FACULTY OF ECONOMICS & BUSINESS

SYLLABUS

FOR

MASTER OF COMMERCE
(SEMESTER: I–IV)

(For Colleges)

Session: 2019-20

GURU NANAK DEV UNIVERSITY
AMRITSAR

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        Defaulters will be prosecuted.

(ii) Subject to change in the syllabi at any time.
     Please visit the University website time to time.
### MASTER OF COMMERCE (SEMESTER)

#### SCHEME OF COURSES

**SEMESTER-I:**

<table>
<thead>
<tr>
<th>Course No.</th>
<th>Course Title</th>
<th>Th.</th>
<th>Pr.</th>
<th>Marks</th>
</tr>
</thead>
<tbody>
<tr>
<td>MC –101</td>
<td>Managerial Economics</td>
<td></td>
<td></td>
<td>100</td>
</tr>
<tr>
<td>MC – 102</td>
<td>Statistical Analysis for Business</td>
<td>60</td>
<td>40</td>
<td>100</td>
</tr>
<tr>
<td>MC – 103</td>
<td>Management Principles and Organization Behaviour</td>
<td></td>
<td></td>
<td>100</td>
</tr>
<tr>
<td>MC – 104</td>
<td>Business Environment</td>
<td></td>
<td></td>
<td>100</td>
</tr>
<tr>
<td>MC – 105</td>
<td>Management Accounting and Control Systems</td>
<td></td>
<td></td>
<td>100</td>
</tr>
<tr>
<td>MC – 106</td>
<td>Seminar</td>
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**SEMESTER-II:**

<table>
<thead>
<tr>
<th>Course No.</th>
<th>Course Title</th>
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</thead>
<tbody>
<tr>
<td>MC–201</td>
<td>Corporate Financial Accounting and Auditing</td>
<td></td>
<td></td>
<td>100</td>
</tr>
<tr>
<td>MC – 202</td>
<td>Financial Management</td>
<td></td>
<td></td>
<td>100</td>
</tr>
<tr>
<td>MC – 203</td>
<td>Research Methodology</td>
<td>60</td>
<td>40</td>
<td>100</td>
</tr>
<tr>
<td>MC – 204</td>
<td>Marketing Management</td>
<td></td>
<td></td>
<td>100</td>
</tr>
<tr>
<td>MC – 205</td>
<td>Human Resource Management</td>
<td></td>
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<td>100</td>
</tr>
<tr>
<td>MC – 206</td>
<td>Viva voce</td>
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</table>
### MASTER OF COMMERCE (SEMESTER III)

#### SCHEME OF COURSES

<table>
<thead>
<tr>
<th>Course No.</th>
<th>Course Title</th>
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<tbody>
<tr>
<td>MC - 301</td>
<td>Banking and Insurance Services</td>
<td>100</td>
</tr>
<tr>
<td>MC - 302</td>
<td>Seminar</td>
<td>50</td>
</tr>
</tbody>
</table>

**Note:** Any two of the following groups, each having two papers

**Group A: Accounting and Finance**

<table>
<thead>
<tr>
<th>Course No.</th>
<th>Course Title</th>
<th>Marks</th>
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<tbody>
<tr>
<td>MC – 311</td>
<td>Security Analysis and Portfolio Management</td>
<td>100</td>
</tr>
<tr>
<td>MC – 312</td>
<td>Contemporary Accounting</td>
<td>100</td>
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</table>

**Group B: Business Studies**

<table>
<thead>
<tr>
<th>Course No.</th>
<th>Course Title</th>
<th>Marks</th>
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<tbody>
<tr>
<td>MC – 321</td>
<td>Strategic Management</td>
<td>100</td>
</tr>
<tr>
<td>MC – 322</td>
<td>Security Market Operations</td>
<td>100</td>
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</table>

**Group C: International Business**

<table>
<thead>
<tr>
<th>Course No.</th>
<th>Course Title</th>
<th>Marks</th>
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<tbody>
<tr>
<td>MC – 331</td>
<td>International Economics Organizations</td>
<td>100</td>
</tr>
<tr>
<td>MC – 332</td>
<td>Management of International Business Operations</td>
<td>100</td>
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**Group D: Marketing**

<table>
<thead>
<tr>
<th>Course No.</th>
<th>Course Title</th>
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<tbody>
<tr>
<td>MC – 351</td>
<td>Consumer Behaviour</td>
<td>100</td>
</tr>
<tr>
<td>MC – 352</td>
<td>Retail Management</td>
<td>100</td>
</tr>
</tbody>
</table>
## MASTER OF COMMERCE (SEMESTER
SCHEME OF COURSES

### SEMESTER – IV:

<table>
<thead>
<tr>
<th>Course No.</th>
<th>Course Title</th>
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<tbody>
<tr>
<td>MC – 401</td>
<td>International Accounting</td>
<td>100</td>
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<tr>
<td>MC – 402</td>
<td>E-Commerce</td>
<td>100</td>
</tr>
<tr>
<td>MC – 403</td>
<td>Viva voce</td>
<td>50</td>
</tr>
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*Note: Any one of the following groups, each having three papers.*

#### Group A: Accounting and Finance

<table>
<thead>
<tr>
<th>Course No.</th>
<th>Course Title</th>
<th>Marks</th>
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</thead>
<tbody>
<tr>
<td>MC – 411</td>
<td>International Financial Management</td>
<td>100</td>
</tr>
<tr>
<td>MC – 412</td>
<td>Financial Markets and Financial Services</td>
<td>100</td>
</tr>
<tr>
<td>MC – 413</td>
<td>Corporate Tax Law and Planning</td>
<td>100</td>
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</table>

#### Group B: Business Studies

<table>
<thead>
<tr>
<th>Course No.</th>
<th>Course Title</th>
<th>Marks</th>
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<tbody>
<tr>
<td>MC – 421</td>
<td>Goods &amp; Services Tax (GST)</td>
<td>100</td>
</tr>
<tr>
<td>MC – 422</td>
<td>Entrepreneurship Development and Project Management</td>
<td>100</td>
</tr>
<tr>
<td>MC – 423</td>
<td>Business Ethics &amp; Environment Management</td>
<td>100</td>
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#### Group C: International Business

<table>
<thead>
<tr>
<th>Course No.</th>
<th>Course Title</th>
<th>Marks</th>
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</thead>
<tbody>
<tr>
<td>MC – 431</td>
<td>International Financial Markets and Foreign Exchange</td>
<td>100</td>
</tr>
<tr>
<td>MC – 432</td>
<td>International Financial Management</td>
<td>100</td>
</tr>
<tr>
<td>MC – 433</td>
<td>International Marketing</td>
<td>100</td>
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#### Group D: Marketing Management

<table>
<thead>
<tr>
<th>Course No.</th>
<th>Course Title</th>
<th>Marks</th>
</tr>
</thead>
<tbody>
<tr>
<td>MC – 451</td>
<td>Advertising and Sales Management</td>
<td>100</td>
</tr>
<tr>
<td>MC – 452</td>
<td>Brand and Distribution Management</td>
<td>100</td>
</tr>
<tr>
<td>MC – 453</td>
<td>Services Marketing</td>
<td>100</td>
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Total Marks: 2200
MASTER OF COMMERCE (SEMESTER – I)

MC–101: MANAGERIAL ECONOMICS

Time: 3 Hours

Instructions for the Paper Setters:-

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION-A

- Law of Demand: Meaning, Determinants, Exceptions, Kinds of Demand, Change in Demand and Importance.
- Elasticity of Demand: Meaning, Types and Degrees of Elasticity of Demand, Methods of Measuring Price Elasticity of Demand, Factors Determining Elasticity of Demand, Importance.

