

**Syllabus for  
Master of Commerce and Business  
Management  
Under Choice Based Credit System**

**Academic Session:  
w.e.f. 2020-2023**



*for*  
***All Constituent/Affiliated Colleges Under***  
**Binod Bihari Mahto Koyalanchal University, Dhanbad**

**Members of Board of Studies of CBCS Post-Graduate Syllabus as per  
Guidelines of the Binod Bihari Mahto Koylanchal University, Dhanbad**

1. Chairman: Dr. B.N. Sinha (Head and Dean Commerce)  
BBMK, University, Dhanbad
2. External expert members: Dr. Devendra Prasad  
University Professor (Ex-Dean and Head)  
Magadh University, Bodhgaya (Bihar)
3. Members:
  - A. Dr. Ajit Kumar, (Associate Professor)  
Commerce and Business Management  
BBMK University, Dhanbad  
Principal-In charge, Sindri College, Sindri
  - B. Dr. L.B. Paliwar, (Associate Professor)  
Commerce and Business Management  
BBMK University, Dhanbad
  - C. Dr. K.K.Pathak, (Assistant Professor)  
Commerce and Business Management  
BBMK University, Dhanbad
4. Invited members
5. ....

## CONTENTS

<b>S. No.</b>	<b>Topic/Title</b>	<b>Page No.</b>
<b>1.</b>	<b>Semester - I</b>	<b>04 - 10</b>
<b>2.</b>	<b>Semester - II</b>	<b>11 - 18</b>
<b>3.</b>	<b>Semester - III</b>	<b>18 - 24</b>
<b>4.</b>	<b>Semester - IV</b>	<b>24 - 35</b>
<b>5.</b>		
<b>6.</b>		
<b>7.</b>		
<b>8.</b>		
<b>9.</b>		
<b>10.</b>		

**COURSE STRUCTURE**  
**SEMESTER-I**  
**COMPULSORY FOUNDATION COURSE**

**Organizational Theory and Behaviour**

CBM-F-101	Organizational Theory and Behaviour	(5 Credits, 60 Lectures + 15 Tutorials)
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**Instruction to question setter for End Semester Examination**

**(ESE):**

*There will be two groups of questions. Group A is compulsory and will contain two questions. Question No. 1(A) will be multiple type questions consisting of six questions of 1 mark each. Question No. 1(B) will be two short answer types of 4 marks. Group B will contain descriptive type eight questions of fourteen marks each, out of which any four are to be answered.*

**Duration: 3 hrs.**

**Marks: (External- 70: Internal- 30)**

**Objective** – To develop the students' ability to analyse, interpret and predict individual and group behaviour in an organizational setting, and to provide an understanding of the managerial approaches to organizational conflict motivation and leadership, and organizational control.

**Course Contents:**

**Unit-I: Fundamentals for Organizational Behaviour:** Concept, Need and importance of Organizational Behaviour- Nature and Scope, Frame work – Organizational Behaviour Models. Attitudes - Characteristics – Components – formation. Motivation – Importance – Types – Effects on work behavior. Misbehaviour – Types – Management intervention, Emotions – impact of emotion, Challenges and Opportunities for Organizational Behaviour today. **12 Lectures**

**Unit - II : Organizational Climate:** Definitions, Types, Characteristic & Importance. **Organization Culture:** Definition, Characteristics, Strong and Weak Cultures, Types, Changing Organizational Culture, Maintaining Culture through Socializations. The Impact of Culture on Organizational Behaviour. **12 Lectures**

**Unit – III: Group Dynamics:** Understanding Groups, Nature of Group, Group Process, Theoretical Approach to Groups, Phases of Group Development, Teams, Development of Teams, Nature of Team and Purpose. Transactional and Transformational Management.

**Leadership:** Inspirational Approaches to Leadership, Emotional Intelligence and Leadership, Dynamics of Leadership, Types of Leadership, Styles of Leadership. Theories of Leadership, Creating Effective Leaders, Challenges to the Leadership Construct. **12 Lectures**

**Unit – IV: Communication:** Background and the Role of Communication, Communication Technology, and Interactive Communication in Organizations  
**Perception:** Social Perception. Perceptual selectivity. Interpersonal Perceptions. Halo Effect and Stereo-typing. **12 Lectures**

**Unit V: Organisational Behaviour in Learning Organisation:** The changes facing Organisation; Traditional and Emerging Organizational Behaviour - Techniques. The future of Organizational Behaviour; Attributions, Communication in an International Environment.

**Suggested Readings:**

- Devis, K., Human Behaviour at Work. Organisational Behaviour, McGraw-Hill.
- Robbins, Stephen P., Organizational Behaviour, Tata McGraw Hill, New Delhi.
- Sharma, R. A., Organizational Theory and Behaviour, Tata McGraw Hill, New Delhi.
- Hersey, Paul and Blanchard, Kenneth H., Management of Organizational Behaviour Prentice Hall of India.
- Etzioni, Amitai, Modern Organizations, Prentice Hall in India.
- Jalan, B., India's Economic Crises, 1991. Oxford Univ. Press, New Delhi.

- Dhingra, I.C., The Indian Economy: Environment and Policy, 1998, Sultan Chand, Delhi.

## **SEMESTER-I** **Managerial Economics**

<b>CBM-C-102</b>	<b>MANAGERIAL ECONOMICS</b>	<b>(5 Credits, 60 Lectures + 15 Tutorials)</b>
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### **Instruction to question setter for End Semester Examination (ESE):**

*There will be two groups of questions. Group A is compulsory and will contain two questions. Question No. 1(A) will be multiple type questions consisting of six questions of 1 mark each. Question No. 1(B) will be two short answer type of 4 marks. Group B will contain descriptive type eight questions of fourteen marks each, out of which any four are to be answered.*

**Duration: 3 Hrs. Marks: (External- 70: Internal- 30)**

**Objective** The objectives of this course is to develop the ability of students to apply Micro-economic concepts, tools and techniques in business decision-making by a firm

### **Course Contents:**

**Unit 1:** Nature and Scope of Managerial Economics; Objective of the Firm- Profit and wealth Maximization. Fundamental Concepts-Opportunity cost, Discounting principle, and time Perspective. **08 Lectures**

**Unit II:** Demand Analysis; Determination of demand; Demand function; Indifference curve analysis: Characteristics of Indifference Curve and Consumer's Equilibrium; Types of Demand Elasticity and Demand forecasting Consumer Behaviour, Cardinal and ordinal approaches: Consumer's equilibrium; the revealed preference theory. **10 Lectures**

**Unit III:** Production and Cost: Production function, Concept of production, isoquants ridge lines, isocost lines, Expansion path and multi product firm, Cost function: Classification of Costs, incremental cost, its relevance in decision making, short run and long run cost functions. Law of Variable proportion. **10 Lectures**

**Unit IV:** Price and output relationship under different market structures: Perfect Competition, Monopoly, Discriminating monopoly. Monopolistic competition, oligopoly, duopoly, bilateral monopoly. **12 Lectures**

**Unit V:** Input-Output decisions, Law of supply; Elasticity of supply; Production function; short-run analysis; Long-run function. Short-run and long-run cost functions. Measurement of profit and profit policy. **10 Lectures**

**Unit – VI:** Micro-economic concepts: National Income: Marginal propensity of consume; Multiplier effect; Effective demand. **10 Lectures**

**Suggested Readings:**

- Hailstones, Thomas J. and Rathwell, John C., Managerial Economics, Prentice Hall International, New Delhi.
- Kreps, D., A Course in Microeconomics Theory, Princeton Univ. Press, N.J.
- Chopra, O.P., Managerial Economics, Tata-McGraw Hill, New Delhi.
- Baumol, W.J., Economics Theory and Operations Analysis, Prentice Hall International, New Delhi.
- Agarwal, Manju, Economics for decision Making, Indian Institute of Finance, 1997, Delhi.
- Davis, J.R. and Chang, Simon, Principles of Managerial Economics, Prentice Hall International, New Delhi.
- Mehta, P.L., Managerial Economics, Sultan Chand, New Delhi.
- Gough, J. and Hills, S., Fundamentals of Managerial Economics, 1981.
- Petterson: Managerial Economics, 3rd Ed., Prentice Hall of India, Delhi.
- Adhikary M., Managerial Economics, Khosla Publication.

