

# KURUKSHETRA UNIVERSITY KURUKSHETRA

(Established by the State Legislature Act XII OF 1956)  
(‘A’ Grade NAAC Accredited)



**Scheme of Examination and Courses of Reading**

**For**

**M.Com. (I to IV Semester) Examination**

**w.e.f. 2014-15**

**Grouping of subjects of existing syllabus of Master of Commerce (M.Com) under Semester System for the batch admitted w.e.f. 2014-2016.**

1. The complete course structure with grouping of subjects (Semester 1 to 4) will be applicable w.e.f. the batch 2014-2016.

**COURSE STRUCTURE**

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

**M.Com. Ist Semester**

<b>Course Code</b>	<b>Course Title</b>	<b>Ext.</b>	<b>Int.</b>	<b>Total Marks</b>
MC 101	Organisational Behaviour	80	20	100
MC 102	Business Environment	80	20	100
MC 103	Managerial Economics	80	20	100
MC 104	Company Law	80	20	100
MC 105	Accounting for Managerial Decisions	80	20	100
MC 106	Marketing Management	80	20	100

**M.Com. IInd Semester**

<b>Course Code</b>	<b>Course Title</b>			
MC 201	Human Resource Management	80	20	100
MC 202	International Business Environment	80	20	100
MC 203	Strategic Marketing	80	20	100
MC 204	Financial Management & Policy	80	20	100
MC 205	Corporate Accounting	80	20	100
MC 206	Business Statistics	80	20	100
MC 207	Viva-Voce cum Case Study	---	---	50

**M.Com 3<sup>rd</sup> and 4<sup>th</sup> Semester**

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

- (i) The student will choose at least one paper (upto maximum three papers) of each Specialization: A, B and C as below:
  - A) Finance & Taxation
  - B) Marketing,
  - C) HRM & General Management.
- (ii) Each of the specializations comprises of two mutually exclusive Optional Groups (I & II) and the student has to choose only one Optional Group.
- (iii) If the student chooses more than one paper from same Specialization, it must be from within the three papers of the same Optional Group already chosen at (ii) above. In 4<sup>th</sup> semester, in addition to above six papers, MC-420 Viva Voce cum Case Study is a compulsory paper.

## M.Com IIIrd Semester

### Compulsory Papers

MC 301	Computer Applications in Business (50 Th.+30 Pr.+20 Int.)	100
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### SPECIALIZATIONS

#### **Specialization A: Finance & Taxation**

Note:- Choose any one optional group

##### **Optional Group I (Finance & Taxation)**

MC 302	Advanced Financial Management	80	20	100
MC 303	Security Analysis and Investment Management	80	20	100
MC 304	Financial Institutions and Markets	80	20	100

**OR**

##### **Optional Group II (Finance & Taxation)**

MC 305	Fund Management in Banking and Insurance Companies	80	20	100
MC 306	Merchant Banking and Financial Services	80	20	100
MC 307	Advanced Tax Laws and Practice	80	20	100

#### **Specialization B: Marketing**

Note:- Choose any one optional group

##### **Optional Group I (Marketing)**

MC 308	Marketing Research	80	20	100
MC 309	Advertising Management	80	20	100
MC 310	Applications of Statistical Methods in Business	80	20	100

**OR**

##### **Optional Group II (Marketing)**

MC 311	International Marketing	80	20	100
MC 312	Foreign Trade Policy & Procedures	80	20	100
MC 313	Retail Management	80	20	100

#### **Specialization C: HRM & General Management**

Note:- Choose any one optional group

##### **Optional Group I (HRM & General Management)**

MC 314	Entrepreneurship Development	80	20	100
MC 315	Business Ethics & Social Responsibility	80	20	100
MC 316	Human Resource Development	80	20	100

**OR**

##### **Optional Group II (HRM & General Management)**

MC 317	Management of Industrial Relations	80	20	100
MC 318	Cross-Cultural and Global Human Resource Management	80	20	100
MC 319	Compensation Management	80	20	100

## M.Com IVth Semester

### Compulsory Papers

MC 401	IT and E-Commerce	80	20	100
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### SPECIALIZATIONS

