UGC
MODEL CURRICULUM

COMMERCE

UNIVERSITY GRANTS COMMISSION
NEW DELHI

2001
FOREWORD

Renewing and updating of the Curriculum is the essential ingredient of any vibrant university academic system. There ought to be a dynamic Curriculum with necessary additions and changes introduced in it from time to time by the respective university with a prime objective to maintain updated Curriculum and also providing therein inputs to take care of fast paced development in the knowledge of the subject concerned. Revising the Curriculum should be a continuous process to provide an updated education to the students at large.

Leaving a few, there have been many universities where this exercise has not been done for years together and it is not uncommon to find universities maintaining, practicing and teaching still on the Curriculum as old as few years or even more than a decade. Not going through the reasons for this inertia, the University Grants Commission, realising the need in this context and in relevance to its mandate of coordinating and maintaining standard of higher education, decided to adopt a pro-active role to facilitate this change and to ensure that the university Curriculum are soon updated to provide a standard education all over the country.

Curriculum Development Committee for each subject was constituted with the respective Convener as its nodal person. The Committee besides having five subject experts drawn from the university system, was given a wider representation of various sub subject experts attending meetings of the Committee as the esteemed co-opted members which kept on changing from time to time as the need arose. The Committees, therefore, had representations from a large number of experts and had many meetings before final updated Model Curricula were presented to UGC.

The University Grants Commission and I as its Chairman are grateful to the nodal persons, a large number of permanent and co-opted members in different subjects and their sub disciplines for having worked seriously with committed devotion to have produced a UGC Model Curriculum in 32 subjects within a record period of 18 months.

The exercise would not have been possible without the support of our entire academic community. We can only hope that the results will fulfill their expectations and also those of university community and Indian society.

The UGC Model Curriculum has been produced to take care of the lacunae, defects/ shortcomings in the existing Curricula in certain universities, to develop a new Model Curriculum aiming to produce the one which is compatible in tune with recent development in the subject, to introduce innovative concepts, to provide a multi disciplinary profile and to allow a flexible cafeteria like approach including initiating new papers to cater to frontier development in the concerned subject.

The recommendations have been compiled by panels of experts drawn from across the country. They have attempted to combine the practical requirements of teaching in the Indian academic context with the need to observe high standards to provide knowledge in the frontier areas of their disciplines. It has also been aimed to combine the goals and parameters of global knowledge with pride in the Indian heritage and Indian contribution in this context.
Today all knowledge is interdisciplinary. This has been duly considered. Flexible and interactive models have been presented for the universities to extend them further as they would like. Each institution may have to work out certain uniform structures for courses at the same level, so that effective interaction between subjects and faculties is possible. The tendency across the country is now to move from the annual to the semester system, and from award of marks to award of credits. There is perceptible growing interest in modular framing as well.

The recommendations while taking all these features into account, have also made provisions for institutions who may not be in a position to undertake radical structural reform immediately. In any country, especially one as large and varied as India, academic institutions must be allowed enough autonomy and freedom of action to frame courses according to specific needs. The recommendations of the Curriculum Development Committees are meant to reinforce this. The purpose of our exercise has been to provide a broad common framework for exchange, mobility and free dialogue across the entire Indian academic community. These recommendations are made in a spirit of openness and continuous improvement.

To meet the need and requirement of the society and in order to enhance the quality and standards of education, updating and restructuring of the curriculum must continue as a perpetual process. Accordingly, the University Grants Commission constituted the Curriculum Development Committees. If you need to seek any clarification, you may contact Dr. (Mrs.) Renu Batra, UGC Deputy Secretary and Coordinator of CDC who shall accordingly respond to you after due consultation with the respective nodal person of the concerned subject.

The University Grants Commission feels immense pleasure in forwarding this Model Curriculum to the Hon'ble Registrars of all Universities with a request to get its copies made to be forwarded also to the concerned Deans and Heads of Departments requesting them to initiate an early action to get their Curriculum updated. The University Grants Commission Model Curricula is being presented to the Registrar of the university with options either to adopt it in toto or adopt it after making necessary amendments or to adopt it after necessary deletion/addition or to adopt it after making any change whatsoever which the university may consider right. This UGC Model Curriculum has been provided to the universities only to serve as a base and to facilitate the whole exercise of updating the Curriculum soon.

May I request Hon'ble Vice Chancellor and the Hon'ble Registrar including the esteemed Deans, Heads of Departments, Members of the Faculty, Board of Studies and Academic Council of the Universities to kindly update their Curriculum in each of the 32 subjects in consultation with Model Curriculum provided here. This has to be done and must be done soon. May I request the Academic administration of the universities to kindly process it immediately so that an updated Curriculum is adopted by the university latest by July, 2002.

The University Grants Commission requests the Hon'ble Registrars to confirm that this time bound exercise has been done and send a copy of the university's updated Curriculum in each subject to UGC by July 31, 2002. It is a must. It has to be done timely, failing which, the UGC may be forced to take an appropriate unpleasant action against the concerned university.

The UGC looks forward for your active participation in this joint venture to improve the standards to achieve excellence in higher education.

December 2001

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MS (SURGERY) FRCS (EDIN) FRCS (ENG)
FAMS FACS FICS FIACS DSc (HON CAUSA)
CHAIRMAN, UGC
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UGC
UNIVERSITIES AND COLLEGES MAY PLEASE NOTE

The Commission approves this report subject to the nomenclatures of the suggested speciality programs being amended as under:

<table>
<thead>
<tr>
<th>Nomenclatures proposed in the CDC Report</th>
<th>Amended Nomenclature(s)</th>
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<tbody>
<tr>
<td>Bachelor Degree Speciality Programs</td>
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<td>1. Bachelor of Accounting &amp; Finance (BAF)</td>
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<td>2. Bachelor of Marketing (BM)</td>
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<td>3. Bachelor of International Business (BIB)</td>
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<td>5. Bachelor of E-Commerce (BEC)</td>
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<td>(E-Commerce)</td>
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<tr>
<td>Master Degree Speciality Programs</td>
<td></td>
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<tr>
<td>1. Master of Finance &amp; Control (MFC)</td>
<td>M.Com/MBA (Finance)</td>
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<td>2. Master of Marketing (MM)</td>
<td>M.Com/MBA (Marketing)</td>
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<tr>
<td>3. Master of International Business (MIIB)</td>
<td>M.Com/MBA (International Business)</td>
</tr>
<tr>
<td>4. Master of E-Commerce (MEC)</td>
<td>M.Com/MBA (E-Commerce)</td>
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Accordingly, a university or a college intending to start any of the specialty programs will run the same with the amended nomenclature. Those already running any program suggested in the CDC Report will also be required to amend or change the specialty nomenclature accordingly.

(R.P. HOODA)
Nodal Person
INTRODUCTION: A PRELUDE TO THE SCHEME

Commerce has been a versatile subject of study right from its beginning. The course inputs of its academic programs at the graduate and master level have always enjoyed the needed skill-orientation. Accordingly, the syllabi have been constantly undergoing the required changes to remain socially relevant in the contemporary context.

The commerce programs have often been perceived fairly strong in fetching jobs in the business-trade-industry sector. Inspite of the business environment having become more volatile and complex, these programs still continue to be the fancy of students at all levels. The popularity scale rising unabated, of late even the female students are joining commerce programs in increasingly large numbers.

Interestingly, the scenario has again undergone a paradigm shift particularly owing to the invasion of a variety of management courses that are being offered all around. In their end result, the various developments have, however, greatly reduced the employability of commerce graduates to the bare minimum.

Attempts have continuously been made at various levels to revitalize commerce programs with a view to regain their lost glory as job-getters. It has often been done, consciously or unconsciously, more by way of enhancing the import from the management-based courses of study. But in the ensuing competition with the latter, commerce programs have got a further beating in their viability and social relevance. In the process the strengths of commerce education which lay unique in its traditional root areas of accounting, finance, marketing, foreign trade, banking, insurance, etc., have got heavily shaken. The emerging scene has, therefore, once again compelled us to retrace the lost strengths of commerce programs and rebuild them along these root areas.

Ever since the submission of the last CDC report in 1989, the changes in our national policy perspectives have radically altered the dynamics of trade and industry in the country. The upcoming forces released by the globalisation process and the consequent revitalization of market forces, have affected all spheres of human activity. Higher education being no exception, the effects of the changed environment have been more glaring on commerce education and the academic programs offered under its fold.

The job market has experienced a substantial facelift even under the impact of developments in the information technology sector. It has since reached a high point calling for adequate comprehension of the whole variety of commerce programs that are being offered all over the country. In that endeavour, the focus of this exercise has been more on integrating,
upgrading, and systematizing them all in keeping with the needs of the time. Among other things, this is precisely what this report intends to achieve.

Frequent attempts have been made at the national level through the good offices of the Commission, to make the first degree academic program(s) useful enough as leading to terminal degree(s). The bachelor program in commerce has particularly been in the limelight on this count. Especially as the ever increasing pressure of admissions to B.Com has strained both faculty and physical infrastructure too much to defy any meaningful improvement. Even the restructured courses introduced in colleges since 1981-82, and vocational streams since 1994-95, have not proved very successful in making graduation in Commerce as an effective terminal degree program.

The reasons are well-known to many of us having grass-root experience of running the said schemes. Aware of these, serious efforts are being made once again through this exercise to make the most hard-pressed commerce education terminal at the first degree stage. All that has been suggested is strictly in this light, following a systematic understanding of what the changing scenario demands at the market place.

Thus, apart from the usual B.Com program, a number of sister specialty streams have been conceived in different root areas of Commerce. Systematically interwoven into a strong common base, all specialty streams have been so designed that each serves as a lower (graduate) level professional program in its own area.

All specialty programs here suggested are backed by a course structure and course input details potentially worthy of providing the needed skill upgradation matching conceivable jobs. The target being the small and medium scale business-trade-industry sector which makes tremendous job offerings of supervisory and lower managerial level.

In essence, the scheme proposed embodies additional alternative degree programs with courses common with B.Com in the first two years, and a well conceived strong integration even thereafter when the branching off takes place in the third year. The overall consideration guiding this effort is essentially to make commerce education operationally and realistically terminal at the first degree point with hardly any additional cost. More to highlight this aspect as it follows.

It is important to mention that the basic course structure as also course input details for each program suggested at the graduate and master level is supported by the entire gamut of commerce courses in vogue in most of the colleges and universities in the country. Apart from useful information gathered through a regional conference of senior academics, large relevant data on these and several other aspects were also collected through a structured questionnaire circulated to universities and other institutions at different times.

In fact, the process of gathering the needed information has been going on ever since the Commission's Subject Panel on Commerce thought of doing this exercise for the first time. While the work on Status Report on Commerce Education which the panel had wanted to
prepare is yet to be taken up, the information so widely and objectively collected from all over the country for the purpose has come extremely handy in preparing this report.

In the process of completing this task, the course inputs of all the existing and new programs have been modernised and made as updated and recent as feasible and possible. The professional content of the programs has also been made as competitive as the changing business and economic scenario in the country necessitates.

It may be noted that the B.Com and/or M.Com remain(s) the basic mainstay of the programs suggested in this report. A college or university will do well if it chooses one or more additional specialty program(s), especially among those suggested at the graduate level. This may depend on one's futuristic outlook, existing faculty strengths, and the prevailing requirements of local trade and industry, without in any way straining their financial position. Infact, all graduate programs other than B.Com are to be run on self-financing basis, subject to additional fee-structure to be decided by the university concerned.

What has been said above is only a part of the overwhelming considerations that has guided us in this humble endeavour. Infact, as the more we grasp the scheme of suggested degree programs, the more we are likely to appreciate the large part of what has not been said in support of the scheme.

It is only hoped colleges and universities will find the scheme and the individual programs comprising it, useful and worthy of adoption. The interests of a large majority of students whom we academically nourish should at least impel us to discuss and debate the scheme particularly with reference to its specialty programs.

And, in the end, it is a pleasure in duty to record appreciation for the contribution of all those who have been involved in the process of discussions that has finally led to the scheme recommended. While a list of such senior college and University academics is appended to this report, the unparallel help rendered by Prof Balkishan, Prof Sanjay Jain, Prof H.N.Agarwal, and Dr Savita Gopal is indeed worthy of special praise. While constituting our core group, Prof Balkishan coordinated the work on master programs, Dr Savita Gopal did the same on graduate programs, and Prof Aggarwal ventured with the diploma programs.

Kurukshetra

R.P. Hooda
PROGRAM STRUCTURE: A SCHEMATIC VIEW

Given hereunder are the salient features of the program structure suggested at the graduate and master level.

Graduate-Level Program Structure

The program structure at the graduate level consists of (i) the B.Com degree program as has existed so far, and (ii) five new sister professional specialty programs that are being suggested now. Any one or more among the specialties can be offered in addition to the existing B.Com program. The courses comprising the various programs have been so interwoven that it would hardly cost an institution anything extra if it were to offer anyone of the bachelor specialty programs.

The Bachelor Degree (B.Com) Program

- The existing B.Com is essentially a general first degree program of three-year duration. Offered in mass by almost all colleges, it has ceased to retain much of its old flavour of being professional. Thus, B.Com stays as a popular degree program with extensively updated course inputs for being run in all colleges as heithertofore,
- The scheme of courses spread over three years has, however, been modified and enriched to the extent necessary to integrate it with the new speciality programs that are being suggested. As may be seen from the details given in Chapter 1, there are six (6) foundation courses in the first year and seven (7) in the second year, all compulsory but provided in a re-arranged fashion compared to what may have generally existed so far.
- There being seven (7) courses also in the third year, five (5) of them are again compulsory. For the remaining two, a choice is to be made for one of the four (4) combinations each consisting of two related courses.
- The composition of the four (4) combinations being purposeful and deliberate, is guided by the urge to (i) enhance the extent of integration of the general B.Com program with the corresponding speciality area program, and (ii) strengthen the professional content of the former to the extent possible and feasible. The design of the scheme is thus fed by the overall considerations of overcoming inertia and coping with the change.
The Bachelor Degree (Speciality) Programs

- In suggesting the various specialty programs, we have consciously endorsed the expectations of the senior commerce academia for retaining the professional character of commerce education. In all, five bachelor degree specialties have been proposed each with a teaching-training period of three years. Details of these specialty programs regarding course composition for each of the three years, are provided in Section II.

- The various specialty programs have been recommended only in such areas as are considered forming the strong roots of commerce as a subject of study. These are the ones which have once again risen high on the ladder of social relevance, following the new surge in our national policy perspectives and the information technology boom. The more important among the root areas, as indicated earlier, include the following:
  i. Accounting & Finance, for the ever increasing relevance of these two functions in a vibrating business and economic scenario;
  ii. Marketing, for the entire gamut of marketing activities reaching the height of glory in the emerging globally competitive environment;
  iii. International Business, for the process of integration of Indian economy into widening overseas trade operations as a global phenomenon, led by forces of liberalisation and globalisation;
  iv. Banking and Insurance, for the process of privatisation releasing a new wave of expansion in the banking and insurance sectors in a big way; and
  v. E-Commerce, for the (impending) novel ways of transacting business following increased application of the information technology offshoots in the various functional areas of business, trade, and industry.

- These five areas have emerged as leading poles of renewed business activity for reasons specific to each. A bachelor program has thus been suggested in every area to serve as a specialized professional degree program. Thus, the corresponding specialty programs have been titled accordingly as under:
  i. Bachelor of Accounting & Finance, leading to the award of BAF degree.
  ii. Bachelor of Marketing, leading to the award of BM degree.
  iii. Bachelor of International Business, leading to the award of BIB degree.
  iv. Bachelor of Banking & Insurance, leading to the award of BBI degree.
  v. Bachelor of E-Commerce, leading to the award of B. Ec degree.

- The first four specialty programs -
The course structure of these specialty programs when compared with that of the general B.Com program, brings out the much needed element of integration among all bachelor study programs. There is a high degree of commonality provided in their course structure
as may be noticed from the Statement of Course Structure of Graduate Programs which follows below.

A comparative view immediately throws up the following highlights in respect of the first four specialty programs, excluding E-com for the time being.

a. The courses prescribed in the first two years are the same (both in respect of number and contents) as the corresponding foundation courses in the B.Com program. This alone adequately subserve for these specialty offerings being essentially commerce-based. Accordingly, all specialty programs have the natural claim to be run under the purview of university-level commerce departments and/or faculties. The commonality extending still farther to courses offered in the third year, justifies the claim further more.

b. A branching-off in the B.Com program takes effect as a student enters the third year, resulting in a specialty program in each of the first four areas listed above. In addition to a course on Information Technology and its Applications in Business which is common in all the programs, two other closely-related courses comprising the relevant combination are specialty-specifics. This raises the number of common courses in the B.Com and in any given specialty program in their third year to three. This further strengthens the common base between them.

c. Every specialty, like the B.Com program, has seven (7) courses in the third year. While three courses are on the pattern enumerated in b) above, four (4) more have been provided under each specialty in the concerned area. This makes each specialty program a full capsule offering a good amount of specialisation and professional output (input) in the area concerned.

d. Inspite of the first two-year study base being common with the B.Com program, each specialty consists of enough of specialisation in its own line to entitle a student to be awarded the first bachelor degree in the chosen area. The specialty selection is supposed to be based on one’s perception of his or her interest strengths and the job-career one wishes to pursue.

In the manner conceptualized and designed, the specialty program structure provides for lateral diversification in the graduate level study scheme in commerce. And happily enough, this leaves a student fairly well off with an open choice for any one among the alternative future career lines, including E-com.
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<th>S No.</th>
<th>BC</th>
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<td>3.</td>
<td>Management Accounting</td>
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<td>International Marketing</td>
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<td>Fundamentals of Insurance</td>
<td>Indirect Taxes</td>
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<td>5.</td>
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<td>Indian Financial System</td>
<td>Advertising and Sales Promotion</td>
<td>India’s Foreign Trade and Policy</td>
<td>Insurance Management</td>
<td>Essentials of E-Commerce</td>
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<td>9.</td>
<td>OR Comb-IV* 3.64,3.74</td>
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<td>&amp; BC 3.71 Financial Market Operations</td>
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*II. BC 3.62 Principles of Marketing & BC 3.72 International Marketing
*III. BC 3.63 Fundamentals of Insurance & BC 3.73 Indian Banking System
*IV. BC 3.64 Internet and WW Web & BC 3.74 Essentials of E-Commerce
Specialty program in E-Commerce -
What has been said in 3.1.24 above, the same holds largely for the bachelor study in E-Com as well. There are small departures in its basic commonalities with the B.Com and other specialty programs. These have been necessitated by the extra-specialized nature of the E-Com area, involving high degree of application of computer-based information technology developments.
Thus, the unifying features of E-Com with the B.Com programs may be retraced as under:

a. Like other specialties, bachelor of E-Com program too has perfect identity with the first year of the B.Com program. All six (6) courses are the same both in title and content details.

b. The branching-off in the case of E-Com, however, takes place in the beginning of the second year. Five courses (BEc 2.1, 2.2, 2.3, 2.4, and 2.7) being exactly the same as in the second year of B.Com, only the remaining two courses (BEc 2.5 and 2.6) are specific to E-Com area. The course on Information Technology and its Applications in Business, which is among these two, has been shifted here to the second year as against the same being in the third year in B.Com and other specialty programs.

c. In the third year, two courses (BEc 2.1 and 2.6) are the same as in the second year of B.Com. Three of them (BEc 3.3, 3.5, and 3.74) being the same as in the third year of B.Com, the remaining two (BEc 3.6 and 3.7) are specific to the E-Com area. While all these add to seven (7) courses in all, two (2) in the second year and three (3) in the third year are five (5) E-Com based courses in this program.

d. The course structure of bachelor in E-Com as enumerated from a) to c) above, shows the element of course commonality and integration it retains with the B.Com program. Taking an overall view, out of twenty (20) courses provided in the E-Com program to be studied over three years, as many as sixteen (16) are exactly the same as for B.Com. Only the remaining four (4) are E-Com specific. In the end, the extent and pattern of deviation of E-Com from the B.Com program is essentially the same as of the other specialty programs.

Specialties as terminal degrees -
Terminalisation of higher education at the first degree level has been almost an obsessing idea with our educational planers. The specialisation-based lateral diversification in the manner built in the above said graduate study scheme, does in fact embody all the needed and necessary elements of assuming truly terminal character. The reasons are too obvious to visualize and appreciate, to be listed as under:

a. The proposed specialties are fairly full-blooded specialisations in the respective areas, each offering a distinct job career line to pursue. As indicated, the various developments in national policy perspectives do offer rich potential for generating job opportunities in each specialty area. It is this potential which alone goes a long way
in making the various specialty programs really terminal. Since this substantially reduces one's temptations to pursue a higher master program merely for the sake of it.

b. Those passing any specialty program are expected to be absorbed in lower and middle level supervisory positions in the various functional departments of business and distributive trade organisations. The bigger such organisations, the more the upward shift in such supervisory positions to managerial status.

Equally important in the target-group are industries operating at the small and medium scale in moffisol towns and cities, as also those located in and around the metropolis. These are the ones who do not have much to offer by way of higher managerial positions to those holding master-level professional qualifications. As and when needed, instead they prefer to promote their own supervisory or lower level managerial personnel to higher positions largely on the strength of organisational work experience.

c. To make these thoughts clear, take the case of a student who is not able to pursue a certain higher program specialisation in one's chosen career line due to some reason. Further suppose that he or she instead does specialty program in international business, thus getting a bachelor degree in international business. Any such student will stand good chances of getting a suitable job in an export house or in one of the several firms engaged in manufacturing for exports (say, one in the handloom business at Panipat). The same is true of those doing a bachelor program in any other speciality.

d. What completes making various graduate specialty programs a real terminal degree is the freedom provided to a student to join any of the master level programs at any stage of one's future career. As may be seen from the suggested master programs a candidate with B.Com degree is free to join M.Com or any other master specialty program. Likewise, a candidate after completing bachelor program in international business (BIB) may join the MIB program or any other, including M.Com.
MASTER-LEVEL PROGRAM STRUCTURE

In suggesting the various master-level study programs, the guiding consideration has been the variety of programs that are being run till date under the umbrella of commerce in different universities. Only those developed in the basic root areas of the subject have been recommended here, leaving out those which do not rightly belong to commerce proper.