- Salvatore, Domnick, Managerial Economics in a global economy, Irwin McGraw Hill.

**SEMESTER-I**  
**BUSINESS ENVIRONMENT & LEGAL FRAMEWORK**

<b>CBM-C-103</b>	<b><u>BUSINESS ENVIRONMENT &amp; LEGAL FRAMEWORK</u></b>	<b>(5 Credits, 60 Lectures+15 Tutorials)</b>
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**Duration: 3 Hrs.**

**Marks: (External- 70: Internal- 30)**

**Instruction to question setter for End Semester Examination (ESE):**

*There will be two groups of questions. Group A is compulsory and will contain two questions. Question No. 1(A) will be multiple type questions consisting of six questions of 1 mark each. Question No. 1(B) will be two short answer types of 4 marks. Group B will contain descriptive type eight questions of fourteen marks each, out of which any four are to be answered.*

**Objective** – The course is aimed at acquainting the students with the nature and dimensions of the evolving environment in India which influence managerial decisions.

**Course Contents:**

**Unit – I:** Nature and significance of environmental analysis for business decisions, Dimensions of Business Environment: Economics, Technological, Socio-cultural, Political, Legal-Regulatory and market Conditions; General and specific relevance of environmental conditions. **10 Lectures**

**Unit – II:** Economic environment: Economic Policy - An overview Changes in Government policies since 1991. Impact of liberalization, globalization, and structural reforms, Import policy and its domestic and international implications, Financial Sector reforms. **10 Lectures**

**Unit – III:** Technological environment: Dynamics of technological environment; Challenge of technology up gradation, Impact of foreign investment and foreign collaboration. **10 Lectures**

**Unit – IV:** Socio-cultural environment: Demographic profile. Class structure and mobility. Rural- urban convergence. Changes in consumption habits and life styles. Social responsibilities of business. **10 Lectures**



**Unit V:** Political environment: Impact of competing political ideologies, political stability and instability on business activities. **10 Lectures**

**Unit –VI:** Market environment: Competitive conditions. Impact of entry of MNCs. **10 Lectures**

**Suggested Readings:**

- Cherunilam, Francis, Business Environment, Himalaya Pub. House, 1996.
- Ghosh, P.K. Business and Government, 1998 Sultan Chand, Delhi.
- Devis, Keith, and Blomstrom, Robert L, Business and Society: Environment and Responsibility, 1975.
- Ghosh, P.K. and Kapoor, G.K. Business Policy and Environment, 1998, Sultan Chand, Delhi.
- Adhikary, M. Economics Environment of Business (latest ed.), Sultan Chand, Delhi.
- Jalan, B., India's Economic Crises, 1991. Oxford Univ. Press, New Delhi.
- Dhingra, I.C., The Indian Economy: Environment and Policy, 1998, Sultan Chand, Delhi

**SEMESTER-I**  
**Managerial Accounting**

CBM-C-104	Managerial Accounting	(5 Credits, 60 Lectures + 15 Tutorials)
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**Duration: 3 Hrs.**

**Marks: (External- 70: Internal- 30)**

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*There will be two groups of questions. Group A is compulsory and will contain two questions. Question No. 1(A) will be multiple type questions consisting of six questions of 1 mark each. Question No. 1(B) will be two short answer types of 4 marks. Group B will contain descriptive type eight questions of fourteen marks each, out of which any four are to be answered.*

**Objective:** The objective of the course is to enable students to acquire sound Knowledge of concepts, methods and techniques of management accounting

and to make the students develop Competence with their usage in managerial decision making and control

**COURSE CONTENT:**

**Unit I :** Management Accounting – Nature and Functions; Financial vs. Management Accounting; Cost vs. Management Accounting; Role of Management Accountant. Cost Concepts and Classifications. **12 Lectures**

**Unit II :** Activity Based Product Costing – Concept and uses; Emerging Costing Approaches. Variable and Absorption Costing – Concept, Comparison, Applications of Variable Costing, Preparation of Income Statements. **12 Lectures**

**Unit III :** Cost-Volume-Profit (CVP) Analysis – Contribution Margin; Break – Even Analysis; Profit Volume (P/V) Analysis; Multiple-Product Analysis; Optimal use of Limited Resources. **12 Lectures**

**Unit IV:** Budgeting – Nature and functions; Preparation of Different Types of Budgets, Fixed versus Flexible Budgeting. Cash Budget, Production, Sales and Master Budget. **12 Lectures**

**Unit V:** Standard Costing – Concept, Advantages; Types of Standards; Variance Analysis; Materials, Labour, Overhead; Managerial Uses of Variances. **12 Lectures**

**Suggested Readings:**

1. Atkinson Anthony A., Rajiv D. Banker, Robert Kaplan and S. Mark Young, Management Accounting, Prentice Hall, 2001.
2. Horngreen Charles T., and Gary L. Sundem and William O. Stratton, Introduction to Management Accounting, Prentice Hall of India, 2006.
3. Drury Colin, Management and Cost Accounting, Thomson Learning, 2001.
4. Garison R.H. and E.W. Noreeb, Managerial Accounting, McGraw Hill, 2000.
5. Ronald W. Hilton, Managerial Accounting, McGraw Hill Education, 2006.
6. JawaharLal, Advanced Management Accounting, Text, Problems and Cases, S. Chand & Co., New Delhi, 2009

**SEMESTER-II**  
**RESEARCH METHODOLOGY AND STATISTICAL METHOD**

CBM-S-205	<b>Research Methodology and Statistical Method</b>	<b>(5 Credits, 60 Lectures + 15 Tutorials)</b>
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**ration: 3 Hrs. Marks: (External- 70: Internal- 30)**

**Instruction to question setter for End Semester Examination (ESE):**

*There will be two groups of questions. Group A is compulsory and will contain two questions. Question No. 1(A) will be multiple type questions consisting of six questions of 1 mark each. Question No. 1(B) will be two short answer type of 4 marks. Group B will contain descriptive type eight questions of fourteen marks each, out of which any four are to be answered.*

**Objective** - The course will expose the students to the nature and extent of research orientation which they are expected to possess when they enter the industry as practitioners.

