

**UNIVERSITY OF NORTH BENGAL**  
**DEPARTMENT OF COMMERCE**

**M. COM. SYLLABUS**

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**EFFECTIVE FROM ACADEMIC SESSION 2017-18**

**FOREWORD**

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Knowledge about industry, commerce and management is counted very critical in the process of the economic growth of a country like India. Keeping the point in mind the syllabus of the post-graduate course in commerce has been designed as below. The main objective of the post graduate course in Commerce is to equip the students with sound conceptual base along with technical and analytical skills in management of funds, people, markets and business environments. The course is aimed at developing abilities of the students so that they can grasp the implications of the various factors in a given situation and marshal their thought process logically so as to interconnect information in a transparent and logical pattern. The course has been designed with the objective of imparting knowledge and skills in managerial planning, controlling and decision-making. In clear terms the objectives of the course are enumerated below:

1. To create for the students of this University an avenue for employment in the academics and also to benefit industry by providing them with suitably trained persons in the field of Finance, Marketing, HRD, Banking, Insurance, Accounting, Taxation, International Business and Operations Management.
2. To give students adequate exposure to the operational environment in the aforesaid fields.
3. To develop managerial skill of the students by adopting practical approaches such as case study, business games, assignment writing and application of digital technology.

To keep conformity with the requirements of Choice Based Credit System, provisions have been made for Core Courses, Skill Enhancement Courses and Discipline Specific Elective Courses; this is based on a cafeteria approach to choosing dual specialization.

Sixteen core courses have been enumerated to be offered in Semester I and Semester II; i.e., eight core courses are to be taught in each semester. These are aimed at providing the fundamental knowledge in different functional areas of management, managerial principles, economic theory and quantitative techniques of decision-making like Statistics and Operations Research. The level of knowledge to be imparted in these courses will, therefore, be primarily basic in nature. The students will also have four skill enhancement courses in the 3<sup>rd</sup> and 4<sup>th</sup> Semesters. They will have the opportunity of selecting 10 subject specific elective courses to pursue dual specialization for their future career.

### Structure of M. Com. Syllabus under CBCS System

Papers	Scheme of Assessment			
	Term-end Exam	Continue Evaluation	Total Marks	Credits
<b>First Semester</b>				
C-101: Principles and Practice of Management	40	10	50	2
C-102: Marketing Management	40	10	50	2
C-103: Advanced Management Accounting-I	40	10	50	2
C-104: Human Resource Management -I	40	10	50	2
C-105: Managerial Economics -I	40	10	50	2
C-106: Statistics – I	40	10	50	2
C-107: Analysis of Financial Statements	40	10	50	2
C-108: Financial Management –I	40	10	50	2
<b># All the courses of 1<sup>st</sup> Semester are cores course</b>	320	80	400	16
<b>Second Semester</b>				
C-201: Fundamentals of Organizational Behaviour	35	15	50	2
C-202: Strategic Marketing	35	15	50	2
C-203: Advanced Management Accounting - II	35	15	50	2
C-204: Human Resource Management -II	35	15	50	2
C-205: Managerial Economics -II	35	15	50	2
C-206 : Statistics -II	35	15	50	2
C-207: Operations Research	35	15	50	2
C-208: Financial Management –II	35	15	50	2
<b># All the courses of 2<sup>nd</sup> Semester are cores course</b>	280	120	400	16
<b>Third Semester</b>				
C-301: Economic Environment of Business -I	40	10	50	2
SD-302: Corporate Tax Planning and Management - I	40	10	50	2
SD-303: Computer Applications in Business & E-Commerce -I	40	10	50	2
Spl 1:*	40	10	50	2
Spl 2:*	40	10	50	2
Spl 3:*	40	10	50	2
Spl 4:*	40	10	50	2
Spl 5:*	40	10	50	2
<b>*Students will select Subject Specific Special papers from list</b>	320	80	400	16
<b>Fourth Semester</b>				
C-401: Economic Environment of Business -II	35	15	50	2
SD- 402: Corporate Tax Planning and Management - II	35	15	50	2
SD-403: Computer Applications in Business & E-Commerce -II	35	15	50	2
Spl 1:*	35	15	50	2
Spl 2:*	35	15	50	2
Spl 3:*	35	15	50	2
Spl 4:*	35	15	50	2
Spl 5:*	35	15	50	2
<b>C = Core Course, SD = Skill Development Course, * = Elective</b>	280	120	400	16
<b>Note:</b> Out of total 64 credits, 16 credits are earmarked for continuing evaluation	<b>Total Marks</b>	1200	400	1600
	<b>Total Credits</b>	48	16	64

## **Subject Specific Elective Groups for Students of 3<sup>rd</sup> and 4<sup>th</sup> Semesters**

### **Group – A: Accounting Group**

- Course - A1: Accounting Theory
- Course - A2: Contemporary Issues in Accounting
- Course - A3: Strategic Cost Accounting
- Course - A4: Strategic Management Accounting
- Course - A5: International Accounting
- Course – A6: Corporate Reporting Practices

### **GROUP - FM: Finance Group**

- Course - FM1 Indian Financial Institutions
- Course - FM2: Indian Financial Markets
- Course - FM3: Strategic Financial Management
- Course - FM4: International Finance
- Course - FM5: Security Analysis & Portfolio Management
- Course - FM6: Management of Financial Services

### **GROUP - MM: Marketing Management**

- Course - MM1: Marketing Research
- Course - MM2: Consumer and Organizational Buying Behaviour
- Course - MM3: Advertising and Sales Promotion Management
- Course - MM4: Product and Brand Management
- Course - MM5: Distribution and Retail Management
- Course - MM6: Services Marketing

### **GROUP - HR: Human Resource Management**

- Course - HR1: Advanced Organizational Behaviour
- Course - HR2: Industrial Relations
- Course - HR3: Labour Laws
- Course - HR4: Organization Development

### **GROUP- BF: Banking & Finance**

- Course –BF1: Banking Theory and Practices in India
- Course –BF2: Indian Financial Institutions,
- Course –BF3: Indian Financial Markets
- Course –BF4: International Finance
- Course –BF5: International Trade
- Course - BF6: Risk Management

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**Note:** Every year depending upon the faculty strength and infrastructure, the Department will notify the exact number of special papers to be offered to the students. Students can do internship and project submission in lieu of one special paper in the 4<sup>th</sup> Semester.

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**DEPARTMENT OF COMMERCE  
UNIVERSITY OF NORTH BENGAL**

**Syllabus of M. Com. 1<sup>st</sup> Semester**

Papers	Scheme of Assessment			
	Term-end Exam	Continue Evaluation	Total Marks	Credits
<b>First Semester</b>				
C-101 Principles and Practice of Management	40	10	50	2
C-102 Marketing Management	40	10	50	2
C-103 Advanced Management Accounting-I	40	10	50	2
C-104 Human Resource Management -I	40	10	50	2
C-105 Managerial Economics -I	40	10	50	2
C-106 Statistics – I	40	10	50	2
C-107 Analysis of Financial Statements	40	10	50	2
C-108 Financial Management –I	40	10	50	2
	320	80	400	16

**Note: All the courses of 1<sup>st</sup> Semester are cores courses**

## C-101: PRINCIPLES AND PRACTICES OF MANAGEMENT

**Marks: 50**

**Time: 2 Hours**

**Credits: 2**

**Lectures: 30**

### **1. Management: An Introduction**

Management: Meaning; General Definition; Precise Definition; Concepts and Process of Management: Managerial Group; Special Study; Management and Administration: Management of People who are human beings: Management---an Art or Science? Management as a Profession; Central Framework of Management System; Importance of Management **[6 Lectures]**

### **2. Management Process: The Functions of Management**

Managerial Performance---Efficiency & Effectiveness Managerial Functions—Dual Analysis of Management Work: --Planning - Organising –Staffing – Leading – Motivating -Coaching---Communication---Co-ordination----Developing People---Management Process in a dynamic Business Environment **[6 Lectures]**

### **3. Evolution of Management Thought**

School of Management Thought---Classical Management Theory---Bureaucratic Model — Assessment of Bureaucracy---Sc. Management---Taylor’s Mechanism— Assessment of Management – Administrative ( Process ) Management Theory --- Fayol’s Management Process —Its Assessment – Taylor Vs Fayol—Fayol Father of Modern Management—Fayol’s Principles —Other Management Principles—Neo-Classical Management Theory—Hawthorne Experiment—Human Relations Movement –Behavioural Sciences—Extents of Neo-Classical Theory—Organisational Behaviour –Neo-Classical Approach - Modern Management Theories—Operations Research—System Approach — Systems Approach to Organisation **[10 Lectures]**

### **4. Delegation and Decentralization**

Delegation Authority—Meaning of Delegation—Elements of Delegation—Responsibility—Authority—Accountability—Process of Delegation—The Executive Pyramid—Why Delegate –Lack of Time and Energy—Complex and Intricate Techniques—Geographical Dispersion-Method of Motivation-How do you Delegate?—Benefits of Delegation—Reasons For Non Delegation—Centralisation—Decentralisation—Delegation Vs Decentralisation—Indicators of Decentralisation—Factors Determining Decentralisation—When to Decentralise? –How to Decentralise? Centralisation / Decentralisation----Decentralisation Demanded Value –oriented Holistic Management under New People Management in knowledge Economy **[8 Lectures]**

### **Suggested Readings:**

Griffin, Ricky W: Organisational Behaviour, Houghton Mifflin Co. Boston.

Hellreigl, Don, John W. Solcum, Jr. and Richard W. Woodman: Organisational Behaviour, South Western College Publishing, Ohio.

Hersey, Paul, Kenneth H. Blanchard and Dewey E. Johnson: Management of Organizational Behaviour Utilizing Human Resources, Prentice Hall, New Delhi.

Ivancevich; John and Michael T. Matheson: Organisational Behaviour and Management, Business Publication Inc. Texas.

Koontz. Harold, Cyril O'Donnel, and Heinz Wehrich: Essentials of Management, Tata McGraw Hill, New Delhi.

Luthans, Fred: Organisational Behaviour, McGraw Hill, New York.

Newstrom, John W. and Davis: Organizational Behabviour: Human Behaviour at work, Tata McGraw Hill, New Delhi.

Robbins, Stephen P, and Mary Coulter: Management, Prentice Hall, New Delhi.

Robbins, Stephen P: Organizatioinl Behaviour, Prentice Hall, New Delhi.

Steers, Richard M. and J. Steward Black: Organizational Behaviour, Harper, Harper Collins College Publishers, New York.

Sukla Madhukar: Understanding Organisations: Organisation Theory and Practice in India, Prentice Hall, New Delhi.

## C-102: MARKETING MANAGEMENT

**Marks: 50**

**Time: 2 Hours**

**Credits: 2**

**Lectures: 30**

**1. Introduction to Marketing:** Definition & Functions of Marketing. Need, Wants, Desire, Benefits, Demand, Value, Exchange, Goods – Services Continuum, Product, Market, Customer Satisfaction, Customer Delight, Approaches to Marketing. **[4 Lectures]**

**2. Marketing Environment:** Analyzing needs and trends Macro Environment -Political, Economic, Socio-cultural and Technical Environment, Micro Environment, Industry & Competition, Concept of Market, Market Potential & Market Share. **[6 Lectures]**

**3. Market Segmentation & Consumer Behavior:** Definition, Need & Benefits. Bases of Market Segmentation for consumer goods, industrial goods and services; Segments, Niche & Local Marketing; Effective segmentation criteria, Evaluating & Selecting Target Markets, Concept of Target Market and Concept of Positioning – Value Proposition & USP; Concept, Characteristics of consumer and organizational markets, steps in buyer decision process. **[10 Lectures]**

**4. Marketing organization & Marketing Planning:** Concept, Types - Functional organization, Product Focused organization, Geographic Organization, Customer Based Organization, Matrix organization. Organization structure for a wide customer orientation; Need and Significance of marketing control; Marketing Audit; **[10 Lectures]**

### **Suggested Readings:**

1. Principles of Marketing 12th Edition - Philip Kotler and Gary Armstrong
2. Fundamentals of Marketing - Stanton
3. Marketing Management – Rajan Saxena
4. Marketing Management - V.S.Ramaswamy and S.Namakumari
5. Analysis for Marketing Planning – Donald Lehmann & Russell Winer, 6th Ed.
6. Case Studies in Marketing - Indian context - R.Srinivasan

## **C-103: ADVANCED MANAGEMENT ACCOUNTING - I**

**Marks: 50**

**Time: 2 Hours**

**Credits: 2**

**Lectures: 30**

**1. The Nature of Management Accounting and Control Structure:** How Management Accounting adds value to business, Position and functions of Management Accountants in different types of organizational structures, Role of Management Accountant in Strategic Planning, Management Control and Task Control [ 5 Lectures]

**2. Responsibility Accounting and Divisional Performance Measurement:** Concept of Responsibility Accounting; Responsibility Centres – Cost Centre, Revenue Centre, Profit Centre, Investment, Centre, Measures of Performance; Managing Costs through Standard Setting and Variance Analysis, Controllability and Cost Variance Investigation models, Return on Investment (ROI) Versus Residual Income (RI); Economic value added.. [8 Lectures]

**3. Transfer Pricing in Divisionalized Companies –**  
Purpose of Transfer Pricing, Transfer Pricing Methods, Resolving Transfer Pricing Conflicts, Domestic Transfer Pricing Considerations, International Transfer Pricing [ 8 Lectures]