SECTION-B

- Production Function: Meaning, Types: Short Run and Long Run Production Function, Economies and Diseconomies of Scale.

SECTION-C

- Managerial Theories: Profit maximization and Sales Maximization.
- Market Structure: Meaning, Assumptions and Equilibrium of Perfect Competition, Monopoly, Monopolistic Competition.
- Oligopoly: Sweezy Model.
SECTION-D

- Inflation: Meaning, Types, Theories, Causes, Effects and Control. Unemployment rate off, WPI, CPI.

Suggested Readings:

MC – 102: STATISTICAL ANALYSIS FOR BUSINESS

Time: 3 Hours

Max. Marks: 100
Theory: 60
Practical: 40

Instructions for the Paper Setters:-

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION-A

- Probability Theory: Probability–classical, relative, and subjective probability; Addition and multiplication probability models.
- Probability Distributions: Binomial, Poisson, and normal distributions; Their characteristics and applications.

SECTION-B

- Sampling and Data Collection: Sampling and sampling (probability and non probability) methods; Sampling and non–sampling errors.
- Primary data collection techniques; Survey and Observation methods: Secondary data sources; Commercial (Syndicated) and Non–commercial sources.

SECTION-C

Questionnaire design.
- Hypotheses testing; Null and alternative hypothesis, type I and type II error.

SECTION-D

- Large and small sampling tests–Z tests, T tests, and F tests. (ANOVA one–way and two–way), (Chi–square test.)
- Correlation: Simple, partial and multiple correlation coefficients;
Practical Through SPSS:

The students will be trained in the following techniques of data analysis using latest version of SPSS software. At the end of the semester, external examiner will be appointed by the University to conduct the practical by examining the students in the lab and award marks.

Topics: Z tests, T tests, and F tests. (ANOVA one–way and two–way), Chi–square test, correlation.

Suggested Readings:

MC–103: MANAGEMENT PRINCIPLES AND ORGANIZATION BEHAVIOUR

Time: 3 Hours

Max. Marks: 100

Instructions for the Paper Setters:-

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION-A

- Management: Definition, Nature and Purpose; Functions of Managers, Managerial Skills and Roles.
- Planning: Concept and Importance, Types, Steps in Planning, Limitations of Planning and Planning Premises. Management by Objectives (MBO): Concept, Objective setting process, Benefits and Weaknesses of MBO.
- Organizing: Nature and Types of Organizations; Departmentation; Span of Management; Centralization and Decentralization; Line and Staff Authority; Authority and Responsibility; Committees: Nature, Advantages and Disadvantage of Committees.

SECTION-B


SECTION-C

- Organisational Behaviour (OB): Meaning, Importance, Challenges and Opportunities for OB.
- Personality: Concept and determinants
- Attitudes: Sources and types, Cognitive dissonance theory
SECTION-D

- Emotions: Nature and Types, Sources of Emotions, Managing Emotions at work, Emotional Intelligence: concept and Dimensions.
- Perception: Nature and significance of perception, Factors influencing perception, perceptual process, Perceptual Distortions and Improving Perception.

Suggested Readings:

MC-104: BUSINESS ENVIRONMENT

Time: 3 Hours

Max. Marks: 100

Instructions for the Paper Setters:-

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SECTION-A

- Salient features of Economic Systems: Capitalist system/Market economy; Socialist system and Mixed Economy, Basic Features of Indian Economy, Government Business Relationship.
- Business Environment: Meaning, Types: Internal Environment; External Environment; Micro and Macro Environment.
- Aspects of Economic Reforms: Liberalisation; Privatisation; Globalisation and its Implications for India.

SECTION-B

- NITI Aayog: objectives, functions & role in economic planning.
- Economic Planning in India: objectives, Strategies and Evaluation of Xth plan and Strategy and priorities of XIth plan
- Social Responsibility of Business: Concept, rationale, dimensions models of social responsibility and barriers of SR; The Environment Protection Act, 1986.

SECTION-C

- Deficit Financing and its implications for the Indian Economy; Analysis of current year Annual Budget.
- Disinvestment of Public Enterprises: Rationale; Objectives and Implications.
- Evaluation of various regulatory policies of Government: Industrial Policy changes during the post Reforms; Fiscal and Monetary policy changes in India, Salient Features of FEMA.

SECTION-D

- Consumer Rights and Consumerism: Role of Consumer Groups with special reference to India; Consumer Protection Act, 1986 with latest amendments.
- Foreign Trade: concept of balance–of–payments; balance–of–trade; currency convertibility; Foreign trade policy 2004–09 and 2009–14; Exim Policy during the post reforms in India
- Demonetisation: concept & its impact on the Indian economy.
Suggested Readings:

7. Govt. of India, Five Years Plan documents.
8. Govt. of India, Various issues of Annual Economic survey of India.

Note: It is Mandatory for the students to consult Economic Times, Financial Express, Annual Budget and Economic Survey to understand this paper.
MC – 105: MANAGEMENT ACCOUNTING AND CONTROL SYSTEMS

Time: 3 Hours  
Max. Marks: 100

Instructions for the Paper Setters:-

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION-A

• **Introduction to Accounting**: Accounting as a management information system; Users of accounting information; generally accepted accounting principles and concepts; understanding the annual reports of companies.
• **Management Accounting and Managerial Decisions**: Management accountant's position, role and responsibilities.
• **Management Control System**: Meaning, nature and scope. Relationship between management control, strategic planning and operational control.

SECTION-B

• **Managerial Behaviour and Control Process**: Goal congruence, functions of the controller. Understanding various forms of organizational structure and their relevance to the management control systems.
• **Management Control Structure**: Various forms of responsibility centers. Responsibility Accounting, Intra–company transfer pricing.
• **Management Control Process**: Budgeting process, Preparation of fixed and flexible budgets, Zero Base Budgeting, Activity Based Budgeting, performance budgeting and participative budgeting.