**Course Contents:**

**PART - I**

**Unit - I** : The Nature and Types of Research-Specifying a Problem for Research in Business Administration Planning and Organizing Research-

**Unit - II** : Measurement – Data Collection- Observation Techniques, Interviewing, Questionnaire and Correspondence. Library and Documentary Courses

**Unit - III** : Case Studies- Designing of Research projects- Organization and presentation of Data-Use of Computing and Data Processing Machines in analyzing data; Writing Research Report.

**Unit - IV** : Review of Basic Concepts of Multi-Variance Analysis and the interpretation of data-use of Non-Parametric Statistics in Testing of Hypotheses. References.

**Suggested Readings:**

- Emory, W.G.: Business Research Methods, Richard D.Irwin.
- Kerlinger F.N.: foundation of Behavioural Research, Holt Rinchert Winston.
- Kinnear, T.C., and Taylore J.R.: Marketing Research Applied Approach, Megraw Hill.

- Wilkinson T.S., and Bhandarkar, P.L. Methodology and Techniques of Social Research, Himalaya Publishing House, Bombay.
- Siegal Sidney: Non Parametric statistics for the Behavioural Sciences, McGraw Hill, Tokyo.
- Kothari, CR, Research Methodology. Gupta, Santhosh Research Methodology and Statistical Techniques, Deep and Deep.

## **Part – II: Statistics**

**Objective** – The objective of this course is to familiarize the students with the basic statistical tools and their application in business decision-making.

### **Course Contents:**

**Unit - I** : Collection and Analysis of Statistical Data: Table and Graphs, Frequency Distribution, Histogram, Cumulative Frequency Curves.

**Unit - II** : Probability and probability Distribution: Rules of Probability, Random variable, Probability Distributions, Means, Variance and Standard Deviation, Binomial Distribution, Poisson Distribution, Normal distribution, Exponential Distribution, Uniform Distribution.

**Unit - III** : Sampling and Testing of Hypothesis: Sampling methods, Basic concepts of Hypothesis Testing. Confidence Interval, Chi-square Test, Analysis of Variance, Non-parametric Tests. Decision Theory, Objectives and Constraints, Pay off Optimization. Decision Under Certainty. Risk and Uncertainty, Criteria for Decision under Risk and Uncertainty, Decision Trees, Decision Matrices

**Unit - IV** : Correlation, Regression and Multivariate Analysis: Correlation Analysis, Linear, Non-linear and multiple Regression Analysis, Autocorrelation, Multicollinearity.

**Unit - V** : Time Series Analysis and Index Numbers: Trends Analysis, Cyclical, Seasonal and Irregular Variation. Relative and Aggregate Index Numbers. General Index Numbers, Uses of Index Numbers.

### **Suggested Readings:**

- Statistics for Management by Richard I., Levin & Levin & David S. Rubin, Prentice Hall of India.

- Business, Statistics by S.P.Gupta&M.P.Gupta, Sultan Chand & Sons.
- Quantitative Techniques for Managerial Decisions by U.K. Srivastava et al., NewAge International.
- Spiegel, Murray R., Theory and Problems of Statistics, Schaum Outline Series, McGraw Hill.
- Bhardwaj R.S., Business Statistics, Excel. Shenoy GV, Business Statistics, New age Int.

**SEMESTER - II**  
**FINANCIAL MANAGEMENT AND POLICY**

<b>CBM - C - 206</b>	<b>Financial Management and Policy</b>	<b>(5 Credits, 60 Lectures + 15 Tutorial)</b>
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**Duration: 3 Hrs. Marks: (External- 70: Internal- 30)**

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*There will be two groups of questions. Group A is compulsory and will contain two questions. Question No. 1(A) will be multiple type questions consisting of six questions of 1 mark each. Question No. 1(B) will be two short answer type of 4 marks. Group B will contain descriptive type eight questions of fourteen marks each, out of which any four are to be answered.*

**Objective:** The objective of the course is to enable students to acquire sound Knowledge of concepts, methods and techniques of management accounting and to make the students develop Competence with their usage in managerial decision making and control

**Course Contents:**

**Unit - I :** Nature and Scope of Financial Management, Financial Goal of the Firm, Financial Forecasting, Valuation of Firm; Time Value of Money, Valuation of Securities. **12 Lectures**

**Unit - II :** Capital Budgeting - Principles and Techniques: ARR, Payback, Net Present Value, Internal Rate of Return; Risk and Uncertainty Analysis for Investment Decisions. **12 Lectures**

**Unit - III:** Concept and Measurement of Cost of Capital, Capital Structure Decisions, Leverage - Operating, Financial and Combined. **12 Lectures**

**Unit - IV** : Long Term Financing, Sources of Long Term Finance, Preference and Equity Shares, Debentures; Term Loans, Lease Financing, Hire purchase, Venture Capital Financing. **12 Lectures**

**Unit - V** : (a) Management of Working Capital: Management of Cash, Receivables and Inventory, (b) dividend Decisions and Theories: (i) Irrelevance of dividends: Modigliani and Miller (M-M) Hypothesis, (ii) Relevance of Dividends: Walter's Model, Gordon's Model, (iii) Determinants of Dividend Policy. **12 Lectures**

**Suggested Readings:**

- M.Pandey: Financial Management, Vikas Publication.
- Financial Management, Kulkarni&Satyaprasad, Himalaya Publishing
- Financial Management , Mittal, A.C.
- Financial Management , Chandra
- Financial Management, Khan
- Financial Management , Malhotra
- Strategic Financial Management, Rao
- Cases in Financial Management, Pandey
- Effective Financial Management, Singh

**SEMESTER – II**  
**STRATEGIC MANAGEMENT**

<b>CBM-C-207</b>	<b>Strategic Management</b>	<b>(5 Credits, 60 Lectures + 15 Tutorials)</b>
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**Instruction to question setter for End Semester Examination (ESE):**

*There will be two groups of questions. Group A is compulsory and will contain two questions. Question No. 1(A) will be multiple type questions consisting of six questions of 1 mark each. Question No. 1(B) will be two short answer type of 4 marks. Group B will contain descriptive type eight questions of fourteen marks each, out of which any four are to be answered.*

**Objective:** To help students understand strategy making process that is informed integrative and responsive to rapid changes in an organization's globally oriented environment and also to help them understand tasks of implementing strategy in a global market.

## **Contents:**

**Unit I: Introduction:** Concept and Role of Strategy; the Strategic Management Process; Approaches to Strategic Decision Making; Strategic Role of Board of Directors & Top Management. Strategic Intent. **08 Lectures**

**Unit II-Environmental Analysis:** Analysis of Global Environment-Environmental Profile; Constructing Scenarios; Environmental scanning techniques- ETOP, PEST and SWOT Analysis of Internal Environment-Resource Audit; Resource Based View (RBV), Global Value Chains Systems. **12 Lectures**

**Unit III-Strategic Choice:** Strategic options at Corporate Level – Growth, Stability and Retrenchment Strategies; Corporate Restructuring; Strategic options at Business Level- Restructuring; Strategic options at Business Level- **10 Lectures**

**Unit IV-Situation Specific Strategies:** Strategies for situation like competing in emerging industries, maturing and declining industries, fragmented industries, hyper –competitive industries and turbulent industries; Strategies for industry leaders, runner -up firms and weak businesses. **12 Lectures**

**Unit V-Strategy Implementation and Control:** Interdependence of Formulation and Implementation of Strategy; Issues in global strategy Implementation- Planning and allocating resources. **10 Lectures**

**Unit VI-Ethical and Social considerations in Global Strategic Management:** The Global Context of Corporate Governance. **08 Lectures**

## **Suggested Readings:**

- Hill, Charles W.L. and Gareth R. Jones, Strategic Management: An Integrated Approach, Cengage Learning, India.
- Ungson, G.R. and Yim-Yu-Wong, Global Strategic Management, M.E. Sharpe.
- Davidson, W.H., Global Strategic Management, John Wiley, New York.
- Thompson, Arthur A. and A. J. Strickland, Strategic Management, McGraw Hill, New York.