#### **Specialization A: Finance & Taxation**

Note:- Choose any one optional group

##### **Optional Group I (Finance & Taxation)**

MC 402	Corporate Tax Planning and Management	80	20	100
MC 403	Project Planning and Control	80	20	100
MC 404	International Financial Reporting Standards	80	20	100

**OR**

##### **Optional Group II (Finance & Taxation)**

MC 405	Portfolio Management	80	20	100
MC 406	Multinational Financial Management	80	20	100
MC 407	Stock Market Operations	80	20	100

#### **Specialization B: Marketing**

Note:- Choose any one optional group

##### **Optional Group I (Marketing)**

MC 408	Sales Management	80	20	100
MC 409	Services Marketing	80	20	100
MC 410	Supply Chain Management	80	20	100

**OR**

##### **Optional Group II (Marketing)**

MC 411	Consumer Behaviour	80	20	100
MC 412	Rural Marketing	80	20	100
MC 413	International Economics	80	20	100

#### **Specialization C: HRM & General Management**

Note:- Choose any one optional group

##### **Optional Group I (HRM & General Management)**

MC 414	Corporate Governance	80	20	100
MC 415	International Human Resource Management	80	20	100
MC 416	Event Management	80	20	100

**OR**

##### **Optional Group II (HRM & General Management)**

MC 417	Organizational Change and Intervention Strategies	80	20	100
MC 418	Strategic Human Resource Management	80	20	100
MC 419	Corporate Level & Centre Level Strategies	80	20	100

<b>MC 420</b>	<b>Viva-Voce cum Case Study</b>	<b>---</b>	<b>---</b>	<b>50</b>
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**MC 101**  
**ORGANISATIONAL BEHAVIOUR**

External Marks: 80  
Internal Marks: 20  
Time : 3 Hours

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

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

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

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

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

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

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

**REFERENCES**

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

**MC 102**  
**BUSINESS ENVIRONMENT**

External Marks: 80  
Internal Marks: 20  
Time : 3 Hours

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

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

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

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

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

**REFERENCES**

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

**MC- 103**  
**MANAGERIAL ECONOMICS**

External Marks: 80

Internal Marks: 20

Time : 3 Hours

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

Nature and significance of managerial economics.

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

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

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

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

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

**REFERENCES**

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

**MC 104**  
**COMPANY LAW**

External Marks: 80

Internal Marks: 20

Time : 3 Hours

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

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

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

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

Reconstruction and Amalgamation.

Prevention of oppression and mismanagement, Winding up of companies.

**REFERENCES**

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



**MC 105**  
**ACCOUNTING FOR MANAGERIAL DECISIONS**

External Marks: 80  
Internal Marks: 20  
Time : 3 Hours

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

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

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

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

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

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

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

**REFERENCES**

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

**MC 106**  
**MARKETING MANAGEMENT**

External Marks: 80

Internal Marks: 20

Time : 3 Hours

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

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

Managing the marketing mix, Marketing environment.

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

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

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

Price determination; Pricing policies and strategies.

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

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

Social, ethical and legal aspects of marketing.

Marketing and information economy; Direct and online marketing.