Thus, the various master programs suggested include i) master of commerce (M.Com) program, and ii) other area-specific independent master speciality programs. It may be noted that while M.Com will continue to be a general master degree program, the remaining are higher area-specific specialties of professional nature.

The Master Degree (M.Com) Program

- The course structure for the M.Com program, as detailed in Section III, provides for eight courses in each of the two years of study. In addition to updating course inputs in keeping with the latest developments in each course area, special care has been taken to include courses aimed at enhancing skills in computer applications and quantitative analysis. A provision has also been made for a face-to-face interaction in the form of viva-voce to be held on completion of the program. This has been done with a view to retaining its professional element to the extent possible and feasible, even as M.Com is generally considered as a general master degree program in the subject.

The Master Degree (Specialty) Programs

- For all intents and purposes, the four specialty programs here suggested are essentially of professional nature, offering higher specialization in the area concerned. These specialties are supposed to be run, especially in the methodology of course deliveries and performance evaluation exercises, in exactly the same way as expected of any management program. While recommending the structure of courses and deciding course input details, emphasis has been on skill-upgradation appropriate to the given area specialty.

- With details given in Section IV, the master specialties have been titled the way it has been in vogue so far. It is primarily with a view to retaining the general awareness and popular feelings these programs have achieved in their existing titles.

Thus, the master specialties here adopted are as listed below:

i. Master of Finance & Control, leading to the award of MFC degree.
ii. Master of Marketing, leading to the award of MM degree.
iii. Master of International Business, leading to the award of MIB degree.
iv. Master of E-Commerce, leading to the award of M.E-Com degree.
Other important points worth making a note in respect of these specialty programs are as under:

a. That each individual specialty is a vertical extension of the corresponding area specialty program at the bachelor level, excluding the banking and insurance area,

b. That the specialties offer an opportunity to strengthen skill improvement in one's chosen career line at any stage desired and preferred, with or without having availed any meaningful break at the first degree terminal stage.

c. That every specialty makes a candidate worthy of successfully aspiring and competing for higher level managerial jobs in the relevant specialized functional area, more often in organisations operating at medium and large scale, including MNCs.

d. That the option to run any specialty in addition to the M.Com program is expected to be exercised in keeping with the existing faculty strengths and the current status of regional development in the business-trade-industry sector.

e. That, finally, a student is sought to be given the freedom to join any master level program, including the specialties, after having done B.Com or any other bachelor degree specialty program. The idea is to provide inter-specialty diversions after crossing the first terminal stage in one's study-career plan.

Like the graduate scheme, a higher degree of commonality has been provided in the course structure of suggested master specialties and the M.Com program. This was considered necessary to enable a university department to offer any master specialty along with the M.Com program within the given infrastructure and faculty resources.

A reference to the Statement of Course Structure of Master Programs which follows below, highlights the commonality aspects and the element of integration in all programs which is worth being cherished.
# STATEMENT OF COURSE STRUCTURE OF MASTER PROGRAMS

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>MC</th>
<th>MFC</th>
<th>MM</th>
<th>MIB</th>
<th>MEC</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1ST SEMESTER</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.3</td>
<td>Managerial Economics</td>
<td>Managerial Economics</td>
<td>Managerial Economics</td>
<td>Managerial Economics</td>
<td>Managerial Economics</td>
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<tr>
<td>1.5</td>
<td>Corporate Fin Accounting</td>
<td>Financial &amp; Cost Accounting</td>
<td>Financial &amp; Cost Accounting</td>
<td>Financial &amp; Cost Accounting</td>
<td>Financial &amp; Cost Accounting</td>
</tr>
<tr>
<td>1.6</td>
<td>Accounting for Managerial Decisions</td>
<td>Marketing Management</td>
<td>Marketing Management</td>
<td>Marketing Management</td>
<td>Marketing Management</td>
</tr>
<tr>
<td>1.7</td>
<td>Marketing Management</td>
<td>Financial Management</td>
<td>Financial Management</td>
<td>Financial Management</td>
<td>Financial Management</td>
</tr>
</tbody>
</table>

| 1.8 | Financial Management | | | | |

| **2ND SEMESTER** | | | | | |
| 2.1 | Computer Applications in Business | Accounting for Managerial Decisions | Accounting for Managerial Decisions | Accounting for Managerial Decisions | Accounting for Managerial Decisions |
| 2.2 | Corporate Legal Framework | Computer Applications in Business | Computer Applications in Business | Computer Applications in Business | Computer Applications in Business |
| 2.3 | Corporate Tax Piang and Mgt | Financial Institutions and Markets | Sales Management | Foreign Trade and Policy | E-Commerce |
| 2.4 | Strategic Management | Corporate Legal Framework | Consumer Behaviour | International Business Environment | International Business Environment |
| 2.5 | E-Commerce | Investment Management | International Marketing | International Marketing | International Marketing |
| 2.6 | Either –Finance Optional Group I*  2.61, 2.71, 2.81 | Security Market Operations | Marketing Research | International Marketing Research | International Finance |
| 2.7 | OR –Marketing Optional Group II*  2.62, 2.72, 2.82 | Funds Mgt in Commercial Banks and Insurance Sector | Advertising Management | Export Import Procedures and Documentation | Information Technology in Business |
| 2.8 | OR-Int. Business Optional Group III*  2.63, 2.73, 2.83 | | | | |

<p>| <strong>3RD SEMESTER</strong> | | | | | |
| 3.2 | Financial Services Marketing | Retailing and Distribution Management | International Logistics Management | Database Management | |
| 3.3 | International Finance | Agricultural and Rural Marketing | International Finance | Internet and Web Designing | |
| 3.4 | Portfolio Management | Services Marketing and Customer Relationship Management | Services Marketing and Customer Relationship Management | Services Marketing and Customer Relationship Management | |</p>
<table>
<thead>
<tr>
<th>3.5</th>
<th>E-Commerce</th>
<th>E-Commerce</th>
<th>E-Commerce</th>
<th>Networking Infrastructure and Payment System</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.6</td>
<td>Corporate Tax Planning &amp; Mgt</td>
<td>Product and Brand Management</td>
<td>Foreign Language-I</td>
<td>Business Models for E-Commerce</td>
</tr>
<tr>
<td>3.7</td>
<td>Training Report and Presentation</td>
<td>Training Report and Presentation</td>
<td>Training Report and Presentation</td>
<td>Training Report and Presentation</td>
</tr>
</tbody>
</table>

**4TH SEMESTER**

<table>
<thead>
<tr>
<th>4.1</th>
<th>Strategic Management</th>
<th>Strategic Management</th>
<th>Strategic Management</th>
<th>Strategic Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.2</td>
<td>Project Planning &amp; Control</td>
<td>Direct Marketing</td>
<td>Thrust Products and Markets</td>
<td>On-line Marketing and E-CRM</td>
</tr>
<tr>
<td>4.3</td>
<td>Strategic Financial Management</td>
<td>Industrial Marketing</td>
<td>International Management</td>
<td>Accounting Information System</td>
</tr>
<tr>
<td>4.4</td>
<td>Mgt Information System</td>
<td>Internet &amp; Web Designing</td>
<td>Internet &amp; Web Designing</td>
<td>Management Information System</td>
</tr>
<tr>
<td>4.5</td>
<td>Multinational Financial Management</td>
<td>Strategic Logistics Management</td>
<td>International Business Laws &amp; Taxation</td>
<td>International Business Laws &amp; Taxation</td>
</tr>
<tr>
<td>4.6</td>
<td>Derivatives and Risk Management</td>
<td>Cyber Marketing</td>
<td>Foreign Language- II</td>
<td>Legal Security &amp; Other Issues in E-Com</td>
</tr>
<tr>
<td>4.7</td>
<td>Project Report and Viva Voce</td>
<td>Project Report and Viva Voce</td>
<td>Project Report and Viva Voce</td>
<td>Project Report and Viva Voce</td>
</tr>
</tbody>
</table>

* M.Com Courses in Group I, II, & III

| I | MC 2.61 | Financial Institutions & Markets | MC 2.71 | Project Planning & Control |
|   | MC 2.81 | Security Analysis & Portfolio Mgt. |         |                           |
| II | MC 2.62 | Advertising & Sales Mgt. | MC 2.72 | Marketing Research |
|    | MC 2.82 | International Marketing |         |                           |
| III| MC 2.63 | International Business Environment | MC 2.73 | International Marketing |
|    | MC 2.83 | Foreign Trade Policy, Procedures, & documentation |         |                           |
POST-GRADUATE DIPLOMA PROGRAMS (OF ONE YEAR DURATION)

A. During the course of information gathering, it has been noticed that as many as twenty three (23) diploma programs are being run all over the country. Most of these are offered through the distance mode, serving a good source of revenue generation for the universities. Even where adopted as regular programs, these diplomas are more frequently offered as evening modules.

B. A perusal of these diploma programs revealed that in a few cases variations in title and course inputs were small. The course inputs remaining by and large the same, there has been a preference to designate them as Post-Graduate (PG) diplomas.

C. Guided by what constitutes the basic roots of commerce as a subject of study, only those with commerce base have been included in the list here recommended. This has limited the selection to nine (09) only, with course structure/input details being as given in Section V. In the search for the selected ones, job-potential and nagging areas in the specialty programs have been overriding considerations.

D. Thus, the PG diploma programs here recommended are as follows:
   - Diploma in Insurance Business (DIB)
   - Diploma in Computer Based Accounting (DCBA)
   - Diploma in Taxation (DIT)
   - Diploma in Business Statistics & Computer Applications (DBSCA)
   - Diploma in Cost Accounting (DCAC)
   - Diploma in Inventory and Store Accounting (DISA)
   - Diploma in Banking & Finance (DBF)
   - Diploma in International Business (DINB)
   - Diploma in Financial Services (DIFS).
GRADUATE SPECIALTY PROGRAMS: THOUGHT SCRATCHES ON IMPLEMENTATION

This note revisits the proposed graduate specialty programs highlight our concerns on a number of related points. It dwells upon some of our thought scratches on possible fears that may come in the way of their implementation. Venturing to raise them even at the cost of some repetition, it proceeds in a point-to-point description as under:

- Change always invites resistance, being painful to all in acceptance. The fraternity of teachers, especially those working at the college and university level, is certainly no easy exception. Running a specialty program by a college involves a big change, a serious departure from the tradition. Accepting and managing this change is obviously not that easy eating the cake. Yet the scheme as a whole is worthy of serious consideration for its useful potential, in serving as a meaningful terminality at the first degree stage.

- Giving effect to the scheme is a great challenge only to the commerce faculty in colleges and none else. It requires preparing a mindset ready to engross and appreciate all the modalities, unveiled or concealed, of implementing a specialized professional program. If adequately understood and embraced, the suggested specialty programs can easily become fountain-head of success in making graduate level commerce education a vibrating proposition. But the inertia has to be broken, at least by those who have the urge to lead and really wish do so.

- It must be clearly engrained that no specialty program will ever deliver the desired goods unless practiced in the manner envisaged. All courses constituting any such program have to be taught in a manner as to help the students build their general and program-specific skills. Articulation in personality and effective communication which are the key to success landing a useful job, must be adequately emphasized in a participative teaching-learning mode.

Group discussions are thus expected to become a general class-room practice wherein the teacher has to be in the role of a guide, a motivator, and a facilitator. While teaching through the case method may be too much to expect in a graduate-level specialty program, making the normal class-teaching more of a question-answer session should suffice for conducting a specialty in the manner desired.

- Immediately after the specialty switch-over, a graduate specialty program should be conducted in a semester scheme. The switch-over takes place at the commencement of second year in the case of E-com area, and third year in the case of those in other areas. If this is found possible and feasible, the more enthusiastic among our universities opting
for the graduate specialty scheme may enhance, adjust, and divide the existing annual
course input details in two semester frame.
We have resisted the temptation of doing the needful on our own, primarily for two
reasons. First, that it will not be a cake of common taste to everyone’s liking. And, second,
that the proposed specialties being at the introductory stage may cause resistance and
aversion in their take off.
The provision of internal assessment at least since the specialty change-over takes effect,
must be retained as suggested. Its execution may be in keeping with a set of objective
guidelines as suggested in Sec 4.3 below. The formal examination for 70 marks in each
course may also follow the requirements stated in Sec. 4.4.

● As necessary requirement of a professional program of study, each student willing to go in
for any specialty area should undergo on-work training at least for a period of four weeks.
Even where a given specialty program is conducted in an annual stream, the month of
December should be earmarked for such training. The course-conduct time schedule be
drawn accordingly and the same notified right in the beginning. In the case of E-Com area
where specialty switch-over takes place in the beginning of the second year, on-work
training can be conveniently arranged during summer vacations after the academic
business of the second year is over.

On-work training may be sought in the area specific to a given specialty which a student
may have chosen. One can go in for the desired training in a trading or business house of
some reckoning, or in a manufacturing concern of small or medium scale operations. In all
such matters, the faculty conducting the specialty program will, in their all imagination,
best guide the students.

On conclusion of the on-work training, each student may be expected to write their work
experience in the form of a report, to be called On-Work Training Report. All such reports
be discussed in the form of a seminar in the entire specialty class in the presence of a
team of two teachers handling the concerned specialty. The latter will give award to each
student-presenter out of 50 marks, and score obtained counted in the overall performance
evaluation.

● Admissions to these specialties should be compulsorily restricted to an optimum number
not beyond an effective strength of 25-30. Specialty options should be decided right in the
beginning, preferably at the time of first entry in the College, and admissions made on
competitive basis. Holding a written test and organizing group conversation on a common
theme of contemporary relevance, should become essential inputs of the prescribed
admissions procedure.

Fee structure may (have to) be appropriately raised and specific-purpose fees levied, to
generate enough resources to make running any specialty program a self-sustaining
proposition. As reiterated above, the structure of these programs has otherwise been so
devised that their introduction does not cost anything prohibitive.
• It must be clearly understood that inspite of the scheme being within the convenient means of acceptance, it is not an easy walk for every college to try go in for any of these programs. The challenges are many, even for those colleges who may have opted for the relevant vocational stream. Given any such stream(s) already in vogue, a specialty program may appear to be only an extension thereof. This is indeed not the case. For, as pointed out, all specialties programs are conceived as full-blooded capsules providing area-specific specialization to make them effective terminal degree programs.

• To reiterate, a college proposing to offer graduate program in any speciality area is expected to do enough home work to assess its compatibilities. These should be clearly identified and understood particularly in relation to the existing faculty strengths, attitude of the college management, local business-trade-industry growth contours, and the focus of Govt. development policies for the region. Colleges properly placed in these respects alone will be able to run a given specialty area to its success as a terminal degree.

• The challenges of offering any speciality thus being quite demanding, the fears are obvious for the scheme not doing enough well in the beginning. But once taken up seriously, it has the potential of paying rich dividends in case a beginning is made by colleges with dynamic leadership. The scope of success is expected to be fairly encouraging in metropolis such as Delhi, Bombay, Kolkata, Bangalore, Chennai, Hyderabad, Ahemdabad, Kanpur, Ludhiana, and the like.

• Else the proposed scheme does deserve a live debate, formally or informally, in academic circles to explore and unveil the depth of its relevance in the contemporary context. The more the discussion it entails at different levels, the greater the chances of its being understood in the spirit conceived and presented. Acceptance and implementation will then follow in a natural course, as is necessary for any such scheme to be successful in the long run. Holding formal seminars at university and state levels on the basic theme and relevance of the scheme will also do a yeoman's service to the cause it intends to serve.

• Since we have already landed into the New Millennium, the future demands that our graduate education is highly need-specific and purpose-oriented. The specialty scheme as being proposed is, therefore, based on a serious peeping into this expectation. The sooner we see the future sense of it, the better we are in our relevance in the time to come.
SOME OTHER PERTINENT ISSUES

- Regarding E-com area program -
  E-com is a fast changing area. New developments become due for inclusion in its course structure and input details even before the old ones settle down to be stable at least for some time. The courses suggested under the graduate and master programs in E-com are, therefore, tentative and include only the prevailing bare minimum. These will have to be constantly updated to incorporate the latest that become relevant, keeping in view the local strengths and constraints of an institution offering to run an E-com program.

- Regarding professional programs personality –
  The course structure for all the four master professional programs is built-in the semester scheme. The same is expected for the graduate specialties, though left to the universities to decide and develop the two-semester break up. This may not be dispensed with at all, at least where formally provided. The provision of internal assessment must also be faithfully retained, as provided. Summer training, project report, and viva-voce requirements should be consciously met and conscientiously executed. Admissions should be made on widely competitive basis with provision for admission tests and group discussions exercises. Institutions running any of these programs will do well to keep to these essential ingredients of a specialty program like the ones here suggested.

- Regarding internal assessment and score system –
  As provided, weightage for internal assessment/evaluation in each course should preferably be not less than 30 per cent. For running the internal assessment system credibly, it is necessary to draw objective guidelines for score award and follow the same religiously without any bias. For example, one possible model of the basis for score award in internal assessment could be as follows:
  i. Two best out of three periodical class tests held in a given semester course may carry a weightage of 15 marks.
  ii. A better of the two assignment-based class presentations to be selflessly assessed by the teacher concerned may account for 5 marks.
  iii. Active participation in routine class instructional deliveries may become the basis for award of another 5 marks.
iv. Overall conduct as a responsible student, mannerism and articulation, and exhibit of leadership qualities in organizing related academic activities may claim consideration worth 5 marks.

Following any such system for deciding award in internal assessment may be too much demanding on the part of the faculty. But adherence in full respect to well defined norms, as suggested above, does increase the professional value of high specialty study programs.

- Regarding formal examination

At the end of each semester (or a full academic year, if so relevant), formal examination in each course be based on a question paper which does not give a liberal choice of attempting 5 questions out of 10. This traditional practice must be given a good bye to introduce seriousness in a formal examination exercise of the kind widely in practice. Students of a professional program, run either as a graduate or master level specialty, should be subjected to a more rigorous performance evaluation by not offering any choice. With 30 per cent weightage given to internal assessment, a question paper in each course should contain seven (7) questions, each of 10 marks, and all compulsory to attempt.

- Regarding performance grading

It does not have much of a sense in a professional study program to evaluate performance in the usual system of marks obtained and the division becoming due on the basis thereof. This is an old system, which is against the true spirit of ranking relative performance. It should be replaced by a 5-point grade ranking system.

A possible model which could be followed may, therefore, be as under:

<table>
<thead>
<tr>
<th>Division</th>
<th>Marks</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>70 or above</td>
<td>A</td>
</tr>
<tr>
<td>II-i</td>
<td>60-69</td>
<td>B</td>
</tr>
<tr>
<td>II-ii</td>
<td>50-59</td>
<td>C</td>
</tr>
<tr>
<td>III</td>
<td>40-49</td>
<td>D</td>
</tr>
<tr>
<td>Fail</td>
<td>39 or below</td>
<td>F</td>
</tr>
</tbody>
</table>

Those who know it all, will discover that the suggested grading system is more or less on a typical pattern.

- Regarding fee structure

Owing to limitation imposed by the current national thinking, higher education has to undergo paucity of public funding at an increasing rate. If universities and colleges have to compete with the private sector in providing enviable infrastructure and quality faculty,
professional specialty programs as have been proposed must be made adequately self-sustaining.

It is, therefore, necessary that the concerned institutions decide upon a fee structure high enough to generate revenue matching the demands of such programs. There is no reason why universities and colleges should lag far behind the private sector in matters of fees and other charges in a specialized program of professional nature.

- **Regarding role of universities**
  Universities adopting graduate specialty programs have special responsibilities to owe to the scheme. They will do well to help these programs succeed by constituting Coordination Committees of senior faculty drawn from commerce and management, and assigning them with the task of guiding colleges offering to run any of the proposed specialties.

  Which specialty program should be run by which college at a given place, given the faculty strengths and available infrastructure, is a question of supreme importance. It can be decided upon most objectively only by an agency of the kind suggested. The purpose should be to encourage merit and avoid competitive race. This will help lay a sound base for the scheme to flourish over the long-run.

  Given the faculty involvement, willingness, and enthusiasm, a college deciding to run a specialty program may, if it becomes necessary, even discontinue related courses as may have been adopted under the scheme of restructured courses and/or vocational scheme.

- **Regarding UGC encouragement**
  For various reasons already stated, the Commission should promise to finance holding at least four zonal seminars at suitable places to explain the genesis behind the whole, particularly the graduate-level, specialty scheme. The idea should be to popularize the programs thereunder and to encourage their adoption for being run. On examining the whole proposition in detail, the Commission should also draw a special funding scheme whereunder colleges opting for any specialty program is given some initial grant to strengthen the existing facilities relevant to these programs. This may be largely on the same pattern and reasoning as was done at the time of introduction of restructured courses and vocational scheme.

  A determined action on the line proposed will be possible only on the needed realization that graduate specialty scheme offers a great future potential for higher education becoming really terminal at the graduate level. And also that the scheme has an impressive job potential for our youths at the identified level in the business-trade-industry sector, as already brought out in Chapter III. It also prepares the more energetic and dynamic among our younger generation to initiate themselves into starting their own work.
Regarding our deficient efforts

Like any other graduate specialty programs here suggested, it would have been quite useful to add one more in Office Management and yet another in Tourism Management. Had that been done, the corresponding graduate programs would have been i) Bachelor of Office Management (BOM), and ii) Bachelor of Tourism Management (BTM). We failed to work on the first because of lack of time, while the second belonged to Tourism which is being taught as independent subject at master level in several universities.

Keeping in view the job potential of these two bachelor programs (BOM and BTM), efforts need to continue to design and offer both in due course, but essentially within the schematic structure that we have developed for B.Com and five other sister specialty programs. There is absolutely no problem in BTM serving as an effective terminal degree in view of the existing master program in Tourism Management (MTM) being a direct extension to the master stage.