- Hitt, Michael A., Ireland, R. D., Hokeness, Robert E. and S. Manikuttu, Strategic Management: A South-Asian Perspective, Cengage Learning, India
- Bartlett, C.A., Ghoshal, S. and P. Beamish, Transnational Management: Text, Cases, and Readings in Cross-Border Management, McGraw Hill.
- Porter, Michael E., Competition in Global industries, Harvard University Press, New York, 1986.
- Porter, Michael E., The Competitive Advantage of Nations, Macmillan, London, 1990.
- Frynas, J.G. and K. Mellahi, Global Strategic Management, Oxford University Press.
- Henry, Anthony E., Understanding Strategic Management, Oxford University Press, New York.
- Wheelen, Thomas L., Hunger, J. David, Hoffman, Alan N. and Charles E. Bamford, Strategic
- Management and Business Policy: Globalization, Innovation and Sustainability, Prentice Hall, New Jersey.
- Sengupta, N. and J.S. Chandan, Strategic Management: Contemporary concepts and Cases, Vikas Publishing.
- Ghosh, P.K., Strategic Management- Text & Cases, Sultan Chand & Sons.
- Nag, A., Strategic Management- Analysis, Implementation, Control, Vikas Publishing.

**SEMESTER – II**  
**MARKETING MANAGEMENT**

<b>CBM-C-208</b>	<b>Marketing Management</b>	<b>(5 Credits, 60 Lectures + 15 Tutorials)</b>
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**Instruction to question setter for End Semester Examination (ESE):**

There will be two groups of questions. Group A is compulsory and will contain two questions. Question No. 1(A) will be multiple type questions consisting of six questions of 1 mark each. Question No. 1(B) will be two short answer types



of 4 marks. Group B will contain descriptive type eight questions of fourteen marks each, out of which any four are to be answered.

**Objective:** To familiarize the students with the basic concepts and principles of marketing and to develop their conceptual and analytical Skills to be able to manage marketing operations of a business firm.

## **Contents:**

**Unit I-Introduction:** Nature and Scope of Marketing; Evolution of modern marketing concept; Modern marketing concepts; Marketing Mix; Marketing Environment: Significance of scanning marketing environment; Analyzing macro environment of marketing-economic, demographic, socio-cultural, technological, political and legal segments; Impact of micro and macro environment on marketing decisions. Market Segmentation, Targeting and Positioning: Bases for segmenting a consumer market; Levels of market segmentation; Factors influencing selection of market segments. **12 Lectures**

**Unit II-Product and Pricing Decisions:** Product - concept and classification; Major product decisions; New product development; Packaging and labeling; Product support services; Branding decisions; Product life cycle – concept and appropriate strategies adopted at different stages. Pricing- Objectives, Factors affecting price of a product, Pricing policies and strategies. Ethical issues in product and pricing decisions. **12 Lectures**

**Unit III-Distribution Decisions:** Channels of distribution – concept and importance; Different types of distribution middlemen and their functions; Retailing and Wholesaling: Types of retail formats; Retail theories; Retailing strategies; Non- Store retailing; Wholesaling-nature and importance, types of wholesalers; Developments in retailing and wholesaling in Indian perspective. **12 Lectures**

**Unit IV-Promotion Decisions:** Role of promotion in marketing; Promotion methods. Developing advertising campaigns. Ethical issues in promotion decisions. **12 Lectures**

**Unit V-Trends in Marketing:** Service Marketing, Social Media Marketing, Green Marketing, Customer Relationship Management, Rural marketing, other emerging trends. **12 Lectures**

## **Suggested Readings:**

- Kotler, Philip; Keller, Kevin Lane; Koshy, Abraham, and Mithileshwar Jha, Marketing Management: A South Asian Perspective, Pearson.
- Lamb, Charles W.; Hair, Joseph F., and Carl McDaniel, Mktg, Cengage Learning.
- Etzel, Michael J., Walker, Bruce J., Staton, William J., and Ajay Pandit, Marketing Concepts and Cases, Tata McGraw Hill (Special Indian Edition).
- Czinkota, Miachel, Marketing Management, Cengage Learning.
- Kazmi, SHH, Marketing Management Text and Cases, Excel Books.
- Kumar, Arun and N. Meenakshi, Marketing Management, Vikas Publishing House.
- Zikmund, William G. and Michael D'Amico, Marketing: Creating and Keeping Customers in an Ecommerce World, South-Western College Pub.

Note: Latest edition of the readings may be used.

**SEMESTER III**  
**Computer Application in Business and Communication**

<b>CBM-A-309</b>	<b>Computer Application in Business and Communication</b>	<b>(5 Credits, 60 Lectures + 15 Tutorials)</b>
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**Instruction to question setter for End Semester Examination (ESE):**

*There will be two groups of questions. Group A is compulsory and will contain two questions. Question No. 1(A) will be multiple type questions consisting of six questions of 1 mark each. Question No. 1(B) will be two short answer type of 4 marks. Group B will contain descriptive type eight questions of fourteen marks each, out of which any four are to be answered.*

**Objectives:** To understand the fundamental knowledge of computer and the process of business communication, and acquire required skills to manage

business communication. .To give awareness about and to help develop the personality of the students.

**Contents:**

**Unit I:** INTRODUCTION TO COMPUTER SYSTEM: Basic Computer Concept Computer Appreciation - Characteristics of Computers, Input, Output, Storage units, CPU, Computer System. Input and Output Devices Input Devices - Keyboard, Mouse, Scanner, web cam, Output Devices- Soft copy devices, Projectors, speakers, Hard copy devices, Printers –Dot matrix, inkjet, laser, Plotters. **12 Lectures**

**Unit-II:** Computer Memory and Processors Memory hierarchy, Processor registers, Cache memory, Primary memory- RAM, ROM, Secondary storage devices, Magnetic tapes, Floppy disks, hard disks, Optical Drives- CD-ROM, DVD-ROM, CDR, CD-RW, USB Flash drive, Mass storage devices: USB thumb drive. Managing disk Partitions, File System. Basic Processor**12 Lectures**

**Unit III:** Business Communication – meaning – need – process – methods – written, Verbal, non-verbal, visual, telecommunications; types of business communications – internal and external, upward and downward, lateral; barriers to communication-physical, psychological, linguistic, mechanical. **12 Lectures**

**Unit IV:** Communication through letters, business letters, layout of letters, kinds of business letters, characteristics of a good letter; application for appointment – resume – references; appointment orders; Business enquiries – offers and quotations; orders- execution of orders – cancellation of orders. Letters of complaint, letters of agency – status enquiries; circulars and circular letters; notices; reports by individuals; reports by committees; annual report; writing of reports. **12 Lectures**

**Unit V:** Principles of effective listening; factors affecting listening .Interviewing skills: appearing in interviews conducting interviews. Self – development and communication: Development of positive personal attitudes; SWOT analysis. Personality development: Concept of personality; Concept of self; Perception; Personality types. **12 Lectures**

**Suggested Readings:**

□ Darmar Fisher, Communication in Organizations, Jaico Publishing House, Mumbai,1999.