SECTION-C

• **Standard Costing and Variance Analysis**: Standard costing as a control technique; Setting of standards and their revision; Variance analysis –meaning and importance, kinds of variances and their uses–material, labour variances; Relevance of variance analysis to budgeting and standard costing.
• **Marginal Costing and Break–even Analysis**: Concept of marginal cost; Marginal costing and absorption costing; Marginal costing versus direct costing; Cost–volume–profit analysis; Break–even analysis; Assumptions and practical applications of breakeven– analysis; Decisions regarding sales–mix, make or buy decisions and discontinuation of a product line etc.
SECTION-D

- **Segment Performance Evaluation**: Traditional measures of evaluation. Economic Value Added, Balanced Score Card.
- **Analyzing Financial Statements**: Horizontal, vertical and ratio analyses.
- **Contemporary Issues in Management Accounting**: Value chain analysis; Activity based costing; Quality costing; Target Costing.
- **Reporting to Management**: Objectives of reporting, reporting needs at different managerial levels; Types of reports, modes of reporting, reporting at different levels of management.

**Suggested Readings:**

MC–201: CORPORATE FINANCIAL ACCOUNTING AND AUDITING

Time: 3 Hours

Max. Marks: 100

Instructions for the Paper Setters:-

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SECTION-A

• Form and contents of Profit and loss account statement and balance sheet.
• Managerial remuneration. Meaning of profit. Divisible profits.

SECTION-B

• Valuation of goodwill, different approaches such as super profit, annuity and capitalization approach.
• Valuation of shares; different approaches such as book value and earnings approach.

SECTION-C

• Understanding the concept and rationale of Financial Audit, Cost Audit, Management Audit, Internal Audit, Proprietary Audit, Efficiency Audit and Audit by C. and A.G.,
• Statutory Auditor–Appointment qualifications, removal. Duties and liabilities of auditor. Code of conduct and ethics, professional misconduct of statutory auditor.

SECTION-D

• Audit of management functions such as planning, organising and control. Audit of functional areas–production, personnel marketing finance and accounting.

Suggested Readings:

MC – 202: FINANCIAL MANAGEMENT

Time: 3 Hours

Max. Marks: 100

Instructions for the Paper Setters:

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SECTION-A

- **Financial Management**: Meaning and nature; Financial goal–profit vs. wealth maximization; Finance functions–investment, financing, liquidity and dividend decisions. Financial planning–Theories of capitalization.
- **Cost of Capital**: Meaning and significance of cost of capital; Calculation of cost of debt, preference capital, equity capital and retained earnings; Combined cost of capital (weighted).

SECTION-B

- **Instruments of Finance**: Long term and short term.
- **Capital Budgeting**: Nature of investment decisions; Investment evaluation criterion–discounted cash flow criteria, discounted cash flow criteria; Risk analysis in capital budgeting (practicals through excel).
- **Dividend Policies**: Issues in dividend decisions. Forms of dividends; Theories of relevance and irrelevance of dividends.

SECTION-C

- **Operating and Financial Leverage**: Measurement of leverages; Analyzing Alternate Financial Plans; Financial and Operating leverage, Combined leverage. EBIT and EPS analysis
- **Management of Working Capital**: Meaning, Significance and Types of Working Capital; Approaches of Working Capital; Calculating Operating Cycle Period and Estimation of Working Capital Requirements.

SECTION-D

- **Management of Cash**: Strategies, Baumol’s, Miller–Orr’s and Beranek’s models of Cash Management.
- **Management of Receivables**: Credit Policy, Credit Terms and Collection Efforts.
Suggested Readings:

MC – 203: RESEARCH METHODOLOGY

Time: 3 Hours

Max. Marks: 100
Theory: 60
Practical: 40

Instructions for the Paper Setters:
Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION-A
- Choose a Research Topic.

SECTION-B
- Review of Literature
  - Goals of a Literature Review.
  - Types of Reviews
  - Sources of Research Literature.
  - Writing of Review.

- Research designs: Exploratory, descriptive and Causal designs (Basic designs—After only, Before After, After along with control group, Before after with control group, Time series designs).

SECTION-C
- Measurement concept, Levels of measurement—Nominal, Ordinal, Interval and Ratio.
- Attitude Measurement: Comparative and Non-comparative scaling techniques, Tabulation and cross-tabulation of data.

SECTION-D
- Data Preparation, Analysis, and Interpretation.
  - Data preparation
  - Data screening
  - Transforming data
  - Data Analysis and Interpretation.

- Data analysis techniques: Multiple regression analysis, Logistic regression analysis, Discriminant analysis and Factor analysis.
PRACTICALS THROUGH SPSS:

The students will be trained in the following techniques of data analysis using latest version of SPSS software. At the end of the semester, external examiner will be appointed by the University to conduct the practical by examining the students in the lab and award marks. Topics: Data preparation, Data screening, Transforming data, Data Analysis and Interpretation, Multiple regression analysis, Logistic regression analysis, Discriminant analysis and Factor analysis

Suggested Readings:

MC–204: MARKETING MANAGEMENT

Time: 3 Hours

Max. Marks: 100

Instructions for the Paper Setters:-

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION-A

- Marketing Concepts and Philosophies, Importance of marketing, Building customer satisfaction and value, Concepts of customer retention, Holistic marketing and its components.
- Gathering information and scanning the marketing environment; Marketing research process: An overview.

SECTION-B

- Consumer markets and Buyer behaviour, Business markets and Business Buying behaviour.

SECTION-C


SECTION-D

- Distribution Decisions: Patterns of Channels and types of intermediaries.
- Promotion Decisions: Promotion mix and its components, factors affecting promotion mix.
- Socially Responsible Marketing: Cause-related marketing and Social Marketing, Internal Marketing, E Commerce Marketing practices.

Suggested Readings:

MC–205: HUMAN RESOURCE MANAGEMENT

Time: 3 Hours

Max. Marks: 100

Instructions for the Paper Setters:-

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION-A


- **Job Analysis:** Meaning and Objective, Process, Methods of Collecting job data, Uses of Job Analysis, Problems of Job Analysis.

SECTION-B


SECTION-C

- **Performance Appraisal:** Meaning, Purpose, Essentials of Effective Performance Appraisal System, Various Components of Performance Appraisal, Methods and Techniques of Performance Appraisal.

- **Managing Compensation and Employee Remuneration:** Concept, Objectives, Components of Employee Remuneration, Factors Influencing Employee Remuneration, Challenges of Remuneration.

SECTION-D

- **Job Evaluation:** Meaning, Process and Methods of Job Evaluation.

- **Incentives:** Concept, Importance and Process of Incentive

- **Grievance Handling:** Meaning, Process, Grievance handling machinery.

- **Discipline:** Meaning, reasons of indiscipline, consequences of indiscipline and approach to maintain discipline.
**Suggested Readings:**


MC – 301: BANKING AND INSURANCE SERVICES

Time: 3 Hours

Max. Marks: 100

Instructions for the Paper Setters:-

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION-A

Banking: Brief History and Present Structure of Commercial Banking (CB) in India
Management of CB in India

Liberalization of Banking Sector in India: Narsimham Committee Report Part I and II.
Regulation of Banking Sector in India: Role of RBI, CRR, SLR, CRAR and Prudential norms.