**4. Cost-Volume Profit analysis and Short -Run Managerial Decisions:** Necessity, assumptions using CVP for managerial decision making, sensitivity, profit planning, CVP analysis of multi-product units, Managerial Decisions – Make/Buy, Add/Drop, Sell/Process Further, Operate/Shutdown, Special Order, Product-Mix, Pricing Decisions. [ 9 Lectures]

(Note: Pedagogy and internal evaluation will generally comprise of case studies, business games , project assignments and field studies )

### **Suggested Readings**

- C. Drury: Management and Cost Accounting: Cengage Learning.
- Horngrén, Foster and Datar., Cost accounting – A managerial emphasis.
- R.M. Kishore, Advanced Management Accounting, Taxmann Publications.
- R.N. Anthony and V.Govindarajan: Management Control Systems, Tata McGraw Hill.
- R.S. Kaplan & A.A. Atkinson:, Advanced Management Accounting PHI.
- R.W. Hilton, Managerial Accounting, Tata McGraw Hill.
- Don.R. Hansen and M.M. Mowen, Managerial Accounting , Cengage Learning
- B. Banerjee, Financial Policy and Management Accounting, PHI



## C-104: HUMAN RESOURCE MANAGEMENT – I

**Marks: 50**

**Time: 2 Hours**

**Credits: 2**

**Lectures: 30**

1. **Human Resource Management:** Definition, Objective, Importance, Scope, Similarities and dissimilarities between PM and HRM [3 Lectures]
2. **Human Resource Planning:** Definition, needs, objectives, process, factors to be considered. [6 Lectures]
3. **Recruitment:** Definition, Importance, Theories of Recruitment, Sources of Recruitment, Methods of Recruitment, Recruitment Policy; Alternative Approaches to Recruitment. [5 Lectures]
4. **Selection:** Definition, Importance, Selection Process, Selection Tests. Selection Interview: Objectives, Advantages, Types of Interview, Problems, Guidelines to be followed by the Interviewer. [5 Lectures]
5. **Induction training:** Definition, need, process, information need of employees [4 Lectures]
6. **Training and Development:** Definitions, needs, differences, identification of training needs, methods of training. **Importance of Development;** Identification of Developmental Needs; Methods of Development [7 Lectures]

### **Suggested Readings:**

Yorder: Personnel Management & Industrial Relations.

Jucius: Personnel Management.

Strauss and Sayles: Personnel: the human problems of Management.

Monappa & Saiyadian: Personnel Management.

Aswathappa: Human Resource and Personnel Management.

Saiyadian: Human Resource Management.

Bowey: A Guide to Manpower Planning.

NIPM: Personnel Management in India.

Gomez – Mejia, Balkin and Cardy: Managing Human Resources.

## C-105: MANAGERIAL ECONOMICS – I

**Marks: 50**

**Time: 2 Hours**

**Credits: 2**

**Lectures: 30**

1. **Basics of Managerial Economics:** Overview of the theory of consumer; Overview of the theory of production and market structure; Overview of macroeconomics; Optimization techniques using calculus and linear programming **[2 Lectures]**
2. **Theory of Consumer Behaviour:** Preference relation, choice rules, and their interrelationship. Consumption set, consumption budget and demand function. The weak axiom of the Revealed preference and the law of demand. Basic properties of preference relations. Preference and utility. **[12 Lectures]**
3. **Choice under Uncertainty:** Expected Utility Theorem, theory of lottery and its application in stock market decisions, insurance business etc. **[8 Lectures]**
4. **Market Structure:** Monopoly, Monopoly and patent; monopoly and product quality, price discrimination under strong monopoly; hidden information model of price discrimination. **[8 Lectures]**

### **Suggested Readings**

1. J. H. Henderson and R. E. Quandt, *Microeconomic theory : A mathematical approach*, Third edition, 2003
2. A. Mas-collel, M.D. Whinston and J.R. Green, *Microeconomic Theory*, Indian edition, 2006.
3. H.R. Varian, *Microeconomic Analysis*, Second edition, 1984
4. E. Wolfstetter, *Topics in Microeconomics: Industrial organisation, auction and incentives*, Cambridge University Press, 1999

## C-106: STATISTICS – I

**Marks: 50**

**Time: 2 Hours**

**Credits: 2**

**Lectures: 35**

1. **Theory of Probability:** Classical, Empirical and Axiomatic Definition; Set Theory and Probability Theory; Law of addition and Multiplication, Bayes Theorem, Random Variable - discrete, continuous; Probability Distribution: Mathematical Expectation, Moment Generating Function. **[10 Lectures]**
2. **Theoretical Distributions:** Binomial, Poisson and Normal, Moment Generating Function of the distributions, Business Application of Probability Theory. **[8 Lectures]**
3. **OLS and Properties of OLS Estimators:** Ordinary Least Square; Goodness of fit, Autocorrelation, Homoscedasticity, Properties of estimators; Statistical significance of the estimators **[10 Lectures]**
4. **Multivariate Analysis:** Multiple and Partial Correlation, Multicollinearity, Dummy Variable; Factor Analysis, Discriminant Analysis. **[7 Lectures]**

### **Suggested Readings:**

Gupta & Kapoor: Fundamentals of Mathematical Statistics, S. Chand

Hair, Anderson & Others: Multivariate Data Analysis, PHI.

Koutsoyannis A: Theory of Econometrics, ELBS.

Levin and Rubin: Statistics for Management, PHI.

Kendal and Stuart: Advanced Theory of Statistics, PHI.

Conver W.J: Practical Non-Parametric Statistics, John Willey

Box, Jenkin & Reinsel: Time Series Analysis, Pearson.

Johnson & Wichern: Applied Multivariate Statistical Analysis.

## **C-107: ANALYSIS OF FINANCIAL STATEMENTS**

**Marks: 50**

**Time: 2 Hours**

**Credits: 2**

**Lectures: 30**

1. **Introduction to Financial Statement Analysis:** What is financial Statement Analysis (FSA)? Domain of FSA -Traditional Approaches to FSA—New Approaches to FSA  
[6 Lectures]
2. **Techniques of Financial Statements Analysis:** Analysis through Comparison; Tools and Techniques of Analysis: Common-Size Analysis; Vertical Analysis; Horizontal Analysis  
[6 Lectures]
3. **Ratio Analysis:** Requirements for Ratio Formulation-Classification of Ratios according to their Uses: Short-term Solvency/Liquidity Analysis; Long-term Solvency / Capital Structure Analysis; Profitability Analysis: Activity Analysis, Asset Management Analysis, Long term Activity Analysis, Capital Market Analysis  
[5 Lectures]
4. **Income Statement Analysis:** Factors affecting reported income-Classification of Income Statement Analysis-Revenue and Expense Recognition-Gross Profit, Operating Profit-Other Income and Expenses-Management's Latitude: A few examples-earnings manipulation and management discretion; Analyzing Sales, Cost of Goods Sold and Gross Profit in Absolute Figures and in Percentage Terms  
[7 Lectures]
5. **Limitations of Financial Statement Analysis:** Growth of GAAP-Who created GAAP? Position of GAAP in India-Standards Overload-Limitations of Financial Statements – GAAP Contradictions-GAAP Inadequacies- Steps taken to make up the Inadequacies  
[6 Lectures]

### **Suggested Readings:**

1. Rao Peddina Mohan: Financial Statement Analysis and Reporting
2. Sarngadharan M. & Kumar S. Rajitha: Financial Analysis for Management Decisions
3. Palat Raghu: Understanding Financial Ratios for Business
4. Kakani Ramchandran: How to Analyze a Financial Statement
5. Danii H.R.: Balance Sheets: Contents, Analysis and Interpretation
6. Subramanyam K R and Wild John J. : Financial Statement Analysis
7. Horngren, Foster and Datar: Cost Accounting – A managerial emphasis.
8. R.W. Hilton: Managerial Accounting, Tata McGraw Hill.

## C-108: FINANCIAL MANAGEMENT – I

**Marks: 50**

**Time: 2 Hours**

**Credits: 2**

**Lectures: 32**

- 1. Financial Management: Nature, objectives and scope;** financial decision-making and types of financial decisions; role of a finance manager in a firm and Agency problem. Risk-Return framework for financial decision -making. **[ 5 Lectures ]**
- 2. Cost of Capital:** Meaning and significance of cost of capital, calculation of cost of debt, preference share capital, equity share capital and retained earnings, combined cost of capital, cost of equity and CAPM; Determining capital structure in practice. **[7 Lectures]**
- 3. Capital Structure Theory and Policy:** Relevance of Capital Structure; - The Net Income and Traditional View, Irrelevance of Capital Structure: NOI approach and MM Hypothesis without taxes, Relevance of Capital Structure- The MM Hypothesis without taxes and under Corporate Taxes, The trade-off theory: Costs of Financial Distress and Agency costs, Pecking order theory. **[ 8 Lectures ]**
- 4. Capital Budgeting Decisions:** Nature and Kinds of Capital Budgeting Decisions, Investment Evaluation Criteria, Determination of Cash Flow for Investment Analysis, Investment timing and duration, Replacement of an existing asset, Investment decisions under capital rationing, Risk Analysis in Capital Budgeting. **[12 Lectures]**

### **Suggested Readings**

Brealey, R and Steward C. Myers: Corporate Finance, McGraw Hill, Int. New York.

Weston and Brigham: Managerial Finance, Hall Sanders

Hampton, John: Financial Decision Making, Prentice Hall, Delhi.

Pandey, I.M: Financial Management, Vikas Publishing House, Delhi.

Van Horne, James C: Financial Management and Policy, Prentice Hall, Delhi.

Pinches, George E: Essentials of Financial Management; Harper and Row, New York.

Block, Stanly B, Geoffrey A H: Foundations of Financial Management; Richard D. Irwin,

Brigham and Houston: Financial Management, Thomson, New York

**DEPARTMENT OF COMMERCE  
UNIVERSITY OF NORTH BENGAL**

**Syllabus of M. Com. 2<sup>nd</sup> Semester**

Papers	Scheme of Assessment			
	Term-end Examination	Continuing Evaluation	Total Marks	Credits
<b>Second Semester</b>				
C-201 Fundamentals of Organizational Behaviour	35	15	50	2
C-202 Strategic Marketing	35	15	50	2
C-203 Advanced Management Accounting - II	35	15	50	2
C-204 Human Resource Management -II	35	15	50	2
C-205 Managerial Economics -II	35	15	50	2
C-206 Statistics -II	35	15	50	2
C-207 Operations Research	35	15	50	2
C-208 Financial Management –II	35	15	50	2
	280	120	400	16

**Note: All the courses of the 2<sup>nd</sup> Semester are cores courses**

## C - 201: FUNDAMENTALS OF ORGANISATIONAL BEHAVIOUR

**Marks: 50**

**Time: 2 Hours**

**Credits: 2**

**Lectures: 30**

1. **Conflict Management in Organization:** Causes of Conflict—Communication and Conflict Resolution—Negotiating to solve Conflict;- Programme on Negotiation; Organising Conflicts—Types of Conflicts, Interpersonal and Inter-group Conflicts—Methods of Conflict Resolution—Regulating Conflicts in Organisation [ **6 Lectures**]
2. **Leadership:** Concept and Significance, Leadership Vs. Management; Formal and Informal Leaders, Theories of leadership, Leadership Styles, Leadership Continuum, Likert's System 4 Management , Situational Nature of Leadership [ **6 Lectures**]
3. **Communication:** Concept and Nature, Process and Significance; Communication channels—Formal and Informal, Grapevine and Rumour, Communication Media—Oral and Written Communication Networks, Barriers to Communication, How to overcome the barriers and make communication effective [ **6 Lectures**]
4. **Organizational Change:** Concept and Nature; Need and Process; Force field Analysis; Resistance to change -Causes and Remedies, Management of Planned change. [ **8 Lectures**]
5. **Stress Management:** What is Stress? Causes of Stress, Physical and Psychological impacts of Stress, how to overcome it, Drive towards effective stress management [ **4 Lectures**]

### **Suggested Readings**

Nestron and Davis—Organisational Behaviour  
Kolasa: Introduction to Behavioural Science for Business  
Shukla: Understanding Organisations  
Ahuja: Organisational Behaviour  
Sharma: Organisational Theory and Behaviour  
Schein: Organizational Psychology  
Mitchell: People in Organizations  
Robbins: Organisational Behaviour

## C-202: STRATEGIC MARKETING

**Marks: 50**

**Time: 2 Hours**

**Credits: 2**

**Lectures: 30**

**1. Overview of Marketing Strategy:** Relationship with Corporate Vision, Mission and Objectives; Market-led strategic management; Offensive and defensive competitive strategies; Build strategies, Hold strategies, Market niche strategies, Harvesting strategies, Divestment/deletion. Identification of attractive markets, Industry / business analysis, sustaining competitive advantage **[6 Lectures]**

**2. New product development and introduction strategies** - Speeding new product development - Organizing for new product development - Planned innovation - Planned or unplanned strategy withdrawals / obsolescence. Marketing strategy formulation across PLC stages, Marketing strategy formulation for – emerging markets, growth markets, mature and Declining; fragmented markets for products (goods and services) **[10 Lectures]**

**3. Competing through superior service and customer relationships** - The three ‘S’s of customer service - Providing superior service - Measuring and monitoring customer satisfaction Competing through e-Marketing - The impact of e-Marketing on marketing Strategy **[ 8 Lectures]**

**4. Integration of Marketing Strategies:** Application to different business sectors – FMCG, Industrial, & Services; Constraints in marketing strategy implementation; Periodical assessment. **[6 Lectures]**

### **Suggested Readings:**

1. Marketing Strategy - Boyd Walker, Mullins Larrech, TMGH
2. Strategic Marketing Management - David Aaker
3. Principles of Marketing - Philip Kotler, Gary Armstrong
4. Handbook of Relationship Marketing – Jagdish Sheth, Atul Parvatiyar
5. Leading through Relationship Marketing- Richard Batterley
6. Relationship Marketing - S.Shajahan, TMGH, 1st ed., 2006 reprint.
7. Customer relationship Management - Sheth, Parvatiyar, Shainesh



## C-203: ADVANCED MANAGEMENT ACCOUNTING – II

**Marks: 50**

**Time: 2 Hours**

**Credits: 2**

**Lectures: 30**

**1. Activity Based Costing and Activity Based Management in today's Advanced manufacturing environment:** Concepts Characteristics, benefits from using ABC systems, how to develop and implement ABC systems, Using ABC for cost management and profitability improvement. Target Costing, Kaizen Costing and Constant Improvement

**[8 Lectures]**

**2. Management Control through management of Quality and Capacity:** Definition of quality, classification of quality costs, analysis of quality costs, quality cost reporting, Total Quality Control and Management, Meaning of Capacity Management, Capacity determination, Guidelines of professional bodies on capacity determination, Rightsizing and management of capacity – identifying unused capacity for engineered and discretionary overhead costs.