The present efforts have also been deficient owing to our failure to design a master level course structure in Banking and Insurance Management. It was mainly because the process of banking practices now on the threshold of undergoing radical changes, is yet to be over. As the courses of study in Insurance are also at an early developing stage, an exercise on working out a master degree program in Banking and Insurance should not be delayed. This is urgently needed also because the suggested bachelor specialty program in this area requires extension to the master level, for the former to serve as a terminal degree.
GRADUATE-LEVEL PROGRAMME STRUCTURE

SECTION I

1. BACHELOR OF COMMERCE (B.COM)

SECTION II

2. BACHELOR OF ACCOUNTING & FINANCE (BAF)
3. BACHELOR OF MARKETING (BM)
4. BACHELOR OF INTERNATIONAL BUSINESS (BIB)
5. BACHELOR OF BANKING & INSURANCE (BBI)
6. BACHELOR OF E-COMMERCE (B.E-COM)
SECTION I

CHAPTER I

BACHELOR OF COMMERCE (B.COM)

Course Structure

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>1st YEAR</td>
<td></td>
</tr>
<tr>
<td>BC 1.1</td>
<td>Business Communication</td>
</tr>
<tr>
<td>BC 1.2</td>
<td>Mathematics</td>
</tr>
<tr>
<td>BC 1.3</td>
<td>Financial Accounting</td>
</tr>
<tr>
<td>BC 1.4</td>
<td>Business Regulatory Framework</td>
</tr>
<tr>
<td>BC 1.5</td>
<td>Business Economics</td>
</tr>
<tr>
<td>BC 1.6</td>
<td>Business Environment</td>
</tr>
<tr>
<td>2nd YEAR</td>
<td></td>
</tr>
<tr>
<td>BC 2.1</td>
<td>Corporate Accounting</td>
</tr>
<tr>
<td>BC 2.2</td>
<td>Company Law</td>
</tr>
<tr>
<td>BC 2.3</td>
<td>Business Statistics</td>
</tr>
<tr>
<td>BC 2.4</td>
<td>Cost Accounting</td>
</tr>
<tr>
<td>BC 2.5</td>
<td>Principles of Business Management</td>
</tr>
<tr>
<td>BC 2.6</td>
<td>Income Tax</td>
</tr>
<tr>
<td>BC 2.7</td>
<td>Fundamentals of Entrepreneurship</td>
</tr>
<tr>
<td>3rd YEAR</td>
<td></td>
</tr>
<tr>
<td>BC 3.1</td>
<td>Info. Tech. &amp; its Implications in Business</td>
</tr>
<tr>
<td>BC 3.2</td>
<td>Money and Financial Systems</td>
</tr>
<tr>
<td>BC 3.3</td>
<td>Management Accounting</td>
</tr>
<tr>
<td>BC 3.4</td>
<td>Auditing</td>
</tr>
<tr>
<td>BC 3.5</td>
<td>Indirect Taxes</td>
</tr>
</tbody>
</table>

And any one of the following area combinations*:

<table>
<thead>
<tr>
<th>Combinations</th>
<th>Area</th>
</tr>
</thead>
<tbody>
<tr>
<td>BC 3.61</td>
<td>Financial Management</td>
</tr>
<tr>
<td>BC 3.71</td>
<td>Financial Market Operations</td>
</tr>
<tr>
<td>BC 3.62</td>
<td>Principles of Marketing</td>
</tr>
<tr>
<td>BC 3.72</td>
<td>International Marketing</td>
</tr>
<tr>
<td>BC 3.63</td>
<td>Fundamentals of Insurance</td>
</tr>
<tr>
<td>BC 3.73</td>
<td>Indian Banking System</td>
</tr>
<tr>
<td>BC 3.64</td>
<td>Internet &amp; Word Wide Web</td>
</tr>
<tr>
<td>BC 3.74</td>
<td>Essentials of E-Commerce</td>
</tr>
</tbody>
</table>

In addition to the five (5) compulsory courses (BC 3.1 to 3.5), a student in the third year may select either of the above four (4) area combinations, each consisting of two courses, as may be offered by a college and/or a university.
BACHELOR OF COMMERCE (B.COM)

COURSE INPUT DETAILS

BC 1.1 BUSINESS COMMUNICATION

Objective

The objective of this course is to develop effective business communication skills among the students.

COURSE INPUTS

UNIT I Introducing Business Communication: Basic forms of communicating; Communication models and processes; Effective communication; Theories of communication; Audience analysis.

UNIT II Self-Development and Communication: Development of positive personal attitudes; SWOT analysis; Vote’s model of interdependence; Whole communication.

UNIT III Corporate Communication: Formal and informal communication networks; Grapevine; Miscommunication (Barriers); Improving communication.

Practices in business communication; Group discussions; Mock interviews; Seminars; Effective listening exercises; Individual and group presentations and reports writing.

UNIT IV Principles of Effective Communication

UNIT V Writing Skills: Planning business messages; Rewriting and editing; The first draft; Reconstructing the final draft; Business letters and memo formats; Appearance request letters; Good news and bad news letters; Persuasive letters; Sales letters; Collection letters; Office memorandum.


Oral Presentation: Principles of oral presentation, factors affecting presentation, sales presentation, training presentation, conducting surveys, speeches to motivate, effective presentation skills.

UNIT VII Non-Verbal Aspects of Communicating.

Body language: Kinesics, Proxemics, Para language.
Effective listening: Principles of effective listening; Factors affecting listening exercises; Oral, written, and video sessions.

Interviewing Skills: Appearing in interviews; Conducting interviews; Writing resume and letter of application.

Modern Forms of Communicating: Fax; E-mail; Video conferencing; etc.

International Communication: Cultural sensitiveness and cultural context; Writing and presenting in international situations; Inter-cultural factors in interactions; Adapting to global business.

Suggested Readings

BC 1.2 Business Mathematics

Objective

The objective of this course is to enable the students to have such minimum knowledge of Mathematics as is applicable to business and economic situations.

Course Inputs

UNIT I Calculus (Problems and theorems involving trigonometrical ratios are not to be done).

Differentiation: Partial derivatives up to second order; Homogeneity of functions and Euler's theorem; Total differentials; Differentiation of implicit function with the help of total differentials.

Maxima and Minima; Cases of one variable involving second or higher order derivatives; Cases of two variables involving not more than one constraint.

Integration: Integration as anti-derivative process; Standard forms; Methods of integration-by substitution, by parts, and by use of partial fractions; Definite integration; Finding areas in simple cases; Consumers and producers surplus; Nature of Commodities Learning Curve; Leontiff Input-Output Model.

UNIT II Matrices and Determinants: Definition of a matrix; Types of matrices; Algebra of matrices; Properties of determinants; Calculation of values of determinants up to third order; Adjoint of a matrix, elementary row or column operations; Finding inverse of a matrix through adjoint and elementary row or column operations; Solution of a system of linear equations having unique solution and involving not more than three variables.

UNIT III Linear Programming-Formulation of LPP: Graphical method of solution; Problems relating to two variables including the case of mixed constraints; Cases having no solution, multiple solutions, unbounded solution and redundant constraints.

Simplex Method - Solution of problems up to three variables, including cases of mixed constraints; Duality; Transportation Problem.

UNIT IV Compound Interest and Annuities: Certain different types of interest rates; Concept of present value and amount of a sum; Types of annuities; Present value and amount of an annuity, including the case of continuous compounding; Valuation of simple loans and debentures; Problems relating to sinking funds.
Suggested Readings

BC 1.3 **FINANCIAL ACCOUNTING**

**Objective**

To impart basic accounting knowledge as applicable to business.

**COURSE INPUTS**

**UNIT I**
Meaning and Scope of Accounting: Need, development, and definition of accounting; Book-keeping and accounting; Persons interested in accounting; Disclosures; Branches of accounting; Objectives of accounting.

**UNIT II**
Accounting Principles: International accounting standards (only outlines); Accounting principles; Accounting standards in India.

**UNIT III**
Accounting Transactions: Accounting Cycle; Journal; Rules of debit and credit; Compound journal entry; Opening entry; Relationship between journal and ledger; Rules regarding posting; Trial balance; Sub division of journal.

**UNIT IV**
Capital and Revenue: Classification of Income; Classification of expenditure; Classification of receipts.
Accounting concept of income; Accounting concepts and income measurement; Expired cost and income measurement.
Final accounts; Manufacturing account; Trading account; Profit and loss account; Balance sheet; Adjustment entries.
Rectification of errors; Classification of errors; Location of errors; Rectification of errors; Suspense account; Effect on profit.

**UNIT V**
Depreciation Provisions, and Reserves: Concept of depreciation; Causes of depreciation; Depreciation, depletion, amortization, and dilapidation; Depreciation accounting; Methods of recording depreciation; Methods for providing depreciation; Depreciation of different assets; Depreciation of replacement cost; Depreciation policy; as per Accounting Standard: 4; Depreciation accounting; Provisions and reserves.

**UNIT VI**
Sectional Balancing System: Self balancing system, including rectification of errors.

**UNIT VII**
Accounts of Non-Trading Institutions

**UNIT VIII**
Special Accounting Areas
Consignment Accounts: Important terms; Accounting records; Valuation of unsold stock; Conversion of consignment into branch.
Joint Venture Accounts: Meaning of joint venture; Joint venture and partnership; Accounting records.
Branch Accounts: Dependent branch; Debtors system, stock and debtor system; Final accounts system; Wholesale branch; Independent branch; Foreign branch; Hire-purchase and installment purchase system; Meaning of hire-purchase contract; Legal provision regarding hire-purchase contract; Accounting records for goods of substantial sale values, and accounting records for goods of small values; Installment purchase system; After sales service.

UNIT IX Partnership Accounts: Essential characteristics of partnership; Partnership deed; Final accounts; Adjustments after closing the accounts; Fixed and fluctuating capital; Goodwill; Joint Life Policy; Change in Profit Sharing Ratio.
Reconstitution of a partnership firm - Admission of a partner; Retirement of a partner; Death of a partner; Amalgamation of partnership firms; Dissolution of a partnership firm - Modes of dissolution of a firm; Accounting entries; Insolvency of partners; Sale of firm to a company; Gradual realization of assets and piecemeal distribution.

Suggested Readings

1. Anthony, R.N. and Reece, J.S.: Accounting Principles; Richard Irwin Inc.
5. Compendium of Statement and Standards of Accounting : The Institute of Chartered Accountants of India, New Delhi.
BC 1.4 BUSINESS REGULATORY FRAMEWORK

Objective

The objective of this course is to provide a brief idea about the framework of Indian business laws.

COURSE INPUTS

UNIT I Law of Contract (1872): Nature of contract; Classification; Offer and acceptance; Capacity of parties to contract; Free consent; Consideration; Legality of object; Agreement declared void; Performance of contract; Discharge of contract; Remedies for breach of contract.

UNIT II Special Contracts: Indemnity; Guarantee; Bailment and pledge; Agency.

UNIT III Sale of Goods Act 1930: Formation of contracts of sale; Goods and their classification, price; Conditions, and warranties; Transfer of property in goods; Performance of the contract of sales; Unpaid seller and his rights, sale by auction; Hire purchase agreement.

UNIT IV Negotiable Instrument Act 1881: Definition of negotiable instruments; Features; Promissory note; Bill of exchange & cheque; Holder and holder in the due course; Crossing of a cheque, types of crossing; Negotiation; Dishonuor and discharge of negotiable instrument.

UNIT V The Consumer Protection Act 1986: Salient features; Definition of consumer; Grievance redressal machinery;

UNIT VI Foreign Exchange Management Act 2000: Definitions and main provisions.

Suggested Readings

BC 1.5 BUSINESS ECONOMICS

Objective
This course is meant to acquaint the students with the principles of Business Economics as are applicable in business.

COURSE INPUTS

UNIT I Introduction: Basic problems of an economy; Working of price mechanism.

UNIT II Elasticity of Demand: Concept and measurement of elasticity of demand; Price, income and cross elasticities; Average revenue, marginal revenue, and elasticity of demand; Determinants of elasticity of demand; Importance of elasticity of demand.

UNIT III Production Function: Law of variable proportions; Iso-quants; Economic regions and optimum factor combination; Expansion path; Returns to scale; Internal and external economies and diseconomies; Ridge lines.

UNIT IV Theory of Costs: Short-run and long-run cost curves - traditional and modern approaches.

UNIT V Market Structures: Market structures and business decisions; Objectives of a business firm.
   a. Perfect Competition: Profit maximization and equilibrium of firm and industry; Short-run and long run supply curves; Price and output determination. Practical applications.
   b. Monopoly: Determination of price under monopoly; Equilibrium of a firm; Comparison between perfect competition and monopoly; Multi-plant monopoly; Price discrimination. Practical applications.
   c. Monopolistic Competition: Meaning and characteristics; Price and output determination under monopolistic competition; Product differentiations; Selling costs; Comparison with perfect competition; Excess capacity under monopolistic competition
   d. Oligopoly: Characteristics, indeterminate pricing and output; Classical models of oligopoly; Price leadership; Collusive oligopoly; Kinked demand curve.

UNIT VI Factor Pricing-I: Marginal Productivity theory and demand for factors; Nature of supply of factor inputs; Determination of wage rates under perfect competition and monopoly; Exploitation of labor; Rent —concept; Ricardian and modern theories of rent; Quasi-rent.

UNIT VII Factor Pricing-II: Interests —concept and theories of interest; Profit —nature, concepts, and theories of profit.
Suggested Readings

1. John P. Gould, Jr. and Edward P. Lazear: Micro-economic Theory; All India Traveller, Delhi.
BC 1.6 BUSINESS ENVIRONMENT

Objective
This course aims at acquainting the students with the emerging issues in business at the national and international level in the light of the policies of liberalization and globalization.

COURSE INPUTS

UNIT I Indian Business Environment: Concept, components, and importance
UNIT II Economic Trends (overview): Income; Savings and investment; Industry; Trade and balance of payments, Money; Finance; Prices.
UNIT III Problems of Growth: Unemployment; Poverty; Regional imbalances; Social injustice; Inflation; Parallel economy; Industrial sickness.
UNIT IV Role of Government: Monetary and fiscal policy; Industrial policy; Industrial licensing, Privatization; Devaluation; Export-Import policy; Regulation of foreign investment; Collaborations in the light of recent changes.
UNIT V The Current Five Year Plan: Major policies; Resource allocation.
UNIT VI International Environment: International trading environment (overview); Trends in world trade and the problems of developing countries; Foreign trade and economic growth; International economic groupings; International economic institutions – GATT, WTO, UNCTAD, World Bank, IMF; GSP; GSTP; Counter trade.

Suggested Readings
BC 2.1  **CORPORATE ACCOUNTING**

Objective

This course enable the students to develop awareness about corporate accounting in conformity with the provisions of Companies Act.

**COURSE INPUTS**

**UNIT I**  
Issue, Forfeiture, and Re-issue of Shares: Redemption of preference shares; Issue and redemption of debentures.

**UNIT II**  
Final accounts: Excluding computation of managerial remuneration, and disposal of profit.

**UNIT III**  
Valuation of Goodwill and Shares.

**UNIT IV**  
Accounting For Amalgamation of Companies as per Indian Accounting Standard 14; Accounting for internal reconstruction-excluding inter-company holdings and reconstruction schemes.

**UNIT V**  
Consolidated Balance Sheet of holding companies with one subsidiary only.

**UNIT VI**  
Statement of Changes in Financial Position - on cash basis and working capital basis; Familiarity with Indian Accounting Standard 3.

**Suggested Readings**

BC 2.2  COMPANY LAW

Objective
The objective of this course is to provide basic knowledge of the provisions of the Companies Act. 1956, along with relevant case law.

COURSE INPUTS
The Companies Act, excluding provisions relating to accounts and audit sections, managing agents and secretaries and treasurers Sections 324 - 388E, arbitration, compromises, arrangements and reconstructions - sections 389-396).
UNIT I  Corporate personality; Kinds of companies
UNIT II  Promotion on and incorporation of companies
UNIT III Memorandum of Association; Articles of Association; Prospectus.
UNIT IV  Shares; sharecapital; Members; Share capital –transfer and transmission.
UNIT V  Capital management –borrowing powers, mortgages and charges, debentures.
UNIT VI  Directors –Managing Director, whole time director.
UNIT VII Company meetings -kinds, quorum, voting, resolutions, minutes.
UNIT VIII Majority powers and minority rights; Prevention of oppression and mismanagement.
UNIT IX  Winding up - kinds and conduct

Suggested Readings
BC 2.3 BUSINESS STATISTICS

Objective
It enable the students to gain understanding of statistical techniques as are applicable to business.

COURSE INPUTS

UNIT I
Introduction: Statistics as a subject; Descriptive Statistics – compared to Inferential Statistics; Types of data; Summation operation; Rules of Sigma Σ operations,

UNIT II
Analysis of Univariate Data: Construction of a frequency distribution; Concept of central tendency and dispersion – and their measures; Partition values; Moments; Skewness and measures; Kurtosis and measures.

UNIT III
Analysis of Bivariate Data: Linear regression and correlation.

UNIT IV
Index Number: Meaning, types, and uses; Methods of constructing price and quantity indices (simple and aggregate); Tests of adequacy; Chain-base index numbers; Base shifting, splicing, and deflating; Problems in constructing index numbers; Consumer price index.

UNIT V
Analysis of Time Series: Causes of variations in time series data; Components of a time series; Decomposition -Additive and multiplicative models; Determination of trend - Moving averages method and method of least squares (including linear, second degree, parabolic, and exponential trend); Computation of seasonal indices by simple averages, ratio-to-trend, ratio-to-moving average, and link relative methods.

UNIT VI
Forecasting and Methods: Forecasting-concept, types, and importance; General approach to forecasting; Methods of forecasting; Forecasting demand; Industry Vs Company sales forecasts; Factors affecting company sales.

UNIT VII
Theory of Probability: Probability as a concept; The three approaches to defining probability; Addition and multiplication laws of probability; Conditional probability; Bayes' Theorem; Expectation and variance of a random variable.

UNIT VIII
Probability Distributions: Probability distribution as a concept; Binomial, Poisson, and Normal distributions –their properties and parameters; Empirical distribution – generating; Applications to business.

Suggested Readings
BC 2.4 COST ACCOUNTING

Objective
This course exposes the students to the basic concepts and the tools used in cost accounting.

COURSE INPUTS

UNIT I Introduction: Nature and scope of cost accounting; Cost concepts and classification; Methods and techniques; Installation of costing system; Concept of cost audit.

UNIT II Accounting for Material: Material control; Concept and techniques; Pricing of material issues; Treatment of material losses.

UNIT III Accounting for Labour: Labour cost control procedure; Labour turnover; Idle time and overtime; Methods of wage payment -time and piece rates; Incentive schemes.

UNIT IV Accounting for Overheads: Classification and departmentalization; Absorption of overheads; Determination of overhead rates; Under and over absorption, and its treatment.

UNIT V Cost Ascertainment: Unit costing; Job, batch and contract costing; Operating costing; Process costing - excluding inter-process profits, and joint and by-products.

UNIT VI Cost Records: Integral and non-integral system; Reconciliation of cost and financial accounts.

Suggested Readings
7. Tulisan P.C; Practical Costing: Vikas, New Delhi.
BC 2.5 PRINCIPLES OF BUSINESS MANAGEMENT

Objective
This course familiarizes the students with the basics of principles of management

COURSE INPUTS

UNIT I Introduction: Concept, nature, process, and significance of management; Managerial roles (Mintzberg); An overview of functional areas of management; Development of management thought; Classical and neo-classical systems; Contingency approaches.

UNIT II Planning: Concept, process, and types. Decision making - concept and process; Bounded rationality; Management by objectives; Corporate planning; Environment analysis and diagnosis; Strategy formulation.

UNIT III Organizing: Concept, nature, process, and significance; Authority and responsibility relationships; Centralization and decentralization; Departmentation; Organization structure - forms and contingency factors.

UNIT IV Motivating and Leading People at Work: Motivation – concept; Theories - Maslow, Herzberg, McGregor, and Ouchi; Financial and non-financial incentives.
Leadership – concept and leadership styles; Leadership theories (Tannenbaum and Schmidt.); Likert's System Management;
Communication – nature, process, networks, and barriers; Effective communication.

UNIT V Managerial Control: Concept and process; Effective control system; Techniques of control – traditional and modern.

UNIT VI Management of Change: Concept, nature, and process of planned change; Resistance to change; Emerging horizons of management in a changing environment.

Suggested Readings
7. Stoner and Freeman: Management; Prentice-Hall, New Delhi.
BC 2.6 INCOME TAX

Objective
It enables the students to know the basics of Income Tax Act and its implications.

COURSE INPUTS

UNIT I  Basic Concepts: Income, agricultural income, casual income, assessment year, previous year, gross total income, total income, person; Tax evasion, avoidance, and tax planning.

UNIT II  Basis of Charge: Scope of total income, residence and tax liability, income which does not form part of total income.

UNIT III  Heads of Income: Salaries; Income from house property; Profit and gains of business or profession, including provisions relating to specific business; Capital gains; Income from other sources.

UNIT IV  Computation of Tax Liability: Computation of total income and tax liability of an individual, H.U.F., and firm; Aggregation of income; Set-off and carry forward of losses; Deduction from gross total income.

UNIT V  Tax Management: Tax deduction at source; Advance payment of tax; Assessment procedures; Tax planning for individuals.

UNIT VI  Tax Administration: Authorities, appeals, penalties.

Suggested Readings
5. Girish Ahuja and Ravi Gupta: Systematic approach to income tax; Sahitya Bhawan Publications, New Delhi.
BC 2.7  FUNDAMENTALS OF ENTREPRENEURSHIP

Objective

It provides exposure to the students to the entrepreneurial culture and industrial growth so as to preparing them to set up and manage their own small units.

COURSE INPUTS

UNIT I  Introduction: The entrepreneur; Definition; Emergence of entrepreneurial class; Theories of entrepreneurship; Role of socio-economic environment; Characteristics of entrepreneur; Leadership; Risk taking; Decision-making and business planning.

UNIT II  Promotion of a Venture: Opportunities analysis; External environmental analysis – economic, social, and technological; Competitive factors; Legal requirements for establishment of a new unit, and raising of funds; Venture capital sources and documentation required.

UNIT III  Entrepreneurial Behaviour: Innovation and entrepreneur; Entrepreneurial behavior and Psycho-Theories, Social responsibility.

UNIT IV  Entrepreneurial Development Programmes (EDP): EDP, their role, relevance, and achievements; Role of Government in organizing EDPs; Critical evaluation.

