

KURUKSHETRA UNIVERSITY KURUKSHETRA

(Established by the State Legislature Act XII of 1956)
("A⁺" Grade NAAC Accredited)



**LOCF Based
Scheme of Examination
For
M.Com. (I to IV Semester) Examination (CBCS)
w.e.f. 2020-21**

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Scheme of Examination of Master of Commerce (M.Com.) Choice Based Credit System (CBCS) under Semester System with Massive Open Online Courses (MOOC) to be implemented w.e.f. 2020-2021 in a phased manner. It will be initially applicable on the course run on KUK campus only i.e. Department of Commerce, KUK.

COURSE STRUCTURE

Note: There will be eight (8) questions in all. The first question is compulsory and consists of six (6) short-questions having four (4) marks each. Answer to these questions should not exceed 150 words. The candidate will be required to attempt any four questions out of remaining seven (7) questions and each question carries fourteen (14) marks each. Duration of each paper will be three (3) hours. The Viva-Voce papers (MC 207 & MC 420) will carry 50 marks each.

Also, the students will have to study two Open Elective papers to be offered by other departments within the faculty only, one each in IInd and IIIrd Semester. However, Students will have also a choice of opting one MOOC Course offered on the SWAYAM Portal of Ministry of Human Resource Development in each of IInd and IIIrd Semester in lieu of open elective paper(s). The MOOC course(s) will be decided/chosen by the Department out of list of MOOC courses notified on SWAYAM portal for respective semester.

M.Com. Ist Semester									Time: 3 Hours
Course Code	Course Title	Credits	Workload (Hours)	Ext. M.M.	Ext. M.P.M.	Int. M.M.	Int. M.P.M.	Total	
MC 101	Organisational Behaviour	04	04	80	32	20	08	100	
MC 102	Business Environment	04	04	80	32	20	08	100	
MC 103	Managerial Economics	04	04	80	32	20	08	100	
MC 104	Company Law	04	04	80	32	20	08	100	
MC 105	Accounting for Managerial Decisions	04	04	80	32	20	08	100	
MC 106	Marketing Management	04	04	80	32	20	08	100	
Total		24	24	480	192	120	48	600	

M.Com. IInd Semester									Time: 3 Hours
Course Code	Course Title	Credits	Workload	Ext. M.M.	Ext. M.P.M.	Int. M.M.	Int. M.P.M.	Total	
MC 201	Human Resource Management	04	04	80	32	20	08	100	
MC 202	International Business Environment	04	04	80	32	20	08	100	
MC 203	Strategic Marketing	04	04	80	32	20	08	100	
MC 204	Financial Management & Policy	04	04	80	32	20	08	100	
MC 205	Corporate Accounting	04	04	80	32	20	08	100	
MC 206	Business Statistics	04	04	80	32	20	08	100	
MC 207	Viva-Voce cum Case	02	—	50	20	—	—	50	

	Study							
	Open Elective / MOOC	02	02	50	20	—	—	50
	Total	28	26	580	232	120	48	700

M.Com 3rd and 4th Semester

In M.Com. 3rd and 4th Semester, a student will take six papers in all comprising of one compulsory paper and five optional papers. The optional papers will be chosen in the following manner:

- (i) The student will choose at least one paper (upto maximum three papers) of each Specialization: A, B and C as below:
 - A) Finance & Taxation
 - B) Marketing,
 - C) HRM & General Management.
- (ii) Each of the specializations comprises of two mutually exclusive Optional Groups (I & II) and the student has to choose only one Optional Group.
- (iii) If the student chooses more than one paper from same Specialization, it must be from within the three papers of the same Optional Group already chosen at (ii) above.

In 4th semester, in addition to above six papers, MC-420 Viva Voce cum Case Study is a compulsory paper.

M.Com. IIIrd Semester				Time: 3 Hours				
Course Code	Course Title	Credits	Workload	Ext. M.M.	Ext. M.P.M.	Int. M.M.	Int. M.P.M.	Total
Compulsory Paper								
MC 301	Computer Applications in Business	04	04	50 (Th.) 30 (Pr.)	20 12	20	08	100
	Open Elective / MOOC	02	02	50	20	—	—	50

SPECIALIZATIONS

Specialization A: Finance & Taxation

Course Code	Course Title	Credits	Workload	Ext. M.M.	Ext. M.P.M.	Int. M.M.	Int. M.P.M.	Total
Optional Group I (Finance & Taxation)								
MC 302	Advanced Financial Management	04	04	80	32	20	08	100
MC 303	Security Analysis and Investment Management	04	04	80	32	20	08	100
MC 304	Financial Institutions and Markets	04	04	80	32	20	08	100

OR

Optional Group II (Finance & Taxation)								
MC 305	Fund Management in	04	04	80	32	20	08	100

	Banking and Insurance Companies							
MC 306	Merchant Banking and Financial Services	04	04	80	32	20	08	100
MC 307	Advanced Tax Laws and Practice	04	04	80	32	20	08	100

Specialization B:Marketing

Course Code	Course Title	Credits	Workload	Ext. M.M.	Ext. M.P.M.	Int. M.M.	Int. M.P.M.	Total
Optional Group I (Marketing)								
MC 308	Marketing Research	04	04	80	32	20	08	100
MC 309	Advertising Management	04	04	80	32	20	08	100
MC 310	Applications of Statistical Methods in Business	04	04	80	32	20	08	100

OR

Optional Group II (Marketing)								
MC 311	International Marketing	04	04	80	32	20	08	100
MC 312	Foreign Trade Policy & Procedures	04	04	80	32	20	08	100
MC 313	Retail Management	04	04	80	32	20	08	100

Specialization C:HRM & General Management

Course Code	Course Title	Credits	Workload	Ext. M.M.	Ext. M.P.M.	Int. M.M.	Int. M.P.M.	Total
Optional Group I (HRM & General Management)								
MC 314	Entrepreneurship Development	04	04	80	32	20	08	100
MC 315	Business Ethics & Social Responsibility	04	04	80	32	20	08	100
MC 316	Human Resource Development	04	04	80	32	20	08	100

OR

Optional Group II (HRM & General Management)								
MC 317	Management of Industrial Relations	04	04	80	32	20	08	100
MC 318	Cross-Cultural and Global Human Resource Management	04	04	80	32	20	08	100
MC 319	Compensation Management	04	04	80	32	20	08	100
	Total	26	26	530	212	120	48	650

M.Com. IVth Semester							Time: 3 Hours	
Course Code	Course Title	Credits	Workload	Ext. M.M.	Ext. M.P.M.	Int. M.M.	Int. M.P.M.	Total
Compulsory Paper								
MC 401	IT and E-Commerce	04	04	80	32	20	08	100

SPECIALIZATIONS

Specialization A: Finance & Taxation

Course Code	Course Title	Credits	Workload	Ext. M.M.	Ext. M.P.M.	Int. M.M.	Int. M.P.M.	Total
Optional Group I (Finance & Taxation)								
MC 402	Corporate Tax Planning and Management	04	04	80	32	20	08	100
MC 403	Project Planning and Control	04	04	80	32	20	08	100
MC 404	International Financial Reporting Standards	04	04	80	32	20	08	100

OR

Optional Group II (Finance & Taxation)								
MC 405	Portfolio Management	04	04	80	32	20	08	100
MC 406	Multinational Financial Management	04	04	80	32	20	08	100
MC 407	Stock Market Operations	04	04	80	32	20	08	100

Specialization B: Marketing

Course Code	Course Title	Credits	Workload	Ext. M.M.	Ext. M.P.M.	Int. M.M.	Int. M.P.M.	Total
Optional Group I (Marketing)								
MC 408	Sales Management	04	04	80	32	20	08	100
MC 409	Services Marketing	04	04	80	32	20	08	100
MC 410	Supply Chain Management	04	04	80	32	20	08	100

OR

Optional Group II (Marketing)								
MC 411	Consumer Behaviour	04	04	80	32	20	08	100
MC 412	Rural Marketing	04	04	80	32	20	08	100
MC 413	International Economics	04	04	80	32	20	08	100

Specialization C: HRM & General Management

Course Code	Course Title	Credits	Workload	Ext. M.M.	Ext. M.P.M.	Int. M.M.	Int. M.P.M.	Total
Optional Group I (HRM & General Management)								
MC 414	Corporate Governance	04	04	80	32	20	08	100
MC 415	International Human Resource Management	04	04	80	32	20	08	100
MC 416	Event Management	04	04	80	32	20	08	100

OR

Optional Group II (HRM & General Management)								
MC 417	Organizational Change and Intervention Strategies	04	04	80	32	20	08	100
MC 418	Strategic Management	04	04	80	32	20	08	100
MC 419	Corporate Level & Centre Level Strategies	04	04	80	32	20	08	100
MC 420	Viva-Voce cum Case Study	02	—	50	20	—	—	50
	Total	26	24	530	212	120	48	650
	Grand Total (Semester 1 to 4)	104	100	2120	848	480	192	2600

Th. = Theory

Pr. = Practical

Ext. M.M.= External Maximum Marks

Ext. M.P.M. = External Minimum Pass Marks

Int. M.M. = Internal Maximum Marks

Int. M.P.M. = Internal Minimum Pass Marks

MC 101
ORGANISATIONAL BEHAVIOUR

Credits: 04
External Marks: 80
Internal Marks: 20
Total Marks: 100
Time : 3 Hours

Note: There will be eight (8) questions in all. The first question is compulsory and consists of six (6) short-questions having four (4) marks each. Answer to these questions should not exceed 150 words. The candidate will be required to attempt any four questions out of remaining seven (7) questions and each question carries fourteen (14) marks each. Duration of each paper will be three (3) hours.

Course Learning Outcomes

After studying this course, the student will be able to:

- CO1: know the conceptual framework and development of organizational behaviour.
- CO2: understand the determinants and theories of personality.
- CO3: apply the understanding of perception and learning in managing people at workplace.
- CO4: apply the understanding of the group dynamics and transactional analysis in dealing with people in organizations.

Course Contents

Organisational Behaviour: Concepts and Significance; Human Relations and Organisational Behaviour – Historical Development of Organisational Behaviour; Industrial Revolution; Scientific Management, The Human Relations Movements, Hawthorne Studies; Meaning and Definitions of Organisational Behaviour; Features of OB; Basic Assumptions; Contributing Disciplines to OB; Emergence of HR and OB, Approaches to Organisational Behaviour; Classical Approach; Neo-Classical; Modern approach; Scope of OB; Nature/Fundamental concepts of OB; Nature of People; Nature of Organisations; Determinants of Organisational Behaviour; Significance of OB; Criticism.

Personality: Concept and Definition of Personality; Major Determinants of Personality; Biological Contribution; Socialization; Culture; Situational Factors; Major Personality Attributes influencing Organisational Behaviour; Theories of Personality; Psychoanalytic Theory (Freud's Theory); New Freudian Theories; Trait Theories; Social Learning Theory; The Self Theory; Need Theories; Holistic Theories; Personality and Organisational Behaviour.

Perception: Introduction; Nature and Importance of Perception, Meaning, definitions and process of Perception Perceptual Selectivity; Internal Factors; External Factors; Distortion in Perception; Managerial Implications of Perception; Managing the Perception Process.

Learning: Introduction; Definition; Theories of Learning; Classical Conditioning Theory; Operant or Instrument Conditioning Theory; Cognitive Learning Theory; Social Learning Theory; Modeling; Shaping Behaviour; Learning and Organisational Behaviour or Significance of Learning.

Group Dynamics: Introduction, Meaning; Components of Group Dynamics; Group Norms; Group Role; Group Status; Group Size; Group Leadership; Group Composition; Proxemics and Group Dynamics; Group Cohesiveness; Determinants of Cohesiveness; Consequences of Group Cohesiveness; Relationship between Group Cohesiveness and Productivity.

Transactional Analysis: Introduction; Concept of T.A.; Scope of Transactional Analysis; Analysis of Self-awareness; Analysis of Ego States; Analysis of Life Positions; Analysis of Games; Analysis of Stroking, Benefits of Transactional Analysis.

REFERENCES

- Griffin, Ricky W.: *Organisational Behaviour*, Houghton Mifflin Co., Boston.
- Ivancevich, John and Micheel T. Matheson: *Organisational Behaviour and Management*, Business Publication Inc. Texas.
- Koontz, Harold, Cyril O Donnell, and Heinz Wehrich: *Essentials of Management*, Tata McGraw Hill, New Delhi.
- Luthans, Fred: *Organizational Behaviour*, McGraw Hill, New York.
- Newstrom, John W. and Keith Davis: *Organisational Behaviour: Human Behaviour at Work*, Tata McGraw Hill, New Delhi.
- Robbins, Stephen P.: *Organizational Behaviour*, Prentice Hall, New Delhi.
- Steers, Richard M. and J. Stewart Black: *Organizational Behaviour*, Haper Collins College Publishers, New York.
- Sukla, Madhukar: *Understanding Organizations: Organisation Theory and Practice in India*.
- Singh, Hawa: *Organisational Behaviour*, V.K. Global Publications Private Ltd., New Delhi.

MC 102
BUSINESS ENVIRONMENT

Credits: 04
External Marks: 80
Internal Marks: 20
Total Marks: 100
Time : 3 Hours

Note: There will be eight (8) questions in all. The first question is compulsory and consists of six (6) short-questions having four (4) marks each. Answer to these questions should not exceed 150 words. The candidate will be required to attempt any four questions out of remaining seven (7) questions and each question carries fourteen (14) marks each. Duration of each paper will be three (3) hours.

Course Learning Outcomes

After studying this course, the student will be able to:

- CO1: understand the role and importance of business environment and examine the environmental factors affecting business decisions.
- CO2: evaluate the impact of privatization and globalization in the expansion of Indian business.
- CO3: critically examine different economic policies and their contribution in the success of Indian business and making it competitive at global level.
- CO4: understand regulatory framework of business to make effective decision making.

Course Contents

Business environment: nature and importance; Interaction matrix of different environment factors; Environmental scanning.

Economic planning in India: objectives, strategies and problems; Privatization; Globalization; Disinvestment in Public Sector Units; Business Ethics; Corporate Governance; Social responsibility of Business.

Fiscal Policy; Monetary Policy; Industrial Policy; Industrial Licensing Policy; EXIM Policy; Industrial sickness; Development and protection of Small Scale Industry.

The Environment (Protection) Act; Consumer Protection Act; Competition Act; Foreign Exchange Management Act; Right to Information Act.

REFERENCES

- Arya, P P and Tandon, B. B.: *Economic Reforms in India*, Deep and Deep Publishers, New Delhi.
- Aswathappa, K: *Essentials of Business Environment*, Himalaya Publishing House, New Delhi.
- Cherunilam Francis: *Business Environment*, Himalaya Publishing House, New Delhi.
- Economic Survey – Various Issues*, Govt. of India, Ministry of Finance.
- Justin Paul: *Business Environment*, Tata McGraw Hill, New Delhi.
- Mishra and Puri: *Economic Environment of Business*, Himalaya Publishing House, New Delhi.
- Rosy Joshi and Sangam Kapoor: *Business Environment*, Kalyani Publishers, New Delhi.
- Saleem Saikh: *Business Environment*, Pearson Education, New Delhi.
- Sengupta, N.K: *Government and Business in India*, Vikas Publication, New Delhi.

MC- 103
MANAGERIAL ECONOMICS

Credits: 04
External Marks: 80
Internal Marks: 20
Total Marks: 100
Time : 3 Hours

Note: There will be eight (8) questions in all. The first question is compulsory and consists of six (6) short-questions having four (4) marks each. Answer to these questions should not exceed 150 words. The candidate will be required to attempt any four questions out of remaining seven (7) questions and each question carries fourteen (14) marks each. Duration of each paper will be three (3) hours.