**[7 Lectures]**

**3. Inventory Management:** Inventory Costs and Cost optimisation techniques, Selective inventory Control, JIT Inventory Management, Theory of Constraints and application in Inventory Management.

**[ 8 Lectures]**

**4. Profit Planning, Activity Based Budgeting:** Purposes of Budgeting Systems; Types of Budget, Using Activity Based Budgeting to prepare Master Budget, Budget Administration, Zero Base Budgeting, Budgeting Product Life cycle costs, Behavioral Impact of Budgets

**[7 Lectures]**

(Note: Pedagogy and internal evaluation will generally comprise of case studies, business games, project assignments and field studies )

### **Suggested Readings**

Kaplan & Atkinson: Advanced Management Accounting, PHI.

Anthony and Govindarajan: Management Control Systems, Tata McGraw Hill.

Banerjee B: Financial Policy and Management Accounting, PHI.

Kishore R M: Advanced Management Accounting, Taxmann Publications.

Hornngren, Foster and Datar: Cost accounting – A managerial emphasis.

Basu B. K: Lectures in Management Accounting, New Central Book Agency.

Hilton: Managerial Accounting, Tata McGraw Hill

Kaura M. N.: Management Control and Reporting Systems, Sage Publications.

Drury C: Management and Cost Accounting: Thomson Learning.

## C-204: HUMAN RESOURCE MANAGEMENT – II

**Marks: 50**

**Time: 2 Hours**

**Credits: 2**

**Lectures: 30**

- 1. Performance Appraisal:** Definition, objectives: Who are the raters? What is to be rated? Factors that Contribute towards Rating Errors, Process, Methods  
[6 Lectures]
- 2. Promotion:** Definition, types, Need, bases of promotion and their advantages and disadvantages.  
[2 Lectures]
- 3. Motivation:** Definition, Process, Maslow's theory, Herzberg's theory, McGregor's theory, ERG theory, Vroom's theory, Equity theory, McClelland's Theory.  
[9 Lectures]
- 4. Employee Morale:** Definition, factors, types, steps in improving morale.  
[3 Lectures]
- 5. Grievance:** Definition, causes of grievance, grievance procedure. [5 Lectures]
- 6. Discipline:** Definition, need, acts of misconduct, disciplinary action, framing of charge sheet, principles of due process and just cause. [5 Lectures]

### Suggested Readings

Yorder: Personnel Management & Industrial Relations.  
Jucius: Personnel Management.  
Strauss and Sayles: Personnel: the human problems of Management.  
Monappa & Saiyadian: Personnel Management.  
Aswathappa: Human Resource and Personnel Management.  
Saiyadian: Human Resource Management.  
Bowey: A Guide to Manpower Planning.  
Divedi: Personnel Management.  
NIPM: Personnel Management in India.  
Gomez – Mejia, Balkin and Cardy: Managing Human Resources.  
DeCenzo & Robbins: Personnel / Human Resource Management.  
Ivancevich, John. M: Human Resource Management.  
Dessler, Gary: Human resource Management.  
Robbins, Stephen: Organization Behaviour.

## C-205: MANAGERIAL ECONOMICS –II

**Marks: 50**

**Time: 2 Hours**

**Credits: 2**

**Lectures: 30**

- 1. Market Structure (Oligopoly):** Cournot, Bertrand and Stackleberg models in the game theoretic approach. The Bertrand model and the Nash equilibrium. Bain’s model of limit pricing. Strategic pre-commitments to affect future competition. **[5 Lectures]**
- 2. Market Failures:** Informational asymmetries and adverse selection. The signalling model. The screening model. The principal-agent problem. **[15 Lectures]**
- 3. Managerial Theories of Firm:** Marris’ model of the managerial enterprise, Williamson’s model of managerial discretion. **[3 Lectures]**
- 4. Macroeconomic System:** Analysis of product market, money market and labour market. Determination of equilibrium and comparative statics in the IS-LM framework. **[7 Lectures]**

### Suggested Readings

1. A Mas-collel, M.D. Whinston and J.R. Green, *Microeconomic Theory*, Indian edition, 2006.
2. A Koutsoyiannis, *Modern microeconomics*, ELBS, 1975
3. W.J. Baumal, A. S. Blinder, *Microeconomics: Principles and policy*, Ninth edition, 2003
4. R.J. Gordon, *Macroeconomics*, Twelfth edition, 2011

## C - 206: STATISTICS – II

**Marks: 50**

**Time: 2 Hours**

**Credits: 2**

**Lectures: 35**

1. **Sampling Theory:** Sampling Design, Fundamental concepts of Sampling, Importance of Sampling, Probabilistic and Non-probabilistic Methods of Sampling.  
[5 Lectures]
2. **Sampling Distribution:** Sampling Distribution, Standard Error, Determination of Sample Size, Estimation: Interval estimate, Features of a good estimator,  
[5 Lectures]
3. **Large Sample Tests:** Central Limit Theorem, Test of Hypothesis, One-tailed test, two tailed test, Test for equality of mean, variance, proportion etc. [8 Lectures]
3. **Small Sample Tests:** t-test, F-test,  $\chi^2$  – test, ANOVA.  
[12 Lectures]
4. **Non-Parametric Tests:** Sign Test, Median Test, Rank Correlation Test.  
[5 Lectures]

### **Suggested Readings:**

Gupta & Kapoor: Fundamentals of Mathematical Statistics, S. Chand

Hair, Anderson & Others: Multivariate Data Analysis, PHI.

Levin and Rubin: Statistics for Management, PHI.

Kendal and Stuart: Advanced Theory of Statistics, PHI.

Conver W.J: Practical Non-Parametric Statistics, John Willey

Box, Jenkin & Reinsel: Time Series Analysis, Pearson.

Johnson & Wichern: Applied Multivariate Statistical Analysis.

## C-207: OPERATIONS RESEARCH

**Marks: 50**

**Time: 2 Hours**

**Credits: 2**

**Lectures: 35**

1. **Linear programming** – Fundamental Theorem of LPP; feasibility and Optimality theorems, simplex method, big M method, two-phase technique; **[6 Lectures]**
2. **Duality & sensitivity** - definition and formulation of dual problem, complementary slackness theorem, economic interpretation of duality; Sensitivity and post-optimal analysis-objective of analysis; Transportation and assignment problem as extension of LPP; **[8 Lectures]**
3. **Dynamic programming** - problems, principle of optimality; Non-linear dynamics and resource management. Integer Programming **[5 Lectures]**
4. **Non-linear programming**-unconstrained and constrained problems, Kuhn-Tucker conditions, quadratic programming; **[5 Lectures]**
5. **Theory of games:** Non Zero sum game definition, formation and representation, information set, Prisoner's dilemma; **[4 Lectures]**
6. **Network scheduling:** PERT and CPM; Markovian decision process and application in management. **[4 Lectures]**
7. **Queueing theory**-pure birth and pure death process, distribution of arrival and departure-solution, difference-differential equations of combined arrivals and departure-solution, queue system – (M/M/I). **[3 Lectures]**

### **Suggested Readings**

Bazaraa and Jarvis: "Linear Programming and Network Flows", John Wiley & sons.

Hamdy, A. Taha: "Operations Research – An Introduction", (Sixth Edn.)

KantiSwarup, Gupta, Man Mohan: "Operations Research", Sultan Chand & Sons.

Fredrick S. Hiller, Gerld J. Liberman: "Operations Research" CBS Publication.

Kashyap, and Chaudhury: "An Introduction to Queueing Theory". Arkay Publication

Bazarra and Shetty: "Non-liner Programming – Theory and Algorithms", John Wiley.

T.C. Hu, "Integer Programming" Madison,

## C-208: FINANCIAL MANAGEMENT – II

**Marks: 50**

**Time: 2 Hours**

**Credits: 2**

**Lectures: 32**

- 1. Financial and Operating Leverage:** Measurement of leverages, effects of operating and financial leverage on profit, analyzing alternate financial plans, combined financial and operating leverage. Financial Leverage and Shareholders risk. **[10 Lectures]**
- 2. Dividend Theory and Policies:** Issues in dividend decisions, Walter's model, Gordon's model, M.M. hypothesis, dividend and uncertainty, relevance of dividend, dividend policy in practice, forms of dividends, practical considerations in Dividend Policy, stability in dividend policy, stability of dividends, Linter's model of Corporate Dividend Behaviour, Forms of dividend, buyback of shares. **[10 Lectures]**
- 3. Management of Working Capital:** Meaning, significance and types of working capital, profitability-liquidity tangle, calculation of operating cycle, estimation of working capital requirements, financing of working capital and norms of bank finance. Management of cash, receivables and inventory; **[12 Lectures]**

Note: Pedagogy and internal evaluation will generally comprise of case studies, business games, project assignments and field studies

### **Suggested Readings**

Brealey, R and Steward C. Myers: Corporate Finance, McGraw Hill, Int. New York.

Weston and Brigham: Managerial Finance, Hall Sanders

Hampton, John: Financial Decision Making, Prentice Hall, Delhi.

Pandey, I.M: Financial Management, Vikas Publishing House, Delhi.

Van Horne, James C: Financial Management and Policy, Prentice Hall, Delhi.

Pinches, George E: Essentials of Financial Management; Harper and Row, New York.

Block, Stanly B, Geoffrey A H: Foundations of Financial Management; Richard D. Irwin,

Brigham and Houston: Financial Management, Thomson, New York

**Department of Commerce**  
**University of North Bengal**

**Syllabus of M. Com. 3rd Semester**

Papers	Scheme of Assessment			
	Term-end Examination	Continuing Evaluation	Total Marks	Credits
<b>Third Semester</b>				
C-301: Economic Environment of Business -I	40	10	50	2
SD-302: Corporate Tax Planning and Management - I	40	10	50	2
SD-303: Computer Applications in Business & E-Commerce -I	40	10	50	2
Elective Spl 1: *	40	10	50	2
Elective Spl 2:*	40	10	50	2
Elective Spl 3:*	40	10	50	2
Elective Spl 4: *	40	10	50	2
Elective Spl 5: *	40	10	50	2
<b>Total</b>	320	80	400	16

**C = Core course, SD= Skill Development Course \* = subject specific elective courses**  
**Students will choose Elective Special papers from the given list**

**Note: Department offers dual specialization. Students can choose the five Elective Special Papers in 3<sup>rd</sup> and 4<sup>th</sup> semesters each in the ratio of 3:2. A student is said to have major specialization in the subject specific special group from which he/she chooses 3 courses in each semester. In other special group the student chooses 2 courses in each semester will be treated as minor. The list of special courses is enclosed with the syllabus. Every year the department will notify the special courses to be offered on the basis of availability of faculty and infrastructure.**

## C- 301: ECONOMIC ENVIRONMENT OF BUSINESS – I

**Marks: 50**

**Time: 2 Hours**

**Credits: 2**

**Lectures: 30**

- 1. Business environment in India during 1956-90:** The philosophy of economic planning; economic controls in various fields. **[10 Lectures]**
- 2. Economic Reforms in India:** Needs for economic reforms in 1991. Theoretical frameworks of Indian economic reforms. Problems of adjustment and transition during the reform. **[10 Lectures]**
- 3. Major Reforms in India:** Financial sector reforms. Industrial sector reforms. **[10 Lectures]**

### **Suggested Readings:**

1. Pranab Bardhan, *The political economy of development in India*, 1998
2. Vijay Jorjki and I.M.D. Little, *India: Macroeconomics and political economy*, 1991
3. T. N. Srinivasan, 'Indian Economic Reforms: A Stocktaking', paper no 190, Stanford Centre for International Development, 2003
4. Dipak Lal, 'An Indian Economic Miracle?', *Cato Journal*, Vol. 28, No. 1, Winter 2008
5. A. PANAGARIYA, *India in the 1980s and 1990s: a triumph of reforms*. International Monetary Fund Working Paper no. 04/43, 2004
6. Kwok Tong Soo, 'From license raj to market forces: The determinants of industrial structure in India after reform', *Economica*, Vol. 75, 2008
7. John Wein, *Industrialization and globalisation: Theory and evidence from developing countries*, 2002
8. Various issues of Economic and Political Weekly and Reserve Bank of India publications.