UNIT V  Role Of Entrepreneur: Role of an entrepreneur in economic growth as an innovator, generation of employment opportunities, complimenting and supplementing economic growth, bringing about social stability and balanced regional development of industries; Role in export promotion and import substitution, forex earnings, and augmenting and meeting local demand.

Suggested Readings

1. Tandon B.C: Environment and Entrepreneur; Chugh Publications, Allahabad.
5. Pandey I.M: Venture Capital - The Indian Experience; Prentice Hall of India.
BC 3.1 INFORMATION TECHNOLOGY AND ITS APPLICATIONS IN BUSINESS

Objective

The objective of the course is to familiarize the students with the innovations in information technology and how it affects business. An understanding of the ground rules of these technologies will enable the students to appreciate the nitty-gritty of E-Commerce.

COURSE INPUTS

UNIT I
Information Revolution and Information Technology (IT): Deployment of IT in Business; Basic features of IT; Impact of IT on business environment and social fabric; Invention of writing; Written books; Printing press and movable type – Gutenberg’s invention; Radio, telephone, wireless and satellite communication; Computing and dissemination of information and knowledge and convergence of technologies (internet with Wireless – WAP).

UNIT II
Fundamentals of Computers: Data, information and EDP: Data, information, need and concept of data and information; Levels of information from data; Data processing; Electronic data processing; Electronic machines;
Number Systems and Codes: Different number systems - binary, octal, decimal, hexagonal, and their conversion codes used in computers; BCD, EBCDIC, ASCII; Gray and conversions.
Computer Arithmetic and Gates: Binary arithmetic, complements, addition and subtraction; Conversion from one system to another; Logic Gates, their truthtable and applications minimisation, and K-maps.
Computer Processing System: Definition of computer; Hardware/software concepts; Generation of computers; Types of computers; Elements of digital computer; CPU and its functions; Various computer systems.
I/O devices: Basic concepts of I/O devices; Various input devices - Keyboard, mouse; MICR, OCR, microphones.
Various output devices: VDU, printer, plotter, spooling, LS.
Storage Devices: Primary and secondary memory; Types of memories;; Memory capacity and its enhancement; Memory devices and their comparisons; Auxiliary storage, tapes, disks (magnetic and optical); Various devices and their comparison.
System Software - Role of Software, Different System Software: O.S., utilities, element of O.S.-its types and variations; DOS and windows.
Computer and Networks: Need of communication; Data transmission; Baud; Bandwidth; Communication channel; Multiplexing; Basic network concepts; O.S.I. model; Types of topologies; LAN, WAN; Client server concept.

UNIT III Computer-based Business Applications

Word Processing: Meaning and role of word processing in creating of documents, editing, formatting, and printing documents, using tools such as spelling check, thesaurus, etc. in word processors (MS-Word);

Electronic Spreadsheet: Structure of spreadsheet and its applications to accounting, finance, and marketing functions of business; Creating a dynamic/sensitive worksheet; Concept of absolute and relative cell reference; Using built-in functions; Goal seeking and solver tools; Using graphics and formatting of worksheet; Sharing data with other desktop applications; Strategies of creating error-free worksheet (MS-Excel, Lotus 123). Practical knowledge of Wings Accounting (Software), Tally etc.

Programming under a DBMS environment: The concept of data base management system; Data field, records, and files, Sorting and indexing data; Searching records, designing queries, and reports; Linking of data files; Understanding programming environment in DBMS; Developing menu driven applications in query language (MS-Access).

UNIT IV Electronic Data Interchange (EDI)

Introduction to EDI; Basics of EDI; EDI standards; Financial EDI (FEDI); FEDI for international trade transaction; Applications of EDI; Advantages of EDI; Future of EDI.

UNIT V The Internet and its Basic Concepts

Internet-concept, history, development in India; Technological foundation of internet; Distributed computing; Client-server computing; Internet protocol suite; Application of distributed computing; Client-server computing; Internet protocol suite in the internet environment; Domain Name System (DNS); Domain Name Service (DNS); Generic top-level domain (gTLD); Country code top-level domain (ccTLD); - India; Allocation of second-level domains; IP addresses; Internet protocol; Applications of internet in business, education, governance, etc.

UNIT VI Information System Audit

Basic idea of information audit; Difference with the traditional concepts of audit; Conduct and applications of IS audit in internet environment.
Suggested Readings


BC 3.2 MONEY AND FINANCIAL SYSTEMS

Objective

This course exposes the students to the working of money and financial system prevailing in India.

COURSE INPUTS

UNIT I Money: Functions; Alternative measures to money supply in India - their different components; Meaning and changing relative importance of each; High powered money - meaning and uses; Sources of changes in high powered money.

UNIT II Finance: Role of finance in an economy; Kinds of finance; Financial system; Components; Financial intermediaries; Markets and instruments, and their functions.

UNIT III Indian Banking System: Definition of bank; Commercial banks - importance and functions; Structure of commercial banking system in India; Balance sheet of a Bank; Meaning and importance of main liabilities and assets; Regional rural banks; Cooperative banking in India.

UNIT IV Process of Credit Creation By Banks: Credit creation process; Determination of money supply and total bank credit.
UNIT V Development Banks and Other Non-Banking Financial Institutions: Their main features; Unregulated credit markets in India – main feature.

UNIT VI The Reserve Bank of India: Functions; Instruments of monetary and credit control; Main features of monetary policy since independence.

UNIT VII Problems and Policies of Allocation of Institutional Credit: Problems between the government and the commercial sector; Inter-sectoral and inter-regional problems; Problems between large and small borrowers; Operation of conflicting pressure before and after bank nationalization in 1969.

UNIT VIII Interest Rates: Various rates in India (viz. bond rate, bill rate, deposit rates, etc.); Administered rates and market-determined rates; Sources of difference in rates of interest; Behavior of average level of interest rates since 1951 – impact of inflation and inflationary expectations.

Suggested Readings
2. Gupta S.B: Monetary Planning of India; S.Chand, New Delhi.
6. Reserve Bank of India: Bulletins
7. Reserve Bank of India: Annual Report(s)
12. Khubchandani: Practice and Law of Banking; Macmillan India Ltd, New Delhi,
13. Hatler: Bank Investment and Funds Management; Macmillan India Ltd, New Delhi,
14. Merrill: Financial Planning in the Bank; Macmillan India Ltd, New Delhi,
BC 3.3 MANAGEMENT ACCOUNTING

Objective
This course provides the students an understanding of the application of accounting techniques for management.

COURSE Inputs

UNIT I Management Accounting: Meaning, nature, scope, and functions of management accounting; Role of management accounting in decision making; Management accounting vs financial accounting; Tools and techniques of management accounting

UNIT II Financial Statements: Meaning and types of financial statements; Limitations of financial statements; Objectives and methods of financial statements analysis; Ratio analysis; Classification of ratios – Profitability ratios, turnover ratios, liquidity ratios, turnover ratios; Advantages of ratio analysis; Limitations of accounting ratios.

UNIT III Funds Flow Statement as per Indian Accounting Standard 3, cash flow statement.

UNIT IV Absorption and Marginal Costing: Marginal and differential costing as a tool for decision making – make or buy; Change of product mix; Pricing; Break-even analysis; Exploring new markets; Shutdown decisions.

UNIT V Budgeting for Profit Planning and Control: Meaning of budget and budgetary control; Objectives; Merits and limitations; Types of budgets; Fixed and flexible budgeting; Control ratios; Zero base budgeting; Responsibility accounting; Performance budgeting.

UNIT VI Standard Costing and Variance Analysis: Meaning of standard cost and standard costing; Advantages and application; Variance analysis – material; Labour and overhead (two-way analysis); Variances.

Suggested Readings
BC 3.4 AUDITING

Objective
This course aims at imparting knowledge about the principles and methods of auditing and their applications.

COURSE INPUTS

UNIT I Introduction: Meaning and objectives of auditing; Types of audit; Internal audit.

UNIT II Audit Process: Audit programme; Audit and books; Working papers and evidences; Consideration for commencing an audit; Routine checking and test checking.

UNIT III Internal Check System: Internal control.

UNIT IV Audit Procedure: Vouching; Verification of assets and liabilities.

UNIT V Audit of Limited Companies:
   a. Company auditor - Appointment, powers, duties, and liabilities.
   b. Divisible profits and dividend.
   d. Special audit of banking companies.
   e. Audit of educational institutions.
   f. Audit of insurance companies.

UNIT VI Investigation: Investigation; Audit of non profit companies,
   a. where fraud is suspected, and
   b. when a running a business is proposed.

UNIT VII Recent Trends in Auditing: Nature and significance of cost audit; Tax audit; Management audit.

Suggestion Readings
3. Pagare Dinkar: Principles and Practice of Auditing; Sultan Chand, New Delhi.
BC 3.5 INDIRECT TAXES

Objective

This course aims at imparting basic knowledge about major indirect taxes.

COURSE INPUTS

UNIT I Central Excise: Nature and scope of Central Excise; Important terms and definitions under the Central Excise Act; General procedures of central excise; Clearance and excisable goods; Concession to small scale industry under Central Excise Act; CENVAT.

UNIT II Customs: Role of customs in international trade; Important terms and definitions under the Customs Act 1962; Assessable value; Baggage; Bill of entry; Dutiable goods; Duty; Exporter; Foreign going vessel; Aircraft goods; Import; Import Manifest; Importer; Prohibited goods; Shipping bill; Store; Bill of lading; Export manifest; Letter of credit; Kinds of duties – basic, auxiliary, additional or countervailing; Basics of levy – advalorem, specific duties; Prohibition of export and import of goods, and provisions regarding notified & specified goods; Import of goods – Free import and restricted import; Type of import – import of cargo, import of personal baggage, import of stores.

Clearance Procedure – For home consumption, for warehousing, for re-export;
Clearance procedure for import by post; Prohibited exports; Canalised exports; Exports against licensing; Type of exports, export of cargo, export of baggage; Export of cargo by land, sea, and air routes.

UNIT III Central Sales Tax.: Important terms and definitions under the Central Sales Tax Act 1956 – Dealer, declared good, place of business, sale, sale price, turnover, year, appropriate authority; Nature and scope of Central Sales Tax Act; Provisions relating to inter-state sales; Sales in side a state; Sales/purchase in the course of imports and exports out of India.

Registration of dealers and procedure thereof; Rate of tax; Exemption of subsequent sales; Determination of turnover.

Principles for determining levy of central sales tax; Concept of sale or purchase of goods in the course of central /state trading; When does sales or purchase of goods take place inside the state; When does the sale or purchase of goods take place in the course of imports or exports.
Registration of dealer and procedures thereof; Rate of tax; Sales against ‘C’ and ‘D’ forms; Exemption of subsequent sales.

Branch and consignment transfer; Determination of turnover; Deduction from turnover.

Suggested Readings

2. Customs Act.
COMBINATION-I (FINANCE AREA)

BC 3.61 FINANCIAL MANAGEMENT

Objective
The objective of this course is to help students understand the conceptual framework of financial management.

COURSE INPUTS

UNIT I Financial Management: Financial goals; Profit vs wealth maximization; Financial functions – investment, financing, and dividend decisions; Financial planning.

UNIT II Capital Budgeting: Nature of investment decisions, investment evaluation criteria, payback period, accounting rate of return, net present value, internal rate of return profitability index; NPV and IRR comparison.

UNIT III Cost of Capital: Significance of cost of capital; Calculating cost of debt; Preference shares, equity capital, and retained earnings; Combined (weighted) cost of capital.

UNIT IV Operating and Financial Leverage: Their measure; Effects on profit, analyzing alternate financial plans, combined financial and operating leverage.

UNIT V Capital Structure: Theories and determinants.

UNIT VI Dividend Policies: Issues in dividend policies; Walter's model; Gordon's model; M.M. Hypothesis, forms of dividends and stability in dividends, determinants.

UNIT VII Management of Working Capital: Nature of working capital, significance of working capital, operating cycle and factors determining of working capital requirements; Management of working capital –cash, receivables, and inventories.

Suggested Readings
BC 3.71  **Financial Market Operations**

**Objective**
This course aims at acquainting the students with the working of financial markets in India.

**Course Inputs**

**UNIT I**  An overview of financial markets in India

**UNIT II**  Money Market: Indian money market's composition and structure; (a) Acceptance houses, (b) Discount houses, and (c) Call money market; Recent trends in Indian money market.

**UNIT III**  Capital Market: Security market -(a) New issue market, (b) Secondary market; Functions and role of stock exchange; Listing procedure and legal requirements; Public issue - pricing and marketing; Stock exchanges –National Stock Exchange and over-the-counter exchanges.

**UNIT IV**  Securities Contract and Regulations Act: Main provisions.

**UNIT V**  Investors Protection: Grievances concerning stock exchange dealings and their removal; Grievance cells in stock exchanges; SEBI; Company Law Board; Press; Remedy through courts.

**UNIT VI**  Functionaries on Stock Exchanges: Brokers, sub brokers, market makers, jobbers, portfolio consultants, institutional investors, and NRIs.

**UNIT VII**  Financial Services: Merchant banking –functions and roles; SEBI guidelines; Credit rating –concept, functions, and types.

**Suggested Readings**

3. Gupta Suraj B: Monetary Planning in India; Oxford, Delhi.
6. R.B.I.: Functions and Working
COMBINATION -II (MARKETING AREA)

BC 3.62 PRINCIPLES OF MARKETING

Objective
The objective of this course is to help students to understand the concept of marketing and its applications.

COURSE CONTENTS

UNIT I Introduction: Nature and scope of marketing; Importance of marketing as a business function, and in the economy; Marketing concepts –traditional and modern; Selling vs. marketing; Marketing mix; Marketing environment.

UNIT II Consumer Behaviour and Market Segmentation: Nature, scope, and significance of consumer behaviour; Market segmentation –concept and Importance; Bases for market segmentation.

UNIT III Product: Concept of product, consumer, and industrial goods; Product planning and development; Packaging -role and functions; Brand name and trade mark; After-sales service; Product life cycle concept.

UNIT IV Price: Importance of price in the marketing mix; Factors affecting price of a product/service; Discounts and rebates.

UNIT V Distributions Channels and Physical Distribution: Distribution channels - concept and role; Types of distribution channels; Factors affecting choice of a distribution channel; Retailer and wholesaler; Physical distribution of goods; Transportation; Warehousing; Inventory control; Order processing.

UNIT VI Promotion: Methods of promotion; Optimum promotion mix; Advertising media – their relative merits and limitations; Characteristics of an effective advertisement; Personal selling; Selling as a career; Classification of a successful sales person; Functions of salesman.

Suggested Readings
1. Philip Kotler: Marketing Management Englewood Cliffs; Prentice Hall, NJ.


7. Fulmer R.M: The New Marketing; McMillian, New York.


BC 3.72 INTERNATIONAL MARKETING

Objective
This course aims at acquainting student with the operations of marketing in international environment.

COURSE CONTENTS

UNIT I International Marketing: Nature, definition, and scope of international marketing; Domestic marketing vs. international marketing; International marketing environment –external and internal..

UNIT II Identifying and Selecting Foreign Market: Foreign market entry mode decisions.

UNIT III Product Planning for International Market: Product designing; Standardization vs adaptation; Branding, and packaging; Labeling and quality issues; After sales service.

UNIT IV International Pricing : Factors influencing international price; Pricing process – process and methods; International price quotation and payment terms.

UNIT V Promotion of Product/Services Abroad: Methods of international promotion; Direct mail and sales literature; Advertising; Personal selling; Trade fairs and exhibitions.

UNIT VI International Distribution: Distribution channels and logistics decisions; Selection and appointment of foreign sales agents.

UNIT VII Export Policy and Practices in India: Exim policy – an overview; Trends in India’s foreign trade; Steps in starting an export business; Product selection; Market selection; Export pricing; Export finance; Documentation; Export procedures; Export assistance and incentives.

Suggested Readings

5. Taggart J.H and Moder Mott M.C: The Essence of International Business; Prentice Hall New Delhi.
7. Fayer Weather John: International Marketing; Prentice Hall, NJ.
COMBINATION -III (BANKING AND INSURANCE)

BC 3.63 INDIAN BANKING SYSTEM

Objective
This course enables the students to know the working of the Indian banking system.

COURSE INPUTS

UNIT I Indian Banking System: Structure and organization of banks; Reserve Bank of India; Apex banking institutions; Commercial banks; Regional rural banks; Co-operative banks; Development banks.

UNIT II State Bank of India: Brief History; Objectives; Functions; Structure and organization; Working and progress.

UNIT III Banking Regulation Act, 1949: History; Social control; Banking Regulation Act as applicable to banking companies and public sector banks; Banking Regulation Act as applicable to Co-operative banks.

UNIT IV Regional Rural and Co-operative Banks in India: Functions; Role of regional rural and cooperative banks in rural India; Progress and performance.

UNIT V Reserve Bank of India: Objectives; Organization; Functions and working; Monetary policy; Credit control measures and their effectiveness.

Suggested Readings
2. Sayers R.S: Modern Banking; Oxford University Press.
3. Panandikar S.G. and Mithani D.M: Banking in India; Orient Longman.
BC 3.73 Fundamentals of Insurance

Objective
This course enables the students to know the fundamentals of insurance.

COURSE INPUTS

UNIT I Introduction to Insurance: Purpose and need of insurance; Insurance as a social security tool; Insurance and economic development.

UNIT II Fundamentals of Agency Law: Definition of an agent; Agents regulations; Insurance intermediaries; Agents' compensation.

UNIT III Procedure for Becoming an Agent: Pre-requisite for obtaining a license; Duration of license; Cancellation of license; Revocation or suspension/termination of agent appointment; Code of conduct; Unfair practices.

UNIT IV Functions of the Agent: Proposal form and other forms for grant of cover; Financial and medical underwriting; Material information; Nomination and assignment; Procedure regarding settlement of policy claims.

UNIT V Company Profile: Organizational set-up of the company; Promotion strategy; Market share; Important activities; Structure; Product; Actuarial profession; Product pricing - actuarial aspects; Distribution channels.

UNIT VI Fundamentals/Principles of Life Insurance/Marine/Fire/Medical/ General Insurance: Contracts of various kinds; Insurable Interest.

Suggested Readings
COMBINATION -IV (E-COMMERCE)

BC 3.64  INTERNET AND WORLD WIDE WEB

Objective
This course aims at familiarizing the students with the basic concepts and ground rules of Internet and the various services it offers, including designing a website, security of data/information on the Internet, and how to access information from depositories in the World Wide Web.

COURSE INPUTS

UNIT I  The mechanism of the Internet: Distributed computing; Client-server computing; Internet Protocol suite; Protocol Stack; Open System Interconnection Reference Model (OSIRM) based on the International Organization for Standardization (ISO) (Application layer, presentation layer, session. Layer; transport layer network layer, data link layer, and physical layer); TCP/IP protocol suite model; Mechanism of transmitting the message across the network and function of each layer; Processing of data at the destination; Mechanism to log onto the network; Mechanism of sending and receiving email.

UNIT II  Internet Enabled Services: Electronic mail (E-mail); Usenet & newsgroup; File transfer protocol (FTP); Telnet; Finger; Internet chat (IRC); Frequently asked questions (FAQ); The World Wide Web Consortium (W3C) – origin and evolution; Standardizing the Web; W3C members; W3C recommendations; Browsing and searching; Browsing and information retrieval; Exploring the World Wide Web; Architecture of World Wide Web; Hyperlink; Hypertext Markup Language (HTML); Hypertext Transfer Protocol (HTTP); Address – URL.

UNIT III  Designing Web Site/Web Page: WW operations, Web standards, HTML – concept and version; Naming scheme for HTML documents; HTML editor; Explanation of the structure of the homepage; Elements in HTML documents; XHTML, CSS, Extensible Stylesheet Language (SXL); Tips for designing web pages.

UNIT IV  Security of Data/Information: Security; Network security; P1NA factor -privacy; integrity, non-repudiation, authentication; SSL; Encryption; Digital signature; Digital certificate; Server security; Firewall; Password; Biometrics; Payment security; Virus protection; Hacking.
UNIT V  Web Browsing: Browsers; Basic functions of web browsers; Browsers with advanced facility; Internet explorer; Netscape navigator; Netscape Communicator.

UNIT VI  Search Engine/Directories: Directory; General features of the search engines; Approaches to website selection; Major search engines; Specialized search engines; Popular search engines/directories; Guidelines for effective searching; A general approach to searching.

Suggested Readings

1.  Agarwala Kamlesh. N. and Agarwala Deeksha: Bridge to the Online Storefront; Macmillan India New Delhi.
BC 3.74 ESSENTIALS OF E-COMMERCE

Objective
The objective of this course is to familiarize the students with the basics of e-commerce and to comprehend its potential.

COURSE INPUTS

UNIT I  Internet and Commerce: Business operations; E-commerce practices vs traditional business practices; Concepts b2b, b2c, c2c, b2g, g2h, g2c; Benefits of e-commerce to organization, consumers, and society; Limitation of e-commerce; Management issues relating to e-commerce.

UNIT II  Operations of E-commerce: Credit card transaction; Secure Hypertext Transfer Protocol (SHTP); Electronic payment systems; Secure electronic transaction (SET); SET's encryption; Process; Cybercash; Smart cards; Indian payment models.

UNIT III  Applications in B2C: Consumers' shopping procedure on the internet; Impact on dis-intermediation and re-intermediation; Global market; Strategy of traditional department stores; Products in b2c model; Success factors of e-brokers; Broker-based services online; Online travel tourism services; Benefits and impact of e-commerce on travel industry; Real estate market; Online stock trading and its benefits; Online banking and its benefits; Online financial services and their future; E-auctions -benefits, implementation, and impact.

UNIT IV  Applications in B2B: Applications of b2b; Key technologies for b2b; Architectural models of b2b; Characteristics of the supplier-oriented marketplace, buyer-oriented marketplace, and intermediary-oriented marketplace; Benefits of b2b on procurement reengineering; Just In Time delivery in b2b; Internet-based EDI from traditional EDI; Integrating EC with back-end information systems; Marketing issues in b2b.

UNIT V  Applications in Governance: EDI in governance; E-government; E-governance - applications of the internet; Concept of government-to-business, business-to-government and citizen-to-government; E-governance models; Private sector interface in e-governance.