SECTION-B

BASEL Norms: Introduction to BASEL Norms, Regulatory framework, Significance and Difficulties. BASEL III – An introduction
Innovations in Banking: Internet banking, Phone Banking, Mobile Banking Wholesale and Retail banking, Universal and Narrow Banking, Off Shore Banking and Multi national banking.
Social Banking: Need, Challenges, policy initiatives: Priority Sector Lending, Service area approach, genesis of Microfinance.

SECTION-C

Insurance: Introduction to Insurance; Purpose and need/role of Insurance; Insurance industry in India- Evolution, Liberalisation in Insurance Sector: Malhotra Committee Report and its status of Implementation Legislative Insurance Framework

- Insurance Act, 1938
- LIC Act, 1956
- IRDA Act, 1999
**SECTION-D**

Financial planning and Taxation: Saving and Investment Policies of Insurance Companies in India, Tax benefits under insurance policies.

Insurance pricing: Computation of Premium, rider premium, Bonuses, Surrender Value and Paid up Value


**Suggested Readings:**

1. Banking Theory Law and Practice, Sundaram and Varshney, Sultan Chand and Sons Publisher, year: 2004 Edition
MC – 302: SEMINAR

Max. Marks: 50
GROUP 'A': ACCOUNTING & FINANCE

MC – 311: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Time: 3 Hours

Max. Marks: 100

Instructions for the Paper Setters:-

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION-A

- Nature and Scope of Investment analysis, Elements of Investment, Avenues of Investment, Approaches to Investment Analysis, Concept of Risk and Return, Security return and risk analysis, Measurement of return and risk.
- Financial Assets : Type and their characteristics, Sources of financial Information
- Capital Market: Meaning, Importance, Participants, Instruments, Recent changes in Capital Market.
- Evaluation of Securities: Bonds, Debentures, Preference Shares and Equity Shares.

SECTION-B

- Fundamental Analysis : Concept & significance of economic analysis, industry analysis : introduction, need for industry analysis : alternative classification of industry, industry life cycle analysis, economic factors & industry analysis, SWOT analysis for industries, Company analysis-nature and style of management, key role of financial analysis, ratio analysis.
- Technical Analysis: Different techniques of analysis, DOW theory, volume indicators, market sentiment indicators, confidence indicators, points & figure charting, bar charting.

SECTION-C

- Portfolio Management : Meaning, importance, objectives and various issues in portfolio construction, revision of portfolio and evaluation
- Portfolio Analysis : Estimating rate of return and standard deviation of portfolio returns ; effects of combining securities ; Markowitz risk-return optimization
SECTION-D

- Single Index model, Multifactor models
- Derivatives: Forward, Future, Options & swaps.
- Portfolio Performance Evaluation: Measure of return, risk adjusted measures of performance evaluation, market timing, evaluation criteria and procedures.

Suggested Readings:

1. Fischer & Jordan: Security Analysis & Portfolio Management
2. Robert Haugen: Modern Investment Theory
3. V.K.Bhalla: World Economy in Ninety’s –A Portfolio Approach
GROUP ‘A’: ACCOUNTING & FINANCE
MC – 312: CONTEMPORARY ACCOUNTING

Time: 3 Hours
Max. Marks: 100

Instructions for the Paper Setters:-

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION-A
• Emergence of contemporary issues in accounting – influence of other disciplines on accounting and changing environment.


SECTION-B
• Price Level Accounting – Methods, Utility and Corporate Practices

• Corporate Social Reporting: Areas of Corporate Social Performance, Approaches to Corporate Social Accounting and Reporting. Corporate Social Reporting in India.

• Corporate Reporting: Concept of Disclosure in relation to Published Accounts, Issues in Corporate Disclosure, Corporate Disclosure Environment, Conceptual framework of corporate reporting.

SECTION-C
• Recent Trends in the Presentation of Published Accounts.

• Reporting by Diversified Companies

• Value Added Reporting: Preparation and Disclosure of Value Added Statements, Economic Value Added, EVA Disclosure in India.
SECTION-D

- Corporate Reporting through Web.
- Accounting Standards in India. Significance and formulation of Accounting Standards. Accounting Standards relating to Interim Reporting. Accounting for Leases, Earning Per Share and Accounting for Intangibles.

Suggested Readings:


Suggested Websites:

1. [www.icai.org](http://www.icai.org)
2. [www.fasb.org](http://www.fasb.org)
3. [www.sebi.gov.in](http://www.sebi.gov.in)
GROUP 'B': BUSINESS STUDIES
MC – 321: STRATEGIC MANAGEMENT

Time: 3 Hours Max. Marks: 100

Instructions for the Paper Setters:-

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION-A

• Understanding strategy and strategic management. Strategic management process. Strategic decision making. Levels of strategy. The secret of success of successful companies (McKinsey’s 7 S model)


SECTION-B

• External environment analysis – Strategically relevant components of external environment. Industry analysis – Porter’s five forces model; Strategic group mapping; industry driving forces; key success factors. External Factor Evaluation matrix.

• Internal environment analysis – Resource based view of an organization: VRIO framework; Value chain analysis; Competitive advantage and Core competency. Internal Factor Evaluation Matrix.

• Environmental scanning techniques – ETOP and SWOT analysis

SECTION-C

• Business level strategies – Porter’s framework of competitive strategies: Cost leadership, Differentiation and Focused strategies.

• Corporate level strategies – Growth strategies – horizontal and vertical integration; strategic out sourcing; related and un-related diversification; international entry options; harvesting and retrenchment strategies.

SECION-D

- Corporate governance and social responsibilities of business.
- Strategy Evaluation and Control – Nature of strategy evaluation; Strategy evaluation framework; The balanced Score Card.

Suggested Readings:
GROUP 'B': BUSINESS STUDIES
MC – 322: SECURITY MARKET OPERATIONS

Time: 3 Hours
Max. Marks: 100

Instructions for the Paper Setters:-

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION-A

• Structure of Capital market in India
• Stock Exchange : Regulation of Stock exchanges in India, Membership rules of stock exchange, Listing of Securities ; Trading on a Stock Exchange-Online Trading, Internet Trading ; Margin Trading ; Corporate Governance ; Corporatisation and demutualisation of stock exchanges in India, Takeovers and Buybacks.
• OTCEI, BSE, NSE, Interconnected stock exchange of India, Indonext
• Indian Stock Indices: Need and importance, Compiling of Index Numbers and Interpretation.