## SD 302: CORPORATE TAX PLANNING AND MANAGEMENT – I

**Marks: 50**

**Time: 2 Hours**

**Credits: 2**

**Lectures: 30**

1. **Meaning of tax planning and management:** tax evasion and tax avoidance; Nature and scope of tax planning and management in the corporate sector; Justification of corporate tax planning and management. **[4 Lectures]**

2. **Taxation of Companies:** Residential status of companies and tax incidence, Classification of companies for taxation, Corporate tax rates, Minimum Alternate Tax and Dividend Tax, Carry forward and set off of losses for certain companies, Additional Income Tax on distributed Income for Buy Back of Shares **[10 Lectures]**

3. **Tax Planning with respect to specific expenses:** Depreciation, Investment Allowance, Tea/ Coffee/ Rubber Development Account, Scientific Research Expenditure, Patents and Copyrights, Preliminary Expenditure, Employers contribution to provident fund, superannuation fund, pension schemes, gratuity fund, Bonus or Commission to Employees, Insurance premium, expenditure for skill development, Interest on borrowed capital, Bad Debts. **[10 Lectures]**

4. **Tax concessions and incentives for corporate decisions** in respect of setting up a new business, location of business and nature of business. **[6 Lectures]**

Note : Pedagogy and internal evaluation will generally comprise of case studies, business games , project assignments and field studies

### **Suggested Readings:**

V.K. Singhania and Kapil Singhania: Direct Taxes Law and Practice, Taxmann Pub.

Lal and N. Vashist: Direct Taxes: Income Tax, Wealth tax and Tax Planning: Pearson Ed.

V.P. Gaur & D.B. Narang: Income Tax-law and practice, Kalyani Publications.

V. K. Singhania, K. Singhania, M. Singhania: Direct Taxes-Planning and Management: Taxman.

E.A. Srinivas: Corporate Tax Planning: Tata McGraw Hill.

V.S. Datey: Indirect Taxes-law and Practice, Taxman

The Tax Law Weekly-Taxman

Taxman's Chartered Accountants Today

## **SD-303: COMPUTER APPLICATIONS IN BUSINESS AND E-COMMERCE – I**

**Marks: 50**

**Time: 2 Hours**

**Credits: 2**

**Lectures: 40**

- 1. Computer hardware:** computer system as information processing system; CPU, input devices, output devices, storage devices. Recent Developments  
**[10 Lectures]**
- 2. Introduction to operating system:** DOS, WINDOWS, UNIX etc.; software needs, application softwares; basic idea on program and languages. Recent Developments  
**[10 Lectures]**
- 3. Introduction to data analysis:** spreadsheet and packages related to business data analysis, applications to accounting, finance and marketing functions; statistical and data-base packages, concept of big data, cloud computing. Recent Developments  
**[10 Lectures]**
- 4. Computer networks:** basic network concepts, topology, network architecture, OSI model, network model, software, basic idea of Local Area Networks(LAN), Metropolitan Area Network (MAN) and Wide Area Networks(WAN). Recent Developments  
**[10 Lectures]**

This course is lab-based and consists of practical classes

### **Suggested Readings:**

Date, C.J.: An introduction to database system, Addison Willey, Massachusetts.

O'brian, J.A.: Management information system, Tata McGraw hill, New Delhi.

Ullman, J.O.: Principles of database system, Galgotia Publications, New Delhi.

ITL Education Solutions Ltd. Research and Development wing: Introduction to Computer Science, Person Education..

Baesens, B.: Analytics in a Big Data World: The Essential Guide to Data Science and its Applications, Wiley.

Mahmood. Z, Wise-Martinez, P. J., Erl. T, Puttini, R: Cloud Computing: Concepts, Technology & Architecture; Pearson.

**Department of Commerce**  
**University of North Bengal**

**Syllabus of M. Com. 4th Semester**

Papers	Scheme of Assessment			
	Term-end Examination	Continuing Evaluation	Total Marks	Credits
<b>Third Semester</b>				
C-401: Economic Environment of Business -II	35	15	50	2
SD-402: Corporate Tax Planning and Management - II	35	15	50	2
SD-403: Computer Application in Business & E-Commerce -II	35	15	50	2
Elective Spl 1: *	35	15	50	2
Elective Spl 2:*	35	15	50	2
Elective Spl 3:*	35	15	50	2
Elective Spl 4: *	35	15	50	2
Elective Spl 5: *	35	15	50	2
<b>Total</b>	280	120	400	16

**C = Core course, SD= Skill Development Course \* = Subject Specific Elective**

**Students will choose Elective Special papers from the given list**

**Note: In the fourth semester a student of standard merit can opt for internship and project submission in lieu of a special paper. This is subject to departmental assessment of the students' merit on the basis of the result of last three semesters and availability of industry avenues**

## C-401: ECONOMIC ENVIRONMENT OF BUSINESS – II

**Marks: 50**

**Time: 2 Hours**

**Credits: 2**

**Lectures: 30**

- 1. Evolution of Financial Policies in India:** Development phase; early reform phase; and liquidity adjustment phase. **[10 Lectures]**
- 2. Fiscal Policy in India:** Fiscal situation; financial repression, crowding out and economic growth; fiscal adjustment **[10 Lectures]**
- 3. International Environment:** Foreign direct investment, WTO, the Bretton Woods Institutions and India. **[10 Lectures]**

### **Suggested Readings:**

1. Reserve Bank of India, *Report of the working group on operating procedure of monetary policy*, March 2011
2. Nirvikar Singh and T.N. Srinivasan, *Fiscal policy in India: Lessons and priorities*, NIPFP-IMF conference on Fiscal policy in India, held in New Delhi, 16-17 January 2004.
3. A. Mattoo and A. Subramanian, 'India and Bretton Woods II', *Economic & Political Weekly*, November 8, 2008
4. T. N. Srinivasan, 'Indian Economic Reforms: A Stocktaking', paper no 190, Stanford Centre for International Development, 2003
5. Dipak Lal, 'An Indian Economic Miracle?', *Cato Journal*, Vol. 28, No. 1, Winter 2008
6. A. PANAGARIYA, *India in the 1980s and 1990s: a triumph of reforms*. International Monetary Fund Working Paper no. 04/43, 2004

## **SD-402: CORPORATE TAX PLANNING AND MANAGEMENT – II**

**Marks: 50**

**Time: 2 Hours**

**Credits: 2**

**Lectures: 30**

**1 Tax planning with reference to management decisions:** Capital structure decisions; Dividend Policy; Bonus Share; Investments and Capital Gains, Owning or leasing of an asset; purchasing of assets by installment system or Hire System; Purchasing of an asset out of own funds or out of borrowed capital; manufacturing or buying; Repairing, replacing, renewing or renovating an asset; Sale of assets used for scientific research; **[9 Lectures]**  
Shutting down or continuing operations.

**2. Tax Planning in respect of Business Restructuring:** Amalgamations, Demergers, Transfer of assets between Holding and Subsidiary Companies, Slump Sale **[9 Lectures]**

**3. Tax Management:** Return of Income and assessment of Income, Advance payment of Taxes, Tax Deduction and Collection at source, E-TDS return, E-Payment of Taxes, Interest and penalties, Grievance Redressal Mechanisms . **[12 Lectures]**

Note: Pedagogy and internal evaluation will generally comprise of case studies, business games, project assignments and field studies

### **Suggested Readings**

Direct Taxes Law and Practice: V.K. Singhania and Kapil Singhania, Taxman Pub

Direct Taxes: Income Tax, Wealth tax and Tax Planning: B.B. Lal and N. Vashist, Pearson Ed.

Income Tax-law and Practice: V.P. Gaur & D.B. Narang, Kalyani Publications.

Direct Taxes-Planning and Management: V. K. Singhania, K. Singhania, M. Singhania, Taxman.

Corporate tax Planning: E.A. Srinivas, Tata McGraw Hill.

Indirect Taxes-law and Practice: V.S. Datey, Taxman.

The Tax Law Weekly - Taxman

Taxman's Chartered Accountants Today.

## **SD-403: COMPUTER APPLICATIONS IN BUSINESS & E-COMMERCE-II**

**Marks: 50**

**Time: 2 Hours**

**Credits: 2**

**Lectures: 40**

- 1. Internet Concepts and Technologies:** concept and evolution of internet; protocols; tcp layering; web technologies for global publishing concept, universal reader concept and client server concept; hypertext publishing and hypertext information network; benefits of hypertext, URLs, HTTP, HTTPD servers, html, html forms and CGI gateway services. Recent Developments  
[12 Lectures]
- 2. Introduction to E-commerce:** meaning and concept; electronic commerce versus traditional commerce; media convergence; e-commerce and e-business; channels of e-commerce; business applications of e-commerce; need for e-commerce, e-commerce as an electronic trading system-special features; security risks of e-commerce, exposure of resources, types of threats, sources of threats, security tools and risk-management approach, e-commerce security and a rational security policy for e-commerce; m-commerce; corporate digital library; I.T. act 2000; Recent Developments. [14 Lectures]
- 3. Businesses to Business E-commerce:** need and alternative models of b2b e-commerce; technologies, EDI and paperless trading; EDI architecture, EDI standards, vans, cost of EDI infrastructure, features of EDI service arrangement, internet-based EDI and ftp-based messaging; Recent Developments [6 Lectures]
- 4. E-Business:** workflow management, mass customization and product differentiation; organization restructuring; integrated logistics and distribution; knowledge management issues and role of e-commerce infrastructure; digital marketing. Recent Developments [8 Lectures]

**Note:** This course is lab-based and consists of practical classes

### **Suggested Readings:**

Agarwal, K.N. and Deeksha Agarwala: Business on net; what's and how' of E-commerce; Macmillan, New Delhi.

Bandyopadhyay, Karabi: Mobile Commerce, PHI Learning Private Limited.

Diwan, P and Sharma S: Electronic commerce-a: manager's guide to e-business, Vanity Books international, Delhi.

Kosivr, David: Understanding electronic commerce, Microsoft Press, Washington.

Bhaskar Bharat: Electronic commerce-framework, technologies and applications, Tata McGraw Hill, New Delhi.

Elias M. Awad: Electronic Commerce-from Vision to Fulfillment, Person Education.

Chaffey, D. and Ellis-Chadwick, F.: Digital Marketing, Person Education

SPECIAL GROUP –A

**ACCOUNTING GROUP:**

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Course – A1: Accounting Theory

Course - A2: Contemporary Issues in Accounting

Course - A3: Strategic Cost Accounting

Course – A4: Strategic Management Accounting

Course – A5: International Accounting

Course – A6: Corporate Reporting Practices

## Course - A1: ACCOUNTING THEORY

**Marks: 50**

**Time: 2 Hours**

**Credits: 2**

**Lectures: 30**

- 1. Accounting Theory:** Concept, Role, Classification, Methodology and Approaches. Recent Developments **[5 Lectures]**
- 2. Accounting Concepts and Conventions:** GAAP and Classification of Indian GAAP, Concepts and Conventions Related to Income Statements and Balance Sheets. **[4 Lectures]**
- 3. Accounting Standards:** Definition, Benefits, Management and Standard Settings, Problems of Standard Setting, Accounting Standards (with Special Reference to India), Harmonization and Global Convergence of Accounting Standards (AS), International Financial Reporting Standards (IFRS), Relative view of AS and IFRSs; Recent Developments **[8 Lectures]**
- 4. Assets, Liabilities and Equities:** Definition, Classification, Measurement/ Valuation, Theories of Equity; Recent Developments **[6 Lectures]**
- 5. Depreciation Accounting and Policy:** Definition, Concepts, Relationship with Repairs and Replacements, Methods and their evaluation, Factors affecting the choice of methods. Recent Developments **[7 Lectures]**

### **Suggested Readings:**

Hendriksen, E.S.: Accounting Theory; Khosla Publishing House, New Delhi-2.

Baxter, W.T. and S. Davidson: Studies in Accounting; The Institutions of Chartered Accounts England and Wales, London.

Glautier & Underdown: Accounting Theory and Practice; Arnold-Heinemann Pub

Backer, M: Modern Accounting Theory; PHI Pvt. Ltd.

Colditz, B.T. & R. W. Hibbins: Accounting Perspectives; McGraw Hill, Sydney.

Porwal, L.S.: Accounting Theory-An Introduction; Tata McGraw Hill, New Delhi.

Ghosh, P.K., Maheshwari, and R.N. Goyale: Studies in Accounting Theory; Wiley Eastern Ltd. India.

Bhattacharyya, S.K. and Dearden: Accounting for Management; Text and Case; Vikas Publishing House Pvt. Ltd., New Delhi.