UNIT VI  Emerging Business Models: Retail model; Media model; advisory model, Made-to-order manufacturing model; Do-it-yourself model; Information service model; Emerging hybrid models; Emerging models in India.
Suggested Readings

1. Agarwala Kamlesh. N. and Agarwala Deeksha: Bridge to Online Storefront; Macmillan India, New Delhi.
4. Tiwari Dr. Murli D.: Education and E-Governance; Macmillan India New Delhi.
7. Bhatnager Subhash and Schweare Robert (Eds); Information and Communication Technology in Development; Sage Publications India, New Delhi.
10. Agarwala Kamlesh. N.: Internet Banking; Macmillan India New Delhi.
# STATEMENT OF COURSE STRUCTURE FOR GRADUATE PROGRAMS

## FIRST YEAR

<table>
<thead>
<tr>
<th>S No.</th>
<th>BC</th>
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## SECOND YEAR

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<td>Business Accounting</td>
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## THIRD YEAR

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<td>Financial Management</td>
<td>International Marketing</td>
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<td>Fundamentals of Insurance</td>
<td>Indirect Taxes</td>
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<td>5.</td>
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<td>Indian Financial System</td>
<td>Advertising and Sales Promotion</td>
<td>India’s Foreign Trade and Policy</td>
<td>Insurance Management</td>
<td>Essentials of E-Commerce</td>
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<td>OR Comb.-IV* 3.64,3.74</td>
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B.Com (BC) Courses in Combinations I, II, III, & IV

II. BC 3.62 Principles of Marketing & BC 3.72 International Marketing
III. BC 3.63 Fundamentals of Insurance & BC 3.73 Indian Banking System
IV. BC 3.64 Internet and WW Web & BC 3.74 Essentials of E-Commerce
## SECTION - II

### CHAPTER - II

**BACHELOR OF ACCOUNTING & FINANCE (BAF)**

### Course Structure

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
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<tbody>
<tr>
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<tr>
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<td>Business Communication</td>
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<td>AF 1.2</td>
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<td>Business Economics</td>
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<tr>
<td>AF 2.2</td>
<td>Company Law</td>
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<td>Business Statistics</td>
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<td>AF 2.4</td>
<td>Cost Accounting</td>
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<td>Principles of Business Management</td>
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<td>AF 2.7</td>
<td>Fundamentals of Entrepreneurship</td>
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<td>AF 3.4</td>
<td>Financial Market Operations</td>
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<td>AF 3.6</td>
<td>Security Analysis and Portfolio Mgt.</td>
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<tr>
<td>AF 3.7</td>
<td>Financial Statements Analysis</td>
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*Training Report & General Viva Voce*
BACHELOR OF ACCOUNTING & FINANCE (BAF)

COURSE INPUT DETAILS

AF 1.1 BUSINESS COMMUNICATION (As BC 1.1)

Objective
The objective of this course is to develop effective business communication skills among the students:

COURSE INPUTS

UNIT I Introducing Business Communication: Basic forms of communicating; Communication models and processes; Effective communication; Theories of communication; Audience analysis.

UNIT II Self-Development and Communication: Development of positive personal attitudes; SWOT analysis; Vote's model of interdependence; Whole communication.

UNIT III Corporate Communication: Formal and informal communication networks; Grapevine; Miscommunication (Barriers); Improving communication.
Practices in business communication; Group discussions; Mock interviews; Seminars; Effective listening exercises; Individual and group presentations and reports writing.

UNIT IV Principles of Effective Communication

UNIT V Writing Skills: Planning business messages; Rewriting and editing; The first draft; Reconstructing the final draft; Business letters and memo formats; Appearance request letters; Good news and bad news letters; Persuasive letters; Sales letters; Collection letters; Office memorandum.

Oral Presentation: Principles of oral presentation, factors affecting presentation, sales presentation, training presentation, conducting surveys, speeches to motivate, effective presentation skills.

UNIT VII Non-Verbal Aspects of Communicating
Body language: Kinesics, Proxemics, Para language
Effective listening: Principles of effective listening; Factors affecting listening exercises; Oral, written, and video sessions.

Interviewing Skills: Appearing in interviews; Conducting interviews; Writing resume and letter of application.

Modern Forms of Communicating: Fax; E-mail; Video conferencing; etc.

International Communication: Cultural sensitiveness and cultural context; Writing and presenting in international situations; Inter-cultural factors in interactions; Adapting to global business.

**Suggested Readings**

AF 1.2 BUSINESS MATHEMATICS (As BC 1.2)

Objective
The objective of this course is to enable the students to have such minimum knowledge of Mathematics as is applicable to business and economic situations.

COURSE INPUTS

UNIT I Calculus (Problems and theorems involving trigonometrical ratios are not to be done).
Differentiation: Partial derivatives up to second order; Homogeneity of functions and Euler's theorem; Total differentials; Differentiation of implicit function with the help of total differentials.
Maxima and Minima; Cases of one variable involving second or higher order derivatives; Cases of two variables involving not more than one constraint.
Integration: Integration as anti-derivative process; Standard forms; Methods of integration-by substitution, by parts, and by use of partial fractions; Definite integration; Finding areas in simple cases; Consumers and producers surplus; Nature of Commodities Learning Curve; Leontiff Input-Output Model.

UNIT II Matrices and Determinants: Definition of a matrix; Types of matrices; Algebra of matrices; Properties of determinants; Calculation of values of determinants upto third order; Adjoint of a matrix, elementary row or column operations; Finding inverse of a matrix through adjoint and elementary row or column operations; Solution of a system of linear equations having unique solution and involving not more than three variables.

UNIT III Linear Programming-Formulation of LPP: Graphical method of solution; Problems relating to two variables including the case of mixed constraints; Cases having no solution, multiple solutions, unbounded solution and redundant constraints.
Simplex Method - Solution of problems up to three variables, including cases of mixed constraints; Duality; Transportation Problem.

UNIT IV Compound Interest and Annuities: Certain different types of interest rates; Concept of present value and amount of a sum; Types of annuities; Present value and amount of an annuity, including the case of continuous compounding; Valuation of simple loans and debentures; Problems relating to sinking funds.
Suggested Readings

3. London.
5. New Delhi.
AF 1.3 **FINANCIAL ACCOUNTING**

*(As BC 1.3)*

**Objective**

The course enables the students to gain basic accounting knowledge as applicable to business.

**Course Inputs**

**UNIT I**
Meaning and Scope of Accounting: Need, development, and definition of accounting; Book-keeping and accounting; Persons interested in accounting; Disclosures; Branches of accounting; Objectives of accounting.

**UNIT II**
Accounting Principles: International accounting standards (only outlines); Accounting principles; Accounting standards in India.

**UNIT III**
Accounting Transactions: Accounting Cycle; Journal; Rules of debit and credit; Compound journal entry; Opening entry; Relationship between journal and ledger; Rules regarding posting; Trial balance; Sub division of journal.

**UNIT IV**
Capital and Revenue: Classification of Income; Classification of expenditure; Classification of receipts.
Accounting concept of income; Accounting concepts and income measurement; Expired cost and income measurement.
Final accounts; Manufacturing account; Trading account; Profit and loss account; Balance sheet; Adjustment entries.
Rectification of errors; Classification of errors; Location of errors; Rectification of errors; Suspense account; Effect on profit.

**UNIT V**
Depreciation Provisions, and Reserves: Concept of depreciation; Causes of depreciation; Depreciation, depletion, amortization, and dilapidation; Depreciation accounting; Methods of recording depreciation; Methods for providing depreciation; Depreciation of different assets; Depreciation of replacement cost; Depreciation policy; as per Accounting Standard: 4; Depreciation accounting; Provisions and reserves.

**UNIT VI**
Sectional Balancing System: Self balancing system, including rectification of errors.

**UNIT VII**
Accounts of Non-Trading Institutions

**UNIT VIII**
Special Accounting Areas
Consignment Accounts: Important terms; Accounting records; Valuation of unsold stock; Conversion of consignment into branch.
Joint Venture Accounts: Meaning of joint venture; Joint venture & partnership; Accounting records.

Branch Accounts: Dependent branch; Debtors system, stock and debtor system; Final accounts system; Wholesale branch; Independent branch; Foreign branch; Hire-purchase and installment purchase system; Meaning of hire-purchase contract; Legal provision regarding hire-purchase contract; Accounting records for goods of substantial sale values, and accounting records for goods of small values; Installment purchase system; After sales service.

UNIT IX Partnership Accounts: Essential characteristics of partnership; Partnership deed; Final accounts; Adjustments after closing the accounts; Fixed and fluctuating capital; Goodwill; Joint Life Policy; Change in Profit Sharing Ratio.

Reconstitution of a partnership firm - Admission of a partner; Retirement of a partner; Death of a partner; Amalgamation of partnership firms; Dissolution of a partnership firm - Modes of dissolution of a firm; Accounting entries; Insolvency of partners; Sale of firm to a company; Gradual realization of assets and piecemeal distribution.

Suggested Readings

1. Anthony, R.N. and Reece, J.S.: Accounting Principles; Richard Irwin Inc.
5. Compendium of Statement and Standards of Accounting : The Institute of Chartered Accountants of India, New Delhi.
AF 1.4 BUSINESS REGULATORY FRAMEWORK (As BC 1.4)

Objective
The objective of this course is to provide a brief idea about the framework of Indian business laws.

COURSE INPUTS

UNIT I Law of Contract (1872): Nature of contract; Classification; Offer and acceptance; Capacity of parties to contract; Free consent; Consideration; Legality of object; Agreement declared void; Performance of contract; Discharge of contract; Remedies for breach of contract.

UNIT II Special Contracts: Indemnity; Guarantee; Bailment and pledge; Agency.

UNIT III Sale of Goods Act 1930: Formation of contracts of sale; Goods and their classification, price; Conditions, and warranties; Transfer of property in goods; Performance of the contract of sales; Unpaid seller and his rights, sale by auction; Hire purchase agreement.

UNIT IV Negotiable Instrument Act 1881: Definition of negotiable instruments; Features; Promissory note; Bill of exchange & cheque; Holder and holder in the due course; Crossing of a cheque, types of crossing; Negotiation; Dishonour and discharge of negotiable instrument.

UNIT V The Consumer Protection Act 1986: Salient features; Definition of consumer; Grievance redressal machinery;

UNIT VI Foreign Exchange Management Act 2000: Definitions and main provisions.

Suggested Readings
AF 1.5 BUSINESS ECONOMICS

Objective

This course is meant to acquaint the students with the principles of Business Economics as are applicable in business.

COURSE Inputs

UNIT I Introduction: Basic problems of an economy; Working of price mechanism.

UNIT II Elasticity of Demand: Concept and measurement of elasticity of demand; Price, income and cross elasticities; Average revenue, marginal revenue, and elasticity of demand; Determinants of elasticity of demand; Importance of elasticity of demand.

UNIT III Production Function: Law of variable proportions; Iso-quants; Economic regions and optimum factor combination; Expansion path; Returns to scale; Internal and external economies and diseconomies; Ridge lines.

UNIT IV Theory of Costs: Short-run and long-run cost curves - traditional and modern approaches.

UNIT V Market Structures: Market structures and business decisions; Objectives of a business firm.

  a. Perfect Competition: Profit maximization and equilibrium of firm and industry; Short-run and long run supply curves; Price and output determination. Practical applications.

  b. Monopoly: Determination of price under monopoly; Equilibrium of a firm; Comparison between perfect competition and monopoly; Multi-plant monopoly; Price discrimination. Practical applications.

  c. Monopolistic Competition: Meaning and characteristics; Price and output determination under monopolistic competition; Product differentiations; Selling costs; Comparison with perfect competition; Excess capacity under monopolistic competition

  d. Oligopoly: Characteristics, indeterminate pricing and output; Classical models of oligopoly; Price leadership; Collusive oligopoly; Kinked demand curve.

UNIT VI Factor Pricing-I: Marginal Productivity theory and demand for factors; Nature of supply of factor inputs; Determination of wage rates under perfect competition and monopoly; Exploitation of labor; Rent –concept; Ricardian and modern theories of rent; Quasi-rent.

UNIT VII Factor Pricing-II: Interests –concept and theories of interest; Profit –nature, concepts, and theories of profit.
Suggested Readings

1. John P. Gould, Jr. and Edward P. Lazear: Micro-economic Theory; All India Traveller, Delhi.
AF 1.6 BUSINESS ENVIRONMENT (As BC 1.6)

Objective
This course aims at acquainting the students with the emerging issues in business at the national and international level in the light of the policies of liberalization and globalization.

COURSE INPUTS

UNIT I Indian Business Environment: Concept, components, and importance
UNIT II Economic Trends (overview): Income; Savings and investment; Industry; Trade and balance of payments; Money; Finance; Prices.
UNIT III Problems of Growth: Unemployment; Poverty; Regional imbalances; Social injustice; Inflation; Parallel economy; Industrial sickness.
UNIT IV Role of Government: Monetary and fiscal policy; Industrial policy; Industrial licensing, Privatization; Devaluation; Export-Import policy; Regulation of foreign investment; Collaborations in the light of recent changes.
UNIT V The Current Five Year Plan: Major policies; Resource allocation.
UNIT VI International Environment: International trading environment (overview); Trends in world trade and the problems of developing countries; Foreign trade and economic growth; International economic groupings; International economic institutions – GATT, WTO, UNCTAD, World Bank, IMF; GSP; GSTP; Counter trade.

Suggested Readings
AF 2.1 **CORPORATE ACCOUNTING**  
*(As BC 2.1)*

**Objective**

This course enables students to develop awareness about corporate accounting in conformity with the provisions of Companies Act.

**COURSE INPUTS**

**UNIT I**  
Issue, Forfeiture, and Re-issue of Shares: Redemption of preference shares; Issue and redemption of debentures.

**UNIT II**  
Final accounts: Excluding computation of managerial remuneration, and disposal of profit.

**UNIT III**  
Valuation of Goodwill and Shares.

**UNIT IV**  
Accounting For Amalgamation of Companies as per Indian Accounting Standard 14; Accounting for internal reconstruction-excluding inter-company holdings and reconstruction schemes.

**UNIT V**  
Consolidated Balance Sheet of holding companies with one subsidiary only.

**UNIT VI**  
Statement of Changes in Financial Position - on cash basis and working capital basis; Familiarity with Indian Accounting Standard 3.

**Suggested Readings**

AF 2.2 COMPANY LAW

Objective

The objective of this course is to provide basic knowledge of the provisions of the Companies Act, 1956, along with relevant case law.

COURSE INPUTS

The Companies Act, excluding provisions relating to accounts and audit sections, managing agents and secretaries and treasurers Sections 324 - 388E, arbitration, compromises, arrangements and reconstructions - sections 389-396).

UNIT I Corporate personality; Kinds of companies
UNIT II Promotion on and incorporation of companies
UNIT III Memorandum of Association; Articles of Association; Prospectus.
UNIT IV Shares; sharecapital; Members; Share capital –transfer and transmission.
UNIT V Capital management –borrowing powers, mortgages and charges, debentures.
UNIT VI Directors –Managing Director, whole time director.
UNIT VII Company meetings -kinds, quorum, voting, resolutions, minutes.
UNIT VIII Majority powers and minority rights; Prevention of oppression and mismanagement.
UNIT IX Winding up - kinds and conduct

Suggested Readings

AF 2.3 BUSINESS STATISTICS (As BC 2.3)

Objective
It enable the students to gain understanding of statistical techniques as are applicable to business.

COURSE INPUTS

UNIT I Introduction: Statistics as a subject; Descriptive Statistics – compared to Inferential Statistics; Types of data; Summation operation; Rules of Sigma \( \Sigma \) operations,

UNIT II Analysis of Univariate Data: Construction of a frequency distribution; Concept of central tendency and dispersion – and their measures; Partition values; Moments; Skewness and measures; Kurtosis and measures.

UNIT III Analysis of Bivariate Data: Linear regression and correlation.

UNIT IV Index Number: Meaning, types, and uses; Methods of constructing price and quantity indices (simple and aggregate); Tests of adequacy; Chain-base index numbers; Base shifting, splicing, and deflating; Problems in constructing index numbers; Consumer price index.

UNIT V Analysis of Time Series: Causes of variations in time series data; Components of a time series; Decomposition -Additive and multiplicative models; Determination of trend - Moving averages method and method of least squares (including linear, second degree, parabolic, and exponential trend); Computation of seasonal indices by simple averages, ratio-to-trend, ratio-to-moving average, and link relative methods.

UNIT VI Forecasting and Methods: Forecasting-concept, types, and importance; General approach to forecasting; Methods of forecasting; Forecasting demand; Industry Vs Company sales forecasts; Factors affect company sales.

UNIT VII Theory of Probability: Probability as a concept; The three approaches to defining probability; Addition and multiplication laws of probability; Conditional probability; Bayes’ Theorem; Expectation and variance of a random variable.

UNIT VIII Probability Distributions: Probability distribution as a concept; Binomial, Poisson, and Normal distributions –their properties and parameters; Empirical distribution – generating; Applications to business.
Suggested Readings

AF 2.4 COST ACCOUNTING

(As BC 2.4)

Objective
This course exposes the students to the basic concepts and the tools used in cost accounting.

COURSE INPUTS

UNIT I Introduction: Nature and scope of cost accounting; Cost concepts and classification; Methods and techniques; Installation of costing system; Concept of cost audit.

UNIT II Accounting for Material: Material control; Concept and techniques; Pricing of material issues; Treatment of material losses.

UNIT III Accounting for Labour: Labour cost control procedure; Labour turnover; Idle time and overtime; Methods of wage payment -time and piece rates; Incentive schemes.

UNIT IV Accounting for Overheads: Classification and departmentalization; Absorption of overheads; Determination of overhead rates; Under and over absorption, and its treatment.

UNIT V Cost Ascertainment: Unit costing; Job, batch and contract costing; Operating costing; Process costing - excluding inter-process profits, and joint and by-products.

UNIT VI Cost Records: Integral and non-integral system; Reconciliation of cost and financial accounts.

Suggested Readings

7. Tulsian P.C; Practical Costing: Vikas, New Delhi.
AF 2.5 **PRINCIPLES OF BUSINESS MANAGEMENT**

(As BC 2.5)

**Objective**
This course familiarizes the students with the basics of principles of management

**COURSE INPUTS**

**UNIT I**  
Introduction: Concept, nature, process, and significance of management; Managerial roles (Mintzberg); An overview of functional areas of management; Development of management thought; Classical and neo-classical systems; Contingency approaches.

**UNIT II**  
Planning: Concept, process, and types. Decision making - concept and process; Bounded rationality; Management by objectives; Corporate planning; Environment analysis and diagnosis; Strategy formulation.

**UNIT III**  
Organizing: Concept, nature, process, and significance; Authority and responsibility relationships; Centralization and decentralization; Departmentation; Organization structure -forms and contingency factors.

**UNIT IV**  
Motivating and Leading People at Work: Motivation -concept; Theories -Maslow, Herzberg, McGregor, and Ouchi; Financial and non-financial incentives.  
Leadership – concept and leadership styles; Leadership theories (Tannenbaum and Schmidt.); Likert's System Management;  
Communication –nature, process, networks, and barriers; Effective communication.

**UNIT V**  
Managerial Control: Concept and process; Effective control system; Techniques of control –traditional and modern.

**UNIT VI**  
Management of Change: Concept, nature, and process of planned change; Resistance to change; Emerging horizons of management in a changing environment.

**Suggested Readings**

7. Stoner and Freeman: Management; Prentice-Hall, New Delhi.
AF 2.6 INCOME TAX

Objective

It enables the students to know the basics of Income Tax Act and its implications.

COURSE INPUTS

UNIT I Basic Concepts: Income, agricultural income, casual income, assessment year, previous year, gross total income, total income, person; Tax evasion, avoidance, and tax planning.

UNIT II Basis of Charge: Scope of total income, residence and tax liability, income which does not form part of total income.

UNIT III Heads of Income: Salaries; Income from house property; Profit and gains of business or profession, including provisions relating to specific business; Capital gains; Income from other sources.

UNIT IV Computation of Tax Liability: Computation of total income and tax liability of an individual, H.U.F., and firm; Aggregation of income; Set-off and carry forward of losses; Deduction from gross total income.

UNIT V Tax Management: Tax deduction at source; Advance payment of tax; Assessment procedures; Tax planning for individuals.

UNIT VI Tax Administration: Authorities, appeals, penalties.

Suggested Readings

5. Girish Ahuja and Ravi Gupta: Systematic approach to income tax ; Sahitya Bhawan Publications, New Delhi.
AF 2.7 FUNDAMENTALS OF ENTREPRENEURSHIP (As BC 2.7)

Objective
It provides exposure to the students to the entrepreneurial culture and industrial growth so as to preparing them to set up and manage their own small units.

Course Inputs
UNIT I Introduction: The entrepreneur; Definition; Emergence of entrepreneurial class; Theories of entrepreneurship; Role of socio-economic environment; Characteristics of entrepreneur; Leadership; Risk taking; Decision-making and business planning.

UNIT II Promotion of a Venture: Opportunities analysis; External environmental analysis – economic, social, and technological; Competitive factors; Legal requirements for establishment of a new unit, and raising of funds; Venture capital sources and documentation required.

UNIT III Entrepreneurial Behaviour: Innovation and entrepreneur; Entrepreneurial behavior and Psycho-Theories, Social responsibility.

UNIT IV Entrepreneurial Development Programmes (EDP): EDP, their role, relevance, and achievements; Role of Government in organizing EDPs; Critical evaluation.

UNIT V Role Of Entrepreneur: Role of an entrepreneur in economic growth as an innovator, generation of employment opportunities, complimenting and supplementing economic growth, bringing about social stability and balanced regional development of industries; Role in export promotion and import substitution, forex earnings, and augmenting and meeting local demand.

Suggested Readings
1. Tandon B.C: Environment and Entrepreneur; Chugh Publications, Allahabad.
5. Pandey I.M: Venture Capital - The Indian Experience; Prentice Hall of India.
AF 3.1 INFORMATION TECHNOLOGY AND ITS APPLICATIONS IN BUSINESS (As BC 3.1)

Objective
The objective of the course is to familiarize the students with the innovations in information technology and how it affects business. An understanding of the ground rules of these technologies will enable the students to appreciate the nitty-gritty of E-Commerce.