SECTION-B

• Derivatives Market : Products, Participants and Functions, Global Derivatives Market, Derivatives Market in India : Risk containment measures, Trading Mechanism, Membership Criteria, Clearing and Settlement of Futures and Options,
• Debt Market : Policy developments, Segments, Participants, Primary Issuance Process, Secondary Market, Clearing and Settlement, STRIPS, Market Developments
• Mutual Funds : Evolution of Mutual Funds, Mutual Funds in India, Regulation of Mutual Funds, Mutual Funds Prospectus and Balance Sheet, Management of Mutual Funds, Performance of Mutual Funds, Current Developments, Future Scenario of Mutual Fund Industry
SECTION-C

- Euro Issues: Conceptual framework, Issuing Procedure, Regulatory Framework, Progress
- FIIs: Registration, Investment conditions and restrictions, General obligations and responsibilities, role of FIIs in Indian capital market.
- Securities and Exchange Board of India: Objectives, Powers and Functions Investor Protection- Investor education and awareness, Investor protection fund, Investors’ complaints and their redressal-mechanism and statistics, Unfair trade practices and Insider Trading, Short selling and its regulation in India, Regulation of Merchant Bankers, Brokers, Custodian, Banker to issue, Registrar to issue, Portfolio manager and Underwriters

SECTION-D

- Legal Environment: SEBI Act, 1992, SCRA, 1956, Companies Act, 1956 (Various provisions relating to securities), RBI rules and guidelines for FIIs
- Depository: Role and need, Procedure for Dematerialisation and Rematerialisation, The Depositories Act, 1996, SEBI rules, Performance of NSDL and CSDL
- Credit Rating: Concept, Agencies, Methodology and process, Regulatory framework.

Suggested Readings:
2. Fabozzi, Frank Investment Management (Prentice Hall)
3. Haugen, Robert A. The Inefficient Stock Market (Prentice Hall)
4. Taggart, Robert A., Quantitative Analysis for Investment Management (Prentice Hall)
10. Annual Reports of RBI
11. Annual Reports of SEBI
13. Websites: www.sebi.gov.in
   www.bseindia.com
   www.nseindia.com
   www.iseindia.com
   www.stockholding.com
   www.capitalideasonline.com www.indiainfoline.com www.rbi.org.in
   www.goidirectory.nic.in www.otcei.net
GROUP 'C': INTERNATIONAL BUSINESS
MC – 331: INTERNATIONAL ECONOMIC ORGANISATIONS

Time: 3 Hours
Max. Marks: 100

Instructions for the Paper Setters:-

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION-A

• International Political Economy: Concept; Traditional Schools of International Political Economy; Interests and Institutions in International Political Economy; Emergence of Global Institutions.

• International Monetary Fund (IMF): Origin, Functions, Purposes, Organizational Set up, Instruments of IMF Lending and their Evolution; Key Features of IMF lending; IMF lending to poor countries; International Liquidity and SDRs.


SECTION-B

• International Development Association (IDA): Origin; Functions; Role; Key areas of IDA; Support and Financing framework.

• International Finance Corporation (IFC): Origin; Functions; Role; Advisory Services; Operations; Monitoring and Evaluation.

• Multilateral Investment Guarantee Agency (MIGA): Functions; Types of Coverage.

SECTION-C

• International Center for Settlement of Investment Disputes (ICSID): Functions and Role.

• International Labour Organization: Origin, Functions. Role of ILO: Decent Work; Social Dialogue; Standards, Freedom of Association; Forced Labour; Child Labour; Discrimination; Employment and Income; Wages and Other Conditions of Employment; Social Protection; Health and Safety and HIV/AIDS.

• Conflicts and Negotiations in International Business: Factors Causing Conflicts; Conflict between Host Country and the Transnational Country Negotiations; Role of International Agencies in conflict resolutions.
SECTION-D

- The Multilateral Trade System: the creation of Postwar Trade System; General Agreement on Tariffs and Trade (GATT); the Evolution of Multilateral Trade System: the Uruguay Round Package and World Trade Organization (WTO); Organizational Structure of WTO.

- United Nations Conference on Trade and Development (UNCTAD): Origin; Functions, Sustainable Development and Poverty Reduction; Trade and Development; Approach towards Developing to Least Developed Countries (LDCs).

Suggested Readings:


* Students are required to consult the Annual Reports of the respective institutions.
Time: 3 Hours

Max. Marks: 100

Instructions for the Paper Setters:

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION-A

• Multinational Firms: Nature; Rationale; Goals and Constraints; Orientation of a Multinational: Ethno, Poly, Regio and Geocentric Firms.

• Economic Superpowers: the Traid.

• Cultural Context for International Management: Japanese, American, European and Indian Management Values, Cultural Diversity, Perceptions and Stereotypes, Cultural dimension: Power Distance, Uncertainty Avoidance, Individualism and Masculinity.

SECTION-B


SECTION-C

• Global Market Opportunities Arrangements; Overview of Global Market Opportunity assessment; Task One: Analyze Organizational Readiness to Internationalize;

• Task Two: Assess the Suitability of the Firms and Products and Services for Foreign Markets; Task Three: Screen Commodities to Identify Markets; Task Four: Assess Industry Market Potential; Task Five: Select Foreign Business Partners; Task Six: Estimate Country Sales Potential
SECTION-D

• Global Strategy and Organization: Role of Strategy; the Integration-Responsiveness Framework; Distinct Strategies emerging from the Integration-Responsiveness Framework; Organizational Structure; Alternative Organizational Arrangements for International Operations; and Building the Global Firm.


References:


GROUP 'D': MARKETING
MC – 351: CONSUMER BEHAVIOUR

Time: 3 Hours
Max. Marks: 100

Instructions for the Paper Setters:-

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION-A

• Introduction to Consumer Behaviour: Nature, Scope and Importance.

• Consumer Motivation: Nature of motivation; Types of consumer needs and motives; Dynamics of motivation; Need conflict; Need Hierarchy Theory of Motivation and its applications; Measurement of Motives.

• Personality and Consumer Behaviour: Definition of personality; Theories of personality; Personality and consumer diversity; Self concept and self image; Life style and psychographics.

SECTION-B

• Consumer Perception: Elements of perception; Dynamics of perception, Perceptual process; Perception and marketing strategy; Perceived risk.

• Consumer Learning: Elements of consumer learning; Behavioural theories and Cognitive theories of learning.

• Consumer Attitude Formation: Definition of attitudes; Structural models of attitudes; Attitude Theories; Attitude formation; Strategies of attitude change; Measuring Attitude.

SECTION-C

• Reference Group and Family Influences: Power of reference groups; Types of consumer related reference groups; Celebrity and other reference group appeals; Family decision making and consumption related roles; Family life cycle.

• Social Class: Definition; Measurement of social class; Social class dynamics.