## **COURSE - A2: CONTEMPORARY ISSUES IN ACCOUNTING**

**Marks: 50**

**Time: 2 Hours**

**Credits: 2**

**Lectures: 30**

**1. Accounting for Inventory, Taxes & Property** Inventories: Ind AS 2, Income taxes: Ind AS 12, Component Accounting for Property, Plant & Equipment (AS 16) Impairment of assets: AS 36 **[7 Lectures]**

**2. Accounting for Business Combinations:** Accounting for Business Combinations (Ind AS 103), Acquisition method- Recognition and measurement of the identifiable assets acquired, liabilities assumed and any non-controlling interest in the acquiree, consideration for combination including cash and cash equivalents and the fair value of non-cash consideration. **[8 Lectures]**

**3. Accounting for Group Companies:** Accounting for investments in subsidiary, joint ventures and associates - Separate financial statements: (Ind AS 27), Investment in associates and joint ventures: ( Ind AS 28 ) Consolidated of Financial Statements (Ind AS-110) **[7 Lectures]**

**4. Operating Segments:** (Ind AS 108), Related-party disclosures: (Ind AS 34), disclosure requirements for financial instruments as addressed in three standards: (Ind AS 107, 'Financial Instruments: Disclosure', Ind AS 32, 'Financial Instruments: Presentation', Ind AS 109, 'Financial Instruments', - requirements for recognition and measurement: Sustainability Reporting. **[8 Lectures]**

### **Suggested Readings:**

Hendriksen, E.S.: Accounting Theory; Khosla Publishing House, New Delhi-2.

Baxter, W.T. and S. Davidson: Studies in Accounting; The Institutions of Chartered Accounts England and Wales, London.

Glautier M. & Underdown B: Accounting- Theory and Practice; Arnold-Heinemann pubs

Backer, M: Modern Accounting Theory; PHI Pvt. Ltd.

Porwal, L.S.: Accounting Theory-An Introduction; Tata McGraw Hill, New Delhi.

## COURSE - A3: STRATEGIC COST ACCOUNTING

**Marks: 50**

**Time: 2 Hours**

**Credits: 2**

**Lectures: 30**

- 1. Strategic Cost Management and Control :** Strategic Cost Management – conceptual framework, environmental influences on cost management practices, role of SCM in strategic positioning, Accounting in relation to strategic positioning, benchmarking, Cost Control and Cost Reduction– basics, process, methods and techniques of cost reduction programme **[7 Lectures]**
  
- 2. Relevant Cost Analysis and Strategic Costing –** Relevant Cost, Irrelevant Costs - Sunk or Historical Cost, Committed Cost, Absorbed Cost, Situations where Fixed Costs become relevant for decision -making and its related implications **[4 Lectures]**
  
- 3. Target Costing –** methodology, methods of establishment of target costs, attributable costing, back-flush accounting, target selling **[5 Lectures]**
  
- 4. Life Cycle Costing and Kaizen Costing -** Life Cycle Costing -Meaning of Life Cycle, characteristics of life cycle concept, importance and benefits of life cycle costing, Product Life Cycle Costing, Project Life Cycle Costing , concept, procedure for implementation, evaluation, benefits, challenges of Kaizen Costing **[6 Lectures]**
  
- 5. Activity Based Management (ABM):** Reducing the size and Complexity of Activity Based Costing Systems, Implementing Activity Based Management, ABM and Responsibility Accounting, Finance based responsibility vs Activity Based Responsibility, Activity Analysis and assessment of Value Content, Measurement of activity Performance, Trend Reporting **[8 Lectures]**

Note: Pedagogy and internal evaluation will generally comprise of case studies, business games , project assignments and field studies )

### **Suggested Readings**

C. Drury: Management and Cost Accounting: Cengage Learning.

Horngren, Foster and Datar, Cost accounting – A managerial emphasis.

R.M. Kishore, Advanced Management Accounting, Taxmann Publications.

R.N. Anthony and V.Govindarajan, Management Control Systems, Tata McGraw Hill.

R.S. Kaplan & A.A. Atkinson, Advanced Management Accounting PHI.

R.W. Hilton, Managerial Accounting, Tata McGraw Hill.

Don.R. Hansen and M.M. Mowen, Managerial Accounting, *Cengage Learning*

## COURSE – A4: STRATEGIC MANAGEMENT ACCOUNTING

**Marks: 50**

**Time: 2 Hours**

**Credits: 2**

**Lectures: 30**

**1. Strategic Planning and Management Accounting** - Nature and Scope, Benefits and Pitfalls of Strategic Planning, Strategic Planning Process, Analysing Ongoing and Proposed Programmes – Value Chain Analysis, Performance Measurement Systems, Limitations of Financial Control Systems, Balanced Scorecard – concept, perspectives and importance, aligning the BSC to strategy, features of a good BSC, strategic analysis of operating income. **[8 Lectures]**

### **2. Strategic Decision-Making**

Decision-making and Pricing strategies: product-development decision, product policy, plant location, managerial decision-making; Cost-plus/Mark-up Pricing ; Return on Investment Pricing ; Return on Net-worth Pricing; Evaluation of different Pricing Methods; Pricing a new Product; sensitivity analysis in pricing decisions; Monopoly Pricing vs. Competitive Pricing; Bottom Line Pricing . Costing of Service Sector – methods, pricing, performance measurement **[7 Lectures]**

**3. Lean Manufacturing and Lean Accounting** : Value by Product, Value Stream, Value Flow, Pull Value, Focussed Value Streams and Traceability of Overhead Costs, Value Stream Costing with Multiple Products, Value Stream Reporting and Performance Measurement. **[7 Lectures]**

**4. Environmental Accounting** : Measuring Environmental Costs , The Benefits of Eco-Efficiency, Environmental Quality Cost Model, Environmental Cost Report, Reducing Environmental Costs, Environmental Financial Reports, Impact Analysis, Environmental Responsibility Accounting. **[8 Lectures]**

( Note : Pedagogy and internal evaluation will generally comprise of case studies, business games , project assignments and field studies )

### **Suggested Readings**

- C. Drury: Management and Cost Accounting: Cengage Learning.
- Horngren, Foster and Datar, Cost accounting – A managerial emphasis.
- R.M. Kishore, Advanced Management Accounting, Taxmann Publications.
- R.N. Anthony and V.Govindarajan, Management Control Systems, Tata McGrawHill.
- R.S. Kaplan & A.A. Atkinson, Advanced Management Accounting PHI.
- R.W. Hilton, Managerial Accounting, Tata McGraw Hill.
- Don.R. Hansen and M.M. Mowen, Managerial Accounting , Cengage Learning
- B. Banerjee, Financial Policy and Management Accounting, PH

## **COURSE – A5: INTERNATIONAL ACCOUNTING**

**Marks: 50**

**Time: 2 Hours**

**Credits: 2**

**Lectures: 30**

1. International Accounting: Meaning, importance, Factors making contributions towards development of International Accounting, Concept of Comparative Accounting. **[6 Lectures]**
  
2. Foreign Currency Translation: Concept, Usefulness, Approaches and Practices  
International Standards, Organizations and Convergence: Usefulness, Supporting and Deterring Forces, International and Regional Efforts in Standards setting. Significance and Process of Convergence, IFRS-Concept, usefulness, Trends in Implementation of IFRS, Problems associated with IFRS implementation, Share Based Payments **[6 Lectures]**
  
3. Fair Value Accounting: Concept, Genesis, process, Merits and Demerits **[5 Lectures]**
  
4. Emerging Areas in International Accounting: Adoption of IFRS (IFRS: 1), Share Based Payments (IFRS: 2), IFRS XBRL, International Taxation. **[6 Lectures]**
  
5. International Financial Statement Analysis: Application of Conventional and Modern Techniques, Difficulties in Analyzing Foreign Financial Statements-Language, Terminology and Format, Timeliness of the Data, Availability and Reliability of the Data. **[7 Lectures]**

### **Suggested Readings:**

Frederick D. S. Choi, Gary K. Meek, International Accounting (International Edition), Pearson Education,  
Nobes, C. and Parker, R. : Comparative International Accounting, Pearson Education.  
Gerhon, H.: Accounting: An International Perspective, McGraw-Hill.  
Rathore, S.: International Accounting, Prentice Hall India.  
Alfredson, Keith et al.: Applying International Financial Reporting Standards, Sydney (Wiley)  
Mackenzie, Bruce et al.: IFRS 2014 – Interpretation and Application of International Accounting Standards, New York (Wiley)  
Timothy Douppnik & Hector Perera. International Accounting Edition: Fourth Edition  
ISBN: 9780077862206

## COURSE – A6: CORPORATE REPORTING PRACTICES

**Marks: 50**

**Time: 2 Hours**

**Credits: 2**

**Lectures: 30**

**1: Financial Reporting:** Concept of Financial Reporting; Objectives and Requirement of Financial Reports; Users in Financial Reporting; Qualitative Characteristics of Financial Reporting Information Significance of Company Annual Report; Benefits of Financial Reporting; Disclosure Requirements; Financial Reporting Practices in India. [7 Lectures]

**2: Corporate Social Reporting :** Concept and Objectives of Social Responsibility; Area of Corporate Social Performance; Approaches to Corporate Social Accounting and Reporting; Relationship between Human Resource Accounting and Corporate Social Reporting; Requirements of Companies Act, 2013; Corporate Social Audit; Corporate Social Reporting in India. [6 Lectures]

**3: Segment Reporting:** Meaning and Need of Segment Reporting; Benefits of Segment Reporting; Requirements of Companies Act, 2013; Accounting Standard on Segment Accounting Policies; Bases of Segmentation; Identifying Reportable Segments; Types of Disclosure in each Segment; Criticisms of Segment Reporting; Segment Disclosure in India. [7 Lectures]

**4: Corporate Governance Reporting:** Concept, Objectives and Elements of Good Corporate Governance; Compliance Requirements under Listing Agreements; Companies Act, 2013; Accounting Standards and Committee Reports; Corporate Governance Reporting Practices in India; Interim Reporting- Accounting Standard and SEBI Guidelines; Sustainability Reporting. [10 classes]

### **Suggested Readings:**

Jawaharlal: Accounting Theory: Vikas Publishing House Pvt. Ltd., New Delhi.

Porwal, L.S.: Accounting Theory-An Introduction; Tata McGraw Hill, New Delhi.

Ghosh, P.K., Maheshwari, and R.N. Hoyale: Studies in Accounting Theory; Wiley Eastern Ltd. India.

Reddy, D. Uma: Corporate Reporting Practices Paperback; Lambert Academic Publishing.

Backer, M: Modern Accounting Theory; PHI Pvt. Ltd.

## SPECIAL GROUP –FM

### Finance Group

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Course - FM1: Indian Financial Institutions

Course – FM2: Indian Financial Markets

Course – FM3: Strategic Financial Management

Course – FM4: International Finance

Course – FM5: Security Analysis & Portfolio Management

Course – FM6: Management of Financial Services

## COURSE - FM1: INDIAN FINANCIAL INSTITUTIONS

**Marks: 50**

**Time: 2 Hours**

**Credits: 2**

**Lectures: 30**

1. **Indian Financial System:** Structure, functions and role of financial system; Financial system and Economic Development; an overview of Indian financial institutions – their roles and functions [4 Lectures]
2. **Reserve Bank of India:** Organization, management and functions; Credit creation and credit control; monetary policy. [4 Lectures]
3. **Commercial Banks:** Meaning, functions, principles of loan management, investment policies of commercial banks; E-banking; Recent developments and Innovations in commercial banking. [5 Lectures]
4. **Insurance Companies:** Objectives, roles, investment practices of LIC and GIC; Asymmetry of information and tools used to reduce the impacts of asymmetry of information in insurance business; Insurance Regulatory and Development Authority – role and functions. [5 Lectures]
5. **Merchant Banking:** Concept, functions and growth; Government policy on merchant banking services; SEBI guidelines; Future of merchant banking in India. [3 Lectures]
6. **Development Banks:** Concept, objectives, and functions of development banks; Operational and promotional activities of development banks; Recent developments. [4 Lectures]
7. **Cooperative Bank:** Structure, functions, problems and prospects. [3 Lectures]
8. **Regional Rural Bank:** Concepts, objectives, functions, problems and prospects. [2 Lectures]

### **Suggested Readings:**

Avdhani: Investment and Securities Markets in India, Himalaya Publications, Delhi

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

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

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

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

Reserve Bank of India, Various Reports, RBI Publication, Mumbai

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

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

## **COURSE - FM2: INDIAN FINANCIAL MARKETS**

**Marks: 50**

**Time: 2 Hours**

**Credits: 2**

**Lectures: 30**

- 1. Capital market:** Arguments for and Against Equity Culture; Stock Market Index; Methodologies for Calculating the Index; Depository system; [6 Lectures]  
Primary Market: IPO; Book Building; Reverse Book Building; Green Shoe Option. Recent Developments [5 Lectures]
- 2. Money market:** – meaning, constituents, functions of money market; Money market instruments: call money, treasury bills, certificate of deposit, commercial bills, trade bills etc; recent trends in Indian money market. [3 Lectures]
- 3. SEBI:** Organization, Role and Functions; an overview; recent developments [4 Lectures]
- 4. Mutual Funds:** Concept, performance appraisal, and regulation of mutual funds (with special reference to SEBI guidelines); mutual funds schemes; Latest Developments [8 Lectures]
- 5. Foreign Exchange Market:** Structure, Quotes, Forwards, Options, SWAPs, [6 Lectures]

### **Suggested Readings:**

Avdhani: Investment and Securities Markets in India, Himalaya Publications, Delhi  
Bhole, L.M.: Financial Markets and Institutions, Tata McGraw Hill, Delhi  
Ghosh D: Banking Policy in India, Allied Publications, Delhi  
Giddy I.H: Global Financial Markets, A.I.T.B.S, Delhi  
Khan, M.Y: Indian Financial System, Tata McGraw Hill, Delhi  
Reserve Bank of India, Various Reports, RBI Publication, Mumbai  
Varshney, P.N: Indian Financial System, Sultan Chand & Sons, New Delhi  
Averbach, Robert D: Money, Banking and Financial Markets; MacMillan, London  
Srivastava R. M.: Management of Indian Financial Institution; Himalaya Publishing House, Mumbai.