COURSE INPUTS

UNIT I Information Revolution and Information Technology (IT): Deployment of IT in Business; Basic features of IT; Impact of IT on business environment and social fabric; Invention of writing; Written books; Printing press and movable type – Gutenberg’s invention; Radio, telephone, wireless and satellite communication; Computing and dissemination of information and knowledge and convergence of technologies (internet with Wireless – WAP).

UNIT II Fundamentals of Computers: Data, information and EDP: Data, information, need and concept of data and information; Levels of information from data; Data processing; Electronic data processing; Electronic machines;

a. Number Systems and Codes: Different number systems - binary, octal, decimal, hexagonal, and their conversion codes used in computers; BCD, EBCDIC, ASCII; Gray and conversions.

b. Computer Arithmetic and Gates: Binary arithmetic, complements, addition and subtraction; Conversion from one system to another; Logic Gates, their truthtable and applications minimisation, and K-maps.

c. Computer Processing System: Definition of computer; Hardware/software concepts; Generation of computers; Types of computers; Elements of digital computer; CPU and its functions; Various computer systems.

d. I/O devices: Basic concepts of I/O devices; Various input devices - Keyboard, mouse; MICR, OCR, microphones.

e. Various output devices: VDU, printer, plotter, spooling, LS.

f. Storage Devices: Primary and secondary memory; Types of memories;; Memory capacity and its enhancement; Memory devices and their comparisons; Auxiliary storage, tapes, disks (magnetic and optical); Various devices and their comparison.

g. System Software - Role of Software, Different System Software: O.S., utilities, element of O.S. -its types and variations; DOS and windows.
h. Computer and Networks: Need of communication; Data transmission; Baud; Bandwidth; Communication channel; Multiplexing; Basic network concepts; O.S.I. model; Types of topologies; LAN, WAN; Client server concept.

UNIT III Computer-based Business Applications

a. Word Processing: Meaning and role of word processing in creating of documents, editing, formatting, and printing documents, using tools such as spelling check, thesaurus, etc. in word processors (MS-Word);

b. Electronic Spreadsheet: Structure of spreadsheet and its applications to accounting, finance, and marketing functions of business; Creating a dynamic/sensitive worksheet; Concept of absolute and relative cell reference; Using built-in functions; Goal seeking and solver tools; Using graphics and formatting of worksheet; Sharing data with other desktop applications; Strategies of creating error-free worksheet (MS-Excel, Lotus 123).

c. Programming under a DBMS environment: The concept of data base management system; Data field, records, and files, Sorting and indexing data; Searching records, designing queries, and reports; Linking of data files; Understanding programming environment in DBMS; Developing menu driven applications in query language (MS-Access).

UNIT IV Electronic Data Interchange (EDI)

a. Introduction to EDI; Basics of EDI; EDI standards; Financial EDI (FEDI); FEDI for international trade transaction; Applications of EDI; Advantages of EDI; Future of EDI.

UNIT V The Internet and its Basic Concepts

a. Internet-concept, history, development in India; Technological foundation of internet; Distributed computing; Client-server computing; Internet protocol suite; Application of distributed computing; Client-server computing; Internet protocol suite in the internet environment; Domain Name System (DNS); Domain Name Service (DNS); Generic top-level domain (gTLD); Country code top-level domain (ccTLD); - India; Allocation of second-level domains; IP addresses; Internet protocol; Applications of internet in business, education, governance, etc.

UNIT VI Information System Audit

a. Basic idea of information audit; Difference with the traditional concepts of audit; Conduct and applications of IS audit in internet environment.
Suggested Readings

AF 3.2 MANAGEMENT ACCOUNTING (As BC 3.3)

Objective
This course provides the students an understanding of the application of accounting techniques for management.

COURSE INPUTS

UNIT I Management Accounting: Meaning, nature, scope, and functions of management accounting; Role of management accounting in decision making; Management accounting vs financial accounting; Tools and techniques of management accounting

UNIT II Financial Statements: Meaning and types of financial statements; Limitations of financial statements; Objectives and methods of financial statements analysis; Ratio analysis; Classification of ratios — Profitability ratios, turnover ratios, liquidity ratios, turnover ratios; Advantages of ratio analysis; Limitations of accounting ratios.

UNIT III Funds Flow Statement as per Indian Accounting Standard 3, cash flow statement.

UNIT IV Absorption and Marginal Costing: Marginal and differential costing as a tool for decision making — make or buy; Change of product mix; Pricing; Break-even analysis; Exploring new markets; Shutdown decisions.

UNIT V Budgeting for Profit Planning and Control: Meaning of budget and budgetary control; Objectives; Merits and limitations; Types of budgets; Fixed and flexible budgeting; Control ratios; Zero base budgeting; Responsibility accounting; Performance buding.

UNIT VI Standard Costing and Variance Analysis: Meaning of standard cost and standard costing; Advantages and application; Variance analysis —material; Labour and overhead (two-way analysis); Variances.

Suggested Readings
AF 3.3 **FINANCIAL MANAGEMENT** (As BC 3.61)

**Objective**
The objective of this course is to help students understand the conceptual framework of financial management.

**COURSE INPUTS**

UNIT I  Financial Management: Financial goals; Profit vs wealth maximization; Financial functions – investment, financing, and dividend decisions; Financial planning.

UNIT II Capital Budgeting: Nature of investment decisions, investment evaluation criteria, payback period, accounting rate of return, net present value, internal rate of return profitability index; NPV and IRR comparison.

UNIT III Cost of Capital: Significance of cost of capital; Calculating cost of debt; Preference shares, equity capital, and retained earnings; Combined (weighted) cost of capital.

UNIT IV Operating and Financial Leverage: Their measure; Effects on profit, analyzing alternate financial plans, combined financial and operating leverage.

UNIT V Capital Structure: Theories and determinants.

UNIT VI Dividend Policies: Issues in dividend policies; Walter's model; Gordon's model; M.M. Hypothesis, forms of dividends and stability in dividends, determinants.

UNIT VII Management of Working Capital: Nature of working capital, significance of working capital, operating cycle and factors determining of working capital requirements; Management of working capital –cash, receivables, and inventories.

**Suggested Readings**

AF 3.4 **FINANCIAL MARKET OPERATIONS** *(As BC 3.71)*

**Objective**
This course aims at acquainting the students with the working of financial markets in India.

**COURSE INPUTS**

UNIT I  An overview of financial markets in India

UNIT II  Money Market: Indian money market’s composition and structure; (a) Acceptance houses, (b) Discount houses, and (c) Call money market; Recent trends in Indian money market.

UNIT III  Capital Market: Security market -(a) New issue market, (b) Secondary market; Functions and role of stock exchange; Listing procedure and legal requirements; Public issue – pricing and marketing; Stock exchanges –National Stock Exchange and over-the-counter exchanges.

UNIT IV  Securities Contract and Regulations Act: Main provisions.

UNIT V  Investors Protection: Grievances concerning stock exchange dealings and their removal; Grievance cells in stock exchanges; SEBI; Company Law Board; Press; Remedy through courts.

UNIT VI  Functionaries on Stock Exchanges: Brokers, sub brokers, market makers, jobbers, portfolio consultants, institutional investors, and NRIs.

UNIT VII  Financial Services: Merchant banking —functions and roles; SEBI guidelines; Credit rating —concept, functions, and types.

**Suggested Readings**

3. Gupta Suraj B: Monetary Planning in India; Oxford, Delhi.
6. R.B.I: Functions and Working
AF 3.5  INDIAN FINANCIAL SYSTEM

Objective
The objective of this course is to apprise students of the structure, organization, and working of financial system in India.

COURSE INPUTS

UNIT I  Financial System: Meaning, significance, and components; Composition of Indian financial system.

UNIT II Reserve Bank Of India: Organization; Management; Functions – credit creation and credit control; Monetary policy.

UNIT III Commercial Banks: Meaning; Functions; Management and investment policies of commercial banks; Recent trends in Indian commercial banks.

UNIT IV All India Development Banks: Concept, objectives, and functions of various all India Development Banks; Operational and promotional activities of all India Development Banks.

UNIT V State Level Development Banks: Objectives, functions, and role of state level banks; State financial corporations; Development banks in industrial financing.

UNIT VI Insurance Organizations: Objectives and functions; Various schemes of LIC and GIC.

UNIT VII Unit Trust of India: Objectives and functions; Various schemes of UTI and role of UTI in industrial financing.

UNIT VIII Interest Rate Structure: Determinants of interest rate structure; Differential interest rate; Recent changes in interest rate structure.

UNIT IX Financial Markets: Indian money market; Indian capital market.

Suggested Readings
4. IDBI Annual Reports.


AF 3.6 SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Objective
The objective of this course is to acquaint the students with the basics of security analysis and portfolio management.

COURSE INPUTS

UNIT I Investments: Meaning, process, and alternatives; Valuation of fixed, variable, and convertible securities; Measurement of risk and return; Systematic and unsystematic risk; Sources and measurement; Fundamental and technical analysis.

UNIT II Market Efficiency: Stock market efficiency - forms and tests; Bond analysis; Yield to maturity; Term structure of interest rates.

UNIT III Portfolio Analysis & Management: Traditional portfolio analysis; Effects of combining securities; Diversification; Markowitz model; location of the efficiency frontier.

UNIT IV Capital Asset Pricing: Capital asset pricing model - assumptions, capital market line, security market line, market model; Arbitrage pricing theory and factor models - factor models and return generating process, one and two factor model.

UNIT V Portfolio Performance, Measurement, & Evaluation: Measurement of portfolio performance - Risk and return; Risk adjustment and performance measures - Sharpe, Treynor, and Jensin models; Components of portfolio investment performance - Stock selection and market timing.

UNIT VI Options and Futures: Options, futures - meaning, nature and difference; Uses of options and futures.

Suggested Readings
AF 3.7 **Financial Statements Analysis**

**Objective**

The course enables students to have an understanding of the information reported in the financial statements.

**Course Inputs**

**UNIT I** Financial Statement Analysis: Meaning, significance, types, and limitations of financial statements; Accounting policies, regulations of financial accounting, and accounting choices/practices; Window dressing – meaning, and ways and means to check window dressing.

**UNIT II** Techniques of Financial Analysis: Ratio analysis; Fund flow and cash flow analysis; Common-size and comparative statement analysis; Inter-firm and intra-firm comparison.

**UNIT III** Reporting and Measurement: Income concepts for financial reporting; Measurement and reporting of revenue and expenses, and gains and losses; Measurement of assets and liabilities.

**UNIT IV** Other Developments in Reporting: Disclosure in financial reporting; Human resource measurement; Interim financial reporting; Periodic reporting and segment reporting; Social reporting; Accounting and reporting of the effects of changing prices.

**UNIT V** Accounting Standards: An overview of national and international accounting standards; (excluding study of individual standards); Harmonization of accounting reports; Accounting for currency transactions; Financial reporting by banks, NBFCs, and insurance companies.

**Suggested Readings**

2. Institute of Chartered Accountants of India; Various Publications.
3. International Accounting Standards Committee; Various Publications.
TRAINING REPORT & GENERAL VIVA VOCE

Students may be sent for training for 4-6 weeks at appropriate time during the course of the year and the viva be held immediately after the examinations. Each of the two elements will carry 50 marks.
# CHAPTER - III

## BACHELOR OF MARKETING (BM)

### Course Structure

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Training Report & General Viva Voce
BACHELOR OF MARKETING (BM)

COURSE INPUT DETAILS

BM 1.1 BUSINESS COMMUNICATION (AS BC 1.1)

Objective
The objective of this course is to develop effective business communication skills among the students:

COURSE INPUTS

UNIT I Introducing Business Communication: Basic forms of communicating; Communication models and processes; Effective communication; Theories of communication; Audience analysis.

UNIT II Self-Development and Communication: Development of positive personal attitudes; SWOT analysis; Vote's model of interdependence; Whole communication.

UNIT III Corporate Communication: Formal and informal communication networks; Grapevine; Miscommunication (Barriers); Improving communication. Practices in business communication; Group discussions; Mock interviews; Seminars; Effective listening exercises; Individual and group presentations and reports writing.

UNIT IV Principles of Effective Communication

UNIT V Writing Skills: Planning business messages; Rewriting and editing; The first draft; Reconstructing the final draft; Business letters and memo formats; Appearance request letters; Good news and bad news letters; Persuasive letters; Sales letters; Collection letters; Office memorandum.


a. Oral Presentation: Principles of oral presentation, factors affecting presentation, sales presentation, training presentation, conducting surveys, speeches to motivate, effective presentation skills.
UNIT VII  Non-Verbal Aspects of Communicating
   a. Body language: Kinesics, Proxemics, Para language
   b. Effective listening: Principles of effective listening; Factors affecting listening exercises; Oral, written, and video sessions.
   c. Interviewing Skills: Appearing in interviews; Conducting interviews; Writing resume and letter of application.
   d. Modern Forms of Communicating: Fax; E-mail; Video conferencing; etc.
   e. International Communication: Cultural sensitiveness and cultural context; Writing and presenting in international situations; Inter-cultural factors in interactions; Adapting to global business.

Suggested Readings
BM 1.2 BUSINESS MATHEMATICS (AS BC 1.2)

Objective

The objective of this course is to enable the students to have such minimum knowledge of Mathematics as is applicable to business and economic situations.

Course Inputs

UNIT I Calculus (Problems and theorems involving trigonometrical ratios are not to be done).
   a. Differentiation: Partial derivatives up to second order; Homogeneity of functions and Euler’s theorem; Total differentials; Differentiation of implicit function with the help of total differentials.
   b. Maxima and Minima; Cases of one variable involving second or higher order derivatives; Cases of two variables involving not more than one constraint.
   c. Integration: Integration as anti-derivative process; Standard forms; Methods of integration-by substitution, by parts, and by use of partial fractions; Definite integration; Finding areas in simple cases; Consumers and producers surplus; Nature of Commodities Learning Curve; Leontiff Input-Output Model.

UNIT II Matrices and Determinants: Definition of a matrix; Types of matrices; Algebra of matrices; Properties of determinants; Calculation of values of determinants upto third order; Adjoint of a matrix, elementary row or column operations; Finding inverse of a matrix through adjoint and elementary row or column operations; Solution of a system of linear equations having unique solution and involving not more than three variables.

UNIT III Linear Programming-Formulation of LPP: Graphical method of solution; Problems relating to two variables including the case of mixed constraints; Cases having no solution, multiple solutions, unbounded solution and redundant constraints.
   Simplex Method - Solution of problems up to three variables, including cases of mixed constraints; Duality; Transportation Problem.

UNIT IV Compound Interest and Annuities: Certain different types of interest rates; Concept of present value and amount of a sum; Types of annuities; Present value and amount of an annuity, including the case of continuous compounding; Valuation of simple loans and debentures; Problems relating to sinking funds.
Suggested Readings

BM 1.3  **FINANCIAL ACCOUNTING**  (AS BC 1.3)

**Objective**
To impart basic accounting knowledge as applicable to business.

**COURSE INPUTS**

**UNIT I**  Meaning and Scope of Accounting: Need, development, and definition of accounting; Book-keeping and accounting; Persons interested in accounting; Disclosures; Branches of accounting; Objectives of accounting.

**UNIT II**  Accounting Principles: International accounting standards (only outlines); Accounting principles; Accounting standards in India.

**UNIT III**  Accounting Transactions: Accounting Cycle; Journal; Rules of debit and credit; Compound journal entry; Opening entry; Relationship between journal and ledger; Rules regarding posting; Trial balance; Sub division of journal.

**UNIT IV**  Capital and Revenue: Classification of Income; Classification of expenditure; Classification of receipts.
   a. Accounting concept of income; Accounting concepts and income measurement; Expired cost and income measurement.
   b. Final accounts; Manufacturing account; Trading account; Profit and loss account; Balance sheet; Adjustment entries.
   c. Rectification of errors; Classification of errors: Location of errors; Rectification of errors; Suspense account; Effect on profit.

**UNIT V**  Depreciation Provisions, and Reserves: Concept of depreciation; Causes of depreciation; Depreciation, depletion, amortization, and dilapidation; Depreciation accounting; Methods of recording depreciation; Methods for providing depreciation; Depreciation of different assets; Depreciation of replacement cost; Depreciation policy; as per Accounting Standard: 4; Depreciation accounting; Provisions and reserves.

**UNIT VI**  Sectional Balancing System: Self balancing system, including rectification of errors.

**UNIT VII**  Accounts of Non-Trading Institutions

**UNIT VIII**  Special Accounting Areas
   a. Consignment Accounts: Important terms; Accounting records; Valuation of unsold stock; Conversion of consignment into branch.
   b. Joint Venture Accounts: Meaning of joint venture; Joint venture & partnership; Accounting records.
c. Branch Accounts: Dependent branch; Debtors system, stock and debtor system; Final accounts system; Wholesale branch; Independent branch; Foreign branch;
d. Hire-purchase and installment purchase system; Meaning of hire-purchase contract; Legal provision regarding hire-purchase contract; Accounting records for goods of substantial sale values, and accounting records for goods of small values; Installment purchase system; After sales service.

UNIT IX Partnership Accounts: Essential characteristics of partnership; Partnership deed; Final accounts; Adjustments after closing the accounts; Fixed and fluctuating capital; Goodwill; Joint Life Policy; Change in Profit Sharing Ratio.
Reconstitution of a partnership firm - Admission of a partner; Retirement of a partner; Death of a partner; Amalgamation of partnership firms; Dissolution of a partnership firm - Modes of dissolution of a firm; Accounting entries; Insolvency of partners; Sale of firm to a company; Gradual realization of assets and piecemeal distribution.

Suggested Readings
1. Anthony, R.N. and Reece, J.S.: Accounting Principles; Richard Irwin Inc.
5. Compendium of Statement and Standards of Accounting : The Institute of Chartered Accountants of India, New Delhi.
BM 1.4 BUSINESS REGULATORY FRAMEWORK (AS BC 1.4)

Objective
The objective of this course is to provide a brief idea about the framework of Indian business laws.

COURSE INPUTS

UNIT I  Law of Contract (1872): Nature of contract; Classification; Offer and acceptance; Capacity of parties to contract; Free consent; Consideration; Legality of object; Agreement declared void; Performance of contract; Discharge of contract; Remedies for breach of contract.

UNIT II  Special Contracts: Indemnity; Guarantee; Bailment and pledge; Agency.

UNIT III  Sale of Goods Act 1930: Formation of contracts of sale; Goods and their classification, price; Conditions, and warranties; Transfer of property in goods; Performance of the contract of sales; Unpaid seller and his rights, sale by auction; Hire purchase agreement.

UNIT IV  Negotiable Instrument Act 1881: Definition of negotiable instruments; Features; Promissory note; Bill of exchange & cheque; Holder and holder in the due course; Crossing of a cheque, types of crossing; Negotiation; Dishonuor and discharge of negotiable instrument.

UNIT V  The Consumer Protection Act 1986: Salient features; Definition of consumer; Grievance redressal machinery;

UNIT VI  Foreign Exchange Management Act 2000: Definitions and main provisions.

Suggested Readings
BM 1.5 BUSINESS ECONOMICS (AS BC 1.5)

Objective

This course is meant to acquaint the students with the principles of Business Economics as are applicable in business.

COURSE INPUTS

UNIT I Introduction: Basic problems of an economy; Working of price mechanism.

UNIT II Elasticity of Demand: Concept and measurement of elasticity of demand; Price, income and cross elasticities; Average revenue, marginal revenue, and elasticity of demand; Determinants of elasticity of demand; Importance of elasticity of demand.

UNIT III Production Function: Law of variable proportions; Iso-quants; Economic regions and optimum factor combination; Expansion path; Returns to scale; Internal and external economies and diseconomies; Ridge lines.

UNIT IV Theory of Costs: Short-run and long-run cost curves - traditional and modern approaches.

UNIT V Market Structures: Market structures and business decisions; Objectives of a business firm.

   a. Perfect Competition: Profit maximization and equilibrium of firm and industry; Short-run and long run supply curves; Price and output determination. Practical applications.

   b. Monopoly: Determination of price under monopoly; Equilibrium of a firm; Comparison between perfect competition and monopoly; Multi-plant monopoly; Price discrimination. Practical applications.

   c. Monopolistic Competition: Meaning and characteristics; Price and output determination under monopolistic competition; Product differentiations; Selling costs; Comparison with perfect competition; Excess capacity under monopolistic competition

   d. Oligopoly: Characteristics, indeterminate pricing and output; Classical models of oligopoly; Price leadership; Collusive oligopoly; Kinked demand curve.

UNIT VI Factor Pricing-I: Marginal Productivity theory and demand for factors; Nature of supply of factor inputs; Determination of wage rates under perfect competition and monopoly; Exploitation of labor; Rent -concept; Ricardian and modern theories of rent; Quasi-rent.
UNIT VII  Factor Pricing-II: Interests -concept and theories of interest; Profit -nature, concepts, and theories of profit.

Suggested Readings
1. John P. Gould, Jr. and Edward P. Lazear: Micro-economic Theory; All India Traveller, Delhi.
BM 1.6  BUSINESS ENVIRONMENT  (AS BC 1.6)

Objective
This course aims at acquainting the students with the emerging issues in business at the national and international level in the light of the policies of liberalization and globalization.

COURSE INPUTS

UNIT I  Indian Business Environment: Concept, components, and importance
UNIT II Economic Trends (overview): Income; Savings and investment; Industry; Trade and balance of payments, Money; Finance; Prices.
UNIT III Problems of Growth: Unemployment; Poverty; Regional imbalances; Social injustice; Inflation; Parallel economy; Industrial sickness.
UNIT IV Role of Government: Monetary and fiscal policy; Industrial policy; Industrial licensing, Privatization; Devaluation; Export-Import policy; Regulation of foreign investment; Collaborations in the light of recent changes.
UNIT V The Current Five Year Plan: Major policies; Resource allocation.
UNIT VI International Environment: International trading environment (overview); Trends in world trade and the problems of developing countries; Foreign trade and economic growth; International economic groupings; International economic institutions - GATT, WTO, UNCTAD, World Bank, IMF; GSP; GSTP; Counter trade.