**REFERENCES**

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

**MC 201**  
**HUMAN RESOURCE MANAGEMENT**

External Marks: 80  
Internal Marks: 20  
Time : 3 Hours

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

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

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

**REFERENCES**

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

**MC 202**  
**INTERNATIONAL BUSINESS ENVIRONMENT**

External Marks: 80

Internal Marks: 20

Time : 3 Hours

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

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

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

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

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

**REFERENCES**

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

**MC-203**  
**STRATEGIC MARKETING**

External Marks: 80

Internal Marks: 20

Time : 3 Hours

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

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

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

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

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

**REFERENCES**

- Luck David J. Ferrel O.C. and Lucas George H.: *Marketing Strategy and Plan*, Prentice Hall, New Jersey.  
Walker Orville C., Boyd Harper W., Larreche: *Marketing Strategy & Planning and Implementation*, Tata McGraw Hill, New Delhi.  
Xavier, M.L.: *Strategic Marketing*, Response Books (A Division of Sage Publication), New Delhi.  
Mazzucato, Mariana: *Strategy for Business*, Sage Publication, New Delhi.  
Gracme Drummond and John Ensor: *Strategic Marketing, Planning and Control*, Butterworth Heinmann.  
Wilson, Richard M.S. and Collin Gilligam: *Strategic Marketing Management: Planning, Implementation and Control*, Viva Books Pvt. Ltd., New Delhi.  
Ferrell O.C., George H. Lucas and David Luck: *Strategic Marketing Management*, Southern-Western, Publishing Co., Cincinnati, Ohio.  
Lilien, Gary L, Phillip Kotler and K. Sridhar Moorthy: *Marketing Models*, Prentice Hall, New Jersey.  
Nag, A.: *Strategic Marketing*, Macmillan India Ltd.  
Yudkin, Marcia, *Strategic Marketing*, CreativeWays .

**MC 204**  
**FINANCIAL MANAGEMENT & POLICY**

External Marks: 80

Internal Marks: 20

Time : 3 Hours

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

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

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

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

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

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

**REFERENCES**

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

**MC 205**  
**CORPORATE ACCOUNTING**

External Marks: 80

Internal Marks: 20

Time : 3 Hours

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

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

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

**REFERENCES**

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

**MC- 206**  
**BUSINESS STATISTICS**

External Marks: 80  
Internal Marks: 20  
Time : 3 Hours

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

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

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

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

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

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

**REFERENCES**

Poonia, Virender: *Advanced Statistics*, Visvabharti Publication, New Delhi.  
Heinz, Kohler: *Statistics for Business & Economics*, Harper Collins.  
Lawrence B. Morse: *Statistics for Business & Economics*, Harper Collins  
Levin, Richard I.& David S Rubin: *Statistics for Management*, Prentice Hall of India, Delhi.  
Chou-Ya-Lun: *Statistical Analysis*, Holt, Rinchart and Winslon.



**MC 301**  
**COMPUTER APPLICATIONS IN BUSINESS**

***THEORY***

Max Marks: 50  
Internal Assessment: 20  
Time: 3 hours

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

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

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

***PRACTICAL***

**Max. Marks 30**

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

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

**REFERENCES**

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

**MC 302**  
**ADVANCED FINANCIAL MANAGEMENT**

External Marks: 80

Internal Marks: 20

Time : 3 Hours

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

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

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

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

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

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

**REFERENCES**

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

**MC-303**  
**SECURITY ANALYSIS AND INVESTMENT MANAGEMENT**

External Marks: 80

Internal Marks: 20

Time : 3 Hours

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

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

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

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

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

**REFERENCES**

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

**MC-304**  
**FINANCIAL INSTITUTIONS AND MARKETS**

External Marks: 80

Internal Marks: 20

Time : 3 Hours

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

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

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

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

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

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

**REFERENCES**

Rose, Peter S and Fraser, Donald R. *Financial Institutions*. Ontario, Irwin Dorsey.

Vij, Madhu. *Management of Financial Institutions in India*. New Delhi.

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

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

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

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

**MC 305**  
**FUND MANAGEMENT IN BANKING AND INSURANCE COMPANIES**

External Marks: 80

Internal Marks: 20

Time: 3 Hours

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

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

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

**REFERENCES**

Bakerwelford, A.W and W. W. Otter Barry: *Law Relating to Fire Insurance*, - Butterworth & Co. Ltd., London.

Dinsdale, W.A: *Elements of Insurance*, Pitman.

Jadhav, Narendra: *Challenges to Indian Banking*, ed., Macmillan, New Delhi.

Joel. Bessis: *Risk Management in Banking*, John Wiley,

Kotch, Timothy W: *Bank Management*, Dryden Press. Chicago.

Sinkey, Joseph F. Jr: *Commercial Banks Financial Management*, Prentice Hall, Delhi.

Smith, T.R: *Fire Insurance Theory & Practice*, Stone & Cox.

Tannan, M.L: *Banking Law and Practice*, Indian Law House, Delhi.