Course Learning Outcomes

After studying this course, the student will be able to:

- CO1: estimate trends in demand through various forecasting techniques.
- CO2: analyse the cost behaviour for production decisions.
- CO3: understand types of market conditions and taking decisions accordingly.
- CO4: study the different business phases such as boom, depression, inflation, etc. for effective decision making.

Course Contents

Nature and significance of managerial economics.

Demand Analysis: Demand and Elasticity of Demand; Demand estimation for major consumer durable and non-durable products; Demand forecasting techniques.

Production analysis and cost analysis: Production functions in short run and long run. Cost concepts, Cost behavior in short run and long run.

Price Determination Under Different Market Conditions: Characteristics of different market structures; Price determination and firm's equilibrium under perfect competition, monopoly & discriminating monopoly, monopolistic competition and oligopoly.

Business Cycles: Nature and phases of business cycle, theories of business cycle- psychological, profit, monetary, innovation, Cobweb, Samuelson and Hicks theories.

Inflation: Definition, characteristics and types; Inflation in terms of demand-pull and cost-push factors; Effects of inflation.

REFERENCES

Peterson, Lewis, *Managerial Economics*, Prentice Hall of India, New Delhi
Salvatore, *Managerial Economics in Global Economy*, Thomson Learning.
E. F Brigham & J.L Pappas, *Managerial Economics*, Dried & Press
Diwedi, D.N *Managerial Economics*, Vikas Publishing House, New Delhi
Mehta, P.L *Managerial Economics*, Sultan Chand, New Delhi
R.L Varshnay, *Managerial Economics*, Sultan Chand Publications

MC 104 COMPANY LAW

Credits: 04
External Marks: 80
Internal Marks: 20
Total Marks: 100
Time : 3 Hours

Note: There will be eight (8) questions in all. The first question is compulsory and consists of six (6) short-questions having four (4) marks each. Answer to these questions should not exceed 150 words. The candidate will be required to attempt any four questions out of remaining seven (7) questions and each question carries fourteen (14) marks each. Duration of each paper will be three (3) hours.

Course Learning Outcomes

After studying this course, the student will be able to:

- CO1: understand the concept, types and characteristics of companies.
- CO2: be aware of the objectives and contents of MoA and AoA.
- CO3: know the provisions regarding issue, allotment and transfer of shares
- CO4: understand the appointment, powers of directors, and the process of amalgamation and winding up of the companies.

Course Contents

Company Law: History and administration; Meaning, characteristics & types of companies; Promotion and incorporation of companies; Memorandum of Association: clauses and procedure for alteration, Doctrine of Ultra Vires, Articles of Association: Adoption of Table A, Doctrine of indoor management, Prospectus: Powers of SEBI, contents and liability for misleading statements.

Share Capital: provisions regarding issue, allotment and transfer of shares, buy back of shares, Membership, Borrowing powers, mortgages and charges.

Directors: appointment, powers and legal position; Company meetings- kinds, quorum, voting, resolutions, minutes.

Reconstruction and Amalgamation.

Prevention of oppression and mismanagement, Winding up of companies.

REFERENCES

- Gower L.C.B., *Principles of Modern Company Law*: Stevens & Sons London.
- Kapoor N.D., *Company Law- Incorporating the provisions of the Companies Amendment Act*: Sultan Chand & Sons, New Delhi.
- Kuchal M.C., *Modern India Company Law*: Shri Mahavir Books, Noida.
- Majumdar, A.K. Kapoor, G.K., *Company Law and Practice*.
- Ramaiya A., *Guide to the Companies Act*: Wadhwa & Co, Nagpur.
- Sharma, Ashok Kumar: *Company Law*, VK (India) Enterprises, New Delhi.
- Singh Avtar, *Company Law*: Eastern Book Co., Lucknow.

MC 105
ACCOUNTING FOR MANAGERIAL DECISIONS

Credits: 04
External Marks: 80
Internal Marks: 20
Total Marks: 100
Time : 3 Hours

Note: There will be eight (8) questions in all. The first question is compulsory and consists of six (6) short-questions having four (4) marks each. Answer to these questions should not exceed 150 words. The candidate will be required to attempt any four questions out of remaining seven (7) questions and each question carries fourteen (14) marks each. Duration of each paper will be three (3) hours.

Course Learning Outcomes

After completing the course, the student will be able to:

- CO1: know the concept and scope of management accounting, define the role of management and designing management information system for business organizations.
- CO2: understand the concept of responsibility accounting and measure the performance.
- CO3: enable the students to learn the preparation and application of budgetary statements, standard costing and marginal costing.
- CO4: prepare the students to apply the recent accounting systems required to meet the challenges of competitive business environment.

Course Contents

Management Accounting: Meaning, objectives, nature, tools & techniques of management accounting; Installation of management accounting system; Role of management accountant. Management Information System and Reporting: Objectives, types and methods of reporting, reporting needs at different levels of management; Designing and installation of a reporting system.

Responsibility Accounting and Divisional Performance Measurement: Meaning, significance and fundamental aspects of responsibility accounting; Responsibility centers; Divisional performance evaluation: Measures of performance - Return on Investment vs. residual Income; Methods and Problem of transfer pricing.

Budgeting: Essentials of budgeting; Kinds of budgets; Budgetary control; Zero-base budgeting.

Standard Costing and Variance Analysis: Types of standards, Setting of standards and their revision; Variance analysis – Material, labour and overheads, control of variances.

Marginal Costing and Break-even Analysis: Concept, Marginal costing versus absorption costing, Preparation of income statements, Break-even analysis & Cost-Profit- volume analysis; Composite break-even-point, managerial applications of marginal costing.

Contemporary Issues in Management Accounting: Price level adjustment accounting; Value chain analysis; Activity-based costing; Quality costing; Target and life cycle costing.

REFERENCES

- Anthony, Robert: *Management Accounting*, Tarapore-wala, Mumbai.
- Barfield, Jessie, Ceily A. Raiborn and Michael R. Kenney: *Cost Accounting: Traditions and Innovations*, South-Western College Publishing, Cincinnati, Ohio.
- Decoster, Don T. and Elden L. Schafer: *Management Accounting: A Decision Emphasis*, John Wiley and Sons Inc., New York.
- Garrison, Ray H. and Eric W. Noreen: *Management Accounting*, Richard D. Irwin, Chicago.
- Hansen, Don R. and Maryanne M. Moreen: *Management Accounting*, South-Western College Publishing, Cincinnati, Ohio.
- Horngran, C.T., Gary L. Sundem, and William O. Stratton: *Introduction to Management Accounting*, Prentice Hall, Delhi.
- Horngren, Charles T., George Foster and Srikant M. Daliar: *Cost Accounting: A Managerial Emphasis*, Prentice Hall, Delhi.
- Jawahar Lal: *Managerial Accounting*: Himalaya Publishing House, Delhi.
- Lall, B.M. & I.C. Jain: *Cost Accounting: Principles and Practice*, Prentice Hall, Delhi.
- Maher, Michael W., Clyde P. Stikney and Ronald L. Weil: *Managerial Accounting: An Introduction to Concepts, Methods and Uses*, Fort-Worth Harcourt Brace College Publishers.
- Pandey, I.M.: *Management Accounting*, Vani Publication, Delhi
- Sharma, D.C. and Gupta, K.G.: S.J. Publications, Meerut.

**MC 106
MARKETING MANAGEMENT**

Credits: 04
External Marks: 80
Internal Marks: 20
Total Marks: 100
Time : 3 Hours

Note: There will be eight (8) questions in all. The first question is compulsory and consists of six (6) short-questions having four (4) marks each. Answer to these questions should not exceed 150 words. The candidate will be required to attempt any four questions out of remaining seven (7) questions and each question carries fourteen (14) marks each. Duration of each paper will be three (3) hours.

Course Learning Outcomes

After studying this course, the student will be able to:

- CO1: familiarity with the concepts of marketing and their relevance in the current scenario.
- CO2: understand the product and pricing decision in a business.
- CO3: developing promotional skills and logistics for efficient and effective connecting with the markets.
- CO4: learning responsible and tech-survey markets operations.

Course Contents

Marketing: meaning, scope and importance; Evolution of marketing; Understanding marketing in new perspective.

Managing the marketing mix, Marketing environment.

Information system and marketing research: importance, scope and steps of marketing research process.

Understanding consumer behaviour, Analysing business markets; Customer relationship management.

Product: concept and classification; New product development; Product-mix and product line strategies; Product life cycle strategies; Branding, packaging, labeling and warranty.

Price determination; Pricing policies and strategies.

Promotion programme: advertising, sales promotion, public relations, publicity and personal selling.

Distribution logistics and supply chain management; Marketing channels, Retailing, Wholeselling and physical distribution.

Social, ethical and legal aspects of marketing.

Marketing and information economy; Direct and online marketing.

REFERENCES

- Ramaswami, V.S. and Namakumari, S.; *Marketing Management*; MacMillan India Ltd.
- Grewal, Dhruv and Michael Levy; *Marketing*; Tata McGraw Hill.
- Etzel, Michael J, Bruce J. Walker, William J. Stanton and Ajay Pandit; *Marketing Concepts and Cases*; McGraw Hill, New Delhi.
- Kotler, Philip, Kevin Lane Keller, Abraham Koshy and Mithileshwar Jha; *Marketing Management*; Pearson Education.
- Lancaster, Geoff and Lester Massingham; *Essentials of Marketing*; McGraw Hill International Ed.
- Cundiff, Still and Govoni; *Fundamentals of Marketing Management*; Prentice Hall of India, New Delhi.
- Luck, David J. and Ferrell, O.C.; *Marketing Strategy and Plans-Systematic Marketing Management*; Prentice Hall of India, Private Limited, New Delhi.
- Saxena, Rajan; *Marketing Management*; Tata McGraw Hill.
- Raju, M S and Dominique Xardel; *Marketing Management*; Tata McGraw Hill

MC 201
HUMAN RESOURCE MANAGEMENT

Credits: 04
External Marks: 80
Internal Marks: 20
Total Marks: 100
Time : 3 Hours

Note: There will be eight (8) questions in all. The first question is compulsory and consists of six (6) short-questions having four (4) marks each. Answer to these questions should not exceed 150 words. The candidate will be required to attempt any four questions out of remaining seven (7) questions and each question carries fourteen (14) marks each. Duration of each paper will be three (3) hours.

Course Learning Outcomes

After studying this course, the student will be able to:

- CO1: understand the concept and functions of HRM in dynamic business environment.
- CO2: understand the interlinkages among the pivotal functions concerning procurement of human resources viz. human resource planning, human resource policy, job analysis, recruitment, selection, induction and placement.
- CO3: get the knowledge of different aspects concerning maintenance, developments and control of human resources in an organization.
- CO4: learn how to deal with emerging issues concerning employee empowerment, quality of work life, job satisfaction and job stress.

Course Contents

Human Resource Management (HRM): Concept, evolution, scope, importance, objectives and functions, HRM in dynamic environment; Building up skills for effective HR manager; Global HRM; Human resource planning; Human resource information system; Human Resource policy; Job analysis; Recruitment; Selection; Induction and Placement.

Work Force: Promotion, transfer and separation; Employee training and executive development; Career planning and development; performance and potential appraisal; Empowerment, quality of work life, Compensation – nature and significance; Incentives and employee benefits; Job satisfaction; Job stress management.

REFERENCES

- Armstrong, M A: *Handbook of Human Resource Management*, Routledge, Landon.
- Beardwall, I and L. Holden, *Human Resources Management*, Macmillan India Ltd., New Delhi
- Cascio, W.F.: *Managing Human Resources*, Mc-Graw Hill Inc., New York
- Dwivedi, R S: *Managing Human Resources – Industrial Relations in Indian Enterprises*, Galgotia Publishing Ltd, New Delhi.
- Krishnaven R.: *Human Resource Development – A Researcher’s Perspective*, Excel Books, New Delhi.
- Mello, J.A.: *Strategic Human Resource Management*, Thomson Learning, Delhi.
- Monappa, A: *Managing Human Resource*, McMillan India, Ltd. New Delhi.
- Saini, Debi S. and Sami A. Khan (eds.): *Human Resource Management*, Response Books, Delhi.
- Rao VSP: *Human Resource Management*, Excel Publishers Pvt. Ltd., New Delhi

MC 202
INTERNATIONAL BUSINESS ENVIRONMENT

Credits: 04
External Marks: 80
Internal Marks: 20
Total Marks: 100
Time : 3 Hours

Note: There will be eight (8) questions in all. The first question is compulsory and consists of six (6) short-questions having four (4) marks each. Answer to these questions should not exceed 150 words. The candidate will be required to attempt any four questions out of remaining seven (7) questions and each question carries fourteen (14) marks each. Duration of each paper will be three (3) hours.

Course Learning Outcomes

After studying this course, the student will be able to:

CO1:

understand the importance and scope of international business and examine the difference in environmental factors of various countries and their implications for international business decisions.

CO2: appreciate the role of international economic institution like WTO, UNCTAD, IMF and World Bank in regulating international business.

CO3: know the evolution and working of regional economic cooperation such as EU, NAFTA ASEAN, SAFTA in expansion of international business.

CO4: learn the nature and developments in foreign exchange market and ways of managing foreign exchange risk.

Course Contents

International business: nature, importance and scope; Framework for analyzing international business environment: geographical, economic, socio-cultural, political and legal environment; Multinational corporations: nature and role; Technology transfers: importance and types; Foreign Investment: nature, types and barriers.

An overview of International economic institutions: WTO, UNCTAD, IMF, World Bank; Generalized system of preferences; International commodity agreements.

Regional economic co-operation: types and rationale, EU, NAFTA, ASEAN, SAFTA.

Foreign Exchange Markets: nature, participants, Foreign exchange rates determinants, Exchange rates arrangement in India, Foreign Exchange Risk: nature and management.

REFERENCES

- Alan, M. Rugman and Richard, M. Hodgetts: *International Business*, Pearson Publication, New Delhi.
Sundaram Anant, K. and Black, J. Stewart: *The International Business Environment*, Prentice Hall of India, New Delhi.
Arya, P. P. and Tondon, B. B.: *Economic Reforms in India*; Deep and Deep, New Delhi.
Cherunilam Francis, *International Business: Texts and Cases*, Himalaya Publishing House, New Delhi.
Daniels Radebaugh Sullivan: *International Business Environments and Operations*, Pearson Publication, New Delhi.
Michael, R. Czinkota; Llkka, A. Ronkainen; and Michael, H. Moffet: *International Business*, Thomson Publication, New Delhi.
Robert Grosse and Duane Kujawa: *International Business*, Irwin Publication, New Delhi.
Saleem Saikh, *Business Environment*, Himalaya Publishing House, New Delhi.
Tayeb Monis H.: *The Global Business Environment – An Introduction*, Sage Publication, New Delhi.
Vyuptakesh Sharan: *International Business: Concepts, Environment and Strategy*, Pearson Publication, New Delhi.

MC-203
STRATEGIC MARKETING

Credits: 04

External Marks: 80

Internal Marks: 20

Total Marks: 100

Time: 3 Hours

Note: There will be eight (8) questions in all. The first question is compulsory and consists of six (6) short-questions having four (4) marks each. Answer to these questions should not exceed 150 words. The candidate will be required to attempt any four questions out of remaining seven (7) questions and each question carries fourteen (14) marks each. Duration of each paper will be three (3) hours.

Course Learning Outcomes

After studying this course, the student will be able to:

CO1: understand the conceptual framework of strategic marketing planning.

CO2: analyse the business environment for strategic decision making

CO3: learn different types of marketing strategicalternatives at various stages of development of a firm.

CO4: link business strategies with marketing mix and analyze how marketers implement and control marketing strategies.

Course Contents

Concept and hierarchy of strategies; Strategic role of marketing; Strategic marketing planning process; The marketing plan; Corporate strategy decisions – Corporate mission, vision, goals and objectives, corporate growth strategies, resource allocation; Business strategies and their marketing implications.