• Cultural and Sub cultural Influences on Consumer Behaviour: Definition of culture and subculture; Affect of culture on consumer behaviour; Nature of culture; Measurement of culture; Subculture and consumer behaviour; subcultural categories.
SECTION-D

- Diffusion of Innovation; Diffusion process; Adoption process.
- Opinion Leadership: Definition; Dynamics of the opinion leadership process; Motivation behind opinion leadership
- Consumer Decision Making: Consumer decision process; Types of decisions; Information search process; Alternative evaluation and selection; Decision rules.
- Models of Consumer Behaviour: E.K.B; Howard and Sheth; Nicosia’s Model.

Suggested Readings:
GROUP 'D': MARKETING

MC-352: RETAIL MANAGEMENT

Time: 3 Hours  Max. Marks: 100

Instructions for the Paper Setters:-

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION-A


Retailing in India: Evolution of Retail in India, Drivers of Retail Change and Challenges to Retail Development in India.

Types of retailers: Food Retailers, General Merchandise Retailers, Non-Store Retail Formats, Services Retailing, Types of Ownership.

SECTION-B


Retail Locations: Types of Retail Locations; Steps involved in choosing a Retail Location; Methods of Evaluating a Trading Area

Retail Store Design and Visual Merchandising: Importance of Store Design; Exterior Store Design; Interior Store Design; Visual Merchandising.

SECTION-C


SECTION-D

Methods of Merchandise Procurement: Merchandise Sourcing, Age of Global Sourcing. Retail Pricing: Concept of Retail Price, Elements of Retail Price, Determining the Price, Retail Pricing Strategies.

Category Management: Concept of Category Management, Reasons for Emergence of Category Management, Components of Category Management, Category Management Process.

Retail Franchising: Concept, Types, Advantages and Disadvantages.

Suggested Readings:


5. Dunne, Patrick M; Lusch, Robert F.; and Griffith David A.: Retailing (Cengage, New Delhi)
MC – 401: INTERNATIONAL ACCOUNTING

Time: 3 Hours  Max. Marks: 100

Instructions for the Paper Setters:-

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION-A
- International classification of financial accounting and reporting.
- International financial reporting: concept and differences in international financial reporting. Reporting problems of Multinational Companies.

SECTION-B
- Comparative financial reporting in U S, U K, China, Japan and India.
- International harmonisation of financial reporting: why harmonisation? Role of IASB, OECD, EU and IOSCO( international Organisation of Securities Commissions)

SECTION-C
- Convergence of accounting standards.
- International transfer pricing: meaning, objectives, methods and regulation.
SECTION-D

- Issues related to consolidation of financial statements of MNCs.
- International taxation: diversity of national tax systems, taxation of foreign source income and double taxation.
- Strategic accounting issues in MNCs: strategy formulation, implementation and control. Evaluating the performance of foreign operations.

Suggested Readings:
5. Rathore, Shirin, “International Accounting”, PHI
MC-402: E-COMMERCE

Time: 3 Hours

Instructions for the Paper Setters:

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION-A

Introduction to E Commerce and Definition, E-Commerce based activities, Goals of E-Commerce, Functions, Advantages and disadvantages of E-Commerce, Scope of E-Commerce, Framework of E-Commerce, Electronic Commerce and Electronic Business,


SECTION-B

Pure online vs. brick and click business; Assessing requirement for an online business designing, developing and deploying the system, Operations of E Commerce: Online-payment mechanism; Electronic Payment systems; payment Gateways; Visitors to website; Tools for promoting websites; Risk management options for e-payment systems.

SECTION-C


SECTION-D

References:

MC – 403: VIVA-VOCE

Max. Marks: 50
MC – 411: INTERNATIONAL FINANCIAL MANAGEMENT

Time: 3 Hours

Max. Marks: 100

Instructions for the Paper Setters:-

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

 SECTION-A

- Foreign Exchange System: The Internationalization of Business and Finance, Alternative Exchange Rate Systems; International monetary system, The European Monetary System.
- Foreign Exchange Rate Determination: Introduction to spot market and Forward Market; Setting the Equilibrium Spot Exchange Rate; Factors affecting Currency Value: BOP Approach & Asset Market Approach; Role of Central Bank in Determination of Exchange Rates; Parity conditions in International Finance: Arbitrage and Law of One Price; Purchasing Power Parity; Fisher Effect; Fisher Effect in International Context.

 SECTION-B

- Currency Forecasting: Interest Rate Parity Theory, The relationship between forward and future spot rate, Currency Forecasting;
- Balance of payments: Balance of Payment Categories: Current Account, Capital Account, Official Reserves Account; Balance of Payment: The International flow of goods, services and capital, Coping with current account deficit.

 SECTION-C

- Measuring Various Exposures: Transaction Exposure, Operating Exposure and Translation Exposure. Risk Hedging- An Introduction
SECTIONS-D

- Foreign Exchange Risk Management: Foreign Exchange Instruments, Recent developments in derivatives markets in India; Currency Futures & Options Market; Interest Rate & Currency Swaps; Interest rate Forwards & Futures.

Suggested Readings:

SECTION-A
- Indian Financial System: Meaning, Structure, Role and Deficiencies
- Reserve Bank of India: Organization and Management, Monetary Policy, Technique of Monetary control, Liquidity Adjustment Facility.

SECTION-B
- Banking Sector Reforms in India-Implementation Status.
- Factoring Services in India
- Venture Capital Financing in India.

SECTION-C
- CCIL: Role and Functions.
- Repos: Concept, Process and Progress in India
- Govt. Securities Market in India
- Call Money Market in India

SECTION-D
- Treasury Bills Market in India
- Commercial Paper and Certificate Deposit Market in India.
- Securitization: Concept, Process and Progress in India.
Suggested Readings:
2. Indian Financial System by Varshney & Mittal, Sultan Chand & Sons.

Web Sites:
1. www.rbi.org.in
2. www.nsdl.com
3. www.licindia.com
4. www.sebi.gov.in
5. www.nabard.org
6. www.ifcilt.com
GROUP ‘A’: ACCOUNTING & FINANCE

MC – 413: CORPORATE TAX LAW AND PLANNING

Time: 3 Hours
Max. Marks: 100

Instructions for the Paper Setters:-

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION-A

- Tax Planning, Tax Avoidance & Tax Evasion: Meaning, features and basic differences between tax planning, avoidance and evasion; various tools of tax evasion; Tax Management and its scope.
- Corporate Tax: Residential status of a company, Computation of total income and tax liability of companies, Minimum alternate tax.
- Deductions from Gross Total Income u/s 80 related to company assesses.

SECTION-B

- Tax deduction or collection at source, Advance payment of tax for company assesses.
- Tax Planning for company assess with reference to location and type of business.

SECTION-C

- Tax incentives to Newly Established Industrial Undertakings: In Special Economic Zones u/s 10 AA and for exporters.
- Tax planning in respect of Amalgamation or Demerger.
- Tax Planning and Financial Management Decisions: Tax Planning relating to Capital structure decisions, Dividend Policy, Inter-Corporate Dividend and Bonus shares.