Turner, H.S: *Principles of Marine Insurance*, Stone and Cox,

Khan MY: *Indian Financial System —Theory and Practice*; Vikas Publishing House, New Delhi.

**MC-306**  
**MERCHANT BANKING AND FINANCIAL SERVICES**

External Marks: 80

Internal Marks: 20

Time : 3 Hours

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

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

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

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

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

**REFERENCES**

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

**MC 307**  
**ADVANCED TAX LAWS AND PRACTICE**

External Marks: 80  
Internal Marks: 20  
Time : 3 Hours

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

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

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

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

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

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

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

**REFERENCES**

- Anand G, Srinivasan: *Direct Taxes Code 2009 & Income Tax Act 1961*, Taxmann Publications Pvt. Ltd., New Delhi.
- Sareen, V.K., Sharma, Ajay: *Indirect Taxes*, Kalyani Publishers, New Delhi.
- Singhania, Vinod K. and Singhania, Monica: *Corporate Tax Planning and Business Tax Procedures*, Taxmann Publication, New Delhi
- Ahuja G.K. and Gupta, Ravi : *Systematic Approach to Income Tax and Central Sales Tax*, Bharat Law House, New Delhi.
- Income Tax Act, Income Tax Rules, and Annual Finance Act.
- Lakhotia, R.N: *Corporate Tax Planning*, Vision Publications, Delhi.
- Mehrotra, H. C. and Goyal, S.P., *Corporate Tax Planning and Management*, Shahitya Bhawan, Agra.
- Singhania, Vinod K.: *Direct Tax Planning and Management*, Taxmann Publication, Delhi.

**MC 308**  
**MARKETING RESEARCH**

External Marks: 80  
Internal Marks: 20  
Time : 3 Hours

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

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

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

Qualitative Research: Meaning, process and methodologies.

Qualitative Research Techniques: Observation, Survey.

**REFERENCES**

- Aaker, David A., V. Kumar and George S. Day: *Marketing Research*, John Wiley & Sons Inc., New York.  
Arya, P.P. and Yesh Pal (ed.): *Research Methodology in Management*, Deep and Deep Publication Pvt. Ltd., New Delhi.  
Beri, G.C.: *Marketing Research*, Tata McGraw Hill, New Delhi.  
Boyd, Westfall and Stasch: *Marketing Research*, Richard D. Irwin, Homewood, Illinois.  
Churchill, A. Gilbert Jr.: *Marketing Research – Methodological Foundations*, The Dryden Press, Orlando.  
Green and Tull: *Research for Marketing Decisions*, Prentice Hall of India (P) Ltd., New Delhi.  
Kothari, C.R.: *Research Methodology – Methods and Techniques*, Wiley Eastern Ltd., New Delhi.  
Luck, David J., Wales, Taylor & Rubin: *Marketing Research*, Prentice Hall of India, New Delhi.  
Nargundkar, R., *Marketing Research*, Tata McGraw Hill Company Ltd., New Delhi.  
Zaltman and Burger: *Marketing Research*, Dryden Press, Orlando.



**MC 309**  
**ADVERTISING MANAGEMENT**

External Marks: 80

Internal Marks: 20

Time : 3 Hours

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

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

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

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

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

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

**REFERENCES**

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

**MC- 310**  
**APPLICATIONS OF STATISTICAL METHODS IN BUSINESS**

External Marks: 80

Internal Marks: 20

Time : 3 Hours

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

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

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

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

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

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

**REFERENCES**

Poonia, Virender: *Advanced Statistics*, Visvabharti Publications, New Delhi.

Heinz, Kohler: *Statistics for Business & Economics*, Harper Collins.

Lawrence B. Morse: *Statistics for Business & Economics*, Harper Collins

Levin, Richard I.& David S Rubin: *Statistics for Management*, Prentice Hall of India, Delhi.

Chou-Ya-Lun: *Statistical Analysis*, Holt, Rinchart and Winslon.

**MC-311**  
**INTERNATIONAL MARKETING**

External Marks: 80

Internal Marks: 20

Time : 3 Hours

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

International marketing concepts, opportunities and challenges in international marketing.