□ Bovee and Thill: Business Communication Today, Tata McGraw Hill, New Delhi.

- Randall E. Magors: Business Communication, Harper and Row, New York.
- Balasubramanyam: Business Communications: Vikas Publishing House, Delhi
- Kaul: Effective Business Communications, Prentice Hall, New Delhi.
- Patri V.R.: Essentials of Communications; Greenspan Publications, New Delhi.
- Allan Pease, Body Language, Sudha Publications, New Delhi.
- Taylor, Shirley: Model Business Letters. Pearson Education Asia, New

**SEMESTER - III**  
**HUMAN RESOURCE MANAGEMENT**

<b>CBM-C-310</b>	<b>Human Resource Management</b>	<b>(5 Credits, 60 Lectures + 15 Tutorials)</b>
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**Instruction to question setter for End Semester Examination (ESE):**

*There will be two groups of questions. Group A is compulsory and will contain two questions. Question No. 1(A) will be multiple type questions consisting of six questions of 1 mark each. Question No. 1(B) will be two short answer types of 4 marks. Group B will Contain descriptive type eight questions of fourteen marks each, out of which any four are to be answered.*

**Duration: 3 Hrs. Marks: (External- 70: Internal- 30)**

**Objective** – The course is envisaged to provide the student the knowledge related to management of human resources in business enterprises. This course familiarizes the student with various facets of human resources and their management.

**Course Contents:**

**Unit – I : Introduction** – Concept – Personnel/Human Resource Function in India – emergence of HRM – Distinctive features of HRM – Ensuring underpinning of HRM to business strategy in practice; Objectives of HRM – Corporate Strategy and Strategic HRM – Concept – The origin – Strategic Human Resource Management – Aligning HR to Corporate Strategy – HRM in practice. **15 Lectures**

**Unit – II :Industrial Relation Perspectives** – The concept – Scope of Industrial Relation – Objectives of Industrial Relations, Changing values and their impact – Industrial Conflict – Trade Unionism – Reforms in Labour Legislations – Employee participation in Organization – Reforms in Labour Legislations – Employee’s Participation in Organization – Collective Bargaining – Grievance procedure. **15 Lectures**

**Unit – III : Trends in HRM** – Strategic Approach HR role as a catalyst – Scope and nature of HRM – Human Resource Outsourcing – Planning Retirement – Trends in 21st century in wage/salary schemes. **15 Lectures**

**Unit – IV : Human Resource Management in Other Countries** – A comparative analysis Human Resource Management in Japan – HRM in the United States of America – International Human resource Management: An Analysis – HRM in Single European Market – HRM in Eastern Europe, ETHICS – Introduction – reasons for emergence of ethics in India – Work Ethics: Concept - Business Ethics: Concept – Application and Scope of Business Ethics – Corporate Social Responsibility: Concept – Corporate Governance – Basic of good governance – Culture in Organization – Ethical Leadership. **15 Lectures**

**Suggested Readings:**

- Strategic Human Resource Management – Text and Cases – K.Prasad, McMillan
- Human Resource Management – Gary Desler – Pearson Education.
- Human Resource Management – Raymond Noe

**SEMESTER – III**  
**CORPORATE TAX PLANNING AND CONTROL**

<b>CBM-C-311</b>	<b>CORPORATE TAX PLANNING AND CONTROL</b>	<b>(5 Credits, 60 Lectures + 15 Tutorials)</b>
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**Duration: 3 hrs. Marks: (External- 70: Internal- 30)**

**Instruction to question setter for End Semester Examination (ESE):**

*There will be two groups of questions. Group A is compulsory and will contain two questions. Question No. 1(A) will be multiple type questions consisting of six questions of 1 mark each. Question No. 1(B) will be two short answer type of 4 marks. Group B will contain descriptive type eight questions of fourteen marks each, out of which any four are to be answered.*

**Objective** – The basic objective of this course is to provide an in depth insight into the concept of corporate tax planning and to equip the students with a reasonable knowledge of tax planning devices. The focus is exclusively on income tax.

### **Course Contents:**

**Unit I** : Introduction, Definitions, Residential Status, Heads of Income, Computation of Taxable Income. **15 Lectures**

**Unit II** : Taxation of Companies: Special Provisions in Computation of profits from Business, Deductions from Gross Total Income, Amalgamations of Companies and Fiscal Incentives, Minimum Alternate Tax on Companies, Special Provisions relating to Tax on Distributed Profits of Domestic Companies. **15 Lectures**

**Unit III** : Tax Planning: Concepts relating to Tax Avoidance and Tax Evasion, Tax Planning with reference to: Location of Undertaking, Type of Activity, Ownership Pattern, Dividend Policy, Issue of Bonus Shares, Inter Corporate Dividends and Transfers, Tax Planning relating to: Amalgamations and Mergers of Companies, Tax Considerations in respect of specific managerial decisions like Make or Buy, Own or Lease, Close or Continue Sale in Domestic Markets or Exports, Foreign Collaboration and Joint Ventures. **20 Lectures**

**Unit IV** : Tax management: Filing of Returns and Assessments, Penalties and Prosecutions, Appeals and Revisions, Advance Tax, TDS, Advance Rulings, Avoidance of Double Taxation Agreements. **10 Lectures**

### **: Suggested Readings**

- Ahuja, G.K. & Gupta, Ravi, Systematic Approach to Income Tax, Allahabad, Bhaat Law House.
- Bhagwati Prasad, Direct Taxes Law & Practice, WishwaPrakashan.
- Kanga, J.B. & Palkhivala, N.A., Income Tax, Bombay, N.M. Tripathi.
- Singhania, V.K. Direct Taxes: Law and Practice. Delhi, Taxman.

**SEMESTER – III**  
**ENTREPRENEURSHIP AND INNOVATION MANAGEMENT**

<b>CBM-C-312</b>	<b>ENTREPRENEURSHIP AND INNOVATION MANAGEMENT</b>	<b>(5 Credits, 60 Lectures + 15 Tutorials)</b>
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**Instruction to question setter for End Semester Examination (ESE):**

*There will be two groups of questions. Group A is compulsory and will contain two questions. Question No. 1(A) will be multiple type questions consisting of six questions of 1 mark each. Question No. 1(B) will be two short answer type of 4 marks. Group B will contain descriptive type eight questions of fourteen marks each, out of which any four are to be answered.*

**Duration: 3 Hrs. Marks: (External- 70: Internal- 30)**

**Objective** – The objective of this course is to acquaint the students with entrepreneurship and small enterprises management.