Environmental Analysis – Internal environment, external environment, **custom environment**; Industry and competitor analysis; SWOT analysis; Portfolio analysis; Market segmentation, targeting and positioning.

Marketing strategies for new market entries; marketing strategies for growth markets; marketing strategies for mature markets and declining markets.

Relationship between business strategies and marketing mix; Marketing strategy implementation; controlling marketing strategies.

REFERENCES

Luck David J. Ferrel O.C. and Lucas George H.: *Marketing Strategy and Plan*, Prentice Hall, New Jersey.

Walker Orville C., Boyd Harper W., Larreche: *Marketing Strategy & Planning and Implementation*, Tata McGraw Hill, New Delhi.

Xavier, M.L.: *Strategic Marketing*, Response Books (A Division of Sage Publication), New Delhi.

Mazzucato, Mariana: *Strategy for Business*, Sage Publication, New Delhi.

Gracme Drummond and John Ensor: *Strategic Marketing, Planning and Control*, Butterworth Heinmann.

Wilson, Richard M.S. and Collin Gilligam: *Strategic Marketing Management: Planning, Implementation and Control*, Viva Books Pvt. Ltd., New Delhi.

Ferrell O.C., George H. Lucas and David Luck: *Strategic Marketing Management*, Southern-Western, Publishing Co., Cincinnati, Ohio.

Lilien, Gary L, Phillip Kotler and K. Sridhar Moorthy: *Marketing Models*, Prentice Hall, New Jersey.

Nag, A.: *Strategic Marketing*, Macmillan India Ltd.

Yudkin, Marcia, *Strategic Marketing*, CreativeWays.

MC 204
FINANCIAL MANAGEMENT & POLICY

Credits: 04
External Marks: 80
Internal Marks: 20
Total Marks: 100
Time : 3 Hours

Note: There will be eight (8) questions in all. The first question is compulsory and consists of six (6) short-questions having four (4) marks each. Answer to these questions should not exceed 150 words. The candidate will be required to attempt any four questions out of remaining seven (7) questions and each question carries fourteen (14) marks each. Duration of each paper will be three (3) hours.

Course Learning Outcomes

After studying this course, the student will be able to:

- CO1: know the scope and recent developments in the field of financial management.
- CO2: understand financial forecasting and develop financial plans.
- CO3: ascertain the cost of capital and estimate the working capital requirement for the business.
- CO4: learn capital expenditure and risk analysis for better decision making.

Course Contents

Financial Management: Nature, significance, objectives and scope of financial management, functions of finance executive in an organization, Time value of money and recent developments in financial management.

Financial Planning and forecasting: Need & importance of financial planning; financial planning process, drafting a financial plan; Financial forecasting; meaning, benefits and techniques of financial forecasting; Sources of finance.

Cost of Capital: Significance, computation of cost of capital including CAPM, problems in computation of cost of capital.

Working Capital Management and Control: Need, Types & determinants, assessment of working capital requirements; Management of cash, marketable securities & receivables, financing of working capital – banking norms.

Capital Budgeting Decisions: Nature & importance, factors influencing capital expenditure decisions, capital budgeting process, Evaluation criteria and risk analysis, capital expenditure control.

REFERENCES

- Ravi M. Kishore: *Financial Management*, Taxmann Publications Pvt. Ltd., New Delhi.
- Sinha, Pradip Kumar: *Financial Management*, Excel Books, New Delhi.
- Van, Horne: *Financial Management and Policy*, Prentice Hall of India, New Delhi.
- Hampton: *Financial Decision Making*, Prentice Hall of India, New Delhi.
- Prasanna, Chandra: *Financial Management*, Tata McGraw Hill, New Delhi.
- Khan, M. Y. and Jain ,P.K.: *Financial Management*, Tata McGraw Hill, New Delhi.

MC 205
CORPORATE ACCOUNTING

Credits: 04
External Marks: 80
Internal Marks: 20
Total Marks: 100
Time : 3 Hours

Note: There will be eight (8) questions in all. The first question is compulsory and consists of six (6) short-questions having four (4) marks each. Answer to these questions should not exceed 150 words. The candidate will be required to attempt any four questions out of remaining seven (7) questions and each question carries fourteen (14) marks each. Duration of each paper will be three (3) hours.

Course Learning Outcomes

After completing the course, the student will be able to:

- CO1: understand the provisions of regulatory bodies relating to issue, forfeiture and valuation of share and presentation of final statements.
- CO2: prepare and present the accounts for restructuring, human resource and lease accounting.
- CO3: develop consolidated financial statements.
- CO4: learn the specific requirements of financial statements and harmonization of corporate reports.

Course Contents

Company Accounts: Issue, forfeiture, and valuation of shares; Final accounts of company; Amalgamation, absorption and reconstruction; Human Resource Accounting; Lease accounting. Preparation of consolidated financial statements of holding and subsidiary companies.

Corporate reporting requirements and Current practices; Periodic reporting; Segment reporting; Social reporting; Harmonization in corporate reports.

REFERENCES

- Gupta, R.L: *Advanced Financial Accounting*, S. Chand & Co., New Delhi.
- Arulanandam, M.A. and Raman, K.S.: *Advanced Accountancy*, Himalaya Publishing House, N.Delhi.
- Maheshwari, S.N: *Advanced Accountancy –Vol.II*, Vikas Publishing House, New Delhi.
- Monga, J.R: *Advanced Financial Accounting*, Mayoor Paperbacks, Noida
- Shukla, M.C. and T.S. Grewal: *Advanced Accountancy*, Sultan Chand & Co., New Delhi.
- Warren, C.S. and P.E Fess: *Principles of Financial and Managerial Accounting*, South-Western, Ohio.
- Porwal, L.S., *Accounting Theory*, Tata McGraw Hill , New Delhi.

MC- 206
BUSINESS STATISTICS

Credits: 04
External Marks: 80
Internal Marks: 20
Total Marks: 100
Time : 3 Hours

Note: There will be eight (8) questions in all. The first question is compulsory and consists of six (6) short-questions having four (4) marks each. Answer to these questions should not exceed 150 words. The candidate will be required to attempt any four questions out of remaining seven (7) questions and each question carries fourteen (14) marks each. Duration of each paper will be three (3) hours.

Course Learning Outcomes

After completing the course, the student will be able to:

- CO1: apply correlation and multiple regression to know relationship between the variables.
- CO2: be aware of the concepts of index number and their applications.
- CO3: know the components of time series, its models and application.
- CO4: understand the concepts of probability and probability distributions.

Course Contents

Multiple regression and correlation: Linear regression equation, Regression equation in terms of simple correlation; coefficients; Reliability of the estimate; Multiple Correlation; Partial Correlation.

Index Numbers: Meaning, types and uses; Methods of constructing price and quality indices (simple and aggregate); Test of adequacy; Chain base index numbers; Base shifting, splicing and deflating; Problems in constructing index numbers; Consumer price index.

Time Series Analysis: Components of a time series, Models of time series analysis- additive and multiplicative; Methods of constructing seasonal index; Adjusting time series data for seasonal variations, Estimation of seasonal variations.

Theory of Probability: Probability as a concept; approaches to defining probability; addition and multiplication laws of probability; Conditional probability; Bayes Theorem.

Probability distributions: Probability distribution as a concept; Binomial, Poisson, and Normal distributions- their properties and parameters.

REFERENCES

- Heinz, Kohler: *Statistics for Business & Economics*, Harper Collins.
- Lawrence B. Morse: *Statistics for Business & Economics*, Harper Collins
- Levin, Richard I. & David S Rubin: *Statistics for Management*, Prentice Hall of India, Delhi.
- Chou-Ya-Lun: *Statistical Analysis*, Holt, Rinehart and Winston.

MC 301
COMPUTER APPLICATIONS IN BUSINESS
THEORY

Credits: 04
External Marks: 50
Internal Marks: 20
Practical: 30
Total Marks: 100
Time : 3 Hours

Note: There will be eight (8) questions in all. The first question is compulsory and consists of six (6) short-questions having four (3) marks each. Answer to these questions should not exceed 150 words. The candidate will be required to attempt any four questions out of remaining seven (7) questions and each question carries fourteen (8) marks each. Duration of each paper will be three (3) hours.

Course Learning Outcomes

After studying this course, the student will be able to:

- CO1: understand the structure and organization of the computers
- CO2: recognize and use the hardware and software of the computers
- CO3: understand the concept of computer networking, topologies and basics of information technology.
- CO4: understand the use of computers in business operations

Course Contents

Computer System: Meaning, scope, types; Basic computer organization: Central Processing Unit, input, output, and storage devices; Introduction to software; System software- operating system, user interface and its types; Application software- word processing, spreadsheets; Introduction to databases, tables, queries, reports and form generation. Fuzzy Logic, etc.

Information Technology in Business: Concept of information technology; Local Area Network– media & topologies and Wide Area Networks; Electronic data processing; Intranet and extranet, concept and evolution; World Wide Web; Multimedia technologies; Video conferencing; Broadband networks; Planning and designing web pages.

PRACTICAL

Solving business problems using MS-Word, MS-Excel, MS-Access. External examiner will conduct the practical examination. A list of the practicals is suggested as under:

1. Write a leave application to your Principal/ Chairperson in MS Word.
2. Make a letter head of your company & prepare a sales report of last one month.
3. Make a circular to the shareholders of AGM (Use mail merge option).
4. Write a letter to the customers congratulating them on their birthday / anniversary (using mail merge). Choose the customers from a database made in MS Excel.
5. Make a database of the students of M.Com. in MS Excel and do the following: Sort, Find out first 2 positions from boys and girls, Make a chart of performance of boys and girls.
6. Search the closing share price of a bluechip company for one quarter and compute the beta value
7. Make a database in MS Access and prepare a payroll of the employees
8. Make a hypothetical data-base of the responses to a questionnaire and compute– mean, standard deviation, correlation, ANOVA, etc.
9. Make a power-point presentation on ‘Computers Applications in Business.’

REFERENCES

- Pradeep K Sinha, (2010) *Computer Fundamentals*,
Bajaj, Kamlesh K and Debjani Nag: *E-commerce – The Cutting Edge of Business*, Tata McGraw Hill (P) Ltd., New Delhi.
Greenstein, *Electronic Commerce*, Tata McGraw Hill, New Delhi
Leon, Alexis: *Fundamental of Information Technology*, Vikas Publication House (P) Ltd., New Delhi
Mansfield, Ron: *The Compact Guide to Microsoft Office*, BPB Publication, Delhi.
Norton, Peter: *Introduction to Computer 4/E*, Tata McGraw Hill (P) Ltd., New Delhi
Saxena, Sanjay: *A First Course in Computer*, Vikas Publication House (P) Ltd., New Delhi.

MC 302
ADVANCED FINANCIAL MANAGEMENT

Credits: 04
External Marks: 80
Internal Marks: 20
Total Marks: 100
Time: 3 Hours

Note: There will be eight (8) questions in all. The first question is compulsory and consists of six (6) short-questions having four (4) marks each. Answer to these questions should not exceed 150 words. The candidate will be required to attempt any four questions out of remaining seven (7) questions and each question carries fourteen (14) marks each. Duration of each paper will be three (3) hours.

Course Learning Outcomes

After studying this course, the student will be able to:

- CO1: acquaint with dividend decisions & models.
- CO2: know the determinants of capital structure and analyse EBIT-EPS.
- CO3: know the broad areas and techniques of corporate restructuring.
- CO4: understand and implement financial restructuring.

Course Contents

Dividend Decisions: Types & determinants of dividend decisions, Dividend models, corporate dividend practices in India.

Capital Structure Decisions: Concept & importance, Determinants of capital structure, theories of capital structure, optimum capital structure, financial indifference point; Leverage: Operating, financial & combined leverage, EBIT-EPS analysis.

Corporate Restructuring: Need and broad areas of corporate restructuring, objectives, techniques of corporate restructuring.

Mergers & Takeover: Types & objectives, legal and procedural aspect of mergers and takeover process, valuation & financing of mergers & acquisitions, post-merger problems & reorganization, taxation and financial aspects of mergers, takeover defences. An overview of mergers & takeovers in India.

Financial Restructuring: Need & steps in financial restructuring, reorganization of capital, buy-back of shares-concept, necessity and procedure. Financial management of sick units.

REFERENCES

- Ravi M. Kishore: *Financial Management*, Taxmann Publications Pvt. Ltd., New Delhi.
- Sinha, Pradip Kumar: *Financial Management*, Excel Books, New Delhi
- Van, Horne: *Financial Management and Policy*, Prentice Hall of India, New Delhi.
- Hampton: *Financial Decision Making*, Prentice Hall of India, New Delhi.
- Prasanna, Chandra: *Financial Management*, Tata McGraw Hill, New Delhi.
- Khan, M. Y. and Jain, P.K.: *Financial Management*, Tata McGraw Hill, New Delhi.

MC-303
SECURITY ANALYSIS AND INVESTMENT MANAGEMENT

Credits: 04
External Marks: 80
Internal Marks: 20
Total Marks: 100
Time : 3 Hours

Note: There will be eight (8) questions in all. The first question is compulsory and consists of six (6) short-questions having four (4) marks each. Answer to these questions should not exceed 150 words. The candidate will be required to attempt any four questions out of remaining seven (7) questions and each question carries fourteen (14) marks each. Duration of each paper will be three (3) hours.

Course Learning Outcomes

After completing the course, the student will be able to:

- CO1: understand the conceptual framework of investment and risk return analysis.
- CO2: develop the understanding of financial market.
- CO3: analyse bonds, debentures, preference shares and equity shares in terms of valuation, yields and risk.
- CO4: know the regulatory framework and role of depository.

Course Contents

Introduction to Investment analysis: Nature & scope of investment analysis; approaches to investment analysis, investment process, Security return and risk analysis: systematic & non-systematic risk.

Default risk, foreign exchange risk, interest rate risk, purchasing power risk, securities' market: Primary market, Secondary market; Primary market: role, functions & methods of selling securities in primary market; SEBI guidelines on public issue.

Secondary market: Importance, trading mechanism, listing of securities on stock exchange, depository: role & functions, Depositories Act, 1996 (outline). Linkage of Primary & Secondary markets.

Valuation of securities, bonds, debentures, preference shares & equity shares, fundamental & technical analysis, EMH.

REFERENCES

- Clark, Francis: *Investment- Analysis and Management*, TMH Publishers.
- Fisher and Jordon: *Security Analysis and Portfolio Management*, PHI, New Delhi
- Alexander, Sharpe, Bailey – *Fundamentals of Investment* – Pearson/PHI.
- Barua, Verma and Raghunathan – *Portfolio Management*, TMH.
- S. Kevin – *Portfolio Management*, Prentice Hall India.

MC-304
FINANCIAL INSTITUTIONS AND MARKETS

Credits: 04
External Marks: 80
Internal Marks: 20
Total Marks: 100
Time : 3 Hours

Note: There will be eight (8) questions in all. The first question is compulsory and consists of six (6) short-questions having four (4) marks each. Answer to these questions should not exceed 150 words. The candidate will be required to attempt any four questions out of remaining seven (7) questions and each question carries fourteen (14) marks each. Duration of each paper will be three (3) hours.

Course Learning Outcomes

After completing the course, the student will be able to:

- CO1: understand Indian financial system and its role in economic development
- CO2: know the role of different types of financial markets and their regulatory framework
- CO3: know operational and promotional activities of development banks.
- CO4: develop understanding about merchant banking and mutual funds.

Course Contents

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

Money Market; Capital Market: primary and secondary markets; Government securities market; Recent developments in Indian capital market; Role of SEBI- an overview.

Development Banks: Concept, objectives and functions of development banks; Operational and promotional activities of development banks; IFCI, ICICI, IDBI, IRBI, SIDBI, State development banks and state financial corporations.