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

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

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

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

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

**REFERENCES**

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

**MC 312**  
**FOREIGN TRADE POLICY & PROCEDURES**

External Marks: 80

Internal Marks: 20

Time : 3 Hours

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

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

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

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

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

**REFERENCES**

Anita Kumari, Export Incentives, Anupam Publishers, Delhi.

*Export – Import Policy*, Ministry of Commerce, Government of India.

*Handbook of Export Import Procedures*, Ministry of Commerce, Government of India Vols. I & II.

Mahajan, M.I, *Exports: Do It Yourself*, Snowwhite Publications, Mumbai

Ram, Paras, *Exports: What, Where and How?* Anupam Publications, New Delhi.

**MC 313**  
**RETAIL MANAGEMENT**

External Marks: 80  
Internal Marks: 20  
Time : 3 Hours

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

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

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

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

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

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

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

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

**REFERENCES**

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

**MC 314**  
**ENTREPRENEURSHIP DEVELOPMENT**

External Marks: 80  
Internal Marks: 20  
Time : 3 Hours

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

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

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

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

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

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

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

**REFERENCES**

- Rathore, BS and JS Saini, *A Handbook of Entrepreneurship (Ed.)*, Aapga Publications, Panchkula (Haryana)
- Gupta, CB and P Srinivasan, *Entrepreneurship Development*, Sultan Chand and Sons, New Delhi
- S Anil Kumar, S C Poornima, Mini K Abraham and K Jayashree, *Entrepreneurship Development*, New Age International Publisher, N Delhi.
- Dhamija, Suresh K, *Environmental Engineering and Management*, SK Kataria and Sons, New Delhi
- Sharma, BR, *Environmental and Pollution Awareness*, Satya Prakashan New Delhi
- Thakur Kailash, *Environmental Protection Law and policy in India*: Deep and Deep Publications, New Delhi
- Bhandari, PM, *Handbook of Small Scale Industry*
- Sharma, DD, *Total Quality Management*, Sultan Chand and Sons, New Delhi.

**MC 315**  
**BUSINESS ETHICS & SOCIAL RESPONSIBILITY**

External Marks: 80

Internal Marks: 20

Time : 3 Hours

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

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

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

**REFERENCES**

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

**MC-316**  
**HUMAN RESOURCE DEVELOPMENT**

External Marks: 80

Internal Marks: 20

Time : 3 Hours

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

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

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

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

Organisation health, Organisation climate.

**REFERENCES**

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



**MC 317**  
**MANAGEMENT OF INDUSTRIAL RELATIONS**

External Marks: 80

Internal Marks: 20

Time : 3 Hours

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

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

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

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

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

**REFERENCES**

Ramaswamy, E.; *Managing Human Resources*, New Delhi, Oxford University Press.

Venkata Ratnam, C.S. and Sinha, Pravin, *Trade Unions Challenges at the Deginning of 21<sup>st</sup> Century*, IIRA-Excel Books, New Delhi.

Monappa, A., *Industrial Relations*, Tata McGraw Hill, New Delhi.

Dutta, S.K., *Guide to Disciplinary Action*, Tata McGraw Hill, New Delhi.

Venkataratnam, C.S., *Globalization & Labour Management Relations*, Response Books, New Delhi.

**MC-318**  
**CROSS-CULTURAL AND GLOBAL HUMAN RESOURCE MANAGEMENT**

External Marks: 80

Internal Marks: 20

Time : 3 Hours

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

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

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

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

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

**REFERENCES**

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

**MC-319**  
**COMPENSATION MANAGEMENT**

External Marks: 80

Internal Marks: 20

Time : 3 Hours

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

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

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

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

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

**REFERENCES**

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

**MC 401  
IT AND E-COMMERCE**

**THEORY**

Max Marks: 80

Internal Assessment: 20

Time: 3 hours

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

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

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

**REFERENCES**

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

**MC 402**  
**CORPORATE TAX PLANNING AND MANAGEMENT**

External Marks: 80

Internal Marks: 20

Time: 3 Hours

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

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

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

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

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

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

**REFERENCES**

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

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

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

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

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

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

**MC 403**  
**PROJECT PLANNING AND CONTROL**

External Marks: 80  
Internal Marks: 20  
Time : 3 Hours

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

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

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

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

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

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

Appraisal Criteria and Process: Methods of appraisal under certainty, uncertainty and risk; Investment appraisal in practice; Appraisal process of financial institutions;  
Social Cost Benefit Analysis: Meaning and methodology; L&M and UNIDO approach; SCBA in India.