SECTION-D

- Tax Planning and Management Decisions: Own or Lease Decision, Make or Buy Decision, Sale of Asset used for Scientific Research, Decision relating to Repair, Replace, Renovation of an Asset, Shut-down or Continue Decision.
- Taxability of Dividend from Company and investors point of view.
- Avoidance of Double Taxation
Suggested Readings:


Website: www.incometaxindia.gov.in
MASTER OF COMMERCE (SEMESTER – IV)

GROUP 'B': BUSINESS STUDIES

MC-421: GOODS AND SERVICES TAX (GST)

Time: 3 Hours                                      Max. Marks: 100

Instructions for the Paper Setters:-

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION-A


Exemption from GST: Introduction, Composition Scheme and remission of Tax.

SECTION-B


Supply: Concept, including composite supply, mixed supply, interstate supply, intra-state supply, supply in territorial waters, place and time of supply.

SECTION-C

Input Tax Credit: Introduction, Tax Invoice Credit & Debit notes, e-way bill.

Computation of GST Liability and Payment including time, method of making payment, challan generation, CPIN, TDS &TCS. Reverse charge.

SECTION-D

Returns: various returns to be filed by the assesses like GSTR1, GSTR2, GSTR3, GSTR3B

GST Portal: Introduction, GST Eco-system, GST Suvidha Provider (GSP), Uploading Invoices, Authorities, Penalties, Appeals.

Suggested Readings:
Suggested Readings:

2. Datey V.S., Taxmann’s GST Ready Reckoner Taxman, Publications (P) Ltd.
4. Dr. H.C. Mehrotra Prof. V.P. Aggarwal’s Goods & Service Tax. Sahitra Bhawan Publications.
5. www.cbec.gov.in
GROUP 'B': BUSINESS STUDIES

MC – 422: ENTREPRENEURSHIP DEVELOPMENT AND PROJECT MANAGEMENT

Time: 3 Hours

Instructions for the Paper Setters:-

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION-A

• Entrepreneurship: Concepts, Traits, types, characteristics, classification and types, nature and functions. Theory of Entrepreneurship.

• Entrepreneurship: Developing corporate entrepreneurship.

• Understanding Entrepreneurship perspective. Entrepreneurship motivation. Developing Creativity and Understanding Innovation.

SECTION-B

• Ethics and Social Responsibility of an Entrepreneur. Entrepreneurial Skills.

• Role of Entrepreneurship in Economic Development.

• Entrepreneurial Decision Process.

SECTION-C

• Environmental Assessment: Macro and Micro View.


SECTION-D

• Market and Demand Analysis.

• Technical Analysis.

• Financial Analysis.

• Social Cost Benefit Analysis,

• Developing an Effective Business Plan.
Suggested Readings:

Instructions for the Paper Setters:-

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION-A

- Model of Management in the Indian Socio-Political Environment; Work Ethos, Indian Heritage in Production and Consumption; Indian Insight into TQM; Problems Relating to Stress in Corporate Management-Indian Perspective, Teaching Ethics.

SECTION-B


SECTION-C

- Energy Management: Fundamentals-Fossil Fuels use, Energy production and trade,
- Energy, Balance; Ecosystem Concepts, Basic Concepts and their application in Business,


SECTION-D

Suggested Readings:

MC – 431: INTERNATIONAL FINANCIAL MARKETS AND FOREIGN EXCHANGE

Time: 3 Hours
Max. Marks: 100

Instructions for the Paper Setters:

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION-A


SECTION-B

Interest Rates and Currency Swaps, Pricing Option, Features of International Bonds, Forecasting and the Image of the Future-Central Banks and the Balance of Payments,


SECTION-C

Types of Foreign Exchange Markets and Transactions, Quoting Foreign Exchange Rates, Spread, Official and Free Market Rates, Cross Rates, Forward Rates, Quoting Forward Rates; Organisation of the Foreign Exchange Markets; Currency Futures; Currency Options; Currency Swaps; Corporate Exposure Management: Alternative Definitions of Foreign Exchange Risk, Exposure Information System, Alternative Strategies for Exposure Management,
Exposure Management Techniques, Organisation of the Exposure Management Function; Parameters and Constraints on Exposure Management: Theory and practice of Forecasting Exchange Rates- Economic Fundamentals, Financial and Socio-Political Factors, Technical Analysis; Tax Treatment of Foreign Exchange Gains and Losses; FEMA.

Suggested Readings:


GROUP 'C': INTERNATIONAL BUSINESS
MC – 432: INTERNATIONAL FINANCIAL MANAGEMENT

Time: 3 Hours
Max. Marks: 100

Instructions for the Paper Setters:-

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION-A
- Foreign Exchange System: The Internationalization of Business and Finance, Alternative Exchange Rate Systems; International monetary system, The European Monetary System.
- Foreign Exchange Rate Determination: Introduction to spot market and Forward Market; Setting the Equilibrium Spot Exchange Rate; Factors affecting Currency Value: BOP Approach & Asset Market Approach; Role of Central Bank in Determination of Exchange Rates; Parity conditions in International Finance: Arbitrage and Law of One Price; Purchasing Power Parity; Fisher Effect; Fisher Effect in International Context.

SECTION-B
- Currency Forecasting: Interest Rate Parity Theory, The relationship between forward and future spot rate, Currency Forecasting;
- Balance of payments: Balance of Payment Categories: Current Account, Capital Account, Official Reserves Account; Balance of Payment: The International flow of goods, services and capital, Coping with current account deficit.

SECTION-C
- Country Risk Analysis: Country Risk Analysis, Measuring & Managing Political Risk, Firm Specific Risks; Country Risk Analysis: Study of Economic & Political Factors Posing Risk,

SECTION-D
- Foreign Exchange Risk Management: Foreign Exchange Instruments, Recent developments in derivatives markets in India; Currency Futures & Options Market; Interest Rate & Currency Swaps; Interest rate Forwards & Futures.
Suggested Readings:

MASTER OF COMMERCE (SEMESTER – IV)

GROUP 'C': INTERNATIONAL BUSINESS

MC – 433: INTERNATIONAL MARKETING

Time: 3 Hours  Max. Marks: 100

Instructions for the Paper Setters:-

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION-A

• International Marketing-Definition, Concept And Setting; Distinctions between International Trade, Marketing and Business; Economic Environment of International Marketing; International Institutions-World Bank, IMF, UNCTAD, GATT, Customs Union, Common Markets, Free Trade Zones, Economic Communities;

SECTION-B

• Constraints on International Marketing -Fiscal and Non-fiscal Barriers, Non-tariff Barriers; Trading Partners.
• Bilateral Trade Agreements, Commodity Agreements and GSP; India and World Trade, Import And Export Policy, Direction and Quantum of India's Exports; Institutional Infrastructure for Export Promotion; Export Promotion Councils.

