand Lee H. Redbungh: International Business Environment and Operations.
2. GATT/WTO, various Publications.
3. Handbook of Import-Export Procedures :Govt. of India.
4. Journal of World Trade Law.
5. Law, Julton D.M. and Clive Standbrook: (eds.) International Trade Law and Practice, Euromoney Publications, London.
6. Patrick, Hearn: International Business Agreements; Gover Publishing Co., Pvt. Ltd.
7. Kapoor, N.D. Commercial Laws: S. Chand & Co., New Delhi.

#### Paper-XXXIII Operations Research

Max. Marks : 100

Time : 3 Hours

Note: There will be three sections of the question paper. In section A there will be 10 short answer questions of 2 marks each. All questions of this section are compulsory. Section B will comprise of 10 questions of 5 marks each out of which candidates are required to attempt any seven questions. Section C will having 5 questions of 15 marks each out of which candidates are required to attempt any three questions. The

examiner will set the questions in all the three sections by covering the entire syllabus of the concerned subject.

### Course Inputs

#### Unit-I

Operation Research: Concept and significance of operations research Evolution of operation research; Steps in designing operations research studies; Operations research models.

#### Unit-II

Linear Programming and its applications : Graphic method and simplex method: Duality problem; Transpiration problem, Assignment problem.

#### Unit-III

Introduction to other Types of Programming: Goal programming; Integer programming; dynamic programming non-linear programming (Introductory only).

Waiting Line Models: Waiters and services; Mathematical distribution of queues; Basic models of queuing theory and applications.

#### Unit-IV

Inventory Control: Deterministic models and probabilistic models.

Game Theory: Zero sum game: Pure and mix strategies; Criteria of sharing strategies.

#### Unit-V

Simulation : Application of simulation techniques; Monte-Carlo approach

Net-Work Analysis : Introduction to PERT and CPM: Application areas of PERT and CPM.

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