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

**REFERENCES**

- Bryce, MC: *Industrial Development*, McGraw Hill (Int. Ed), New York.  
Chandra, Prasanna: *Projects: Planning Analysis, Financing, Implementation, and Review* Tata McGraw Hill, New Delhi.  
Patel, Bhavesh M, *Project Management*, Vikas publishing House pvt. Ltd., New Delhi  
Chaudhary, S.: *Project Management*, Tata McGraw Hill, New Delhi.  
I.D.B.I: *Manual of Industrial Project Analysis in Developing Countries*.  
O.E.C.D: (i) *Manual for Preparation of Industrial Feasibility Studies*. (ii) *Guide to Practical Project Appraisal*.  
Pitale, R.L: *Project Appraisal Techniques*, Oxford and IBH.  
Planning Commission: *Manual for Preparation of Feasibility Report*.  
Timothy, D.R. and W.R Sewell: *Project Appraisal and Review*, Macmillan, India.

**MC 404**  
**INTERNATIONAL FINANCIAL REPORTING STANDARDS**

External Marks: 80

Internal Marks: 20

Time : 3 Hours

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

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

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

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

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

**REFERENCES**

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

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

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

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

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

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

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

**MC-405**  
**PORTFOLIO MANAGEMENT**

External Marks: 80

Internal Marks: 20

Time : 3 Hours

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

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

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

**REFERENCES**

Clark, Fransis: *Investment- Analysis and Management*, TMH Publishers.

Fisher and Jordon: *Security Analysis and Portfolio Management*, PHI, New Delhi

Alexander, Sharpe, Bailley – *Fundamentals of Investment* – Pearson/PHI.

Barua, Verma and Raghunathan – *Portfolio Management*, TMH.

S. Kevin – *Portfolio Management*, Prentice Hall India.



**MC 406**  
**MULTINATIONAL FINANCIAL MANAGEMENT**

External Marks: 80

Internal Marks: 20

Time : 3 Hours

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

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

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

Foreign Exchange Risk: Transaction exposure, translation exposure and economic exposure; Management of exposures – internal techniques, netting, marketing, leading and lagging, pricing policy, asset and liability management and techniques

**REFERENCES**

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

**MC-407**  
**STOCK MARKET OPERATIONS**

External Marks: 80  
Internal Marks: 20  
Time : 3 Hours

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

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

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

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

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

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

**REFERENCES**

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

**Websites:**

[www.bseindia.com](http://www.bseindia.com).  
[www.nseindia.com](http://www.nseindia.com).

**MC-408**  
**SALES MANAGEMENT**

External Marks: 80

Internal Marks: 20

Time : 3 Hours

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

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

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

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

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

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

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

**REFERENCES**

Anderson, Hair, Bush: *Professional Sales Management*, McGraw Hill, Singapore.

Dalrymple, D.J. and W.J. Cron: *Sales Management – Concepts and Cases*, John Wiley, New York.

Ford, Churchill, Walker: *Management of Sales Force*, McGraw Hill, Singapore.

Futrell, Charles M.: *Sales Management – Teamwork, Leadership and Technology*, Thomson Asia, Singapore.

Gupta, S.L.: *Sales and Distribution Management*, Excel Books.

Johnson, Kurtz, Schewing: *Sales Management*, McGraw Hill, Singapore.

Krik, C.A.: *Salesmanship*, Taraporewala, Bombay.

Lancaster, G. : *Selling and Sales Management*, Macmillan, New Delhi.

Stanton, W.J. and R. Sapiro: *Management of A Sales Force*, McGraw Hill, Singapore.

Still, Richard R., Edward W. Candiff and Norman, A.P. Govoni: *Sales Management*, Prentice Hall, New Delhi.