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

Mutual Funds: Concept, performance appraisal and regulation of mutual funds; Designing and marketing of mutual funds schemes; Latest mutual fund schemes in India- an overview.

REFERENCES

- Rose, Peter S and Fraser, Donald R. *Financial Institutions*. Ontario, Irwin Dorsey.
- Vij, Madhu. *Management of Financial Institutions in India*. New Delhi.
- Bhole L.M.; *Financial Markets and Institutions*, Tata McGraw Hill, Delhi.
- Khan M Y .; *Indian Financial System*, Tata McGraw Hill, Delhi.
- Varshney, P.N.: *Indian Financial System*, Sultan Chand & Sons, New Delhi.
- Srivastava R.M.: *Management of Indian Financial Institution*; Himalaya Publishing House, Mumbai.

MC 305
FUND MANAGEMENT IN BANKING AND INSURANCE COMPANIES

Credits: 04
External Marks: 80
Internal Marks: 20
Total Marks: 100
Time : 3 Hours

Note: There will be eight (8) questions in all. The first question is compulsory and consists of six (6) short-questions having four (4) marks each. Answer to these questions should not exceed 150 words. The candidate will be required to attempt any four questions out of remaining seven (7) questions and each question carries fourteen (14) marks each. Duration of each paper will be three (3) hours.

Course Learning Outcomes

After completing the course, the student will be able to:

- CO1: know the structure of commercial banking and its regulation
- CO2: know about different types of reserves and non performing assets
- CO3: develop understanding about insurance and their regulatory agencies
- CO4: learn the fund management provisions relating to insurance sector companies.

Course Contents

Banking in India: Evolution and growth; Banking legislation; Structure and functions of commercial banking in India; Banking Sector reforms; Management of primary reserves, secondary reserves, capital funds, deposits and advances; Priority sector lending by banks; Capital adequacy norms; Management of non-performing assets; Central banking in India- Role of Monetary policy.

Insurance: Meaning, functions and principles of life, fire, accident, marine and aviation insurance; Types of policies; Insurance Act 1938; Insurance Regulatory and Development Authority (IRDA); Fund management in LIC, GIC & its subsidiaries and private sector insurance companies.

REFERENCES

- Bakerwelford, A.W and W. W. Otter Barry: *Law Relating to Fire Insurance*, - Butterworth & Co. Ltd., London.
- Dinsdale, W.A: *Elements of Insurance*, Pitman.
- Jadhav, Narendra: *Challenges to Indian Banking*, ed., Macmillan, New Delhi.
- Joel. Bessis: *Risk Management in Banking*, John Wiley,
- Kotch, Timothy W: *Bank Management*, Dryden Press. Chicago.
- Sinkey, Joseph F. Jr: *Commercial Banks Financial Management*, Prentice Hall, Delhi.
- Smith, T.R: *Fire Insurance Theory & Practice*, Stone & Cox.
- Tannan, M.L: *Banking Law and Practice*, Indian Law House, Delhi.
- Turner, H.S: *Principles of Marine Insurance*, Stone and Cox,
- Khan MY: *Indian Financial System —Theory and Practice*; Vikas Publishing House, New Delhi.

MC-306
MERCHANT BANKING AND FINANCIAL SERVICES

Credits: 04
External Marks: 80
Internal Marks: 20
Total Marks: 100
Time : 3 Hours

Note: There will be eight (8) questions in all. The first question is compulsory and consists of six (6) short-questions having four (4) marks each. Answer to these questions should not exceed 150 words. The candidate will be required to attempt any four questions out of remaining seven (7) questions and each question carries fourteen (14) marks each. Duration of each paper will be three (3) hours.

Course Learning Outcomes

After completing the course, the student will be able to:

- CO1: develop the understanding about merchant banking and its regulatory framework
- CO2: apply provisions relating to share/debenture issue, underwriting and corporate restructuring
- CO3: understand financial services and its regulatory framework
- CO4: know about depository, custodial, credit rating services and venture capital funds

Course Contents

Merchant Banking: Nature, organization and management of merchant banking in India; Regulation and registration of merchant banks; Code of conduct, duties and liabilities of lead managers in India; SEBI guidelines for merchant banks.

Financial Services: Nature, features and types; Risks in financial services; Regulatory framework of financial services.

Merchant Banking Service: Management of equity issue, debenture issue, underwriting arrangements, corporate restructuring and project financing.

Depository and custodial services, leasing services, Hire purchase services, Factoring and forfeiting services, Credit rating services and services relating to venture capital fund and mutual funds.

REFERENCES

- Bansal, L.K.: *Merchant Banking and Financial Services*, Unistar Books Pvt. Ltd., Chandigarh.
- Bhatia, B.S and Batra G.S.: *Management of Financial Services*, Deep & Deep Publications, New Delhi
- Bhole, L.M.: *Financial Markets and Institutions*, Tata-McGraw Hill Companies Ltd., New Delhi.
- Khan, M.Y.: *Indian Financial System*, Vikas Publishing House, New Delhi.
- Machiraju H.R.: *Indian Financial System*, Vikas Publishing House, New Delhi.
- Srivasta, R.M.: *Management of Indian Financial Institutions*, Himalaya Publishing House, Bombay.
- Vanhome, James C: *Financial Market Rates and Flows*, Prentice Hall of India Ltd., New Delhi.
- Verma, J.C.: *Merchant Banking*, Tata McGraw Hill Company Ltd., New Delhi.

MC 307
ADVANCED TAX LAWS AND PRACTICE

Credit: 04
External Marks: 80
Internal Marks: 20
Total Marks: 100
Time : 3 Hours

Note: There will be eight (8) questions in all. The first question is compulsory and consists of six (6) short-questions having four (4) marks each. Answer to these questions should not exceed 150 words. The candidate will be required to attempt any four questions out of remaining seven (7) questions and each question carries fourteen (14) marks each. Duration of each paper will be three (3) hours.

Course Learning Outcomes

After studying this course, the student will be able to:

CO1: understand Wealth Tax Provisions and computation of Wealth Tax.

CO2: understand the provisions of VAT.

CO3: apply the provisions and computation of services tax.

CO4: know the Central Excise Laws, Custom Laws and GST.

Course Contents

Wealth Tax: Charge of wealth tax, assets, deemed assets and assets exempted from tax, valuation of assets, Computation of net wealth and wealth tax liability, Return of wealth and provisions concerning assessment.

Value Added Tax (VAT): Justification, objectives and benefits of VAT, Types and methods of computation of VAT, VAT Methodology and VAT – Registration, returns, audit and penal provisions.

Services Tax: Need, Statutory provisions, taxable services, valuation, administrative mechanism and procedural aspects, rates and computation of tax, payment & adjustment of service tax, Penalties under services tax, Challenges before services tax administration in India.

Central excise laws: Basis of chargeability of duties of central excise- classification and valuation of excisable goods, assessment procedure, recovery and refund of duties. Clearance of excisable goods, filing of returns; CENVAT.

Custom laws: levy of and exemption from custom duties, valuation and assessment of duties, recovery and refund of custom duties, Prohibited, specified and notified goods, special provisions & rules relating to baggage, Procedure for clearance of imported and exported duties.

Outline of proposed Direct Taxes Code and Goods and Services Tax.

REFERENCES

Anand G, Srinivasan: *Direct Taxes Code 2009 & Income Tax Act 1961*, Taxmann Publications Pvt. Ltd., New Delhi.

Sareen, V.K., Sharma, Ajay: *Indirect Taxes*, Kalyani Publishers, New Delhi.

Singhania, Vinod K. and Singhania, Monica: *Corporate Tax Planning and Business Tax Procedures*, Taxmann Publication, New Delhi

Ahuja G.K. and Gupta, Ravi: *Systematic Approach to Income Tax and Central Sales Tax*, Bharat Law House, New Delhi.

Income Tax Act, Income Tax Rules, and Annual Finance Act.

Lakhotia, R.N: *Corporate Tax Planning*, Vision Publications, Delhi.

Mehrotra, H. C. and Goyal, S.P., *Corporate Tax Planning and Management*, Shahitya Bhawan, Agra.

Singhania, Vinod K.: *Direct Tax Planning and Management*, Taxmann Publication, Delhi.

MC 308
MARKETING RESEARCH

Credits: 04
External Marks: 80
Internal Marks: 20
Total Marks: 100
Time : 3 Hours

Note: There will be eight (8) questions in all. The first question is compulsory and consists of six (6) short-questions having four (4) marks each. Answer to these questions should not exceed 150 words. The candidate will be required to attempt any four questions out of remaining seven (7) questions and each question carries fourteen (14) marks each. Duration of each paper will be three (3) hours.

Course Learning Outcomes

After studying this course, the student will be able to:

CO1: understand the conceptual framework and applications of marketing research.

CO2: be familiar with the steps involved in handling a research problem.

CO3: design appropriate research methodology for data collection.

CO4: analyse the qualitative and quantitative data for effective decision making.

Course Contents

Introduction to Marketing Research: Nature, scope and importance; Marketing research process.

Formulating the Problem, Research Design: Exploratory, experimental and descriptive research, Sampling design; Sources of information; Designing questionnaire; Methods of data collection; Scaling techniques; Sampling and non-sampling errors.

Qualitative Research: Meaning, process and methodologies.

Qualitative Research Techniques: Observation, Survey.

REFERENCES

Aaker, David A., V. Kumar and George S. Day: *Marketing Research*, John Wiley & Sons Inc., New York.

Arya, P.P. and Yesh Pal (ed.): *Research Methodology in Management*, Deep and Deep Publication Pvt. Ltd., New Delhi.

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

Boyd, Westfall and Stasch: *Marketing Research*, Richard D. Irwin, Homewood, Illinois.

Churchill, A. Gilbert Jr.: *Marketing Research – Methodological Foundations*, The Dryden Press, Orlando.

Green and Tull: *Research for Marketing Decisions*, Prentice Hall of India (P) Ltd., New Delhi.

Kothari, C.R.: *Research Methodology – Methods and Techniques*, Wiley Eastern Ltd., New Delhi.

Luck, David J., Wales, Taylor & Rubin: *Marketing Research*, Prentice Hall of India, New Delhi.

Nargundkar, R., *Marketing Research*, Tata McGraw Hill Company Ltd., New Delhi.

Zaltman and Burger: *Marketing Research*, Dryden Press, Orlando.

MC 309
ADVERTISING MANAGEMENT

Credits: 04
External Marks: 80
Internal Marks: 20
Total Marks: 100
Time : 3 Hours

Note: There will be eight (8) questions in all. The first question is compulsory and consists of six (6) short-questions having four (4) marks each. Answer to these questions should not exceed 150 words. The candidate will be required to attempt any four questions out of remaining seven (7) questions and each question carries fourteen (14) marks each. Duration of each paper will be three (3) hours.

Course Learning Outcomes

After completing the course, the student will be able to:

- CO1: understand the nature and importance of advertising and its role in economy.
- CO2: develop the advertising objectives and budget.
- CO3: do copy development and testing and media planning.
- CO4: know the methods of testing effectiveness of advertisements and the role of advertising agency

Course Contents

Introduction to Advertising: Advertising nature and importance; Communication process; Advertising and communication; Types of advertising; Advertising management process – an overview; Ethics and advertising; Social and Economic aspects of advertising.

Advertising Objectives and Budget: Determining advertising objectives; Methods of determining advertising budget.

Copy Development and Testing: Determining advertising message and copy headlines, body, copy logo, illustration, Creative styles and advertising appeals.

Media Planning: Print, broadcasting media and other media; Media planning – media selection and scheduling.

Organization and control of Advertising Effort: Role of advertising agencies; Advertising agency and client relationship; Evaluating advertising effectiveness – Pre and post-tests.

REFERENCES

- Aaker, David, *et al.*: *Advertising Management*, Prentice Hall, New Delhi.
- Batra, Rajeev, John G. Myres and David A. Aaker: *Advertising Management*, Prentice Hall, New Delhi.
- Davis, J.J. : *Advertising Research*, Prentice Hall, New Delhi.
- Gunter, Barrie: *Media Research Methods*, Sage Publications, London.
- Norris, James S. : *Advertising*, Prentice Hall, New Delhi.
- Sandage C.H. and Fry Burger: *Advertising Theory and Practice*, Richard D Irwin, Illinois.
- Sengupta, Subroto: *Brand Positioning*, Tata McGraw Hill Co., New Delhi.
- Sissors, Jack, Z and Lincoln, Bimla: *Advertising Media Planning*, NTC Business Books, Illinois, USA.

MC- 310
APPLICATIONS OF STATISTICAL METHODS IN BUSINESS

Credits: 04
External Marks: 80
Internal Marks: 20
Total Marks: 100
Time : 3 Hours

Note: There will be eight (8) questions in all. The first question is compulsory and consists of six (6) short-questions having four (4) marks each. Answer to these questions should not exceed 150 words. The candidate will be required to attempt any four questions out of remaining seven (7) questions and each question carries fourteen (14) marks each. Duration of each paper will be three (3) hours.

Course Learning Outcomes

After completing the course, the student will be able to:

- CO1: understand the concepts of sampling and sampling methods.
- CO2: learn the testing the hypothesis
- CO3: apply non-parametric tests for statistical analysis.
- CO4: acquaint with statistical quality control methods and advanced statistical techniques.

Course Contents

Sampling: Probability and non-probability methods; Sampling and non-sampling errors, precision and accuracy; Efficiency of sampling methods; Law of large numbers, central limit theorem and sampling distributions.

Estimation and Hypothesis testing: Point and interval estimation; Large and small sampling tests- z-test, t-test, and f-test.

Non- parametric Tests: Chi-square tests- goodness of fit, independence, homogeneity and equality of population proportions; Other non- parametric tests- sign test, sign test for paired observations, Wilcoxon signed-rank tests, Wald-Wolfowitz test, Krushal Wallis H test.

Statistical Quality Control: Statistical control of quality; causes of Variations in quality; Quality control charts; Purpose and logic of their constructions; Control charts for variables-X Charts and R Charts.

Advanced Statistical Techniques: ANOVA, discriminant analysis, factor analysis & cluster analysis.

REFERENCES

- Heinz, Kohler: *Statistics for Business & Economics*, Harper Collins.
- Lawrence B. Morse: *Statistics for Business & Economics*, Harper Collins
- Levin, Richard I. & David S Rubin: *Statistics for Management*, Prentice Hall of India, Delhi.
- Chou-Ya-Lun: *Statistical Analysis*, Holt, Rinehart and Winston.

MC-311
INTERNATIONAL MARKETING

Credits: 04
External Marks: 80
Internal Marks: 20
Total Marks: 100
Time : 3 Hours

Note: There will be eight (8) questions in all. The first question is compulsory and consists of six (6) short-questions having four (4) marks each. Answer to these questions should not exceed 150 words. The candidate will be required to attempt any four questions out of remaining seven (7) questions and each question carries fourteen (14) marks each. Duration of each paper will be three (3) hours.

Course Learning Outcomes

After completing the course, the student will be able to:

- CO1: identify the opportunities and challenges in international marketing.
- CO2: analyse international marketing environment and strategies for entering international markets.
- CO3: understand the marketing mix for international markets.
- CO4: know the techniques for controlling international marketing operations.

Course Contents

International marketing concepts, opportunities and challenges in international marketing.

International Marketing Environment: Economic environment, cultural environment, political-legal environment; Planning and organizing for international marketing, Alternative market entry strategies.

International Product Decisions: Product policy, product adaptation and standardization; Global branding and packaging; New Product development; Product line policies.

International Distribution and Logistics System: Channel of distribution, factors affecting channel choice, managing channel members, international marketing logistics policy.

International Advertising and Promotion: Creative challenges, media planning and analysis, agency selection; Sales promotion; Managing personal selling.

Pricing for International Marketing: Factor influencing price settings, pricing policy and strategies, transfer pricing, price quotations. Controlling international marketing operations.