## COURSE–FM3: STRATEGIC FINANCIAL MANAGEMENT

**Marks: 50**

**Time: 2 Hours**

**Credits: 2**

**Lectures: 35**

- 1. Strategic Investment Decision:** Investment Decision under Risk and Uncertainty: Risk Adjusted Discount Rate, Certainty Equivalent Coefficient, Sensitivity Analysis, and Scenario Analysis.  
High Technology Investment, Real Option and Application of Portfolio Model and Choice of Investment  
[7 Lectures]
- 2. Strategic Capital Structure Decision:** Stakeholder Theory of Capital Structure, Capital Structure and Competitive Strategy, Capital Market vis-à-vis Capital Structure, Hybrid financing  
[7 Lectures]
- 3. Dividend Decision and Corporate Strategy:** Dividend Policy; Share re-purchase, share split and Bonus Share,  
[4 Lectures]
- 4. Asset-backed Financing:** Lease Financing and Venture Capital  
[7 Lectures]
- 5. Mergers and Financial Restructuring:** Mergers and Acquisitions, Legal Procedure of Merger, Benefits and Costs of Merger, Determination of Swap Ratio, Evaluation of Merger Proposal,  
[10 Lectures]

### **Suggested Readings:**

Brigham & Houston: Fundamentals Financial Management, Thomson, New York

Grinblatt & Titman: Financial Markets & Corporate Strategy, Tata McGraw Hill, New York.

Ogden Joseph et al: Advanced Corporate Finance: Pearson, New Delhi.

Pike & Neale: Corporate Finance and Investment, Prentice Hall India, New Delhi

Weston, Chung & Hoag: Mergers, Restructuring & Corporate Control, PHI, New Delhi.

## **COURSE - FM4: INTERNATIONAL FINANCE**

**Marks: 50**

**Time: 2 Hours**

**Credits: 2**

**Lectures: 30**

1. **Introduction to International Finance:** Need and objective of studying International Finance; [2 Lectures]
2. **Balance of Payment Account:** Concepts, Components and Compilation of BoP Account; Importance and Limitations of BoP statistics [4 Lectures]
3. **Foreign Exchange Markets:** Structure of Foreign Exchange Market; Participants in foreign exchange market; Quotes, Inverse Quotes and Cross Quotes; No arbitrage condition; Types of Transactions; Settlement dates [4 Lectures]
4. **Exchange Rate Determination:**; Purchasing Power Parity and Interest Rate Parity Principles; Relationship between Purchasing Power Parity & Interest Rate Parity Principles; [4 Lectures]
5. **International Monetary System:** Exchange Rate Mechanism; Gold Standard; Gold Exchange Rate Standard; Bretton woods System; Current Monetary System; European Monetary System [6 Lectures]
6. **International Financial Institutions,** IMF Role and Functions; Liquidity, Role of IBRD and other development banks; [4 Lectures]
7. **International Markets and Instruments:** GDRs, ADRs, IDRs, Euro bonds, Euro loans, Repos, CPs, floating rate instruments, loan syndication and Euro deposits; Integration of Financial Markets [4 Lectures]
8. **Foreign Investment:** FDI, FII, Reasons for FDI; Appraisals for FDI [2 Lectures]

### **Suggested Readings:**

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

Buckley Adrian: Multinational Finance, Prentice Hall, New Delhi

Eiteman D.K. & Stonehill et al: Multinational Business Finance, Pearson Education, New Delhi,

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

Rodriquefe, R.M. and E.E. Carter: International Financial Management, Prentice Hall,

Shapiro, Allen C., Multinational Financial Management, PHI India Pvt. Ltd., New Delhi,

Seth A.K., International Financial Management, Galgotia Publishing Company, New Delhi,

Pilbeam Keith: International Finance; McMillian Press, Honkong.

## COURSE – FM5: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

**Marks: 50**

**Time: 2 Hours**

**Credits: 2**

**Lectures: 35**

- 1. Investment Theory- an Introduction:** Elements of Investment, Avenues of investment; Security Analysis: Measuring return and risk of security. Approaches to Investment Analysis; **[3 Lectures]**
- 2. An Overview of Indian Security Market:** Mechanism of buying and selling Securities; SEBI: Market Regulator; Depository services: NSDL, CSDL; Sensex, Nifty: market indices **[4 Lectures]**
- 3. Fundamental Analysis:** Economy Analysis, Industry Analysis and Company Analysis; Valuation of Security; Different Methods of valuation of Equity share **[5 Lectures]**
- 4. Technical Analysis:** Point & Figure Chart, Trends, RSI, Moving Averages, MACD, Oscillator **[2 lectures]**
- 5. Efficient Market Hypothesis:** Weak, Semi-strong and Strong market and Techniques of testing market efficiency **[3 Lectures]**
- 6. Portfolio Analysis:** Estimating rate of return and standard deviation of portfolio; Effect of combining the securities; Markowitz Model; choice of optimum Portfolio; Single Index Model or Market Model; Portfolio total risk, portfolio market risk and unique risk; **[7 Lectures]**
- 7. Capital Market Theory:** Capital market line, security market line, risk free lending and borrowing; Factor models: Arbitrage Pricing Theory, **[6 Lectures]**
- 8. Portfolio Performance Evaluation:** Measure of return, risk adjusted measures of return, market timing, evaluation criteria and procedures. **[3 Lectures]**
- 9. Managing Financial Risk with Derivatives:** Derivative securities: Hedging risk. Future markets; Forward contracts; Option contracts; Interest rate swaps; Currency contracts. **[2 Lectures]**

### **Suggested Readings:**

Sharpe, W.F.: Investment, Prentice Hall, Englewood cliff.

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

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

Kevin S: Security Analysis and Portfolio Management, Prentice Hall, New Delhi

## COURSE - FM6: MANAGEMENT OF FINANCIAL SERVICES

**Marks: 50**

**Time: 2 Hours**

**Credits: 2**

**Lectures: 30**

1. **Management of Financial Services:** An Introduction; Financial Services; Types of Financial Services; Main characteristics of Financial Services; Fee-based and Fund-based Services [3 Lectures]
2. **Mutual fund:** Concept, Types and Importance of Mutual Fund; Role of Asset Management Company, NAV and Mutual Fund Performance; [6 Lectures]
3. **Merchant Banking:** Role of the Merchant Banks; Management of Primary Issue; Future of Merchant Banking in India [3 Lectures]
4. **Venture Capital:** Meaning and Importance; Venture Capital in India, growth and future [3 Lectures]
5. **Leasing:** Financial and operating Lease; Evaluation of leasing alternatives; [4 Lectures]
6. **Credit Rating:** Benefits of Credit Rating, Credit Rating Agencies in India; Credit Rating Scales and grades [4 Lectures]
7. **Other Fund Based Services:** Credit Cards, Factoring, Forfaiting and Bill Discounting [6 Lectures]

### Suggested Readings

Gordon E Natarajan K: Emerging Scenario of Financial Services; Himalaya Pub New Delhi  
Guruswamy: Financial Service, Tata McGraw Hill, Delhi  
Khan, M.Y: Financial Service, Tata McGraw Hill, Delhi  
Siddaiah Thummuluri: Financial Service, Pearson Education, Delhi  
Tripathy N P : Financial Service, Prentice Hall India, Delhi  
Bhalla V K: Management of Financial Services, Anmol Publishers; New Delhi  
Machiraju, H.R. : Indian Financial System, Vikas Publishing, New Delhi.  
Pandey I M: Financial Management, Vikas Publishing, New Delhi.

SPECIAL GROUP – MM

**MARKETING MANAGEMENT**

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Course - MM1: Marketing Research

Course – MM2: Consumer and Organizational Buying Behaviour

Course – MM3: Advertising and Sales Promotion Management

Course – MM4: Product and Brand Management

Course – MM5: Distribution and Retail Management

Course – MM6: Services Marketing

## COURSE - MM1: MARKETING RESEARCH

**Marks: 50**

**Time: 2 Hours**

**Credits: 2**

**Lectures: 30**

**1. Marketing Research Process:** Definition, Scope, Significance, Limitations, Obstacles in Acceptance; Ethics in Marketing Research; Marketing Intelligence system ,decision problem – research problem – hypothesis statement – characteristics of a good hypothesis – drafting the research proposal. Methods of collecting Market Information; Secondary data: sources; problems of fit and accuracy; Syndicated services. **[6 Lectures]**

**2. Research designs** – Descriptive designs - Longitudinal and cross-sectional analysis; Qualitative research techniques: Focus groups, Depth interviews, Projective techniques. b) Based on observations: ethnography, grounded theory, participant observation, and Basic experimental designs – internal and external validity of experiments. Questionnaire design, sampling methods, sampling and non-sampling errors **[8 Lectures]**

**3. Marketing Mix Research:** Concept testing, Brand Equity Research, Brand name testing, Commercial eye tracking – package designs, Conjoint analysis, Multidimensional scaling - Positioning research, Pricing Research, Shop and retail audits, Advertising Research – Copy Testing, Readership surveys and viewer ship surveys, Ad tracking,. Marketing effectiveness and analytics research: Customer Satisfaction Measurement. **[8 Lectures]**

**4. Data analysis** – Univariate analysis – Bivariate analysis – Multivariate analysis. Simple and cross tabulation, simple and multiple regression, Factor analysis. Types of tests and test selection, one sample test, two-Independent Sample tests, two-related sample tests, Presentation and Report Writing **[8 Lectures]**

### Suggested Readings

1. Marketing Research, Concept & Cases – Cooper Schindler.
2. Research for Marketing Decisions – Paul Green, Donald Tull, Gerald Albaurn
3. Marketing Research – Nargundkar.
4. Marketing Research – Beri
5. Marketing Research – Measurement & Methods – Donald S.Tull, Del I.Hawkins
6. Marketing Research –Aakar, Kumar, Day

## **COURSE - MM2: CONSUMER & ORGANIZATIONAL BUYING BEHAVIOUR**

**Marks: 50**

**Time: 2 Hours**

**Credits: 2**

**Lectures: 30**

**1. Consumer Behavior:** Concept, diversity of consumer behavior, Characteristics of Indian Consumers, Consumer needs motives - positive and negative motivation - rational versus emotional motives. Consumer relevant reference groups -opinion leaders - family decisions making and consumption related roles - family lifecycle - social class and consumer behavior - influence of culture on consumer behavior- cross cultural context. Diffusion of innovations: the diffusion process – the adoption process - consumer innovativeness and personality traits.

**[8 Lectures]**

**3. Consumer decision making:** Models of consumer decision making: Engle-Kollatt-Blackwell model, Howard-Seth Model, Bettman's Model, FCB Model. Concept of involvement & extensive problem solving; limited problem solving; routinized responsive behavior; Post purchase behavior: Consumer satisfaction concept & Models – Expectancy, Disconfirmation, Desires Congruency Model, Equity Theory, Attribution Theory, Cognitive dissonance, Consumer delight, consumer complaint behavior.

**[10 Lectures]**

**4. Organizational Buying:** Concept & comparison with Consumer buying, Economic Influence; Political Influence; Legal Influence; Supplier's Influence; Technology Influence; Customer Influence; Government Influence; Labor Influence, Analyzing Buyers' strengths & Negotiation Capabilities

**[6 Lectures]**

**5. Organizational Influences on Buying Behavior:** Buying Roles; Market Response: The Buy Grid Model; The Organizational Buying Decision Process; Buying Tasks; Interpersonal Influencing in Organizational Buying

**[6 Lectures]**

1. Consumer Behavior – Leon Schiffman, Leslie Lazar Kanuk
2. Consumer Behavior – Hawkins, Best, Coney
3. Customer Behavior – A Managerial Perspective – Sheth, Mittal – Thomson,
4. Conceptual Issues in Consumer Behavior Indian Context, S Ramesh Kumar, Pearson,
5. Consumer Market demographics in India – Edited by S.L.Rao
6. Understanding Your Customer - R.Woodruff and S.F.Gardial
7. Consumer Behaviour - Louden, Delebeta
8. Industrial Marketing – Hill, Alexander, Cross
9. Industrial Marketing – Analysis, Planning and Control – Reeder, Brierty, Reeder
10. Industrial Marketing – P K Ghosh

## COURSE MM3: ADVERTISING AND SALES PROMOTION MANAGEMENT

**Marks: 50**

**Time: 2 Hours**

**Credits: 2**

**Lectures: 35**

1. **Introduction to Integrated Marketing Communication:** The IMC Planning Process, Role of IMC in the marketing process; Economic, social and ethical issues in advertising, Advertising Regulation-Role of ASCI; Process of communication –Wilbur Schramm's model, Response Hierarchy models, FCB Model, ELM Model. [ 10 Lectures]
2. **Establishing Objectives and Budget Allocation:** Setting Advertising objectives, sales vs communication objectives, DAGMAR approach, determination of target audience, positioning; factors influencing advertising budget, techniques of budgeting. [ 9 Lectures]
3. **Creative Strategy:** Appeals and Execution styles, creative execution in print advertising and TV advertising. [ 4 Lectures]
4. **Media Planning and Strategy:** Types of media, characteristics, factors affecting media selection, establishing reach and frequency; media scheduling. [ 4 Lectures]
5. **Sales promotion:** Scope and role of sales promotion, reasons for the growth of sales promotion; concerns about increased role of sales promotion. [4 Lectures]
6. **Sales Management:** Sales management process, functions and responsibilities of sales managers, sales forecasting techniques. [ 4 Lectures]

### **Suggested Readings:**

Aaker, David A. Etc. advertising Management, 4<sup>th</sup>ed. New Delhi, Prentice Hall of India, 1985

Beleh, George E and Behl, Michael A: Introduction to Advertising and Promotion, 3<sup>rd</sup> ed. Chicago, Irwin. 1995

Borden, William H.: Advertising New York, John Wiley, 1981

Hard, Norman: The Practice of Advertising, Oxford, Butterworth Heinemann, 1995

Hleppner, Otto: Advertising Procedure, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1986

Ogilvy, David: Ogilvy on Advertising. London, Longman, 1983.