**MC 409**  
**SERVICES MARKETING**

External Marks: 80  
Internal Marks: 20  
Time : 3 Hours

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

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

Service Quality: Concept, dimensions and models.

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

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

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

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

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

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

**REFERENCES**

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

**MC - 410**  
**SUPPLY CHAIN MANAGEMENT**

External Marks: 80

Internal Marks: 20

Time : 3 Hours

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

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

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

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

**REFERENCES**

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

**MC 411**  
**CONSUMER BEHAVIOUR**

External Marks: 80

Internal Marks: 20

Time : 3 Hours

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

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

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

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

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

**REFERENCES**

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

**MC 412**  
**RURAL MARKETING**

External Marks: 80  
Internal Marks: 20  
Time : 3 Hours

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

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

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

**REFERENCES**

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

**MC 413**  
**INTERNATIONAL ECONOMICS**

External Marks: 80

Internal Marks: 20

Time : 3 Hours

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

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

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

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

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

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

**REFERENCES**

Cherunilam, Francis (2001), *International Economics*, Tata McGraw-Hill Publishing Company Limited, New Delhi.

Salvatore, D. (1997), *International Economics*, Prentice Hall, Upper Saddle River, N.J., New York.

Soderston, Bo (1991), *International Economics*, The Macmillan Press Ltd., London.

Aggarwal, M.R. (1979), *Regional Economic Cooperation in South Asia*, S. Chand and Co., New Delhi.

Bhagwati, J. (Ed.) (1981), *International Trade, Selected Readings*, Cambridge, University Press, Massachusetts.



**MC 414**  
**CORPORATE GOVERNANCE**

External Marks: 80

Internal Marks: 20

Time : 3 Hours

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

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

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

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

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

**REFERENCES**

Robert A. G. Monks, Nell Minow, *Corporate Governance*, 4th Ed Blackwell.

S K Bhatia, *Business Ethics and Corporate Governance*, Deep & Deep Publication New Delhi.

Kenneth Kim, John R Nofsinger, Derek J Mohr Prentice Hall; 3 edition (November 11, 2009).

John Colley, Jacqueline Doyle, Wallace Stettinius, George Logan, *Corporate Governance*.

P.P. Arya, B.B. Tandon, A. K. Vashit, *Corporate Governance*, Deep & Deep Publication Pvt Ltd, 2006.

**MC 415**  
**INTERNATIONAL HUMAN RESOURCE MANAGEMENT**

External Marks: 80  
Internal Marks: 20  
Time : 3 Hours

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

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

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

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

**REFERENCES**

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



## MC-416 EVENT MANAGEMENT

External Marks: 80

Internal Marks: 20

Time : 3 Hours

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

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

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

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

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

Concept of Product in Events: Benefit levels; Event hierarchy, Categories and variations of events; Categories of events and their characteristics, Competitive events, Artistic expression, Cultural celebrations; Exhibition events; Charitable events; Special business events; Retail events; Reach-interaction matrix; Event variations: Time frame based, Concept based, Artist based, Client industry based; Developments to watch.

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

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

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

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

### REFERENCES

- Kulkarni, Neelambika, "An All-Party Medium", Brandwagon, *Financial Express*, August 11, 1995.  
Baum, Henry, *The Publicity Handbook*, 2<sup>nd</sup> ed, Arcade Publications, USA, 1992.  
Tallon, A.F. *Fashion Marketing and Merchandising*, 3<sup>rd</sup> ed., Sequoia Books, 1986.  
Anonymous, "Event Stars Seek New Status", *The Economic Times – Brand Equity*, 4<sup>th</sup> April, 1995.  
Avrich, Bary, *Event and Entertainment Marketing*, Delhi, Vision Books, 1994.  
Divekar, Monica, "Eventually Yours", *Metropolis* on Saturday, 25-26 September, 1993.  
Pal, Papiya and Pandey, Vinay, "When Global Meets Local" *Business Standard*, The Strategist, December 31, 1997.  
Kotler, Philip, *Marketing Management: Analysis, Planning, Implementation and Control*, 9<sup>th</sup> ed., New Delhi, Prentice-Hall of India, 1997.  
Kasad, Neelambika, "Mapping the Future?" *Financial Express* – Brandwagon February 3, 1998.  
Panwar, J.S., *Marketing in the New Era*, Sage Publications India Pvt. Ltd., 1998.  
Steward, Pearson, *Building Brands Directly, Creating Business Value from Customer Relationships*, McMillan Business, 1996.  
Jerry, I. Reitman, *Beyond 2000: The Future of Direct Marketing*, NTC Business Books, 1995.  
Berry, Isaac, *The Business Growth Handbook*, Marquis Books, USA, 1991.  
Nazareth, Seema, "Where Event is a Verb and Money a Common Noun", *Economic Times*, 1996.  
Ohmae, Kenichi, *The Mind of the Strategist*, Penguin Books, USA, 1982.  
Alba, W. Joseph and Hasher, Lynn, "Is Memory Schematic?" *Psychological Bulletin*, 95, 2 March 1983.