REFERENCES

- Paul, Justin and Ramneek Kapoor: *International Marketing*, Tata McGraw Hill, New Delhi.
- Cateora, Philip R. : *International Marketing*, McGraw Hill, New Delhi.
- Czinkota, M.R.: *International Marketing*, Dryden Press, Boston.
- Fayerweather, John: *International Marketing*, Prentice Hall, New Delhi.
- Jain, S.C.: *International Marketing*; CBS Publications, New Delhi.
- Johansson, Johny K., *Global Marketing*, Tata McGraw Hill.
- Keegan, Warren J.: *Global Marketing Management*; Prentice Hall, New Delhi.
- Muhlbacher, Hans, Lee Dahringer and Helmuth Leiks: *International Marketing – A Global Perspective*, Thompson Business Press, London.
- Onkvisit, Sak and John J. Shaw: *International Marketing: Strategy and Theory*, Routledge, London.
- Paliwoda, S.J. (ed.): *International Marketing*, Routledge, London.
- Rugman, Alan M. and Richar M. Hodgetts, *International Business – A Strategic Management Approach*, McGraw Hill, Inc., New York.
- Terpestra, V. and R. Sarathy, *International Marketing*, Dryden Press.

MC 312
FOREIGN TRADE POLICY & PROCEDURES

Credits: 04
External Marks: 80
Internal Marks: 20
Total Marks: 100
Time : 3 Hours

Note: There will be eight (8) questions in all. The first question is compulsory and consists of six (6) short-questions having four (4) marks each. Answer to these questions should not exceed 150 words. The candidate will be required to attempt any four questions out of remaining seven (7) questions and each question carries fourteen (14) marks each. Duration of each paper will be three (3) hours.

Course Learning Outcomes

After completing the course, the student will be able to:

- CO1. be aware of the status, composition and trends of India's foreign trade.
- CO2. know the foreign trade policies and institutional support for foreign trade.
- CO3. understand the export and import documentation and procedures.
- CO4. develop the understanding of regulatory and legal aspects related to foreign trade.

Course Contents

Trends in India's Foreign Trade: Direction and composition; Commercial Policy Instruments: Tariffs, quotas, anti-dumping/countervailing duties; Technical standards; Exchange controls and other non-tariff measures; Export-import policy; Export promotion and institutional set up; Deemed exports; Rupee convertibility. Foreign investment policy framework and status of FDI in India.

Export Procedure: INCOTERMS, preparation of export contract, Processing of export order including customs and excise clearance; Pre-shipment inspection, insurance, modes of payment including UCP 600, foreign exchange regulation and procedures, dispute settlement procedures.

Import Procedure – Purchase order customs clearance, dispute settlement procedures; IT applications in customs clearance.

Documentary framework for availing cash incentives including duty drawbacks tax incentives, excise duty reliefs, overseas marketing facilities export finance and export credit, export production facilities.

REFERENCES

- Anita Kumari, Export Incentives, Anupam Publishers, Delhi.
- Export – Import Policy*, Ministry of Commerce, Government of India.
- Handbook of Export Import Procedures*, Ministry of Commerce, Government of India Vols. I & II.
- Mahajan, M.I, *Exports: Do It Yourself*, Snowwhite Publications, Mumbai
- Ram, Paras, *Exports: What, Where and How?* Anupam Publications, New Delhi.

MC 313
RETAIL MANAGEMENT

Credit: 04
External Marks: 80
Internal Marks: 20
Total Marks: 100
Time : 3 Hours

Note: There will be eight (8) questions in all. The first question is compulsory and consists of six (6) short-questions having four (4) marks each. Answer to these questions should not exceed 150 words. The candidate will be required to attempt any four questions out of remaining seven (7) questions and each question carries fourteen (14) marks each. Duration of each paper will be three (3) hours.

Course Learning Outcomes

After studying this course, the student will be able to:

- CO1: understand the conceptual framework and strategic planning for retailing.
- CO2: comprehend different retailing formats and plan location of a retail store.
- CO3: get knowledge of customer service and financial management in retail organisations.
- CO4: handle issues concerning information technology, social, ethical and legal aspects in retailing.

Course Contents

Retailing: Concept, Characteristics, importance and functions; Theories of retailing: Retailing in India. Strategic Planning in retailing; Planning for global retailing.

Retailing Formats: Classifying retail institutions according to ownership, store based and non-store based retail organizations. Planning location of retail institution; Trading area analysis, deciding the most desirable type of location, choice of a general location, choosing and evaluating a particular site.

Human Resource Management in retailing: Objectives and function; setting up a retail organization, organizational patterns in retailing. Managing store employees.

Store Operations Management: blueprinting operations; deciding stores layout; store design and displays; energy management; loss prevention and security issues.

Customer Service: Concept and importance, developing service strategy; service quality-dimensions and GAPS model; Retailing customers.

Financial management in retailing: Sources of finance, FDI in retail; analysis of financial and operational performance, retail audit.

Applications of information technology in retailing; Social, ethical and legal aspects in retailing.

REFERENCES

- Gilbert David: *Retail Marketing Management*, Pearson Education, Delhi.
- Pradhan Swapna: *Retailing Management: Text & Cases*. Tata McGraw Hill, New Delhi.
- Bermans& Evans: *Retail Management – A Strategic Approach*, Prentice Hall of India, New Delhi.
- Lamba: *The Art of Retailing*, Tata McGraw Hill, New Delhi.
- Mcgoldrick, P.: *Retail Marketing*, McGraw Hill, U.K.

MC 314
ENTREPRENEURSHIP DEVELOPMENT

Credits: 04
External Marks: 80
Internal Marks: 20
Total Marks: 100
Time : 3 Hours

Note: There will be eight (8) questions in all. The first question is compulsory and consists of six (6) short-questions having four (4) marks each. Answer to these questions should not exceed 150 words. The candidate will be required to attempt any four questions out of remaining seven (7) questions and each question carries fourteen (14) marks each. Duration of each paper will be three (3) hours.

Course Learning Outcomes

After studying this course, the student will be able to:

- CO1: be familiar with the fundamentals of entrepreneurship and its role in economic development.
- CO2: understand the market opportunities and translate them into successful businesses.
- CO3: explain the requirements to set up the small businesses and help them to develop project reports for setting up businesses.
- CO4: be aware about the institutional support and incentives provided by the governments to set up their own businesses.

Course Contents

Entrepreneurship: concept, nature and scope; factors affecting entrepreneurial growth; major motives influencing an entrepreneur; stress management; entrepreneurship development programs.

Small Enterprises: Definition, Classification – Characteristics, Ownership Structures.

Market Survey and Opportunity Identification: starting a small scale industry, registration procedures, list of items reserved for small scale industry; assessment of demand and supply in potential areas of growth, understanding business opportunity, considerations in product selection, data collection for setting up small ventures.

Project Report Preparation: Managerial and Operational aspects of small business; Human relations and performance in organization; Institution supporting entrepreneurial growth.

Environmental considerations: concept of ecology and environment, air, water and noise pollution standards and control.

Personal Protection Equipment (PPEs) for safety at work places.

REFERENCES

Rathore, BS and JS Saini, *A Handbook of Entrepreneurship (Ed.)*, Aapga Publications, Panchkula (Haryana)

Gupta, CB and P Srinivasan, *Entrepreneurship Development*, Sultan Chand and Sons, New Delhi
S Anil Kumar, S C Poornima, Mini K Abraham and K Jayashree, *Entrepreneurship Development*, New Age International Publisher, N Delhi.

Dhamija, Suresh K, *Environmental Engineering and Management*, SK Kataria and Sons, New Delhi

Sharma, BR, *Environmental and Pollution Awareness*, Satya Prakashan New Delhi

Thakur Kailash, *Environmental Protection Law and policy in India*: Deep and Deep Publications, New Delhi

Bhandari, PM, *Handbook of Small Scale Industry*

Sharma, DD, *Total Quality Management*, Sultan Chand and Sons, New Delhi.

MC 315
BUSINESS ETHICS & SOCIAL RESPONSIBILITY

Credits: 04
External Marks: 80
Internal Marks: 20
Total Marks: 100
Time : 3 Hours

Note: There will be eight (8) questions in all. The first question is compulsory and consists of six (6) short-questions having four (4) marks each. Answer to these questions should not exceed 150 words. The candidate will be required to attempt any four questions out of remaining seven (7) questions and each question carries fourteen (14) marks each. Duration of each paper will be three (3) hours.

Course Learning Outcomes

After studying this course, the student will be able to:

- CO1: understand the need of ethics to sustain the business and relationship of ethics with morality and value.
- CO2: examine the different theories of ethics applicable to business and its role in making ethical decision.
- CO3: role of various stakeholders in creating ethics and ethical organization;
- CO4: understand social responsibility of business, approaches to CSR and role of CSR in the success of a business.

Course Contents

Ethics: Concept and principles, relationship with morality, values, and law, moral reasoning. Stages of moral and ethical development; Ethical theories in relation to business – egoism, utilitarianism, Kant’s ethics. Religion and ethics; Ethical Dilemma: causes and resolution. Ethical decision making in business –models and processes, personal and corporate values and ethical decision making. Globalization and business ethics; Creating an ethical organization – corporate governance, corporate culture, CSR, code of conduct. Business ethics and consumer protection; Business ethics and environment protection - maintaining ecological balance, sustainable development, Business ethics and human resources – workplace issues, privacy; Role of outside stakeholders on ethics – media, public, Judiciary; IT and ethics.

Social responsibility – meaning and importance. Socially responsible consumption, Social responsibility of business. CSR – fundamentals and evolution; Approaches to CSR – Freeman’s approach, Gandhian trusteeship principle, Stakeholder approach, Triple bottomline; CSR and philanthropy, Advantages and disadvantages of CSR; CSR and corporate strategy; CSR and profitability, Implementing CSR programmes.

REFERENCES

- Campbell Jones, Martin Parker & Rene ten Bos (2005) *For Business Ethics*, Routledge, New York
- Fernando A.C. (2009) *Business Ethics: An Indian Perspective*, Pearson Education, New Delhi
- KoljaPaetzold, *Corporate Social Responsibility: An International Marketing Approach*, Diplomica Verlag, GmbH, Hamburg, Germany.
- Marianne M. Jennings, *Business Ethics: Case Studies and Selected Readings*, 6th Edition, South-Western Cengage Learning, Mason (USA).
- Philip Kotler & Nancy Lee, *Corporate Social Responsibility*, Wiley-India Edition, New Delhi.
- William B. Werther Jr. & David Chandler, *Strategic Corporate Social Responsibility*, Sage Publications, California.
- William H. Shaw (2010) *Business Ethics*, Cengage Learning, Boston (USA).

MC-316
HUMAN RESOURCE DEVELOPMENT

Credits: 04
External Marks: 80
Internal Marks: 20
Total Marks: 100
Time : 3 Hours

Note: There will be eight (8) questions in all. The first question is compulsory and consists of six (6) short-questions having four (4) marks each. Answer to these questions should not exceed 150 words. The candidate will be required to attempt any four questions out of remaining seven (7) questions and each question carries fourteen (14) marks each. Duration of each paper will be three (3) hours.

Course Learning Outcomes

After studying this course, the student will be able to:

- CO1: understand the conceptual framework of HRD and the role, responsibilities and qualities of an HRD manager.
- CO2: develop a framework of HRD in an organization based on the understanding of theoretical edifice of HRD system, HRD strategies and emerging trends in HRD for ensuring organizational effectiveness.
- CO3: to apply the understanding of learning and knowledge management in developing human resources.
- CO4: get the knowledge of role analysis, competency mapping, and employee socialization & orientation.

Course Contents

Human Resource Development: Concept, goals, scope, principles and functions; approaches to Human Resource Development; Human Resource Management and Human Resource Development; Qualities, role and responsibilities of HRD manager; Designing HRD System, organizational effectiveness; HRD strategies; Emerging trends and challenges in HRD.

Knowledge Management: meaning and forms of knowledge, meaning, importance, process and tools of knowledge management, barriers to knowledge management; Learning and HRD: meaning, principles, process and theories of learning, learning styles and strategies; Role analysis for HRD: concept of role and role analysis, benefits and techniques of role analysis; Competency Mapping: meaning, need and methodology; development of competency set.

Employee Socialization and Orientation: concept, categories and content of learning in socialization, socialization approaches; Assessing HRD needs; Designing Training and Development programme; Implementation of training and development programmes; Evaluation of training and development programmes.

Organisation health, Organisation climate.

REFERENCES

- Deb, Tapomoy, *Human Resource Development – Theory and Practice*, Ane Books Pvt. Ltd., N. Delhi.
- Haldar, U.K., *Human Resource Development*, Oxford University Press, N. Delhi.
- Krishnaveni, R., *Human Resource Development – A Researcher’s Perspective*, Excel Books, N. Delhi.
- Werner J.M. and Desimone R.L., *Human Resource Development – Foundation, Framework and Application*, Cengage Learning, N. Delhi.
- Dayal, Ishwar, *Successful Applications of HRD, New Concepts*, N. Delhi.

MC 317
MANAGEMENT OF INDUSTRIAL RELATIONS

Credits: 04
External Marks: 80
Internal Marks: 20
Total Marks: 100
Time : 3 Hours

Note: There will be eight (8) questions in all. The first question is compulsory and consists of six (6) short-questions having four (4) marks each. Answer to these questions should not exceed 150 words. The candidate will be required to attempt any four questions out of remaining seven (7) questions and each question carries fourteen (14) marks each. Duration of each paper will be three (3) hours.

Course Learning Outcomes

After studying this course, the student will be able to:

- CO1: know the conceptual framework of industrial relations and its role in emerging business environment.
- CO2: comprehend the functions, structure, legal framework, problems and future of trade unions.
- CO3: understand how to handle industrial conflicts and carry out collective bargaining.
- CO4: get the knowledge of planning and implementation of workers' participation in management and employee empowerment.

Course Contents

Industrial Relations Perspectives: Concept, Scope & Objectives, Industrial Relations & Emerging Socio economic Scenario, Industrial Relations & the State Industrial Relations in India, Emerging trends in Industrial Relations, Industrial Relations and technological change.

Trade Unions – Functions and Objectives; Development of trade Unions in India; Pattern of trade Unions in structure, Central trade Union organization; Registration and Recognition of trade Unions; Management of trade Unions; Problems of India trade Union Movement; White collar and Managerial trade Unions; Employers Association; Trade Union response toward liberalization and technological change. Employee response to industrial restructuring and organization re-engineering. Future of Trade Unions.

Dynamics of Industrial Conflicts; Discipline and Grievance Management. Nature and types of collective Bargaining; Emerging trends in collective Bargaining, Productivity bargaining, negotiation and collective bargaining settlement, Settlement Machinery.

Co-ownership Management – Concept, Significance and Historical Development; Types of workers participation in Management, Practices; Level of Participation; Models in WPM; Co-ownership Forms of WPM. Issues in Labour Flexibility participation; Strategies and Planning for Implementing WPM effectively. Empowerment and Quality Management.

REFERENCES

- Ramaswamy, E.; *Managing Human Resources*, New Delhi, Oxford University Press.
- VenkataRatnam, C.S. and Sinha, Pravin, *Trade Unions Challenges at the Deginning of 21st Century*, IIRA-Excel Books, New Delhi.
- Monappa, A., *Industrial Relations*, Tata McGraw Hill, New Delhi.
- Dutta, S.K., *Guide to Disciplinary Action*, Tata McGraw Hill, New Delhi.
- Venkataratnam, C.S., *Globalization & Labour Management Relations*, Response Books, New Delhi.