**Course Contents:**

**Unit - I: Entrepreneurship** and its scope, Entrepreneurship as the process, career option, Need, values, attitude and motivation of entrepreneurs. **12 Lectures**

**Unit - II: Becoming** Entrepreneur, Personal and environmental barriers in entrepreneurship, Problems and stages for setting up a new venture, Franchising and entrepreneurial experiences, Select case studies of heading entrepreneurs in India **12 Lectures**

**Unit - III** ; Growth and Development of Small Scale Industries, Definition of small enterprise and their scope in emerging scenario, Incentives and concessions, Technology know-how and appropriate technology. **12 Lectures**

**Unit - IV** : Financial and Marketing Management of SSI, Financial planning, long term and short term credit flows, sources of finance including venture capital, project appraisals and financial institutions. Measures and facilities to SSI for exports, Legal aspects of SSI. **12 Lectures**

**Unit - V:** Case Study: The list of case studies to be provided in the class.

Note: A one page single case study relating to the issues detailed under one or more of the first four units shall be given as above. **12 Lectures**

**Suggested Readings:**

- Desai , Vasant , Small Scale Industries and Entrepreneurship, Bombay, Himalaya 1995.
- Staley ,E.andMorseR.Small scale Industries in developing Countries. New York ,McGrow Hill.
- Malhotra I. S and Gupta S.L. Management of Small scale Industries. New Delhi, Galgotia.
- Drucker , Peter F. Innovation and Entrepreneurship, East west Press (P) Ltd., 1992.
- Gupta , C.B and Srinivasan, Entrepreneurial Development in India.
- Taneja S and Gupta S.L., Entrepreneur Development - New Ventures Creation, Galgotia Publishing Co., 2001.

#### **SEMESTER IV**

#### **Select one Paper out of Following (E – 413) DCE**

**A. FINANCIAL MARKETS & INSTITUTIONS**

**B. DIRECT TAX LAW AND PRACTICES**

**C.INTERNATIONAL FINANCIAL MANAGEMENT**

<b>CBM- E – 413 (A)</b>	<b>FINANCIAL MARKETS &amp; INSTITUTIONS</b>	<b>(5 Credits, 60 Lectures + 15 Tutorials)</b>
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#### **Instruction to question setter for End Semester Examination (ESE):**

*There will be two groups of questions. Group A is compulsory and will contain two questions. Question No. 1(A) will be multiple type questions consisting of six questions of 1 mark each. Question No. 1(B) will be two short answer type of 4 marks. Group B will contain descriptive type eight questions of fourteen marks each, out of which any four are to be answered.*

**Duration: 3 Hrs. Marks: (External- 70: Internal- 30)**

**Objective** – The objective of the course is to give the students an insight into the principles, operational policies and practices of the prominent Financial Markets and Institutions, their structure and functioning in the changing



economic scenario, and to make critical appraisal of the working of the specific financial institutions of India.

### **Course Contents:**

**Unit I** :Financial Markets In India: Indian Money Markets and Recent Reforms, Call Money market, Treasury Bills Market, Commercial bills Market, Markets for Commercial Paper & Certificate of Deposits, Recent Developments in Capital markets in India, Role of SEBI, Merchant Banking, Venture Capital. **12 Lectures**

**Unit II** : Financial & Banking Institutions: Role , Meaning and Importance of Financial Institutions and Banks in the emerging new Environment of Privatization and Globalization. Management of Commercial Banks, Credit Gaps and Credit Rating, Consortium Loaning, Maximum Permissible banking Finance, Loan Pricing, Narasimham Committee Reports, Non- performing Assets, Assets Classifications, Income Recognition Provisioning and Capital Adequacy Norms, Disinvestment. **12 Lectures**

**Unit III** :Investment Trust Companies: Economics of Investment Trust Companies, Mutual Funds, A Detailed Critical Appraisal of UUTI in the Financial System. **12 Lectures**

**Unit IV** :Development Banking: Role of Development Banking in Industrial Financing in India, Problems of Time and Cost Overruns, Financial Goals and Performa Statements, Working and Organization of Different Financial Institutions in India viz. IFCI, ICICI, IDBI, IIBI, SFCS. **12 Lectures**

**Unit V** :International Finance: A Study of the International Finance Corporation, New Financial Instruments in International markets viz. Global Depository Receipts, American Depository Receipts. **12 Lectures**

### **Suggested Readings:**

- Bhalla, V.K. Managing International Investment and Finance, New Delhi, Anmol.
- Dougall, Herbert E. And Gaumnitz, Capital Markets and Institutions, Englewood Cliffs, New Jersey, Prentice Hall.
- Hempel, George, H. And Yawitz, Jess, B., Financial Management of Financial Institutions, Englewood Cliffs, New Jersey, Prentice Hall.
- Kane, Joseph, A., Development Banking, Toronto, Lexington Books.

- Kim, Suk and Kim, Seung, Global Corporate Finance: Text and Cases. 2nd Edition Mimami, Florida
- Rose, Peter, S.And Fraser, Donald R., Financial Institutions, Ontario, Irwin Dorsey.
- Fabozzi, Frank J., Foundations of Financial Markets and Institutions, Prentice Hall.

**SEMESTER - IV**  
**DIRECT TAX LAW AND PRACTICES**

<b>CBM-E – 413 (B)</b>	<b>Direct Tax Law And Practices</b>	<b>(5 Credits, 60 Lectures + 15 Tutorials)</b>
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**Instruction to question setter for End Semester Examination (ESE):**

*There will be two groups of questions. Group A is compulsory and will contain two questions. Question No. 1(A) will be multiple type questions consisting of six questions of 1 mark each. Question No. 1(B) will be two short answer type of 4 marks. Group B will contain descriptive type eight questions of fourteen marks each, out of which any four are to be answered.*

**Duration: 3 Hrs. Marks: (External- 70: Internal- 30)**

**Objective:** The objective of this course is to gain the knowledge regarding assessment and previous year and know in detail about the direct taxes and its implications and procedures.

**Unit – I:** An Overview of Income Tax Act, 1961 : Background, Important definitions, Residential Status, Basis of Charge, Scope of Total Income, Tax Rates in accordance with the applicable Finance Act for the relevant assessment year. **08 Lectures**

**Unit – II:** Computation of Income under the head of Salary : Salary – Coverage, Employer and Employee Relationship, Allowances, Monetary and Non-Monetary Perquisites – Valuation and Taxability, Profits in lieu of Salary, Deductions against Salary, Incomes exempt from Tax and not includible in ‘Salary’, Deduction to be made from salary in respect of Provident Fund under the provisions of the Provident Fund and Miscellaneous Provisions of Act 1952 and tax treatment of employers’ contribution to Provident Fund, Tax Deducted

at Source on Salary Income and Compliances, Practical Case Studies **12 Lectures**.