Suggested Readings
**BM 2.1 Corporate Accounting (AS BC 2.1)**

**Objective**
This course enables the students to develop awareness about corporate accounting in conformity with the provisions of Companies Act.

**Course Inputs**

**UNIT I** Issue, Forfeiture, and Re-issue of Shares: Redemption of preference shares; Issue and redemption of debentures.

**UNIT II** Final accounts: Excluding computation of managerial remuneration, and disposal of profit.

**UNIT III** Valuation of Goodwill and Shares.

**UNIT IV** Accounting For Amalgamation of Companies as per Indian Accounting Standard 14; Accounting for internal reconstruction-excluding inter-company holdings and reconstruction schemes.

**UNIT V** Consolidated Balance Sheet of holding companies with one subsidiary only.

**UNIT VI** Statement of Changes in Financial Position - on cash basis and working capital basis; Familiarity with Indian Accounting Standard 3.

**Suggested Readings**

BM 2.2 COMPANY LAW (AS BC 2.2)

Objective
The objective of this course is to provide basic knowledge of the provisions of the Companies Act, 1956, along with relevant case law.

COURSE INPUTS

The Companies Act, excluding provisions relating to accounts and audit sections, managing agents and secretaries and treasurers Sections 324 - 388E, arbitration, compromises, arrangements and reconstructions - sections 389-396).

UNIT I Corporate personality; Kinds of companies
UNIT II Promotion on and incorporation of companies
UNIT III Memorandum of Association; Articles of Association; Prospectus.
UNIT IV Shares; share capital; Members; Share capital -transfer and transmission.
UNIT V Capital management -borrowing powers, mortgages and charges, debentures.
UNIT VI Directors -Managing Director, whole time director.
UNIT VII Company meetings -kinds, quorum, voting, resolutions, minutes.
UNIT VIII Majority powers and minority rights; Prevention of oppression and mismanagement.
UNIT IX Winding up - kinds and conduct

Suggested Readings
BM 2.3 BUSINESS STATISTICS (AS BC 2.3)

Objective
It enable the students to gain understanding of statistical techniques as are applicable to business.

COURSE INPUTS

UNIT I Introduction: Statistics as a subject; Descriptive Statistics - compared to Inferential Statistics; Types of data; Summation operation; Rules of Sigma \( \sum \) operations.

UNIT II Analysis of Univariate Data: Construction of a frequency distribution; Concept of central tendency and dispersion - and their measures; Partition values; Moments; Skewness and measures; Kurtosis and measures.

UNIT III Analysis of Bivariate Data: Linear regression and correlation.

UNIT IV Index Number: Meaning, types, and uses; Methods of constructing price and quantity indices (simple and aggregate); Tests of adequacy; Chain-base index numbers; Base shifting, splicing, and deflating; Problems in constructing index numbers; Consumer price index.

UNIT V Analysis of Time Series: Causes of variations in time series data; Components of a time series; Decomposition - Additive and multiplicative models; Determination of trend - Moving averages method and method of least squares (including linear, second degree, parabolic, and exponential trend); Computation of seasonal indices by simple averages, ratio-to-trend, ratio-to-moving average, and link relative methods.

UNIT VI Forecasting and Methods: Forecasting-concept, types, and importance; General approach to forecasting; Methods of forecasting; Forecasting demand; Industry Vs Company sales forecasts; Factors affecting company sales.

UNIT VII Theory of Probability: Probability as a concept; The three approaches to defining probability; Addition and multiplication laws of probability; Conditional probability; Bayes’ Theorem; Expectation and variance of a random variable.

UNIT VIII Probability Distributions: Probability distribution as a concept; Binomial, Poisson, and Normal distributions - their properties and parameters; Empirical distribution - generating; Applications to business.
Suggested Readings

BM 2.4  **COST ACCOUNTING**  (AS BC 2.4)

**Objective**
This course exposes the students to the basic concepts and the tools used in cost accounting.

**COURSE INPUTS**

UNIT I  Introduction: Nature and scope of cost accounting; Cost concepts and classification; Method and techniques; Installation of costing system; Concept of cost audit.

UNIT II  Accounting for Material: Material control; Concept and techniques; Pricing of material issues; Treatment of material losses.

UNIT III  Accounting for Labour: Labour cost control procedure; Labour turnover; Idle time and overtime; Methods of wage payment - time and piece rates; Incentive schemes.

UNIT IV  Accounting for Overheads: Classification and departmentalization; Absorption of overheads; Determination of overhead rates; Under and over absorption, and its treatment.

UNIT V  Cost Ascertainment: Unit costing; Job, batch and contract costing; Operating costing; Process costing - excluding inter-process profits, and joint and by-products.

UNIT VI  Cost Records: Integral and non-integral system; Reconciliation of cost and financial accounts.

**Suggested Readings**

7. Tulsian P.C; Practical Costing: Vikas, New Delhi.
BM 2.5 Principles of Business Management (AS BC 2.5)

Objective
This course familiarizes the students with the basics of principles of management

COURSE INPUTS

UNIT I Introduction: Concept, nature, process, and significance of management; Managerial roles (Mintzberg); An overview of functional areas of management; Development of management thought; Classical and neo-classical systems; Contingency approaches.

UNIT II Planning: Concept, process, and types. Decision making - concept and process; Bounded rationality; Management by objectives; Corporate planning; Environment analysis and diagnosis; Strategy formulation.

UNIT III Organizing: Concept, nature, process, and significance; Authority and responsibility relationships; Centralization and decentralization; Departmentation; Organization structure forms and contingency factors.

UNIT IV Motivating and Leading People at Work: Motivation - concept; Theories - Maslow, Herzberg, McGregor, and Ouchi; Financial and non-financial incentives. Leadership - concept and leadership styles; Leadership theories (Tannenbaum and Schmidt); Likert's System Management; Communication - nature, process, networks, and barriers; Effective communication.

UNIT V Managerial Control: Concept and process; Effective control system; Techniques of control - traditional and modern.

UNIT VI Management of Change: Concept, nature, and process of planned change; Resistance to change; Emerging horizons of management in a changing environment.

Suggested Readings

7. Stoner and Freeman: Management; Prentice-Hall, New Delhi.

**Bm 2.6 Income Tax**

(As Bc 2.6)

**Objective**

It enables the students to know the basics of Income Tax Act and its implications.

**COURSE INPUTS**

**UNIT I**
Basic Concepts: Income, agricultural income, casual income, assessment year, previous year, gross total income, total income, person; Tax evasion, avoidance, and tax planning.

**UNIT II**
Basis of Charge: Scope of total income, residence and tax liability, income which does not form part of total income.

**UNIT III**
Heads of Income: Salaries; Income from house property; Profit and gains of business or profession, including provisions relating to specific business; Capital gains; Income from other sources.

**UNIT IV**
Computation of Tax Liability: Computation of total income and tax liability of an individual, H.U.F., and firm; Aggregation of income; Set-off and carry forward of losses; Deduction from gross total income.

**UNIT V**
Tax Management: Tax deduction at source; Advance payment of tax; Assessment procedures; Tax planning for individuals.

**UNIT VI**
Tax Administration: Authorities, appeals, penalties.

**Suggested Readings**

5. Girish Ahuja and Ravi Gupta: Systematic approach to income tax; Sahitya Bhawan Publications, New Delhi.
BM 2.7 FUNDAMENTALS OF ENTREPRENEURSHIP (AS BC 2.7)

Objective
It provides exposure to the students to the entrepreneurial culture and industrial growth so as to preparing them to set up and manage their own small units.

COURSE INPUTS

UNIT I Introduction: The entrepreneur; Definition; Emergence of entrepreneurial class; Theories of entrepreneurship; Role of socio-economic environment; Characteristics of entrepreneur; Leadership; Risk taking; Decision-making and business planning.

UNIT II Promotion of a Venture: Opportunities analysis; External environmental analysis - economic, social, and technological; Competitive factors; Legal requirements for establishment of a new unit, and raising of funds; Venture capital sources and documentation required.

UNIT III Entrepreneurial Behaviour: Innovation and entrepreneur; Entrepreneurial behavior and Psycho-Theories, Social responsibility.

UNIT IV Entrepreneurial Development Programmes (EDP): EDP, their role, relevance, and achievements; Role of Government in organizing EDPs; Critical evaluation.

UNIT V Role Of Entrepreneur: Role of an entrepreneur in economic growth as an innovator, generation of employment opportunities, complimenting and supplementing economic growth, bringing about social stability and balanced regional development of industries; Role in export promotion and import substitution, forex earnings, and augmenting and meeting local demand.

Suggested Readings
1. Tandon B.C: Environment and Entrepreneur; Chugh Publications, Allahabad.
5. Pandey I.M: Venture Capital - The Indian Experience; Prentice Hall of India.
BM 3.1 Information Technology and its Applications in Business (AS BC 3.1)

Objective
The objective of the course is to familiarize the students with the innovations in information technology and how it affects business. An understanding of the ground rules of these technologies will enable the students to appreciate the nitty-gritty of E-Commerce.

COURSE INPUTS

UNIT I Information Revolution and Information Technology (IT): Deployment of IT in Business; Basic features of IT; Impact of IT on business environment and social fabric; Invention of writing; Written books; Printing press and movable type – Gutenberg’s invention; Radio, telephone, wireless and satellite communication; Computing and dissemination of information and knowledge and convergence of technologies (internet with Wireless – WAP).

UNIT II Fundamentals of Computers: Data, information and EDP: Data, information, need and concept of data and information; Levels of information from data; Data processing; Electronic data processing; Electronic machines;

   a. Number Systems and Codes: Different number systems - binary, octal, decimal, hexagonal, and their conversion codes used in computers; BCD, EBCDIC, ASCII; Gray and conversions.

   b. Computer Arithmetic and Gates: Binary arithmetic, complements, addition and subtraction; Conversion from one system to another; Logic Gates, their truthtable and applications minimisation, and K-maps.

   c. Computer Processing System: Definition of computer; Hardware/software concepts; Generation of computers; Types of computers; Elements of digital computer; CPU and its functions; Various computer systems.

   d. I/O devices: Basic concepts of I/O devices; Various input devices - Keyboard, mouse; MICR, OCR, microphones.

   e. Various output devices: VDU, printer, plotter, spooling, LS.

   f. Storage Devices: Primary and secondary memory; Types of memories;; Memory capacity and its enhancement; Memory devices and their comparisons; Auxiliary storage, tapes, disks (magnetic and optical); Various devices and their comparison.

   g. System Software - Role of Software, Different System Software: O.S., utilities, element of O.S. -its types and variations; DOS and windows.
h. Computer and Networks: Need of communication; Data transmission; Baud; Bandwidth; Communication channel; Multiplexing; Basic network concepts; O.S.I. model; Types of topologies; LAN, WAN; Client server concept.

UNIT III Computer-based Business Applications

a. Word Processing: Meaning and role of word processing in creating of documents, editing, formatting, and printing documents, using tools such as spelling check, thesaurus, etc. in word processors (MS-Word);

b. Electronic Spreadsheet: Structure of spreadsheet and its applications to accounting, finance, and marketing functions of business; Creating a dynamic/sensitive worksheet; Concept of absolute and relative cell reference; Using built-in functions; Goal seeking and solver tools; Using graphics and formatting of worksheet; Sharing data with other desktop applications; Strategies of creating error-free worksheet (MS-Excel, Lotus 123). Practical knowledge on Wings Accounting (Software).

c. Programming under a DBMS environment: The concept of data base management system; Data field, records, and files, Sorting and indexing data; Searching records, designing queries, and reports; Linking of data files; Understanding programming environment in DBMS; Developing menu driven applications in query language (MS-Access).

UNIT IV Electronic Data Interchange (EDI)

Introduction to EDI; Basics of EDI; EDI standards; Financial EDI (FEDI); FEDI for international trade transaction; Applications of EDI; Advantages of EDI; Future of EDI.

UNIT V The Internet and its Basic Concepts

Internet-concept, history, development in India; Technological foundation of internet; Distributed computing; Client-server computing; Internet protocol suite; Application of distributed computing; Client-server computing; Internet protocol suite in the internet environment; Domain Name System (DNS); Domain Name Service (DNS); Generic top-level domain (gTLD); Country code top-level domain (ccTLD); - India; Allocation of second-level domains; IP addresses; Internet protocol; Applications of internet in business, education, governance, etc.

UNIT VI Information System Audit

Basic idea of information audit; Difference with the traditional concepts of audit; Conduct and applications of IS audit in internet environment.
Suggested Readings

BM 3.2 PRINCIPLES OF MARKETING (AS BC 3.62)

Objective
The objective of this course is to help students to understand the concept of marketing and its applications.

COURSE CONTENTS

UNIT I Introduction: Nature and scope of marketing; Importance of marketing as a business function, and in the economy; Marketing concepts – traditional and modern; Selling vs. marketing; Marketing mix; Marketing environment.

UNIT II Consumer Behaviour and Market Segmentation: Nature, scope, and significance of consumer behaviour; Market segmentation – concept and importance; Bases for market segmentation.

UNIT III Product: Concept of product, consumer, and industrial goods; Product planning and development; Packaging – role and functions; Brand name and trade mark; After-sales service; Product life cycle concept.

UNIT IV Price: Importance of price in the marketing mix; Factors affecting price of a product/service; Discounts and rebates.

UNIT V Distributions Channels and Physical Distribution: Distribution channels – concept and role; Types of distribution channels; Factors affecting choice of a distribution channel; Retailer and wholesaler; Physical distribution of goods; Transportation; Warehousing; Inventory control; Order processing.

UNIT VI Promotion: Methods of promotion; Optimum promotion mix; Advertising media – their relative merits and limitations; Characteristics of an effective advertisement; Personal selling; Selling as a career; Classification of a successful sales person; Functions of salesman.

Suggested Readings
1. Philip Kotler: Marketing Management Englewood Cliffs; Prentice Hall, NJ.
BM 3.4 PERSONAL SELLING

Objective
The objective of this course is to enable students learn the fundamentals of personal selling and steps involved in the selling process.

COURSE INPUTS

UNIT I   Personal Selling: Nature and importance; Functions of a salesman: Types of selling; Personal selling as a career.

UNIT II  Salesmanship and Qualities of Salesman: Buyer -seller dyads; Product knowledge; Customer knowledge - buying motives and selling points.

UNIT III Scientific Selling Process: Basic steps in personal selling - prospecting, pre-approach, and qualifying.

UNIT IV  Approach and Presentation: Methods of approaching a customer; Presentation process and styles; Presentation planning.

UNIT V   Objection Handling: Types of objections; Handling customer objections.

UNIT VI  Closing Sales and follow up: Methods of closing sale; Executing sales order - Follow-up importance, and process.

Suggested Readings
2.     Smith R: Sales Management; Prentice Hall of India, New Delhi.
BM 3.5 **ADVERTISING AND SALES PROMOTION**

**Objective**
The objective of the course is to acquaint students with the basics of advertising and sales promotion.

**COURSE INPUTS**

**UNIT I** Communication Process: Basic communication process, role of source; Encoding and decoding of message, media, audience, feedback, and noise.

**UNIT II** Advertising and Communication mix: Different advertising functions; Types of advertising; Economic aspects of advertising; Advertising process - an overview; Setting advertising objectives and budget.

**UNIT III** Creative Aspects of Advertising: Advertising appeals, copy writing, headlines, illustration, message, copy types; Campaign planning.

**UNIT IV** Advertising Media: Different types of media; Media planning and scheduling.

**UNIT V** Impact of Advertising: Advertising agency roles, relationship with clients, advertising department; Measuring advertising effectiveness; Legal and ethical aspects of advertising.

**UNIT VI** Sales Promotion: Meaning, nature, and functions; Limitation of sales promotion; Types of sales promotion schemes; Consumer and trade, sales promotion.

**UNIT VII** Sales Promotion Schemes: Sampling; Coupon; Price off; Premium plan; consumer contests and sweeps takes; POP displays; Demonstration; Trade fairs and exhibitions; Sales promotion techniques and sales force.

**Suggested Readings**

6. Coundiff Still and Govani: Sales Management; Prentice Hall, New Delhi
BM 3.6 Agricultural and Rural Marketing

Objective
The objective of this course is to expose the students to the peculiarities of agricultural and rural marketing in the Indian context.

COURSE INPUTS

UNIT I Rural Marketing: Importance, nature, and scope; Rural vs urban marketing; Definition of rural area.

UNIT II Understanding Rural Marketing Environment: Geographical, economic, socio-cultural and infrastructural factors, and their influence on marketing operations.

UNIT III Rural Consumer: Characteristics; Attitudes and behaviour; Buying patterns and influences; Segmenting rural markets.

UNIT IV Rural Marketing Strategies: Product planning for rural markets, quality, and size; Packaging and branding decisions; Pricing decisions.

UNIT V Promotion and Distribution in Rural Markets: Media and copy decisions; Distribution channels and logistics in rural markets.

UNIT VI Marketing of Agricultural Inputs: Pricing and distribution of agricultural products; Role of government and organizations in marketing of agricultural products; Cooperative marketing; Problems in agricultural marketing.

Suggested Readings

BM 3.7 Distribution and Retailing

Objective
The objective of this course is to acquaint students with distribution methods and retailing system.

COURSE INPUTS

UNIT I Importance of Distribution in Marketing: Emerging trends and challenges; Distribution channel decisions and logistics issues.

UNIT II Distribution Channel System: Functions and types of channels; Wholesaling -nature and importance; Type of wholesales and their functions; Channel management.

UNIT III Retailing: Types and functions; Departmental stores, convenience stores, supermarkets, types markets, chain stores, specialty stores; Door-to-door selling; Direct marketing; Retail vending machines; Retail through electronics channels; Mail order houses; Retail cooperatives.

UNIT IV Channels Selection and Motivation: Factors affecting channels decision; Motivating channel members; Conflict resolution; Distribution audit and control.

UNIT V Distribution Location Decisions: Inventory control; Warehousing and transportation planning.

UNIT VI Wholesaling and Retailing in India: Developments and issues.

Suggested Readings
2. Stem, and Ansary, and Coughlan: Marketing Channels; Prentice Hall of India, New Delhi.
TRAINING REPORT & GENERAL VIVA VOCE

Students may be sent for training for 4-6 weeks at appropriate time during the course of the year and the viva be held immediately after the examinations. Each of the two elements will carry 50 marks.
## CHAPTER - IV

### BACHELOR OF INTERNATIONAL BUSINESS (BIB)

#### Course Structure

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Training Report & General Viva Voce
IB 1.1 BUSINESS COMMUNICATION (AS BC 1.1)

Objective
The objective of this course is to develop effective business communication skills among the students:

COURSE INPUTS

UNIT I Introducing Business Communication: Basic forms of communicating; Communication models and processes; Effective communication; Theories of communication; Audience analysis.

UNIT II Self-Development and Communication: Development of positive personal attitudes; SWOT analysis; Vote's model of interdependence; Whole communication.

UNIT III Corporate Communication: Formal and informal communication networks; Grapevine; Miscommunication (Barriers); Improving communication.
Practices in business communication; Group discussions; Mock interviews; Seminars; Effective listening exercises; Individual and group presentations and reports writing.

UNIT IV Principles of Effective Communication

UNIT V Writing Skills: Planning business messages; Rewriting and editing; The first draft; Reconstructing the final draft; Business letters and memo formats; Appearance request letters; Good news and bad news letters; Persuasive letters; Sales letters; Collection letters; Office memorandum.

Oral Presentation: Principles of oral presentation, factors affecting presentation, sales presentation, training presentation, conducting surveys, speeches to motivate, effective presentation skills.

UNIT VII Non-Verbal Aspects of Communicating
Body language: Kinesics, Proxemics, Para language
Effective listening: Principles of effective listening; Factors affecting listening exercises; Oral, written, and video sessions.
Interviewing Skills: Appearing in interviews; Conducting interviews; Writing resume and letter of application.
Modern Forms of Communicating: Fax; E-mail; Video conferencing; etc.
International Communication: Cultural sensitiveness and cultural context; Writing and presenting in international situations; Inter-cultural factors in interactions; Adapting to global business.

Suggested Readings

IB 1.2 BUSINESS MATHEMATICS (AS BC 1.2)

Objective
The objective of this course is to enable the students to have such minimum knowledge of Mathematics as is applicable to business and economic situations.

COURSE INPUTS

UNIT I Calculus (Problems and theorems involving trigonometrical ratios are not to be done).

a. Differentiation: Partial derivatives up to second order; Homogeneity of functions and Euler's theorem; Total differentials; Differentiation of implicit function with the help of total differentials.

b. Maxima and Minima; Cases of one variable involving second or higher order derivatives; Cases of two variables involving not more than one constraint.

c. Integration: Integration as anti-derivative process; Standard forms; Methods of integration-by substitution, by parts, and by use of partial fractions; Definite integration; Finding areas in simple cases; Consumers and producers surplus; Nature of Commodities Learning Curve; Leontiff Input-Output Model.

UNIT II Matrices and Determinants: Definition of a matrix; Types of matrices; Algebra of matrices; Properties of determinants; Calculation of values of determinants upto third order; Adjoint of a matrix, elementary row or column operations; Finding inverse of a matrix through adjoint and elementary row or column operations; Solution of a system of linear equations having unique solution and involving not more than three variables.

UNIT III Linear Programming-Formulation of LPP: Graphical method of solution; Problems relating to two variables including the case of mixed constraints; Cases having no solution, multiple solutions, unbounded solution and redundant constraints.

Simplex Method - Solution of problems up to three variables, including cases of mixed constraints; Duality; Transportation Problem.

UNIT IV Compound Interest and Annuities: Certain different types of interest rates; Concept of present value and amount of a sum; Types of annuities; Present value and amount of an annuity, including the case of continuous compounding; Valuation of simple loans and debentures; Problems relating to sinking funds.
Suggested Readings

IB 1.3  **FINANCIAL ACCOUNTING**  (AS BC 1.3)

**Objective**
To impart basic accounting knowledge as applicable to business.

**COURSE INPUTS**

**UNIT I** Meaning and Scope of Accounting: Need, development, and definition of accounting; Book-keeping and accounting; Persons interested in accounting; Disclosures; Branches of accounting; Objectives of accounting.