MC-318
CROSS-CULTURAL AND GLOBAL HUMAN RESOURCE MANAGEMENT

Credits: 04
External Marks: 80
Internal Marks: 20
Total Marks: 100
Time : 3 Hours

Note: There will be eight (8) questions in all. The first question is compulsory and consists of six (6) short-questions having four (4) marks each. Answer to these questions should not exceed 150 words. The candidate will be required to attempt any four questions out of remaining seven (7) questions and each question carries fourteen (14) marks each. Duration of each paper will be three (3) hours.

Course Learning Outcomes

After studying this course, the student will be able to:

- CO1: develop an understanding towards different cultures, subcultures and help them to appreciate the cultural diversity.
- CO2: develop the capability for cross cultural communication and intercultural negotiations.
- CO3: explain the concepts of motivation, leadership and team development in diverse cultures.
- CO4: understand the human resource management in context of diverse cultures.

Course Contents

Human and cultural variables in global organizations. Culture-concept, characteristics & elements, Subcultures, Culture sensitivity, Culture Shock Hofstede's model of cultural dimensions, cultural differences and managerial implications.

Cross-Cultural communication, Intercultural negotiations, Motivation in cross-cultural context, Cross cultural leadership, Multicultural teams.

HRM in global context, Linking HR to international expansion strategies, Global recruitment & selection, Selection Criteria for international assignment, Expatriate training, Developing international staff and multinational teams.

Compensation & Performance appraisal, Expatriate performance Management in global perspective, Repatriation problems, Issues & Challenges in Global HRM.

REFERENCES

- Holt, David H., *International Management – Text & Cases*, Dryden Press, Thomson Learning, Bombay.
Dowling, P.J.; Welch D.E., & Schuler, R.S., *International Human Resource Management*, New Delhi, Excel Books – Thomson Learning.
Larry E. Senn& John R. Childress, *The Secret of a Winning Culture (Building High Performance Teams)* Prentice Hall of India (Pvt.) Ltd., New Delhi.
Vijay, G., Anil, K. Gupta, Anil, R., *Mastering Global Business*, Addison Wesley Longman (Singapore) Pte. Ltd.
Pulkink, Garg & Indira J. Parikh, *Gross Roads of Culture*, Sage Publications, New Delhi.
Kai, S.K. Henery& Sinha, D., *Management and Cultural Values*, Sage Pub., New Delhi.
Sinha, B.P. Jai, *Patterns of Work Culture*, Sage Pub., New Delhi.
Cullen, *Multinational Management*, Thomson Learning, Bombay.

MC-319
COMPENSATION MANAGEMENT

Credits: 04
External Marks: 80
Internal Marks: 20
Total Marks: 100
Time : 3 Hours

Note: There will be eight (8) questions in all. The first question is compulsory and consists of six (6) short-questions having four (4) marks each. Answer to these questions should not exceed 150 words. The candidate will be required to attempt any four questions out of remaining seven (7) questions and each question carries fourteen (14) marks each. Duration of each paper will be three (3) hours.

Course Learning Outcomes

After studying this course, the student will be able to:

- CO1: understand the role of compensation and analyse various factors influencing the compensation decisions.
- CO2: exhibit the understanding of different components of compensation package
- CO3: develop the understanding of compensation for certain special groups.
- CO4: display the knowledge of impact of various statutory provisions, regulatory institutions and trade unions on different components of reward system.

Course Contents

Role of Compensation in organization; Economic theories related to compensation; Strategic perspectives of Compensation; Compensation as motivational tool; Compensation policy.

Internal & External equities in compensation system; Determining the worth of jobs; Understanding Inter and Intra-industry compensation differentials, Designing pay structure and administering compensation package; Understanding different components of compensation package like fringe benefits, Incentives & retirement plans; Pay for performance plans.

Compensation of Special groups Corporate Directors, Chief Executives, Senior Managers; Components of executive compensation package, Compensation of professionals and knowledge workers, R&D Staff, Sales compensation plan, Expatriate pay.

Statutory provisions governing different components of reward systems; Working of different Institutions related to reward system like wage boards, pay commissions. Role of trade Unions in compensation management.

REFERENCES

- Milkovich, George T and Newman J.M., *Compensation*, Irwin, USA.
- Henderson, R.O., *Compensation Management*, Englewood Cliffs, Prentice Hall Inc.
- Martocchio, J.J., *Strategic Compensation*, Englewood Cliffs, Prentice Hall Inc.
- Armstrong, M. and Murlis H., *Reward Management*, Kogan Page, UK.
- Cascio, *Costing Human Resource*, Thomson Learning, Bombay.

MC 401
IT AND E-COMMERCE

THEORY

Credits: 04
External Marks: 80
Internal Marks: 20
Total Marks: 100
Time : 3 Hours

Note: There will be eight (8) questions in all. The first question is compulsory and consists of six (6) short-questions having four (4) marks each. Answer to these questions should not exceed 150 words. The candidate will be required to attempt any four questions out of remaining seven (7) questions and each question carries fourteen (14) marks each. Duration of each paper will be three (3) hours.

Course Learning Outcomes

After studying this course, the student will be able to:

- CO1: understand the concept of e-commerce, its difference and relationship with traditional commerce and the business models of e-commerce.
- CO2: know the use of online resources for marketing, advertising, CRM.
- CO3: learn the use of cloud computing, ERP, and cyber laws.
- CO4: appreciate the security issues in e-commerce and measures to safeguard from them.

Course Contents

Introduction to E-commerce: Meaning of electronic commerce, business applications of e-commerce, comparison with traditional commerce; Business models in E-commerce – e-shops, e-procurement, e-auctions, value chain integrators, information brokerage, telecommunication, collaboration platforms, etc.; Electronic payment system; E-Banking – concept, operations. Online fund transfer – RTGC, ATM, etc., Online share market operations.

Online marketing, Web-based advertising – concept, advantages; Types of online advertisements; Search engine – as an advertising media, search engine optimisation – concept and techniques; Email marketing; Social Networking and marketing – promotion, opinion formulation, etc.; Viral Marketing, E-retailing-concept, advantages, limitations; CRM and Information Technology, Tools to conducting online research – secondary research, online focus groups, web based surveys, data mining from social networking sites; Cloud computing – Concept, uses in business; Enterprise Resource Planning; Security issues in e-commerce - Online frauds, Privacy issues; Cyber laws including Information Technology Act.

REFERENCES

- Bajaj, Kamlesh K and Debjani Nag: *E-Commerce – The Cutting Edge of Business*, Tata McGraw Hill (P) Ltd., New Delhi.
- Greenstein, *Electronic Commerce*, Tata McGraw Hill, New Delhi
- Leon, Alexis: *Fundamental of Information Technology*, Vikas Publication House (P) Ltd., New Delhi
- Mansfield, Ron: *The Compact Guide to Microsoft Office*, BPB Publication, Delhi.
- Norton, Peter: *Introduction to Computer 4/E*, Tata McGraw Hill (P) Ltd., New Delhi
- Saxena, Sanjay: *A First Course in Computer*, Vikas Publication House (P) Ltd., New Delhi.

MC 402
CORPORATE TAX PLANNING AND MANAGEMENT

Credits: 04
External Marks: 80
Internal Marks: 20
Total Marks: 100
Time : 3 Hours

Note: There will be eight (8) questions in all. The first question is compulsory and consists of six (6) short-questions having four (4) marks each. Answer to these questions should not exceed 150 words. The candidate will be required to attempt any four questions out of remaining seven (7) questions and each question carries fourteen (14) marks each. Duration of each paper will be three (3) hours.

Course Learning Outcomes

After studying this course, the student will be able to:

- CO1: differentiate between Tax Planning, Tax Evasion and Tax Avoidance.
- CO2: apply Tax Planning with respect to form of business organization, nature and location.
- CO3: compute tax liability of companies.
- CO4: apply tax planning for various managerial decisions.

Course Contents

Concept of tax planning, avoidance, evasion & management. Requisites of successful tax planning. Tax planning with reference to setting up a new business, form of business organization, locational aspects & nature of business.

Computation of total income and tax liability of companies. Tax planning and financial management decisions regarding capital structure, dividend policy, inter- corporate dividends & bonus shares.

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

Tax Planning and Managerial Decisions: Tax planning in respect of own or lease, sale of assets used for scientific research, make or buy and, shut down or continue decisions.

Tax issues and planning in respect of amalgamation of companies, mergers & acquisitions.

REFERENCES

- Singhania, Vinod K. and Singhania, Monica: *Corporate Tax Planning and Business Tax Procedures*, Taxmann Publication, New Delhi
- Ahuja G.K. and Gupta, Ravi: *Systematic Approach to Income Tax and Central Sales Tax*, Bharat Law House, New Delhi.
- Income Tax Act, Income Tax Rules, and Annual Finance Act.*
- Lakhotia, R.N: *Corporate Tax Planning*, Vision Publications, Delhi.
- Mehrotra, H. C.andGoyal, S.P., *Corporate Tax Planning and Management*,ShahityaBhawan, Agra.
- Singhania, Vinod K.: *Direct Tax Planning and Management*, Taxmann Publication, Delhi.

MC 403
PROJECT PLANNING AND CONTROL

Credits: 04
External Marks: 80
Internal Marks: 20
Total Marks: 100
Time : 3 Hours

Note: There will be eight (8) questions in all. The first question is compulsory and consists of six (6) short-questions having four (4) marks each. Answer to these questions should not exceed 150 words. The candidate will be required to attempt any four questions out of remaining seven (7) questions and each question carries fourteen (14) marks each. Duration of each paper will be three (3) hours.

Course Learning Outcomes

After studying this course, the student will be able to:

- CO1: Generate project ideas & understand regulatory framework.
- CO2: analyse the project from market, technical and financial point of view.
- CO3: understand and apply the project appraisal parameters.
- CO4: know project network techniques & problem of time and cost overrun & social cost benefit analysis of projects.

Course Contents

Identification of Investment Opportunities; Project ideas generation and screening, project analysis; Project feasibility study; Project planning, Government Regulatory framework.

Market and Demand Analysis: Sources of information- primary and secondary; Demand forecasting and market planning;

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

Financial Analysis: Cost of project and means of financing; Major cost components; Planning capital structure; Financing schemes of financial institutions.

Profitability and Financial Projections: Cost of production; Break-even analysis; Projected balance sheet, profit and loss account and cash flow statement.

Appraisal Criteria and Process: Methods of appraisal under certainty, uncertainty and risk; Investment appraisal in practice; Appraisal process of financial institutions;

Social Cost Benefit Analysis: Meaning and methodology; L&M and UNIDO approach; SCBA in India.

Project Review/control- Evaluation of project. PERT/CPM. Problem of time and cost overrun, Project implementation practices in India.

REFERENCES

- Bryce, MC: *Industrial Development*, McGraw Hill (Int. Ed), New York.
- Chandra, Prasanna: *Projects: Planning Analysis, Financing, Implementation, and Review* Tata McGraw Hill, New Delhi.
- Patel, Bhavesh M, *Project Management*, VikasPublishing House Pvt. Ltd., New Delhi
- Chaudhary, S.: *Project Management*, Tata McGraw Hill, New Delhi.
- I.D.B.I: *Manual of Industrial Project Analysis in Developing Countries*.
- O.E.C.D: (i) *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 Sewell: *Project Appraisal and Review*, Macmillan, India.

MC 404
INTERNATIONAL FINANCIAL REPORTING STANDARDS

Credits: 04
External Marks: 80
Internal Marks: 20
Total Marks: 100
Time : 3 Hours

Note: There will be eight (8) questions in all. The first question is compulsory and consists of six (6) short-questions having four (4) marks each. Answer to these questions should not exceed 150 words. The candidate will be required to attempt any four questions out of remaining seven (7) questions and each question carries fourteen (14) marks each. Duration of each paper will be three (3) hours.

Course Learning Outcomes

After studying this course, the student will be able to:

- CO1: understand the role of various accounting institutions involved in developing accounting standards at national and international level.
- CO2: learn the framework for presentation of accounting information including first time adoption of IFRS.
- CO3: develop the skill of preparing financial reports for assets, liabilities and revenue for various sectors.
- CO4: understand the method of disclosing events after balance sheet date and preparing external reports.

Course Contents

International financial reporting standards: The structure of the International Accounting Standards Board (IASB); The standard setting process; The role of the International Financial Reporting Interpretations Committee; Progress towards international harmonization; The IASB “Framework for the Preparation and Presentation of Financial Statements”; first time adoption of international financial reporting standards.

International financial reporting standards: Asset recognition and measurement, liability recognition and measurement, recognition of economic activity, measurement of inflation, group accounting; Specialist organizations and industries: Banks and financial institutions, agriculture, insurance contracts.

Presentation and additional disclosures: Events after the balance sheet date; Earnings per share; Related party disclosures; Interim financial reporting; Effects of changes in foreign exchange rates; Operating segments. Preparation of external financial reports for single entities: Income statements and discontinued operations; Cash flow statements; Statement of changes in equity

Preparation of external financial reports for combined entities and joint ventures: Definitions of subsidiaries, investments in associates and joint ventures; Preparation of consolidated balance sheets and income statements; Equity accounting; Proportionate consolidation and joint ventures

REFERENCES

International Financial Reporting Standards (IFRSs) - published by Taxmann Publications P Ltd. A Guide through International Financial Reporting Standards July 2008- Published by IASB.

Ghosh, T.P., *Indian Accounting Standards and IFRS*

Robert Kirk, *IFRS: A Quick Reference Guide*. Taxmann Publications P Ltd.

Wiley IFRS: *Practical implementation guide and workbook* by Abbas AliMirza, Graham J. Holt and Magnus Orrell

Wiley IFRS 2008: *Interpretation and Application of International Accounting and Financial Reporting Standards 2008* by Eva K. Jermakowicz

The IFRS Manual of Accounting authored by the UK Accounting Consulting Services team of PricewaterhouseCoopers LLP and published by CCH.

International GAAP® 2009 by Ernst and Young, published by Wile.

MC-405
PORTFOLIO MANAGEMENT

Credits: 04
External Marks: 80
Internal Marks: 20
Total Marks: 100
Time : 3 Hours

Note: There will be eight (8) questions in all. The first question is compulsory and consists of six (6) short-questions having four (4) marks each. Answer to these questions should not exceed 150 words. The candidate will be required to attempt any four questions out of remaining seven (7) questions and each question carries fourteen (14) marks each. Duration of each paper will be three (3) hours.

Course Learning Outcomes

After studying this course, the student will be able to:

- CO1: understand the overprice/underpriced securities through CAPM and associated models for optimum portfolio construction.
- CO2: know various performance evaluation techniques
- CO3: understand and analyse future and options and trading strategies for options.
- CO4: develop understanding about options pricing models.

Course Contents

Capital Market Theory: CAPM, how CAPM is useful for understanding overpriced / underpriced securities, Arbitrage Pricing Theory, Markowitz Theory, Optimum portfolio construction.

Portfolio revision, Portfolio Performance Evaluation: Sharpe's Treynor & Jensen Models, Fama decomposition of portfolio performance: Stock options & futures, trading strategies for options, Binomial Option Pricing Model & Black Scholes Option Pricing Model.

REFERENCES

- Clark, Francis: *Investment- Analysis and Management*, TMH Publishers.
- Fisher and Jordon: *Security Analysis and Portfolio Management*, PHI, New Delhi
- Alexander, Sharpe, Bailey – *Fundamentals of Investment* – Pearson/PHI.
- Barua, Verma and Raghunathan – *Portfolio Management*, TMH.
- S. Kevin – *Portfolio Management*, Prentice Hall India.

MC 406
MULTINATIONAL FINANCIAL MANAGEMENT

Credits: 04
External Marks: 80
Internal Marks: 20
Total Marks: 100
Time : 3 Hours

Note: There will be eight (8) questions in all. The first question is compulsory and consists of six (6) short-questions having four (4) marks each. Answer to these questions should not exceed 150 words. The candidate will be required to attempt any four questions out of remaining seven (7) questions and each question carries fourteen (14) marks each. Duration of each paper will be three (3) hours.