SECTION-C

• Public Sector Trading Agencies, ECGC, Commodity Boards etc.; Procedure and Documents-Registration of Exporters, Export Quotations, Production and Clearance of Goods for Exports.

SECTION-D

Suggested Readings:


The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of the course.
Instructions for the Paper Setters:

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION-A

Introduction to Advertising

- Nature and scope and functions of Advertising, Classification of Advertising, Advertising as an element of Marketing Mix, Advertising as a Tool of Communication, Setting Advertising Objectives;

- Behavioral Dynamics – The DAGMAR Approach, Hierarchy of Effects Model, New Adopter Model, AIDA Model;
- Advertising and Product Life Cycle;

SECTION-B


- Ethical Aspects of Advertising – Misleading Advertising, Deceptive Advertising and Shock Advertising;

- Economic Effects and Legal Aspects of Advertising;

SECTION-C

Managing an Advertising Program:

- Message Structure – Appeals, Copy, Layout;
- Advertising Media – Media Planning, Media Selection and Scheduling;
- Measuring Advertising Effectiveness – Pre-testing and Post-testing copy;
- Advertising Budget – Top Down Methods: Affordable Method, Percentage of Sales Method, Competitive Parity Method; Build-up Approach: Objective and Task Method;
- Advertising Agencies – Types, Role and Functions;
- Social and Cultural Consequences of Advertising – Advertising and Stereotyping;
SECTION-D

Sales Management:

- Nature and Scope of Sales Management, Personal Selling Objectives;
- Sales Force Organization – Nature and Types;

- Sales Force Recruitment – Process and Sources;
- Sales Force Selection Process;
- Managing Sales Training Programs – Need and Objectives;

- Motivating Sales Personnel – Significance, Financial and Non-Financial Reward System, Sales Meetings and Sales Contests;

- Designing Sales Territories and Sales Quotas – Objectives and Types;

- Developing and Managing Sales Evaluation Program.

Suggested Readings:

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION-A

Brand Management:

• Brands and Brand Management: Meaning, Importance of brands; Concept of Brand Equity.

• Brand Loyalty: Meaning and Measuring, Brand Loyalty; Strategic Value of Brand Loyalty; Maintaining and Enhancing Brand Loyalty.

• Customer Based Brand Equity: Defining Customer based Brand Equity; Brand Knowledge; Sources of Brand Equity – Brand Awareness, Brand Image; Building a Strong Brand – Brand Building Blocks, Brand Salience, Brand Performance, Brand Imagery, Brand Judgments, Brand Feelings, Brand Resonance.

• Brand Positioning: Identifying and Establishing Brand Positioning;

SECTION-B

• Concept of brand personality


• Designing and Implementing Branding Strategies: Brand-Product Matrix; Brand Hierarchy; Brand Extensions.

• Measuring and Interpreting Brand Performance: Measuring sources of brand equity; Qualitative Research Techniques: Free association, Projective Techniques; Quantitative Research Techniques: Awareness, Image.

• Brand Valuation Methods.
MASTER OF COMMERCE (SEMESTER – IV)

SECTION-C

Retail Management:

- Introduction to Retailing: Nature and Scope of Retailing, Types of Retail Formats, Retail Franchising: Concept, Types, Advantages and Disadvantages.

- Retail Locations: Types of Retail Locations; Steps involved in choosing a Retail Location; Methods of Evaluating a Trading Area.

- Retail Merchandising: Concept of Merchandising; Planning Merchandising assortments.

SECTION-D

- Servicing the Retail Customer: Concept of Customer Service; Importance of Service in Retail; Customer Service as a part of Retail Strategy;

- Retail Store Design and Visual Merchandising: Importance of Store Design; Exterior Store Design; Interior Store Design; Visual Merchandising.

- Supply Chain Management: Concept of Supply Chain Management with reference to Retailing; Supply Chain Integration.

Suggested Readings:

5. Dunne, Patrick M; Lusch, Robert F. and Griffith David A.: Retailing (Cengage, New Delhi)
Instructions for the Paper Setters:-

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION-A

- Introduction to services: Meaning and need for services marketing, Service and technology, Differences in goods versus services marketing, Service marketing mix.
- Customer Expectations of Services: Meaning and types of services expectations, Factors that influence customer expectations of services, Model of customer service.
- Understanding customer Expectations & Perceptions through Marketing Research: Using marketing research to understand customer expectation, Elements in effective services marketing research program, Analyzing and interpreting marketing research findings, using marketing research information

SECTION-B.

- Service Recovery: Impact of service failure and recovery, Service recovery paradox, How customer respond to service failures? Why do/don’t people complain, Customer expectation after complain, Switching versus staying post service recovery, Service recovery strategies.
- Service Development & Design: Challenges of service design, Service redesign, Stages in new service development, Service blueprinting, High performance service innovations.
- Physical Evidences and Servicescape: Types of servicescapes, Role of servicescape, Framework for understanding servicescape effects on behavior, Approaches for understanding servicescape effects, Guidelines for physical evidence strategy.
SECTION-C

- **Employees’ Role in Service Delivery**: The critical importance of service employees, Boundary/spanning roles, Hire the right people, Develop people to deliver service quality, Retain the best people.

- **Customers’ Role in Service Delivery**: Importance of customers’ in service delivery, customers’ roles, Self-service technologies, Strategies for enhancing customers’ participation, Managing the customer-mix

- **Delivery Service through Intermediaries & Electronic Channels**: Service Intermediaries, Direct or company owned channels, Common issues involving intermediaries, Key intermediaries for service delivery, Strategies for effective service delivery through intermediaries

- **Integrated Service Marketing Communications**: Need for co-ordinate in marketing communication, Reasons for service communication problems, Matching service promises with delivery, exceeding customer expectations.

SECTION-D

- **Pricing of Services**: Services prices for consumers, cost-based pricings, Competition-based pricing, Demand-based pricing, discounting odd pricings, Synchro-pricing, Penetrating pricing, Prestige pricing, Skimming pricing, Value pricing, Marketing segmentation pricing, Price framing, Price bundling, Complimentary pricing, result-based pricing, Contingency pricing, Sealed bid contingency pricing, Money-back guarantees, commissions.

- **Financial & Economic Effects of Service**: Service & profitability, Offensive marketing effects of service, Defensive marketing effects of service, customers’ perceptions of service & purchase intentions, Drivers of service quality, Customer retention & profits.

- **Integrated Gaps Model of Service Models of Service Quality**: Gaps model of service quality, Gronroos’ perceived service quality model, SERQUAL, Zeithamal’s RATER model, Kano’s two factor model.

- **Organizing for Change Management & Service Leadership**: Service-profit chain, Qualities associated with service leaders, Reducing inter-functional conflicts, Change management, Evolution versus turnaround, Valuating leadership potential, Leadership culture & climate.

**Suggested Readings:**