Sengupta Subroto: Brand Positioning, Strategies for Competitive, New Delhi, Tata McGraw Hill 1990.



## **COURSE - MM4: PRODUCT & BRAND MANAGEMENT**

**Marks: 50**

**Time: 2 Hours**

**Credits: 2**

**Lectures: 30**

**1. Product Management:** Product Development, Product focused organization; Market focused organization, Factors influencing design of the product, Changes affecting product management.

Product Strategy over the life-cycle, Customer analysis, Competitor analysis, Design of Manufacture, New product development **[6 Lectures]**

**2. Market Potential & Brand Management:** Forecasting target market potential and sales, Methods of estimating market and sales potential, Sales forecasting, planning for involvement in international market. The role of brands; The brand Equity Concept, Brand Equity Models – Brand Asset Valuation, Aaker Model, Building Brand Equity, Brand; Identity and Brand image **[10 Lectures]**

**3. Brand Positioning:** Brand knowledge, Brand portfolios and market segmentation, Steps of brand building, Identifying and establishing brand positioning, Defining and establishing brand values, Co-branding, celebrity endorsement **[6 Lectures]**

**4. Designing & Sustaining Branding Strategies:** Brand hierarchy, Branding Strategy, Brand extension and brand transfer, Managing brand over time. Brand Value chain, Brand Audits, Brand Tracking, Brand Valuation; Managing Brand Equity: Brand Reinforcement, Brand Revitalization, and Brand Crisis. **[8 Lectures]**

### **Suggested Readings:**

1. Product management - Donal R. Lehmann, Russel S. Winer
2. Strategic Brand Management - Kevin Lane Keller
3. Branding Concepts & Process - DebashishPati
4. Marketing Management - Philip Kotler
5. Successful Branding - Pran K Choudhary
6. Brand Positioning Strategies for Competitive Advantage -Subrato Sengupta
7. Strategic Brand Management -Caperer
8. Behind Powerful Brands - Jones
9. Managing Indian Brands -S. Ramesh Kumar

## **COURSE - MM5: DISTRIBUTION AND RETAIL MANAGEMENT**

**Marks: 50**

**Time: 2 Hours**

**Credits: 2**

**Lectures: 30**

**1. Marketing Channels:** Definition & Importance, Functions of Marketing Channels – Intensive, Selective & Exclusive distribution strategies, Decisions in Channel Management  
Whole Selling: Concept, Importance, Functions, and Trends in Wholesaling **[8 Lectures]**

**2. Retailing:** Concept, Importance, Functions - Indian vs. Global Scenario, Retail formats: Store and Non Store Retailing –Franchising-Unconventional channels, Factors affecting location decision – Site Selection –Location based retail Strategies, Store Design: Interiors and Exteriors - Store layout – Types of layouts –Factors affecting store layout **[8 Lectures]**

**3. Store Administration:** Floor space management–Managing store inventories and display, Merchandising: Concept, Importance, Functions; – Steps in merchandising planning – Category management: Definition and process, Introduction to Private label brands, Planning retail communication, Managing: in-store promotions and events **[8 Lectures]**

**4. Integrated Marketing Channels:** Channels for Consumer goods; Industrial goods & Services – Horizontal, Vertical, Multichannel Marketing Systems, and Channel Management: Channel selection - Channel Conflicts & its Resolution- Channel Performance Evaluation, Technology in distribution: Bar-coding – RFID – Electronic payment systems **[6 Lectures]**

### **Suggested Readings:**

- 1) Channel Management –Stern – El- Ansary
- 2) Retailing Management – Swapna Pradhan
- 3) Retail Management – Gibson Vedamani
- 4) Physical Distribution & Logistics Management – Dr. Subhash Bhave
- 5) Channel Management & Retail Management – Meenal Dhotre

## **COURSE - MM6: SERVICES MARKETING**

**Marks: 50**

**Time: 2 Hours**

**Credits: 2**

**Lectures: 30**

**1. Introduction to Services:** Nature of Services; Characteristics of Services: Intangibility, Inconsistency, Inseparability and Inventory; Search, experience and credence attributes; Classification of Services; Consumer versus Industrial Services. Importance of Services Marketing **[8 Lectures]**

**2. Services Marketing Mix:** Introduction to the 7 Ps of Services Marketing Mix; Product-Service Continuum; Standalone service products; Service products bundled with tangible products; Service Life Cycle. Distribution Strategies for Services; Challenges in distribution of Services; Role of Internet in distribution of Services. Promotion objective for Services **[6 Lectures]**

**3. Service Delivery:** Role of Relationship Marketing in promoting services; Factors involved in pricing a service product; demand variation and capacity constraints; Capacity Planning; Measures to respond to changes in demand; Reshaping demand using effective pricing. The key role of service employees in a service business; Services marketing triangle; Service profit chain, Concept of Service encounter – Moment of Truth; Training and development of employees; Motivation and empowerment. Nature of physical evidence; Importance of physical evidence in services, Service as a process and as a system **[10 Lectures]**

**4. Customer Satisfaction & Service Quality:** Monitoring and Measuring customer satisfaction, Order taking and fulfillment; Service Guarantee - Handling complaints effectively; Defects, Failures and Recovery. Concept and Importance of quality in Services; How customers evaluate service performance, Service Quality Models: Parsuraman-Zeithaml-Bitner (PZB) Gaps Model, SERVQUAL, and SERVPERF –Gronroos model **[6 Lectures]**

### **Suggested Readings**

1. Services Marketing - Zeithaml, Bitner, Gremler & Pandit, TMGH, 4th Ed.
2. Services Marketing - Christopher Lovelock
3. Services Marketing – Rampal & Gupta
4. Essence of Services Marketing - Ardian Payne
5. Services Marketing - Helen Woodruff

SPECIAL GROUP - H:

**HUMAN RESOURCE MANAGEMENT**

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Course - HR1: Advanced Organizational Behaviour

Course - HR2: Industrial Relations

Course - HR3: Labour Laws

Course – HR4: Organization Development

## **COURSE - HR1: ADVANCED ORGANISATIONAL BEHAVIOUR**

**Marks: 50**

**Time: 2 Hours**

**Credits: 2**

**Lectures: 30**

1. **Organizational Behaviour:** The concept, evolution and Importance of organizational behavior **[3 Lectures]**
  
2. **Individual Behaviour:** biographical factors, ability, personality, types of personality; learning, types of learners; the learning process; Theories of Learning; **Mis-behaviour:** Types; Management Intervention; Emotions; emotional labour, Emotional Intelligence – Theories; Attitudes: Characteristics, Components, Formation, Measurement; Perceptions: importance, factors influencing perceptions; Interpersonal perception; Impression Management; Motivation - importance, types, effects on work behavior; **[7 Lectures]**
  
2. **Group Behaviour:** Definition; Organization Structure, Groups in Organization; Influence; Stages of group development; Major elements in group behavior; Group Dynamics; Emergence of informal leaders and group norms; Determinants of group leadership; Team Building; interpersonal relation; Communication; control; Transactional Analysis. **[7 Lectures]**
  
3. **Dynamics of Organizational Behaviour:** Organizational Climate and Culture; Importance; Job satisfaction; determinant, Measurement, influence on behavior, Effect of job satisfaction on performance; Organizational change: importance, stability of change, Proactive and reaction change; the change process; Resistance to change; managing change **[7 Lectures]**
  
4. **Work Stress:** Definition, Sources, consequences, Prevention and Management of stress; balancing work and life; organizational development- characteristics, objective, organizational effectiveness. **[6 Lectures]**

### **Suggested Readings:**

Nestron and Davis—Organisational Behaviour  
Kolasa—Introduction to Behavioural Science for Business.  
Shukla- Understanding Organisations  
Ahuja- Organisational Behaviour  
Sharma- Organisational Theory and Behaviour  
Schein—Organizational Psychology  
Mitchell—People in Organizations  
Robbins- Organisational Behaviour  
Hersey and Blanchard – Management of Organizational Behaviour

## **COURSE - HR2: INDUSTRIAL RELATIONS**

**Marks: 50**

**Time: 2 Hours**

**Credits: 2**

**Lectures: 30**

- 1. Frame of Industrial Relations:** The Concept of Industrial Relations, Nature of Industrial Relations, Parties to Industrial Relations, Systems Approach to Industrial Relations, Environmental Framework to Industrial Relations, Objectives of Industrial Relations, Significance of Good Industrial Relations, Scope of Industrial Relations, Factors affecting Industrial Relations **[8 Lectures]**
- 2. Trade Unionism :** Concepts and Approaches: Concept and Nature of Trade Union, Objectives of Trade Unions, Functions of Trade Unions, Why do Workers Join Unions, Areas of Union Policy, Methods of Trade Unions, Approaches to Trade Unionism **[7 Lectures]**
- 3. Collective Bargaining and Negotiation:** The Concept of Collective Bargaining, Significance of Collective Bargaining, Functions of Collective Bargaining, Procedure of Negotiation and Collective Bargaining, Essentials of Successful Collective Bargaining, Growth of Collective Bargaining, Collective Bargaining in India, Obstacles to Collective Bargaining in India **[7 Lectures]**
- 4. Industrial Democracy and Workers' Participation in Management:** Concept of Industrial Democracy, Workers' Participation in Management, Levels of Workers' Participation, Modes of Workers' Participation, Requirements of Effective Workers' Participation, Workers' Participation in Management In India, Works Committees, Joint Management Councils, Shop Council and Joint Council Scheme, Weaknesses of Workers' Participation in India, Participative Management in Other Countries **[8 Lectures]**

### **Suggested Readings:**

Agarwal S.L: Labour Relation Law in India

Agnihotri V: Industrial Relations in India

Dunlop J.T.: Industrial Relation System.

Giri, V.V: Labour Problems in Indian Industry

Monappa A: Industrial Relation

Myers, C. A: Industrial Relations in India

Sharma A.M.: Industrial Relation

Rao, R.V: Labour Management Relations: New Perspectives and Prospects.

Report: Report of the National Commission of Labour 199  
Report of the Labour Investigation Committee, Main Report, 1946  
Datta S.K: Guide to disciplinary Action  
Agarwal R.D. (Ed) Dynamics of Labour Relations  
Cnnterbuch - Industrial Conflict and Democracy  
Dale Yoder - Personnel Management and Industrial Relations.

## **COURSE - HR3: LABOUR LAWS**

**Marks: 50**

**Time: 2 Hours**

**Credits: 2**

**Lectures: 30**

- |   |              |
|---|--------------|
| 1. Industrial Disputes Act, 1947                                | [6 Lectures] |
| 2. Trade Unions Act, 1926                                       | [2 Lectures] |
| 3. Payment of Wages Act, 1936                                   | [2 Lectures] |
| 4. Minimum Wages Act, 1948.                                     | [2 Lectures] |
| 5. Apprentices Act, 1961  | [2 Lectures] |
| 6. Factories Act, 1948  | [7 Lectures] |
| 7. Payment of Bonus Act, 1965.                                  | [2 Lectures] |
| 8. Payment of Gratuity Act, 1972.                               | [2 Lectures] |
| 9. Workmen's Compensation Act, 1923.                            | [3 Lectures] |
| 10. Plantation Labour Act, 1951 and WB. Plantation Labour Rules | [2 Lectures] |

### **Suggested Readings**

Malik P.L.: Industrial Law

Srivastava K.D.: Law Relating to Trade Unions and Unfair Labour Practices.

Taxman's Labour Laws

S.B. Rao: Concepts of Bonus

Saria H.L.: The Law of Payment of Wages Act, Minimum Wages Act.

Seth D.D.: Industrial Disputes Act, 1947.