Course Learning Outcomes

After studying this course, the student will be able to:

- CO1: understand the conceptual framework of multinational financial markets and various financial instruments.
- CO2: know the role and functions of multinational financial institutions
- CO3: acquaint theories and practice of exchange rate determination and exchange rate management systems.
- CO4: develop the understanding translation, transaction, and economic exposure and develop exchange risk management strategies.

Course Contents

International Financial Markets and Instruments: Features of international capital and money markets; Integration of markets; Role of financial intermediaries. International Capital and Money Market Instruments: GDRs, ADRs, IDRs, Euro bonds, Euro loans, Repos, CPs, Floating rate instruments, Loan syndication and Euro deposits. Multilateral financial institutions: IMF, IBRD and European monetary system.

Foreign Exchange Markets: Exchange rate theories; Determining exchange rates; Fixed and flexible exchange rate system; Exchange rate quotes; Spot rates, forward exchange rates, forward exchange contracts; Foreign exchange and currency futures; Exchange rate management in India; Foreign Exchange Management Act

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 techniques

REFERENCES

- Apte, P.G: *International Financial Management*, Tata McGraw Hill, New Delhi,
Buckley, Adrian: *Multinational Finance*, Prentice Hall, New Delhi.
Eitman, D.K. and A.I Stenehill: *Multinational Business Cash Finance*, Addison Wesley, New York.
Henning, C.N., W Piggot and W .H Scott: *International Financial Management*, McGraw Hill, International Edition.
Levi, Maurice D: *International Finance*, McGraw- Hill, International Edition.
O'Connor DJ, Bueso AT: *International Dimensions of Financial Management*; Macmillan, New Delhi.
Pilbeam Keith: *International Finance*; MacMillan Press, Hong Kong.
Rodriqufe, R.M. and E.E Carter: *International Financial Management*, Prentice Hall, International Edition.
Shaprio, Alan.C: *Multinational Financial Management*, Prentice Hall, New Delhi.
Yadav, Surendras., P. K. Jain and Max Peyrard: *Foreign Exchange Markets*, Macmillan, New Delhi.
Zeneff, D. and J Zwick: *International Financial Management*, Prentice Hall, International Edition.

MC-407
STOCK MARKET OPERATIONS

Credits: 04
External Marks: 80
Internal Marks: 20
Total Marks: 100
Time : 3 Hours

Note: There will be eight (8) questions in all. The first question is compulsory and consists of six (6) short-questions having four (4) marks each. Answer to these questions should not exceed 150 words. The candidate will be required to attempt any four questions out of remaining seven (7) questions and each question carries fourteen (14) marks each. Duration of each paper will be three (3) hours.

Course Learning Outcomes

After completing the course, the student will be able to:

- CO1: understand security market and new financial instruments.
- CO2: develop understanding of the working of BSE and NSE.
- CO3: equip with the regulatory framework and role of depository
- CO4: know derivative trading, methods of option valuation and raising funds from international markets.

Course Contents

Security Markets: Primary and secondary market; Primary market – its role and functions; Methods of selling securities in primary market; New financial instruments; SEBI guidelines for public issues; Stock exchanges; Listing of securities in stock exchanges; Trading mechanism – screen based trading; Internet based trading.

National Stock Exchange and Bombay Stock Exchange – role, organization and management; Listing procedure, Accounting records for buying/selling transactions; Nature of transactions – cash and forward; Settlement of trades. Share Price Indices: Need and importance; Compiling of index numbers and interpretation.

Depository: Role and need; The Depositories Act, 1996; SEBI (Depositories and Participants Regulation) 1996; SEBI (Custodian of Securities) Regulation 1996; National Securities Depository Ltd. (NSDL).

Derivative Trading: Future and options – concept, meaning and importance, Methods of trading; Valuation of options.

Raising funds from International Markets: FITs, Euro issues, ADR's, GDR's and FDI; SEBI guidelines.

REFERENCES

- Dalton, John M.: *How the Stock Market Works*; Prentice Hall, New Delhi.
- Gupta, L.C.: *Stock Exchanging Trading in India*; Society for Capital Market Research and Development, Delhi.
- Machi Raju, H.R.: *Merchant Banking*; Wiley Eastern Ltd., New Delhi.
- Machi Raju, H.R.: *Working of Stock Exchanges in India*; Wiley Eastern Ltd.; New Delhi.
- Chandratre K.R. et al.: *Capital Issues, SEBI & Listing*; Bharat Publishing House, New Delhi.
- Donald E. Fisher, Ronald J. Jordan: *Security Analysis and Portfolio Management*; Prentice Hall, New Delhi.
- Raghunathan V.: *Stock Exchanges and Investments*; Tata McGraw Hill, New Delhi.

Websites:

- www.bseindia.com.
- www.nseindia.com.

MC-408
SALES MANAGEMENT

Credits: 04
External Marks: 80
Internal Marks: 20
Total Marks: 100
Time : 3 Hours

Note: There will be eight (8) questions in all. The first question is compulsory and consists of six (6) short-questions having four (4) marks each. Answer to these questions should not exceed 150 words. The candidate will be required to attempt any four questions out of remaining seven (7) questions and each question carries fourteen (14) marks each. Duration of each paper will be three (3) hours.

Course Learning Outcomes

After studying this course, the student will be able to:

- CO1: know the basics of sales management and understand the personal selling process..
- CO2: explain the various decisions involved in sales planning, budgeting and organization.
- CO3: understand and explain decisions concerning sales territory and sales quota management.
- CO4: explain the various measures for control and evaluation of sales force performance.

Course Contents

Sales Management: Concept, Objectives and functions; Integrated sales and marketing management; Personal Selling: Concept and classification of sales jobs; Buyer seller dyads; Personal selling process; Theories of selling.

Sales Planning: Importance, approaches and process of sales planning; Sales forecasting; Sales budgeting.

Sales Organization: Purpose, principles and process of setting up a sales organization; Sales organizational structures; Field sales organization; Determining size of sales force.

Territory and Quota Management: Need, procedure for setting up sales territories; Time management; Routing; Sales Quotas: Purpose, types of quotas, administration of sales quota.

Managing the Sales-force: Recruitment; selection; training; compensation; motivating and leading the sales-force; Sales meetings and contests.

Control Process: Analysis of sales, costs and profitability; Management of sales expenses; Evaluating sales-force performance, Ethical issues in sales management.

REFERENCES

- Anderson, Hair, Bush: *Professional Sales Management*, McGraw Hill, Singapore.
- Dalrymple, D.J. and W.J. Cron: *Sales Management – Concepts and Cases*, John Wiley, New York.
- Ford, Churchill, Walker: *Management of Sales Force*, McGraw Hill, Singapore.
- Futrell, Charles M.: *Sales Management – Teamwork, Leadership and Technology*, Thomson Asia, Singapore.
- Gupta, S.L.: *Sales and Distribution Management*, Excel Books.
- Johnson, Kurtz, Schewing: *Sales Management*, McGraw Hill, Singapore.
- Krik, C.A.: *Salesmanship*, Taraporewala, Bombay.
- Lancaster, G. : *Selling and Sales Management*, Macmillan, New Delhi.
- Stanton, W.J. and R. Sapiro: *Management of A Sales Force*, McGraw Hill, Singapore.
- Still, Richard R., Edward W. Candiff and Norman, A.P. Govoni: *Sales Management*, Prentice Hall, New Delhi.

MC 409
SERVICES MARKETING

Credits: 04
External Marks: 80
Internal Marks: 20
Total Marks: 100
Time : 3 Hours

Note: There will be eight (8) questions in all. The first question is compulsory and consists of six (6) short-questions having four (4) marks each. Answer to these questions should not exceed 150 words. The candidate will be required to attempt any four questions out of remaining seven (7) questions and each question carries fourteen (14) marks each. Duration of each paper will be three (3) hours.

Course Learning Outcomes

After studying this course, the student will be able to:

- CO1: understand the conceptual framework, buyer behaviour and marketing mix of services.
- CO2: apply the knowledge of service quality and relationship marketing.
- CO3: describe and demonstrate the understanding of service development & delivery, service recovery and physical environment of services.
- CO4: describe and demonstrate the understanding of communication & promotion of services, pricing and distribution of services.

Course Contents

Services Marketing: Concept, characteristics, and classification; Buying process for services; Customer expectations of services; Customer perception of services; Marketing Mix in Services.

Service Quality: Concept, dimensions and models.

Relationship Marketing: Meaning and goals; Service market segmentation and targeting; Customer retention strategies.

Service Development: Steps in service development; Service blueprinting; Approaches to service delivery; Customers feedback and service recovery; Physical environment of services.

Communication and Promotion of Services: Main problems, objectives, Communication mix and strategies.

Pricing of Services: Characteristics, approaches and pricing strategies; Distribution of Services: Channels, key intermediaries, strategies for effective service delivery.

Managing Service Employees: Importance and roles of contact personnel; Managing service delivery employees.

Managing Customers and strategies for enhancing customer participation; Customer protection and ethics in services.

REFERENCES

- Jauhari, Vinnie and Dutta, Kirti : *Services-Marketing, Operations and Management*, Oxford University Press, New Delhi.
- Lovelock, C.H. *Services Marketing*, Pearsons, New Delhi
- Payne, A: *The Essence of Services Marketing*, Prentice Hall, New Delhi.
- Ravi Shankar: *Services Marketing – The Indian Perspective*, Excel Books, New Delhi.
- Rao, K. Rama Mohana, *Services Marketing*, Pearson Education, Delhi.
- Shankar, Ravi: *Services Marketing -The Indian Perspective*, Excel Books, New Delhi.
- Zeithaml, V.A., Bitner, M.J.: *Services Marketing*, Tata McGraw Hill, New Delhi

MC - 410
SUPPLY CHAIN MANAGEMENT

Credits: 04
External Marks: 80
Internal Marks: 20
Total Marks: 100
Time : 3 Hours

Note: There will be eight (8) questions in all. The first question is compulsory and consists of six (6) short-questions having four (4) marks each. Answer to these questions should not exceed 150 words. The candidate will be required to attempt any four questions out of remaining seven (7) questions and each question carries fourteen (14) marks each. Duration of each paper will be three (3) hours.

Course Learning Outcomes

After studying this course, the student will be able to:

- CO1: be acquainted with the concepts of logistics and supply chain management in context of total cost concept and systems approach.
- CO2: explain the concept of supply chain in context of value delivery system.
- CO3: develop an understanding of the operational aspects of SCM, including transportation, warehousing, order processing.
- CO4: elucidate the use of IT, inventory management systems, to improve the efficiency of supply chain management.

Course Contents

Supply chain management: concept and importance; SCM vs physical distribution approach; integrating inbound and outbound logistics. Customer Focus in Supply Chain, Supply Chain and customer satisfaction; SCM and profitability. Role of SCM in a firm, and economy. SCM and Marketing mix. Coordination function of SCM. SCM - Total cost concept; Systems Approach to SCM. Marketing channels- Functions, types and role. Integrating marketing channels with marketing mix; marketing channels and retailing strategy.

Supply chain as value delivery system, Vendor Relationships, Distribution Channel Design, Information Flow in Supply Chain, Inter-functional coordination, Inter-corporate cooperation. System Elements of SCM; Transportation- Considerations in selecting the right mode; Multimodal Transportation; Documentation; Warehousing- types, site selection and management; Material Handling, Customer Service-strategy and practices. Order processing.

Product and Process Design for SCM. SCM and Information Technology, IT Enabled Supply Chain Management, Inter-firm Integration: Implementation Issues, Application of ERP, JIT and Quality Management, Optimization of Supply Chain. Third party logistics – an overview. Supply Chain Management in the Indian Environment,.

REFERENCES

- Bowersox D.J. & Closs D.J. 1996, *Logistics Management*, McGraw-Hill International Editors.
- Chadwick and Shan Rajagopal, *Strategic Supply Chain Management*, Butterworth Heinemann.
- Gattorna J.L. & Walters D.W. 1996, *Managing the Supply: A Strategy Perspective*, McMillan Business.
- Glaskowsky NA, *Business Logistics*, Dryden Press, Ohio, U.S.
- Heskett James, *Business Logistics, Physical Distribution and Materials Management*. Ronald Press.
- Sahay B.S. 1999, *Supply Chain Management : For Global Competitiveness*, 1st Ed. McMillan India Pvt. Ltd., New Delhi.
- Stern LW, El-Ausary Adell and Caughlan Al, *Marketing Channels*, Prentice Hall of India, New Delhi.

MC 411 CONSUMER BEHAVIOUR

Credits: 04
External Marks: 80
Internal Marks: 20
Total Marks: 100
Time : 3 Hours

Note: There will be eight (8) questions in all. The first question is compulsory and consists of six (6) short-questions having four (4) marks each. Answer to these questions should not exceed 150 words. The candidate will be required to attempt any four questions out of remaining seven (7) questions and each question carries fourteen (14) marks each. Duration of each paper will be three (3) hours.

Course Learning Outcomes

After studying this course, the student will be able to:

- CO1: understand consumer buying process to enable the marketers to take marketing decisions accordingly;
- CO2: explore the underlying variables resulting into differences in consumer decision making;
- CO 3: know opinion leadership and its role in spreading the innovations among masses;
- CO 4: understand models of buyer behavior.

Course Contents

Consumer Behaviour: Theory and applications; Consumer buying process; Extensive; limited and routine problem-solving behaviours.

Internal Determinants of Consumer Behaviour: Needs, motivation and involvement, Information processing; Consumer Perception; Learning: Attitude and attitude change; Personality; Psychographics; Values and life-style.

External Determinants of Buying Behaviour: Family, reference group and social class; Influence of culture; Sub-cultural aspects of consumer behavior.

Opinion Leadership and Diffusion of Innovations: Opinion leadership-process, measurement, profile; Innovation, diffusion and adaptation process, Models of buyer behavior.

REFERENCES

- Assael, H.: *Consumer Behaviour and Marketing*, South Western Publishing Co., Ohio.
Bennett, P.D. and H.H. Kassarijion: *Commerce Behaviour*, Prentice Hall, New Delhi.
Block and Roering: *Essentials of Consumer Behaviour*, Dryden Press, Chicago.
Engel, James F., Roser, D. Blackwell and Pual W. Miniard: *Consumer Behaviour*, Dryden Press, Chicago.
Laudon, D.L.: *Consumer Behaviour*, Tata McGraw Hill, New Delhi.
Schiffman Leon G. and Lazar Kanuk: *Consumer Behaviour*, Prentice Hall, Delhi.
Wilkie, William L. : *Consumer Behaviour*, John Wiley & Sons, New York.
Howard, J.A., Sheth, J.N. : *The Theory of Buyer Behaviour*, John Wiley, New York.
Louden, Delta Bitta and Miniard: *Consumer Behaviour*, McGraw Hill, Inc., New York.

MC 412
RURAL MARKETING

Credits: 04
External Marks: 80
Internal Marks: 20
Total Marks: 100
Time : 3 Hours

Note: There will be eight (8) questions in all. The first question is compulsory and consists of six (6) short-questions having four (4) marks each. Answer to these questions should not exceed 150 words. The candidate will be required to attempt any four questions out of remaining seven (7) questions and each question carries fourteen (14) marks each. Duration of each paper will be three (3) hours.

Course Learning Outcomes

After studying this course, the student will be able to:

- CO1: understand the rural environment to know potential and challenges in the rural market.
- CO2: explore rural marketing strategies to tap rural market and also to remain competitive;
- CO3: research the rural market to explore areas where companies can position itself in the market.
- CO4: examine the 4P's and 4A's in the rural marketing and use of IT in rural marketing.

Course Contents

Nature, characteristics, opportunities and challenges to rural market in India; Rural marketing environment; Rural marketing research; Rural consumer behavior; Segmenting rural markets; Rural marketing strategies; Rural market vs. urban market; New Product development for the rural market.