**Unit – III:** Computation of Income under the head of House Property : Chargeability, Owner of house property, Determination of Annual Value, Deduction from Net Annual Value, Treatment of Unrealized Rent, Arrears of Rent, Exemptions, Computation of Income from a let out House Property, Self-Occupied Property, Practical Case Studies. **08 Lectures**

**Unit – IV:** Computation of Income – Profits and Gains from Business and Profession: Profits and Gains from Business and Profession: Business and Profession – An overview, Chargeability, Profits and Losses of Speculation Business, Deductions Allowable, Expenses Disallowed, **12 Lectures**

**Unit – V:** Computation of Income under the head of Capital Gains : Chargeability, Capital Gains, Capital Assets & Transfer, Types of Capital Gains, Mode of Computation of Capital Gains, Exemptions and Deduction, Special Provision – Slump Sale, Compulsory Acquisition, Fair Market Value, Reference to valuation officer, Practical Case Studies. **10 Lectures**

**Unit VI.** Computation of Income from Other Sources : Taxation of Dividend u/s 2(22)(a) to (e), Provisions relating to Gifts, Deductions, Other Miscellaneous Provisions, Practical Case Studies. Exemptions/Deduction, Clubbing provisions, Set Off and/or Carry Forward of Losses, Rebate and Relief : Income's not included in Total Income, Computation of Total Income and Tax Liability TDS/TCS, Returns, Refund & Recovery : Tax Deduction at Source 'TDS' & Tax Collection at Source 'TCS', Advance Tax & Self-Assessment Tax 'SAT', Returns, Signatures, E-Filing, Interest for default in furnishing return of Income, Collection, Recovery of Tax, & Refunds, Assessment, Appeals, Revisions, **10 Lectures**

### **Reference Books**

1. R.K. Jain, Income Tax Law And Practice, SBPD, Agra
2. Gaur V.P & Narang K.L, Income Tax Law and Practice, Kalyani Publishers, New Delhi.
3. Dr. VinodSighania, Direct Taxes, Tax Man Publications, New Delhi.
4. DinkarPagare, Income Tax Law and Practice, Sultan Chand & Sons, New Delhi

## **SEMESTER - IV** **INTERNATIONAL FINANCIAL MANAGEMENT**

<b>CBM-E – 413 (C)</b>	<b>International Financial Management</b>	<b>(5 Credits, 60 Lectures + 15 Tutorials)</b>
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**Instruction to question setter for End Semester Examination (ESE):**

*There will be two groups of questions. Group A is compulsory and will contain two questions. Question No. 1(A) will be multiple type questions consisting of six questions of 1 mark each. Question No. 1(B) will be two short answer type of 4 marks. Group B will contain descriptive type eight questions of fourteen marks each, out of which any four are to be answered.*

**Time: 3 Hrs.Marks: (External- 70: Internal- 30)**

**Objective:**

The objective of the course is to acquaint the students with financial management problems of multinational corporations and prepare them to tackle these problems.

**Course Outline:**

**Unit I:**

International Monetary System: Developments in the international monetary system, gold standard, Bretton Woods's system of exchange rate, exchange rate regime since Mid-1970s. IMF and international Liquidity. System of exchanging currencies

**Unit II:**

Exchange rate quotation and determination: direct and indirect quotes bid and ask quote, spot and forward quote, cross rates. Determination of exchange rate in spot and forward market. PPP theory, IRP theory, monetary theories of exchange rate Determination, overshooting models. Foreign exchange market – spot and forward. Participants in foreign exchange market– arbitraging, hedging and speculation, covered interest rate arbitrage. Borrowing and investing markets. Tax consideration and investment. **12 Lectures**

**Unit III:**

Exchange rate risk: translation, transaction and real operating exposure – their measurement and management. **08 Lectures**

#### **Unit IV:**

Investment decisions of multinational corporations (MNCs): International capital budgeting – estimation of cash flows, the cost of capital. Portfolio consideration of a multinational corporation. **10 Lectures**

#### **Unit V:**

International Financial markets: Multilateral development banks, Euro-currency markets, Euro-banking, Market for international securities – international bonds, Euronotes and Euro-notes and Euro-commercial papers, Medium-term Euro-notes.

#### **Unit VI:**

Market for derivatives, currency futures, options and synthetics, currency risk management, financial swaps and interest – rate risk management.

#### **Suggested Readings:**

1. Levi, Maurice, International Finance, New York, McGraw Hill Inc., 1996.
2. Eiteman, David K., Arthur Stonehill and Michael H. Moffett, Multinational Business Finance, Reading mass., Addison – Wesley Publishing company, 1998.
3. Shapiro, Allen C., Multinational Financial Management, New Delhi, Prentice Hall India Pvt. Ltd., 1995.
4. Apte P.G., Multinational Financial Management, New Delhi, Tata McGraw Hill, 1998
5. Seth A.K., International Financial Management, New Delhi, Galgotia Publishing Company, 2000

#### **SEMESTER IV**

#### **Select one Paper out of Following (E – 414) DCE**

**A. Security Analysis and Portfolio Management**

**B. International Trade and Finance**

**C. Insurance and Risk Management**

**SEMESTER IV**  
**SECURITY ANALYSIS & PORTFOLIO MANAGEMENT**

<b>CBM-E- 414 (A)</b>	<b>Security Analysis and Portfolio Management</b>	<b>(5 Credits, 60 Lectures + 15 Tutorials)</b>
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**Instruction to question setter for End Semester Examination (ESE):**

*There will be two groups of questions. Group A is compulsory and will contain two questions. Question No. 1(A) will be multiple type questions consisting of six questions of 1 mark each. Question No. 1(B) will be two short answer type of 4 marks. Group B will contain descriptive type eight questions of fourteen marks each, out of which any four are to be answered.*

**Duration: 3 Hrs. Marks: (External- 70: Internal- 30)**

**Objective** – The basic objective of this course is to develop an understanding of the various tools and techniques for making decisions about investment in various securities.

**Course Contents:**

**Unit I:** Indian Financial System: Nature of Security and Investment Analysis, Types of Investors, Process of investment Decision, Sources of Financial Information, Types of Risks - Systematic and unsystematic, Significance of Beta as a measure of systematic risk. **12 Lectures**

**Unit II:** Security market: Capital Market and its Role, Operation of Stock Exchange, Security Listing Requirements, Classification of Securities in Stock Exchange, Transactions Requirements in Stock Exchange, Working of Over the Counter market, Working of National Stock Exchange. New Issues: Management and Promotion of New Issues, Role of SEBI. **12 Lectures**

**Unit III:** Mechanism of Security Analysis: Valuation of Fixed Income Securities, Valuation of Equities, Analysis of Factors Determining Equity Prices, Intrinsic Factors and External Factors, Assessment of Intrinsic Factors Based on balance Sheet, Income Statement and Other Reports, Quantitative Factors in Security Analysis. **12 Lectures**

**Unit IV:** Introduction to Portfolio Management: Meaning, Portfolio Selection, Optimal Portfolio Mix. **12 Lectures**

**Unit V:** Theories of Portfolio Management: Constructing Efficient Frontier, Arbitrage Pricing Theory, Capital Asset Pricing Model (CAPM), Markowitz

Theory, Mean Variance Criterion, Sharpe's Ideal index, Treynor Index. **12 Lectures**

**Suggested Readings:**

- Dr. Ajit Kumar, Security Analysis & Portfolio management. SBPD, Agra
- Bombay Stock Exchange Official Directory, Updated from time to time.
- Francis, J.C., investment Game, McGraw Hill, New Delhi.
- N.J.Yasaswy. Equity investment Strategy, McGraw Hill, New Delhi.
- Prasanna Chandra. Valuation of Equity Shares, S.Chand and Co. Ltd., New Delhi.
- Sharpe, Alexander and Bailey. Investments, Prentice Hall of India, new Delhi.
- Anadhani, V.A., Securities Analysis and Portfolio management, Himalaya.
- Fischer, Donald, Security Analysis and Portfolio Management, Prentice Hall

**SEMESTER IV  
INTERNATIONAL TRADE AND FINANCE**

<b>CBM-E-414 (B)</b>	<b>INTERNATIONAL TRADE AND FINANCE</b>	<b>(5 Credits, 60 Lectures + 15 Tutorials)</b>
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**Instruction to question setter for End Semester Examination (ESE):**

*There will be two groups of questions. Group A is compulsory and will contain two questions. Question No. 1(A) will be multiple type questions consisting of six questions of 1 mark each. Question No. 1(B) will be two short answer type of 4 marks. Group B will contain descriptive type eight questions of fourteen marks each, out of which any four are to be answered.*

**Time: 3 Hrs.Marks: (External- 70: Internal- 30)**

**Objective:**

The objective of this course is to acquaint the students with structure and policy framework of India's foreign trade and investments.