**MC-417**  
**ORGANISATIONAL CHANGE AND INTERVENTION STRATEGIES**

External Marks: 80  
Internal Marks: 20  
Time : 3 Hours

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

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

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

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

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

**REFERENCES**

- Harigopal K., *Management of Organisational Change*, Response Books, N. Delhi.  
Weiss, *Organisational Behaviour and Change*, Vikas Publishing House, New Delhi.  
Ramnarayan S.; Rao T.V.; and Singh, Kuldeep, *Organization Development – Intervention & Strategies*, New Delhi, Response Books.  
French, W. & Bell C; *Organization Development*, New Delhi, Pearson Education, N. Delhi.  
Prasad, Kesho, *Organisational Development for Excellence*, New Delhi, Macmillan Indian Ltd.  
Carnall, Colin, *Managing Change in Organisations*, Prentice Hall Inc/Financial Times.  
Burke, W.W.; *Organisational Development*, Englewood Cliffs, Prentice Hall Inc.  
Singh, A.K., Gupta, R.K.; and Ahmod, Abad, *Designing and Developing Organisations for Tomorrow*, New Delhi, Response Books.  
Cummings, *Organisational Development and Change*, Thomson Learning, Bombay.  
Greenberg, *Behaviour in Organizations*, Prentice Hall of India, New Delhi.

**MC-418**  
**STRATEGIC HUMAN RESOURCE MANAGEMENT**

External Marks: 80

Internal Marks: 20

Time : 3 Hours

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

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

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

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

**REFERENCES**

- Bhattacharya S.K. and Venkataramia N. : *Managing Business Enterprises: Strategies, Structure and Systems*, Vikas Publishing House, N. Delhi.
- Ferrel Lucas and Luck: *Marketing Strategy*, Dryden Press.
- Jauch and Glueck: *Business Policy and Strategic Management*. Tata McGraw Hill, N. Delhi.
- Kazmi, Azhar: *Business Policy*, Tata McGraw Hill Publishing Co. Ltd., N. Delhi.
- Miller, Alex: *Strategic Management*, Irwin McGraw Hill, Boston.
- Thompson, Arthur A. : *Strategic Management*, Tata McGraw Hill, N. Delhi.

**MC-419**  
**CORPORATE LEVEL & CENTRE LEVEL STRATEGIES**

External Marks: 80

Internal Marks: 20

Time : 3 Hours

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

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

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

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

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

**REFERENCES**

- Andrews, Kenneth R.: *Concept of Corporate Strategy*. Home Wood III: Irwin Barton. *Crisis in Organisation*. Bombay: Thomson Learning.
- Ansoff, Igor H.: *Corporate Strategy: An Analytical Approach to Business Policy for Growth and Expansion*. New York: McGraw Hill.
- Porter, Michael: *Competitive Strategy: Techniques for Analysing Industries & Competitors*. New York: Free Press.
- Pearce II, John A. and Richard B. Robinson Ir.: *Strategic Management, Strategic Formulation and Implementation*. Bombay: Thomson Learning.
- Wheelan, Thomas L. and J.D. Hunger, *Strategic Management and Business Policy*. New Delhi: Pearson Education.