## **COURSE – HR4: ORGANISATION DEVELOPMENT**

**Marks: 50**

**Time: 2 Hours**

**Credits: 2**

**Lectures: 30**

1. **Introduction to Organization Development:** Organization Development Defined, Growth and Relevance of Organization Development; Short History of Organization Development; Evolution in organization Development. **[3 lectures]**
2. **The Nature of Planned Change:** Theories of Planned Change, General Model of Planned Change, Different Types of Planned Change, Critique of Planned Change, Development & Change Process. **[6 lectures]**
3. **The OD Practitioner:** Who is OD practitioner? Competencies of an Effective OD Practitioner; the Professional OD Practitioner, Professional Values, Professional Ethics, Entering into an OD Relationship, Developing a Contract, Inter-personal Process Issues in Entering and Contracting. **[5 lectures]**
4. **Diagnosing Organizations, Groups and Jobs:** What is Diagnosis? The Need for Diagnostic Models, Group-Level Diagnosis, Individual-Level Diagnosis, Collecting and analyzing Diagnostic Information, Feeding back Diagnostic Information. **[6 lectures]**
5. **Designing Interventions:** What are Effective Interventions, How to Design Effective Interventions, Types of Interventions, Process Consultation, Third-Party Interventions, Team Building, Techno-structural Interventions – Structural Design, Downsizing, Reengineering, Types of Employee Involvement Interventions; Work Design- the Engineering Approach, the Motivational Approach, The Socio-technical System Approach. **[6 lectures]**
6. **Training, Career Development & Management :** Orientation, Training and Development Programs, Principles of Learning, Trends in Training, E-Learning, Strategic Perspective, Process of Career Management, Career Planning, Career Development Program, Determination of Individual Development Needs Personal Career Development, Performance & Potential Assessments. **[4 Lectures]**

### **Suggested Readings:**

Cummings, T.G. & Worley, C.G. (2009): Organization Development and change (9<sup>th</sup> edition), South-Western, Cengage Learning, Canada:

Banks, B.B. & Alban, B.T. (2006): The handbook of large group methods: creating systemic change in organizations and communities. San Francisco: Jossey-Bass

Beer, M and Hohria, N. (Eds) (2000): Breaking the code of change. Boston, MA: New approaches to change in organizations. California : Pfeiffer

Brown, D.R. (2011): An experiential approach to organizational development. (8<sup>th</sup>ed), Pearson Education, Inc. New Jersey:

De Guia, F. (2000): Culture changes : Key to organization development : A success story. Makati City: Florence de Guia & Associates:

Fullan, M. (2007): Leading in a culture of change. San Francisco, CA : John Wiley & Sons, Inc.

Fullan, M., & Ballew, A.C. (2004): Leading in a culture of change personal action guide and workbook. San Francisco, CA: John Wiley & Sons, Inc.

Harrison, M.I (2005): Diagnosing Organizations: methods, models and processes (3<sup>rd</sup>ed), Sage Publications, California

Jones, B.B. and Brazzel, M, Eds (2006): The NTL Handbook of Organization Development and Change: principles, practices, and perspectives. San Francisco: Pfeiffer.

SPECIAL GROUP – BF

**BANKING AND FINANCE**

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Course - BF1: Banking Theory and Practices in India

Course – BF2: Indian Financial Institutions,

Course – BF3: Indian Financial Markets

Course – BF4: International Finance

Course – BF5: International Trade

Course –BF6: Risk Management

## **COURSE – BF1: BANKING THEORIES AND PRACTICES IN INDIA**

**Marks: 50**

**Time: 2 Hours**

**Credits: 2**

**Lectures: 30**

1. **Introduction:** Structure of Financial System, Concept of ‘hot’ money and its importance. **[5 Lectures]**
2. **Supply of Money:** various definitions of money and their importance. Credit multiplier-factors governing it, its limitations: system of note issue. **[6 Lectures]**
3. **Demand for money:** Quantity theory of money Keynesian Theory of money modern version of Quantity theory of money. **[5 Lectures]**
4. **Effect of money supply** in IS-LM framework. **[3 Lectures]**
5. **Central Banking:** Debate on the role of Central Banks; functions the RBI before and after the reform of 199; importance of various credit control tools in India during last 10 years: monetary policies during last five years. **[6 Lectures]**
7. **Commercial Banking:** Differences between commercial banking, development banking, investment Banking, Universal Banking; Structure of India Banking System. Capital base of banks: Brussel’s Agreement: A critique. Lead Banking, Service area approach. **[5 Lectures]**

### **Suggested Readings:**

Avdhani: Investment and Securities Markets in India, Himalaya Publications, Delhi.

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

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

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

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

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

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

## COURSE – BF2: INDIAN FINANCIAL INSTITUTIONS

**Marks: 50**

**Time: 2 Hours**

**Credits: 2**

**Lectures: 30**

1. **Indian Financial System:** Structure, functions and role of financial system; Financial system and Economic Development; an overview of Indian financial institutions – their roles and functions [4 Lectures]
2. **Reserve Bank of India:** Organization, management and functions; Credit creation and credit control; monetary policy. [4 Lectures]
3. **Commercial Banks:** Meaning, functions, principles of loan management, investment policies of commercial banks; E-banking; Recent developments and Innovations in commercial banking. [5 Lectures]
4. **Insurance Companies:** Objectives, roles, investment practices of LIC and GIC; Asymmetry of information and tools used to reduce the impacts of asymmetry of information in insurance business; Insurance Regulatory and Development Authority – role and functions. [5 Lectures]
5. **Merchant Banking:** Concept, functions and growth; Government policy on merchant banking services; SEBI guidelines; Future of merchant banking in India. [3 Lectures]
6. **Development Banks:** Concept, objectives, and functions of development banks; Operational and promotional activities of development banks; Recent developments. [4 Lectures]
7. **Cooperative Bank:** Structure, functions, problems and prospects. [3 Lectures]
8. **Regional Rural Bank:** Concepts, objectives, functions, problems and prospects. [2 Lectures]

### **Suggested Readings:**

Avdhani: Investment and Securities Markets in India, Himalaya Publications, Delhi

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

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

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

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

Reserve Bank of India, Various Reports, RBI Publication, Mumbai

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

## **COURSE - BF3: INDIAN FINANCIAL MARKETS**

**Marks: 50**

**Time: 2 Hours**

**Credits: 2**

**Lectures: 30**

- 1. Capital market:** –Arguments for and Against Equity Culture; Stock Market Index; Methodologies for calculating the Index; Depository system; [6 Lectures]  
Primary Market: IPO; Book Building; Reverse Book Building; Green Shoe Option. Recent Developments [5 Lectures]
- 2. Money market:** – meaning, constituents, functions of money market; Money market instruments: call money, treasury bills, certificate of deposit, commercial bills, trade bills etc; recent trends in Indian money market [3 Lectures]
- 3. SEBI** – Organisation, Role and Functions; an overview; recent developments [4 Lectures]
- 4. Mutual Funds:** Concept, performance appraisal, and regulation of mutual funds (with special reference to SEBI guidelines); mutual funds schemes; Latest Developments [6 Lectures]
- 5. Foreign Exchange Market:** Structure, Quotes, Forwards, Options, SWAPs, [6 Lectures]

### **Suggested Readings:**

Avdhani: Investment and Securities Markets in India, Himalaya Publications, Delhi  
Bhole, L.M.: Financial Markets and Institutions, Tata McGraw Hill, Delhi  
Ghosh D: Banking Policy in India, Allied Publications, Delhi  
Giddy I.H: Global Financial Markets, A.I.T.B.S, Delhi  
Khan, M.Y: Indian Financial System, Tata McGraw Hill, Delhi  
Reserve Bank of India, Various Reports, RBI Publication, Mumbai  
Varshney, P.N: Indian Financial System, Sultan Chand & Sons, New Delhi  
Averbach, Robert D: Money, Banking and Financial Markets; MacMillian, London

## **COURSE –BF4: INTERNATIONAL FINANCE**

**Marks: 50**

**Time: 2 Hours**

**Credits: 2**

**Lectures: 30**

1. **Introduction to International Finance:** Need and Objective of Studying International Finance; [2 Lectures]
3. **Balance of Payment Account:** Concepts, Components and Compilation of BoP Account; Importance and Limitations of BoP statistics [4 Lectures]
3. **Foreign Exchange Markets:** Structure of Foreign Exchange Market; Participants in foreign exchange market; Quotes, Inverse Quotes and Cross Quotes; No arbitrage condition; Types of Transactions; Settlement dates [4 Lectures]
4. **Exchange Rate Determination:**; Purchasing Power Parity; Interest Rate Parity Principles; Relationship between Purchasing Power Parity & Interest Rate Parity Principles; [4 Lectures]
5. **International Monetary System:** Exchange Rate Mechanism; Gold Standard; Gold Exchange Rate Standard; Bretton woods System; Current Monetary System; European Monetary System [6 Lectures]
6. **International Financial Institutions:** IMF Role and Functions; Liquidity, Role of IBRD and other development banks; [4 Lectures]
7. **International Markets and Instruments:** GDRs, ADRs, IDRs, Euro bonds, Euro loans, Repos, CPs, floating rate instruments, loan syndication and Euro deposits; Integration of Financial Markets [4 Lectures]
8. **Foreign Investment:** FDI, FII, Reasons for FDI; Appraisals for FDI [2 Lectures]

### **Suggested Readings:**

Apte, P.G. International Financial Management. Tata McGraw Hill,,New Delhi.  
Buckley Adrian: Multinational Finance, Prentice Hall, New Delhi  
Eiteman D.K. and Stonehill: Multinational Business Finance, Pearson Education, New Delhi,  
Levi, Maurice D: International Finance, McGraw, International Edition  
Rodriqufe, R.M. and E.E. Carter: International Financial Management, Prentice Hall,  
Shapiro, Allen C., Multinational Financial Management, PHI India Pvt. Ltd., New Delhi,  
Seth A.K., International Financial Management, Galgotia Publishing Company, New Delhi,

## COURSE – BF5: INTERNATIONAL TRADE

**Marks: 50**

**Time: 2 Hours**

**Credits: 2**

**Lectures: 30**

1. **Introduction:** Trade and arbitrage between two countries.  
[2 Lectures]
2. **Theories of Trade:** Neo-classical Theories: Community Indifference Curve; Trade Indifferent Curve; Offer Curve, International Equilibrium.  
**Modern theories:** Heckscher-Ohlin theory, Leontief paradox, Factor Price Equalization theorem. Balance of payment. [1 Lectures]
3. **Equilibrium and disequilibrium in BoP.**  
Options for removing BOP dis-equilibria (i) Exchange rate changes, (iii) Financing (iii) Direct controls, (iv) Domestic adjustment. [4 Lectures]
4. **Trade policies:** Tariff & Quota: Their economic effects; Arguments for trade barriers; [3 Lectures]
5. **Exchange Rate Policy:** Forex market; devaluation; elasticity approach, absorption approach and monetary approach. [5 Lectures]

### **Suggested Readings:**

Bo Soderstein: International Economics (3<sup>rd</sup>ed) (Mac Millan 1991).

R. Pomfret: Internatinal Trade: An introduction to theory and policy (Black Well, 1993).

M. Chacholiades: International Trade theory & policy, (McGraw Hill, Kogakusha, 1978).

S. Heffernan and P. Sinchair; Modern International Economics (Basil Blackwell, 1990).

P.N. Roy, The pure theory of International Trade (Progressive pub, 1977)



## COURSE - BF6: RISK MANAGEMENT

**Marks: 50**

**Time: 2 Hours**

**Credits: 2**

**Lectures: 30**

### **1. Concepts and definitions of risk and risk management**

Principles and aims of risk management Approaches to defining risk, Impact of risk on organizations, Types of risk- liquidity, market, operational, credit, Development of risk management. **[5 Lecture]**

**2. Risk management standards:** General risk management standards and risk management frameworks , Alternative risk management approaches -Basel II, Basel III, Dodd-Frank, Solvency II, IAIS, Finma, US Federal Reserve, NAIC, FASB and FRC **[6 Lectures]**

**3.**

**4. Enterprise risk management :** Defining Enterprise risk management ,Implementing ERM , Establishing the context for risk management, Objective setting **[4 Lectures]**

**5. Risk assessment - introduction and identification :** importance of risk assessment, and identification, techniques , advantages and disadvantages of techniques, Value at risk, stress tests and scenarios ,Risk causes (sources) and consequences-life cycle of risk, including causes, the risk event itself and the consequences, along with of the tools for identifying and managing causes and consequences, Risk classification systems **[5 Lectures]**

**5.Risk assessment-risk analysis and evaluation :** Risk likelihood and impact, Regulatory models and Internal models as risk analysis tools ,Risk evaluation and risk appetite **[4 Lectures]**

**6.Risk response and risk treatment :** Introduction to risk treatment and risk, The 4Ts response; Risk control techniques (PCDD), control of operational risk, Business continuity planning, Outsourcing-importance of outsourcing in a financial services environment and explain how risks are managed cyber risk in a financial services environment how it is minimised, regulatory expectations around this risk. **[6 Lectures]**

### **Suggested Readings:**

Michel Crouhy Dan Galai , Robert Mark : ‘The Essentials of Risk Management, McGraw-Hill  
John C Hull, —Risk Management and Financial Institutions,|| Pearson Education, 2007.

Aswath Damodaran: Strategic Risk Taking: A Framework for Risk Management,|| Wharton School Publishing, 2008

Thomas S. Coleman, A Practical Guide to Risk Management , Research Foundation of CFA Institute

Philippa X. Girling ‘Operational Risk Management: A Complete Guide to a Successful Operational Risk Framework , Wiley