Rural marketing mix; Media planning for rural markets; Personal selling in rural market; Marketing of consumer durables and nondurables; Marketing of agricultural produce; E-commerce in rural markets.

REFERENCES

- Annual Reports and Survey Reports: Ministry of Agriculture, Government of India.
- Badi, R.V and Badi, N.V: *Rural Marketing*, Himalaya Publishing House, New Delhi.
- Dogra Balram and Ghuman Karminnder: *Rural Marketing*, Tata McGraw Hill New Delhi.
- Gopaldaswamy, T.P: *Rural Marketing*, Wheeler Publisher, New Delhi.
- Gupta, S.L: *Rural Marketing*, Wisdom Publication, New Delhi.
- Krishnamacharylu, C.S.G and Ramakrishnan Lalitha: *Rural Marketing*, Pearson Education, New Delhi.
- Rajagopal: *Rural Marketing Management*, Discovery Publication House, New Delhi.
- Singh, Sukhpal: *Rural Marketing Management*, Vikas Publishing House, New Delhi.

MC 413
INTERNATIONAL ECONOMICS

Credits: 04
External Marks: 80
Internal Marks: 20
Total Marks: 100
Time : 3 Hours

Note: There will be eight (8) questions in all. The first question is compulsory and consists of six (6) short-questions having four (4) marks each. Answer to these questions should not exceed 150 words. The candidate will be required to attempt any four questions out of remaining seven (7) questions and each question carries fourteen (14) marks each. Duration of each paper will be three (3) hours.

Course Learning Outcomes

After studying this course, the student will be able to:

- CO1: know the concepts of international trade and domestic politics.
- CO2: understand the theories of international trade.
- CO3: be acquainted with the gains, terms and barriers of international trade and the role of trade and development organizations..
- CO4: understand the developments in foreign exchange markets.

Course Contents

International Trade: National specialization, growing intra-regional trade, production sharing, transnational integration, international inequality, domestic politics and international trade.

The Pure Theory of International Trade: Theories of absolute advantage, comparative advantage and opportunity costs, modern theory of international trade - Theorem of factor price equalization - Empirical testing of theory of absolute cost and comparative cost - Heckscher - Ohlin theory of trade.

Gains from Trade & their Distribution: Special gains to small countries - Terms of trade, their uses and limitations, concepts, measurement, Mill's doctrine - Trade and development - Trade as an engine of Economic growth, Trade barriers, tariff barriers, classification of tariffs, impact of tariff - Non-tariff barriers and their implications.

World's Trade & Development Organisations: GATT, WTO (TRIPS, TRIMS), UNCTAD, IMF, World Bank and Asian Development Bank-Their achievements and failures; WTO and World Bank from the point of view of India.

Foreign Exchange: Foreign exchange market- functions, international payment, transactions in the foreign exchange market, Determination of exchange rates, exchange control-objectives, methods; Exchange rate systems; Relative merits and demerits of fixed and flexible exchange rates in the context of growth and development in developing countries; Convertibility of rupee; Devaluation: approaches, devaluation of Indian rupee.

REFERENCES

- Cherunilam, Francis (2001), *International Economics*, Tata McGraw-Hill Publishing Company Limited, New Delhi.
- Salvatore, D. (1997), *International Economics*, Prentice Hall, Upper Saddle River, N.J., New York.
- Soderston, Bo (1991), *International Economics*, The Macmillan Press Ltd., London.
- Aggarwal, M.R. (1979), *Regional Economic Cooperation in South Asia*, S. Chand and Co., New Delhi.
- Bhagwati, J. (Ed.) (1981), *International Trade, Selected Readings*, Cambridge, University Press, Massachusetts.

MC414
CORPORATE GOVERNANCE

Credits: 04
External Marks: 80
Internal Marks: 20
Total Marks: 100
Time : 3 Hours

Note: There will be eight (8) questions in all. The first question is compulsory and consists of six (6) short-questions having four (4) marks each. Answer to these questions should not exceed 150 words. The candidate will be required to attempt any four questions out of remaining seven (7) questions and each question carries fourteen (14) marks each. Duration of each paper will be three (3) hours.

Course Learning Outcomes

After studying this course, the student will be able to:

- CO1: understand the concept and issues of corporate governance and position of India at global level;
- CO2: explore the corporate disclosure practices in India to make the business transparent and ethical;
- CO3: understand the composition and role of board of Directors in bringing good corporate governance practices;
- CO4: evaluate the corporate governance practices in financial institutions and ways to make it more effective in financial sector.

Course Contents

Corporate governance: Concept, structure and process; Corporate governance: An Evolutionary Process; Improving the efficiency of corporate governance; Corporate governance in India: Issues for consideration. Corporate governance; Globalisation and its position in India.

Financial disclosure, Business Ethics and corporate governance: Corporate disclosure Practises; Transparency and Business Ethics in Corporate Sector; Role of Audit committee in corporate governance.

Board of Directors: Composition of Board of directors & their role; Corporate boards and good governance; Corporate governance in Indian Public enterprises; Corporatization of Agriculture.

Banks, Financial Institutions and Corporate governance: Corporate governance in banks; Corporate governance: Contemporary issues in banking industry. Corporate governance in mutual funds; Depository system: a step towards effective corporate governance.

REFERENCES

- Robert A. G. Monks, Nell Minow, *Corporate Governance*, 4th Ed Blackwell.
S K Bhatia, *Business Ethics and Corporate Governance*, Deep & Deep Publication New Delhi.
Kenneth Kim, John R Nofsinger, Derek J Mohr Prentice Hall; 3 edition (November 11, 2009).
John Colley, Jacqueline Doyle, Wallace Stettinius, George Logan, *Corporate Governance*.
P.P. Arya, B.B. Tandon, A. K. Vashit, *Corporate Governance*, Deep & Deep Publication Pvt Ltd, 2006.

MC415
INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Credits: 04
External Marks: 80
Internal Marks: 20
Total Marks: 100
Time : 3 Hours

Note: There will be eight (8) questions in all. The first question is compulsory and consists of six (6) short-questions having four (4) marks each. Answer to these questions should not exceed 150 words. The candidate will be required to attempt any four questions out of remaining seven (7) questions and each question carries fourteen (14) marks each. Duration of each paper will be three (3) hours.

Course Learning Outcomes

After studying this course, the student will be able to:

- CO1: understand the concept, trends and schools of thoughts of international management.
- CO2: analyse the issues in comparative management, including the legal, political, cultural and ethical issues.
- CO3: be familiar with the management styles across cultures.
- CO4: learn the concepts of organizational behaviour in transnational contexts.

Course Contents

International Management: Nature, concept and trends; Schools of thought of international management; Comparative Management; importance and scope; Models of comparative management; Issues in comparative management: legal, political, ethical and cultural.

Management styles and practices in US, Japan, China, Korea, Europe and India; Organisational design in different countries;

Trans-national Organizational Behaviour and human resource management; motivation, perception, leadership, communication, job satisfaction, attitudes, performance appraisal etc; managing multinational business operation: finance, marketing, etc; negotiating across cultures.

REFERENCES

- Hodgetts, *International Management*, Tata McGraw Hill, New Delhi.
Ketelhohn Werner, *International Business Strategy*, Butterworth Heinmann, London.
Koontz and Whelrich: *Management. The Global Perspective*, Tata McGraw Hill New Delhi.

MC-416
EVENT MANAGEMENT

Credits: 04
External Marks: 80
Internal Marks: 20
Total Marks: 100
Time : 3 Hours

Note: There will be eight (8) questions in all. The first question is compulsory and consists of six (6) short-questions having four (4) marks each. Answer to these questions should not exceed 150 words. The candidate will be required to attempt any four questions out of remaining seven (7) questions and each question carries fourteen (14) marks each. Duration of each paper will be three (3) hours.

Course Learning Outcomes

After studying this course, the student will be able to:

- CO1: understand the concept of events, their marketing and the infrastructure requirements for organizing the events.
- CO2: know how revenue can be generated through the organization and management of the events.
- CO3: appreciate the concepts of product, pricing and promotion of the events.
- CO4: develop the capability for strategic market planning, opportunity and resource analysis and evaluation of the event management practices.

Course Contents

Introduction to Events: Events defined; A Comprehensive New Definition: Event Management, Event Marketing, 5 C's of Events, Event Designing, Reach: External reach from event networking, Actual event reach; Interaction: Interaction points, Direct interaction, Indirect interaction, Interaction catalysts or enablers; Relative importance of events as a marketing communication tool.

Event as a Marketing Tool; The diverse marketing needs addressed by events: Brand building, Focusing the target market, Implementation of marketing plan, Marketing research, Relationship building, Creating opportunities for better deals with different media, Events and the economy; Problems associated with traditional media; Advantages offered by events.

Event Infrastructure: Core concept, Core people, Core talent, Core structure; Target audience; Clients: Set objectives for the event, Is it the right event, Negotiating contracts with event organizers, Locating interaction points, Banners, Displays etc. at the Event, Preparing the Company's staff for the event, Post-event follow-up; Event organizers: Targeting clients, Selecting event categories to serve, Selecting and contracting with other key elements in chosen categories, Marketing intelligence and information systems; Venue: In-house venue, External venue; Media: Three stages of media campaign for events, Benefits that media can derive out of events, Negotiating with the media owner.

Concept of Market in Events: Revenue generating customers, Nonrevenue generating customers; Segmentation and targeting of the market events: Segmentation, Niche marketing in events, Targeting; Positioning in events and the concept of event property: Positioning, Branding in events-event property, Retaining event property; Repositioning of events.

Concept of Product in Events: Benefit levels; Event hierarchy, Categories and variations of events; Categories of events and their characteristics, Competitive events, Artistic expression, Cultural celebrations; Exhibition events; Charitable events; Special business events; Retail

events; Reach-interaction matrix; Event variations: Time frame based, Concept based, Artist based, Client industry based; Developments to watch.

Concept of Promotion in Events: Networking Components: Print media, Radio, Television, The Internet, Cable network, Outdoor media, Direct marketing, Sales promotions, Audience interaction, Public relations, Merchandising, In-venue publicity.

Event Management: Activities in Event Management – Pre-event activities, During-event activities, Post-event activities; Planning; Organising; Staffing; Leading and coordination; Controlling; Event Management Information System.

Strategic Market Planning: Setting objectives; Development of the strategies marketing plan; Environmental assessment; Competitive Assessment: Ambush marketing, Gaining competitive advantage; Business Potential Assessment: Market attractiveness, Business strengths; Problem analysis; Opportunity & Resource analysis.

Evaluation of Event Performance: The Basic Evaluation Process – Establishing tangible objectives and sensitivity in evaluation; Measuring Performance: Concept research, Formative evaluation, Objective evaluation, Summative evaluation; Correcting deviations; Critical Evaluation Points: Critical evaluation points from event organisers' point of view, Critical evaluation points from clients' point of view.

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MC-417
ORGANISATIONAL CHANGE AND INTERVENTION STRATEGIES

Credits: 04
External Marks: 80
Internal Marks: 20
Total Marks: 100
Time : 3 Hours

Note: There will be eight (8) questions in all. The first question is compulsory and consists of six (6) short-questions having four (4) marks each. Answer to these questions should not exceed 150 words. The candidate will be required to attempt any four questions out of remaining seven (7) questions and each question carries fourteen (14) marks each. Duration of each paper will be three (3) hours.

Course Learning Outcomes

After studying this course, the student will be able to:

- CO1: understand the nature and forces of change and managing the transition;
- CO2: deal with individual and group while bringing change and overcoming resistance to change;
- CO3: know the concept of organizational development and implementing OD interventions at individual and team level to introduce planned change;
- CO4: explore issues and challenges for OD practitioners and evaluating OD practices in India.

Course Contents

Understanding change: Nature of change, Forces of change, Types of Change, Managing Change – Transformational planning; Creating support system, Managing the transition.

Strategic leverages to implementing change – Structure based changes, Customer and competitors focused strategies Change Management – Dealing with individual and group, Overcoming resistance to change.

Organisational Development – Nature & Characteristics; OD Assumptions, Steps in OD, OD Interventions – Interpersonal & Team interventions.

System interventions, Survey feedback, Issues and Challenges for OD practitioners, Ethics of OD professionals, OD in India-Past trends and future challenges, Evaluation of OD.

REFERENCES

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MC-418
STRATEGIC MANAGEMENT

Credits: 04
External Marks: 80
Internal Marks: 20
Total Marks: 100
Time : 3 Hours

Note: There will be eight (8) questions in all. The first question is compulsory and consists of six (6) short-questions having four (4) marks each. Answer to these questions should not exceed 150 words. The candidate will be required to attempt any four questions out of remaining seven (7) questions and each question carries fourteen (14) marks each. Duration of each paper will be three (3) hours.

Course Learning Outcomes

After studying this course, the student will be able to:

- CO1: get the knowledge of strategic management process and develop analytical ability to make environmental and organizational appraisal.
- CO2: understand various levels of strategy along-with generic strategy alternatives available.
- CO3: learn the international strategic alternatives and strategic choice making process.
- CO4: understand the various issues and decisions involved in strategy implementation along-with the process and techniques of strategic evaluation and control.

Course Contents

Concept of Strategy – defining strategy, characteristics and approaches to strategic decision-making; Strategic management process; Developing a strategic vision, mission and setting objectives; Environmental appraisal – concept and components of environment; Analyzing the external (general and industry) environment; Organizational appraisal; Dynamics of internal environment, methods and techniques of organizational appraisal.

Generic Strategy Alternatives – stability, expansion, retrenchment and combination strategies; variations strategy – Internal and external alternatives, related and unrelated alternatives, horizontal and vertical alternatives; International level strategic alternatives; Strategic choice-choice process, choice techniques, managerial factors.

Strategy implementation – the challenges of change and organizational learning; Strategy and structural decisions; Behavioural issues in implementation; Operational decisions in implementation; Strategic evaluation and control – need, process and techniques.

REFERENCES

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MC-419
CORPORATE LEVEL & CENTRE LEVEL STRATEGIES

Credits: 04
External Marks: 80
Internal Marks: 20
Total Marks: 100
Time : 3 Hours

Note: There will be eight (8) questions in all. The first question is compulsory and consists of six (6) short-questions having four (4) marks each. Answer to these questions should not exceed 150 words. The candidate will be required to attempt any four questions out of remaining seven (7) questions and each question carries fourteen (14) marks each. Duration of each paper will be three (3) hours.

Course Learning Outcomes

After studying this course, the student will be able to:

- CO1: understand interdependence of strategic formulation and implementation and developing and communicating concise policies to meet the eventuality;
- CO2: develop different functional strategies pertaining to marketing, finance and personnel to remain competitive in business;
- CO3: consider different organizational structure and linking structure to strategy for the better outcome;
- CO4: evaluate of strategy by adopting different methods and reframing strategy at corporate level.

Course Contents

Introduction: Meaning and nature of strategy implementation, interdependence of strategic formulation and implementation; operationalizing the strategy-annual objectives, developing business and functional strategies; developing and communicating concise policies.

Detailed functional strategies: Developing key functional strategies in marketing in relation to product, price, promotion and place; key functional strategies in finance in relation to capital acquisition, capital allocation, dividend and working capital management, mergers and acquisitional policy; issues involved in R&D; functional strategies in personnel viz. employee recruitment; selection, career development and counseling.

Institutionalizing the system: Structural considerations simple and functional organizational structures, divisional organizational structure, strategic business units matrix organization; role of structure-linking structure to strategy; organizational leadership-role of CEO, organizational culture-the strategy-culture connections and its managing; establishing strategic controls, monitoring performance.

Strategic review and evaluation: Process and criteria of evaluation of strategy; the case method of study meaning and kinds of cases; preparation and role of the instructor; strategic management audit; strategy and corporate evolution in Indian context.

REFERENCES

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