## **Course Content:**

**Unit I:** India's Foreign Trade: Pattern and Structure of India's foreign trade; India's trade in Service; Terms of trade; India on the world trading map; Analysis of thrust export Products and markets. **08 Lectures**

**Unit II:** Foreign Trade Policy and Economic Relations: Policy making body and regulatory Framework; Trends and developments in India's foreign trade policy; Bilateralism and Multilateralism in India's trade relations; India and WTO, WTO and emerging trading Environment, India's trade and economic relations with EU and other regional Groupings; India and regional economic cooperation in South Asia. **12 Lectures**

**Unit III:** Export Promotion Measures and Facilities: Export promotion measures and schemes; Export and trading houses, Import facilities for exports; Export processing/special Economic zones (EPZs/SEZs) and 100% EOUs – Policy framework and operational Aspect. **10 Lectures**

**Unit IV:** Foreign Trade Finance and Insurance: Pre-shipment and post-shipment finance; Sources and schemes of foreign trade finance; Exim Bank and foreign trade finance; Coverage of Credit, transit, commercial and political risks; ECGC and risk coverage **10 Lectures**

**Unit V:** Foreign Exchange facilities and Regulations; Foreign exchange facilities and Exchange rate mechanism; Regulatory framework – FEMA and its objectives and Provisions; other acts and regulations. **10 Lectures**

**Unit VI:** Foreign Investments: India's foreign investment policy and flows: India's Investments abroad – pattern and Structure; Indian Joint ventures in foreign countries and their operations. **10 Lectures**

## **Suggested Readings:**

1. Ministry of Commerce, Export Import Policy, Government of India, New Delhi.
2. Ministry of Commerce, Handbook of Procedures, Vols. I and II, Government of India, New Delhi.
3. Customs and Excise Laws, Various issues.
4. Nayyar Deepak, Foreign Trade Sector, Planning and Industrialisation in India, in Terance J. Byres (ed.), The State Development Planning and Liberalisation in India, Delhi, 1997.



5. Nayyar Deepak, India's Exports and Export Policies in 1960, Cambridge University, Press.

6. Meier G.M., Trade Policy and Development, in Scott Maurice and Deepak Lal (ed.), Public Policy and Economic Development – Essays in Honour of Ian Little, Oxford 1990.

7. Nayyar Deepak, India's Export Performance 1970-85, Underlying Factors and Constraints, in Robert E.B. Lucas and Gustav F. Pipanek (ed.), Indian Econo

#### **SEMESTER - IV INSURANCE AND RISK MANAGEMENT**

<b>CBM-E-414 – (C)</b>	<b>Insurance and Risk Management</b>	<b>(5 Credits, 60 Lectures + 15 Tutorials)</b>
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#### **Instruction to question setter for End Semester Examination (ESE):**

*There will be two groups of questions. Group A is compulsory and will contain two questions. Question No. 1(A) will be multiple type questions consisting of six questions of 1 mark each. Question No. 1(B) will be two short answer type of 4 marks. Group B will contain descriptive type eight questions of fourteen marks each, out of which any four are to be answered.*

**Duration: 3 Hrs. Marks: (External- 70: Internal- 30)**

**Course Objective:** This course will help the students to learn the basics and fundamentals of insurance principles and practices of the insurance industry.

**Course Outcome:** After learning this course, students would be able to understand the world of insurance and they would be able to make decisions related to insurance. It may even help them to adopt this as a profession.

**Unit I:** Introduction: History of insurance in general and in India in particular. Basic nature of insurance. Principles of contract and its applicability to the valid insurance contract. **12 Lectures**

**Unit II:** Principles of Life insurance and its impact on insurability. Morality tables and its kind. Basic elements in computation of premium. Peculiarities of life insurance product and the classification Nature of group insurance and

types of group Insurance covers Policy claims and its procedures for settlement of various type of claims. **12 Lectures**

**Unit III:** Study of various proposal and policy forms used in general Insurance Scope of coverage of fire insurance and Marine insurance, Motor insurance Various kinds of miscellaneous insurances Describe classes of insurances requiring specialized knowledge i.e. industrial all risk insurance, aviation insurance, oil and gas insurance. **12 Lectures**

**Unit IV:** Basic concept of risk, classification of risks, and process of risk management. Identification and evaluation of risk – risk analysis. Risk control – loss prevention and its importance. Risk financing and transfer of risks. Risk retention and its importance/basis of reinsurance. Classification of hazards. **12 Lectures**

**Unit- V:** Regulatory provisions under Insurance Act 1938, and IRDA Act 1999. Underwriting practice and procedures, types. **12 Lectures**

**Suggesting Readings:**

Life Insurance - By Kenneth Black (Jr.) and Harold Skipper (Jr.),

Insurance & Risk Management- Bimal Jaiswal

Fundamentals of Risk and Insurance- by Emmett J. Vaughan, Therase Vaughan

**SEMESTER - IV  
CORPORATE GOVERNANCE AND BUSINESS ETHICS**

<b>CBM-C- 415</b>	<b>Corporate Governance and Business Ethics</b>	<b>(5 Credits, 60 Lectures + 15 Tutorials)</b>
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**Instruction to question setter for End Semester Examination (ESE):**

*There will be two groups of questions. Group A is compulsory and will contain two questions. Question No. 1(A) will be multiple type questions consisting of six questions of 1 mark each. Question No. 1(B) will be two short answer types of 4 marks. Group B will contain descriptive type eight questions of fourteen marks each, out of which any four are to be answered.*

**Duration: 3 Hrs. Marks: (External- 70: Internal- 30)**

**Unit 1: Business Ethics & values**– work culture-un ethical behavior in business & its reasons-fair & unfair business practices. **Corporate Governance in Globalized economy**-MNCs/TNCs & business Ethics-accountability of managers & directors- functioning of private & public sector cos.- Governance of private & public sector cos. Corporate governance in banking & financial institutions-good corporate governance- protection of customers & investors-customer friendly business activities. **15 Lectures**

**Unit II: Code of conduct in business houses-fairness & justice in administration**– social responsibilities of business. **Business ethics an important tool in building business reputation**– professional board of directors-transparency in decision-making & operations-importance of effective & efficient system of governance in globalised economy-ethics & corporate integrity, measure for improving ethical standards & morals. **15 Lectures**

**Unit III: Corruption, frauds & scams in financial institutions**– economical & social effects of corruption, frauds, scams etc.- banking operations & ethics-functioning of insurance cos. & ethics- measures to reduce corruption a) preventive measures b) curative measures- role of computerization & I.T. in detecting fraud, scams etc.- Zero Tolerance of corruption. **15 Lectures**

**Unit IV: M.R.T.P. Act- M.R.T.P. commission.**

**15 Lectures**

**SEMESTER – IV  
DESERTATION**

CBM – C - 416	<b>DESERTATION</b>	
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