**UNIT II** Accounting Principles: International accounting standards (only outlines); Accounting principles; Accounting standards in India.

**UNIT III** Accounting Transactions: Accounting Cycle; Journal; Rules of debit and credit; Compound journal entry; Opening entry; Relations: ip between journal and ledger; Rules regarding posting; Trial balance; Sub division of journal.

**UNIT IV** Capital and Revenue: Classification of Income; Classification of expenditure; Classification of receipts.
Accounting concept of income; Accounting concepts and income measurement; Expired cost and income measurement.
Final accounts; Manufacturing account; Trading account; Profit and loss account; Balance sheet; Adjustment entries.
Rectification of errors; Classification of errors; Location of errors; Rectification of errors; Suspense account; Effect on profit.

**UNIT V** Depreciation Provisions, and Reserves: Concept of depreciation; Causes of depreciation; Depreciation, depletion, amortization, and dilapidation; Depreciation accounting; Methods of recording depreciation; Methods for providing depreciation; Depreciation of different assets; Depreciation of replacement cost; Depreciation policy; as per Accounting Standard: 4; Depreciation accounting; Provisions and reserves.

**UNIT VI** Sectional Balancing System: Self balancing system, including rectification of errors.

**UNIT VII** Accounts of Non-Trading Institutions

**UNIT VIII** Special Accounting Areas
Consignment Accounts: Important terms; Accounting records; Valuation of unsold stock; Conversion of consignment into branch.
Joint Venture Accounts: Meaning of joint venture; Joint venture & partnership; Accounting records.
Branch Accounts: Dependent branch; Debtors system, stock and debtor system; Final accounts system; Wholesale branch; Independent branch; Foreign branch; Hire-purchase and installment purchase system; Meaning of hire-purchase contract; Legal provision regarding hire-purchase contract; Accounting records for goods of substantial sale values, and accounting records for goods of small values; Installment purchase system; After sales service.

UNIT IX Partnership Accounts: Essential characteristics of partnership; Partnership deed; Final accounts; Adjustments after closing the accounts; Fixed and fluctuating capital; Goodwill; Joint Life Policy; Change in Profit Sharing Ratio.

Reconstitution of a partnership firm - Admission of a partner; Retirement of a partner; Death of a partner; Amalgamation of partnership firms; Dissolution of a partnership firm - Modes of dissolution of a firm; Accounting entries; Insolvency of partners; Sale of firm to a company; Gradual realization of assets and piecemeal distribution.

Suggested Readings

1. Anthony, R.N. and Reece, J.S.: Accounting Principles; Richard Irwin Inc.
5. Compendium of Statement and Standards of Accounting: The Institute of Chartered Accountants of India, New Delhi.
IB 1.4 BUSINESS REGULATORY FRAMEWORK (AS BC 1.4)

Objective
The objective of this course is to provide a brief idea about the framework of Indian business laws.

COURSE INPUTS

UNIT I Law of Contract (1872): Nature of contract; Classification; Offer and acceptance; Capacity of parties to contract; Free consent; Consideration; Legality of object; Agreement declared void; Performance of contract; Discharge of contract; Remedies for breach of contract.

UNIT II Special Contracts: Indemnity; Guarantee; Bailment and pledge; Agency.

UNIT III Sale of Goods Act 1930: Formation of contracts of sale; Goods and their classification, price; Conditions, and warranties; Transfer of property in goods; Performance of the contract of sales; Unpaid seller and his rights, sale by auction; Hire purchase agreement.

UNIT IV Negotiable Instrument Act 1881: Definition of negotiable instruments; Features; Promissory note; Bill of exchange & cheque; Holder and holder in the due course; Crossing of a cheque, types of crossing; Negotiation; Dishonuor and discharge of negotiable instrument.

UNIT V The Consumer Protection Act 1986: Salient features; Definition of consumer; Grievance redressal machinery;

UNIT VI Foreign Exchange Management Act 2000: Definitions and main provisions.

Suggested Readings
IB 1.5 BUSINESS ECONOMICS (AS BC 1.5)

Objective
This course is meant to acquaint the students with the principles of Business Economics as are applicable in business.

COURSE INPUTS

UNIT I Introduction: Basic problems of an economy; Working of price mechanism.

UNIT II Elasticity of Demand: Concept and measurement of elasticity of demand; Price, income and cross elasticities; Average revenue, marginal revenue, and elasticity of demand; Determinants of elasticity of demand; Importance of elasticity of demand.

UNIT III Production Function: Law of variable proportions; Iso-quants; Economic regions and optimum factor combination; Expansion path; Returns to scale; Internal and external economies and diseconomies; Ridge lines.

UNIT IV Theory of Costs: Short-run and long-run cost curves - traditional and modern approaches.

UNIT V Market Structures: Market structures and business decisions; Objectives of a business firm.
   a. Perfect Competition: Profit maximization and equilibrium of firm and industry; Short-run and long run supply curves; Price and output determination. Practical applications.
   b. Monopoly: Determination of price under monopoly; Equilibrium of a firm; Comparison between perfect competition and monopoly; Multi-plant monopoly; Price discrimination. Practical applications.
   c. Monopolistic Competition: Meaning and characteristics; Price and output determination under monopolistic competition; Product differentiations; Selling costs; Comparison with perfect competition; Excess capacity under monopolistic competition
   d. Oligopoly: Characteristics, indeterminate pricing and output; Classical models of oligopoly; Price leadership; Collusive oligopoly; Kinked demand curve.

UNIT VI Factor Pricing-I: Marginal Productivity theory and demand for factors; Nature of supply of factor inputs; Determination of wage rates under perfect competition and monopoly; Exploitation of labor; Rent –concept; Ricardian and modern theories of rent; Quasi-rent.

UNIT VII Factor Pricing-II: Interests –concept and theories of interest; Profit –nature, concepts, and theories of profit.
Suggested Readings

1. John P. Gould, Jr. and Edward P. Lazear: Micro-economic Theory; All India Traveller, Delhi.
IB 1.6  BUSINESS ENVIRONMENT  (AS BC 1.6)

Objective
This course aims at acquainting the students with the emerging issues in business at the national and international level in the light of the policies of liberalization and globalization.

COURSE INPUTS

UNIT I  Indian Business Environment: Concept, components, and importance

UNIT II  Economic Trends (overview): Income; Savings and investment; Industry; Trade and balance of payments, Money; Finance; Prices.

UNIT III  Problems of Growth: Unemployment; Poverty; Regional imbalances; Social injustice; Inflation; Parallel economy; Industrial sickness.

UNIT IV  Role of Government: Monetary and fiscal policy; Industrial policy; Industrial licensing, Privatization; Devaluation; Export-Import policy; Regulation of foreign investment; Collaborations in the light of recent changes.

UNIT V  The Current Five Year Plan: Major policies; Resource allocation.

UNIT VI  International Environment: International trading environment (overview); Trends in world trade and the problems of developing countries; Foreign trade and economic growth; International economic groupings; International economic institutions – GATT, WTO, UNCTAD, World Bank, IMF; GSP; GSTP; Counter trade.

Suggested Readings

IB 2.1 CORPORATE ACCOUNTING (AS BC 2.1)

Objective
This course enable the students to develop awareness about corporate accounting in conformity with the provisions of Companies Act.

COURSE INPUTS

UNIT I Issue, Forfeiture, and Re-issue of Shares: Redemption of preference shares; Issue and redemption of debentures.

UNIT II Final accounts: Excluding computation of managerial remuneration, and disposal of profit.

UNIT III Valuation of Goodwill and Shares.

UNIT IV Accounting For Amalgamation of Companies as per Indian Accounting Standard 14; Accounting for internal reconstruction-excluding inter-company holdings and re-construction schemes.

UNIT V Consolidated Balance Sheet of holding companies with one subsidiary only.

UNIT VI Statement of Changes in Financial Position - on cash basis and working capital basis; Familiarity with Indian Accounting Standard 3.

Suggested Readings
IB 2.2 **COMPANY LAW**  

**(AS BC 2.2)**

**Objective**

The objective of this course is to provide basic knowledge of the provisions of the Companies Act 1956, along with relevant case law.

**COURSE INPUTS**

The Companies Act, excluding provisions relating to accounts and audit sections, managing agents and secretaries and treasurers Sections 324 - 388E, arbitration, compromises, arrangements and reconstructions - sections 389-396).

**UNIT I** Corporate personality; Kinds of companies

**UNIT II** Promotion on and incorporation of companies

**UNIT III** Memorandum of Association; Articles of Association; Prospectus.

**UNIT IV** Shares; sharecapital; Members; Share capital – transfer and transmission.

**UNIT V** Capital management – borrowing powers, mortgages and charges, debentures.

**UNIT VI** Directors – Managing Director, whole time director.

**UNIT VII** Company meetings - kinds, quorum, voting, resolutions, minutes.

**UNIT VIII** Majority powers and minority rights; Prevention of oppression and mismanagement.

**UNIT IX** Winding up - kinds and conduct

**Suggested Readings**

IB 2.3 BUSINESS STATISTICS (AS BC 2.3)

Objective
It enable the students to gain understanding of statistical techniques as are applicable to business.

COURSE INPUTS

UNIT I Introduction: Statistics as a subject; Descriptive Statistics – compared to Inferential Statistics; Types of data; Summation operation; Rules of Sigma \( \Sigma \) operations,

UNIT II Analysis of Univariate Data: Construction of a frequency distribution; Concept of central tendency and dispersion – and their measures; Partition values; Moments; Skewness and measures; Kurtosis and measures.

UNIT III Analysis of Bivariate Data: Linear regression and correlation.

UNIT IV Index Number: Meaning, types, and uses; Methods of constructing price and quantity indices (simple and aggregate); Tests of adequacy; Chain-base index numbers; Base shifting, splicing, and deflating; Problems in constructing index numbers; Consumer price index.

UNIT V Analysis of Time Series: Causes of variations in time series data; Components of a time series; Decomposition -Additive and multiplicative models; Determination of trend - Moving averages method and method of least squares (including linear, second degree, parabolic, and exponential trend); Computation of seasonal indices by simple averages, ratio-to-trend, ratio-to-moving average, and link relative methods.

UNIT VI Forecasting and Methods: Forecasting-concept, types, and importance; General approach to forecasting; Methods of forecasting; Forecasting demand; Industry Vs Company sales forecasts; Factors affecting company sales.

UNIT VII Theory of Probability: Probability as a concept; The three approaches to defining probability; Addition and multiplication laws of probability; Conditional probability; Bayes' Theorem; Expectation and variance of a random variable.

UNIT VIII Probability Distributions: Probability distribution as a concept; Binomial, Poisson, and Normal distributions –their properties and parameters; Empirical distribution – generating; Applications to business.
Suggested Readings

IB 2.4 COST ACCOUNTING  

(AS BC 2.4)

Objective

This course exposes the students to the basic concepts and the tools used in cost accounting.

COURSE INPUTS

UNIT I  Introduction: Nature and scope of cost accounting; Cost concepts and classification; Methods and techniques; Installation of costing system; Concept of cost audit.

UNIT II Accounting for Material: Material control; Concept and techniques; Pricing of material issues; Treatment of material losses.

UNIT III Accounting for Labour: Labour cost control procedure; Labour turnover; Idle time and overtime; Methods of wage payment - time and piece rates; Incentive schemes.

UNIT IV Accounting for Overheads: Classification and departmentalization; Absorption of overheads; Determination of overhead rates; Under and over absorption, and its treatment.

UNIT V Cost Ascertainment: Unit costing; Job, batch and contract costing; Operating costing; Process costing - excluding inter-process profits, and joint and by-products.

UNIT VI Cost Records: Integral and non-integral system; Reconciliation of cost and financial accounts.

Suggested Readings

7. Tulsian P.C; Practical Costing: Vikas, New Delhi.
IB 2.5 PRINCIPLES OF BUSINESS MANAGEMENT (AS BC 2.5)

Objective
This course familiarizes the students with the basics of principles of management

COURSE INPUTS

UNIT I Introduction: Concept, nature, process, and significance of management; Managerial roles (Mintzberg); An overview of functional areas of management; Development of management thought; Classical and neo-classical systems; Contingency approaches.

UNIT II Planning: Concept, process, and types. Decision making - concept and process; Bounded rationality; Management by objectives; Corporate planning; Environment analysis and diagnosis; Strategy formulation.

UNIT III Organizing: Concept, nature, process, and significance; Authority and responsibility relationships; Centralization and decentralization; Departmentation; Organization structure - forms and contingency factors.

UNIT IV Motivating and Leading People at Work: Motivation - concept; Theories - Maslow, Herzberg, McGregor, and Ouchi; Financial and non-financial incentives. Leadership - concept and leadership styles; Leadership theories (Tannenbaum and Schmidt.); Likert's System Management; Communication - nature, process, networks, and barriers; Effective communication.

UNIT V Managerial Control: Concept and process; Effective control system; Techniques of control - traditional and modern.

UNIT VI Management of Change: Concept, nature, and process of planned change; Resistance to change; Emerging horizons of management in a changing environment.

Suggested Readings
7. Stoner and Freeman: Management; Prentice-Hall, New Delhi.
IB 2.6 INCOME TAX (AS BC 2.6)

Objective
It enables the students to know the basics of Income Tax Act and its implications.

COURSE INPUTS

UNIT I Basic Concepts: Income, agricultural income, casual income, assessment year, previous year, gross total income, total income, person; Tax evasion, avoidance, and tax planning.

UNIT II Basis of Charge: Scope of total income, residence and tax liability, income which does not form part of total income.

UNIT III Heads of Income: Salaries; Income from house property; Profit and gains of business or profession, including provisions relating to specific business; Capital gains; Income from other sources.

UNIT IV Computation of Tax Liability: Computation of total income and tax liability of an individual, H.U.F., and firm; Aggregation of income; Set-off and carry forward of losses; Deduction from gross total income.

UNIT V Tax Management: Tax deduction at source; Advance payment of tax; Assessment procedures; Tax planning for individuals.

UNIT VI Tax Administration: Authorities, appeals, penalties.

Suggested Readings
5. Girish Ahuja and Ravi Gupta: Systematic approach to income tax; Sahitya Bhawan Publications, New Delhi.
IB 2.7 FUNDAMENTALS OF ENTREPRENEURSHIP (AS BC 2.7)

Objective
It provides exposure to the students to the entrepreneurial culture and industrial growth so as to preparing them to set up and manage their own small units.

COURSE INPUTS

UNIT I Introduction: The entrepreneur; Definition; Emergence of entrepreneurial class; Theories of entrepreneurship; Role of socio-economic environment; Characteristics of entrepreneur; Leadership; Risk taking; Decision-making and business planning.

UNIT II Promotion of a Venture: Opportunities analysis; External environmental analysis – economic, social, and technological; Competitive factors; Legal requirements for establishment of a new unit, and raising of funds; Venture capital sources and documentation required.

UNIT III Entrepreneurial Behaviour: Innovation and entrepreneur; Entrepreneurial behavior and Psycho-Theories, Social responsibility.

UNIT IV Entrepreneurial Development Programs (EDP): EDP, their role, relevance, and achievements; Role of Government in organizing EDPs; Critical evaluation.

UNIT V Role Of Entrepreneur: Role of an entrepreneur in economic growth as an innovator, generation of employment opportunities, complimenting and supplementing economic growth, bringing about social stability and ‘balanced regional development of industries; Role in export promotion and import substitution, forex earnings, and augmenting and meeting local demand.

Suggested Readings
1. Tandon B.C: Environment and Entrepreneur; Chugh Publications; Allahabad.
5. Pandey I.M: Venture Capital - The Indian Experience; Prentice Hall of India.
IB 3.1 INFORMATION TECHNOLOGY AND ITS APPLICATIONS IN BUSINESS  (AS BC 3.1)

Objective
The objective of the course is to familiarize the students with the innovations in information technology and how it affects business. An understanding of the ground rules of these technologies will enable the students to appreciate the nitty-gritty of E-Commerce.

COURSE INPUTS

UNIT I Information Revolution and Information Technology (IT): Deployment of IT in Business; Basic features of IT; Impact of IT on business environment and social fabric; Invention of writing; Written books; Printing press and movable type – Gutenberg’s invention; Radio, telephone, wireless and satellite communication; Computing and dissemination of information and knowledge and convergence of technologies (internet with Wireless – WAP).

UNIT II Fundamentals of Computers: Data, information and EDP: Data, information, need and concept of data and information; Levels of information from data; Data processing; Electronic data processing; Electronic machines;

a. Number Systems and Codes: Different number systems - binary, octal, decimal, hexagonal, and their conversion codes used in computers; BCD, EBCDIC, ASCII; Gray and conversions.

b. Computer Arithmetic and Gates: Binary arithmetic, complements, addition and subtraction; Conversion from one system to another; Logic Gates, their truth tables and applications minimisation, and K-maps.

c. Computer Processing System: Definition of computer; Hardware/software concepts; Generation of computers; Types of computers; Elements of digital computer; CPU and its functions; Various computer systems.

d. I/O devices: Basic concepts of I/O devices; Various input devices - Keyboard, mouse; MICR, OCR, microphones.

e. Various output devices: VDU, printer, plotter, spooling, LS.

f. Storage Devices: Primary and secondary memory; Types of memories;; Memory capacity and its enhancement; Memory devices and their comparisons; Auxiliary storage, tapes, disks (magnetic and optical); Various devices and their comparison.

g. System Software - Role of Software, Different System Software: O.S., utilities, element of O.S. - its types and variations; DOS and windows.
h. Computer and Networks: Need of communication; Data transmission; Baud; Bandwidth; Communication channel; Multiplexing; Basic network concepts; O.S.I. model; Types of topologies; LAN, WAN; Client server concept.

UNIT III Computer-based Business Applications

a. Word Processing: Meaning and role of word processing in creating of documents, editing, formatting, and printing documents, using tools such as spelling check, thesaurus, etc. in word processors (MS-Word);

b. Electronic Spreadsheet: Structure of spreadsheet and its applications to accounting, finance, and marketing functions of business; Creating a dynamic/sensitive worksheet; Concept of absolute and relative cell reference; Using built-in functions; Goal seeking and solver tools; Using graphics and formatting of worksheet; Sharing data with other desktop applications; Strategies of creating error-free worksheet (MS-Excel, Lotus 123). Practical knowledge on Wings Accounting (Software).

c. Programming under a DBMS environment: The concept of data base management system; Data field, records, and files, Sorting and indexing data; Searching records, designing queries, and reports; Linking of data files; Understanding programming environment in DBMS; Developing menu driven applications in query language (MS-Access).

UNIT IV Electronic Data Interchange (EDI)

Introduction to EDI; Basics of EDI; EDI standards; Financial EDI (FEDI); FEDI for international trade transaction; Applications of EDI; Advantages of EDI; Future of EDI.

UNIT V The Internet and its Basic Concepts

Internet-concept, history, development in India; Technological foundation of internet; Distributed computing; Client-server computing; Internet protocol suite; Application of distributed computing; Client-server computing; Internet protocol suite in the internet environment; Domain Name System (DNS); Domain Name Service (DNS); Generic top-level domain (gTLD); Country code top-level domain (ccTLD); - India; Allocation of second-level domains; IP addresses; Internet protocol; Applications of internet in business, education, governance, etc.

UNIT VI Information System Audit

Basic idea of information audit; Difference with the traditional concepts of audit; Conduct and applications of IS audit in internet environment.
Suggested Readings


IB 3.2  PRINCIPLES OF MARKETING

Objective
The objective of this course is to help students to understand the concept of marketing and its applications.

COURSE CONTENTS

UNIT I  Introduction: Nature and scope of marketing; Importance of marketing as a business function, and in the economy; Marketing concepts – traditional and modern; Selling vs. marketing; Marketing mix; Marketing environment.

UNIT II  Consumer Behaviour and Market Segmentation: Nature, scope, and significance of consumer behaviour; Market segmentation – concept and importance; Bases for market segmentation.

UNIT III  Product: Concept of product, consumer, and industrial goods; Product planning and development; Packaging - role and functions; Brand name and trade mark; After-sales service; Product life cycle concept.

UNIT IV  Price: Importance of price in the marketing mix; Factors affecting price of a product/service; Discounts and rebates.

UNIT V  Distributions Channels and Physical Distribution: Distribution channels - concept and role; Types of distribution channels; Factors affecting choice of a distribution channel; Retailer and wholesaler; Physical distribution of goods; Transportation; Warehousing; Inventory control; Order processing.

UNIT VI  Promotion: Methods of promotion; Optimum promotion mix; Advertising media – their relative merits and limitations; Characteristics of an effective advertisement; Personal selling; Selling as a career; Classification of a successful sales person; Functions of salesman.

Suggested Readings
1. Philip Kotler: Marketing Management Englewood Cliffs; Prentice Hall, NJ.
IB 3.3 INTERNATIONAL MARKETING (AS BC 3.72)

Objective
This course aims at acquainting student with the operations of marketing in international environment.

COURSE CONTENTS

UNIT I International Marketing: Nature, definition, and scope of international marketing; Domestic marketing vs. international marketing; International marketing environment – external and internal..

UNIT II Identifying and Selecting Foreign Market: Foreign market entry mode decisions.

UNIT III Product Planning for International Market: Product designing; Standardization vs adaptation; Branding, and packaging; Labeling and quality issues; After sales service.

UNIT IV International Pricing: Factors influencing international price; Pricing process – process and methods; International price quotation and payment terms.

UNIT V Promotion of Product/Services Abroad: Methods of international promotion; Direct mail and sales literature; Advertising; Personal selling; Trade fairs and exhibitions.

UNIT VI International Distribution: Distribution channels and logistics decisions; Selection and appointment of foreign sales agents.

UNIT VII Export Policy and Practices in India: Exim policy – an overview; Trends in India’s foreign trade; Steps in starting an export business; Product selection; Market selection; Export pricing; Export finance; Documentation; Export procedures; Export assistance and incentives.

Suggested Readings
5. Taggart J.H and Moder Mott M.C: The Essence of International Business; Prentice Hall New Delhi.
7. Fayer Weather John: International Marketing; Prentice Hall, NJ.
IB 3.4 INTERNATIONAL BUSINESS ENVIRONMENT

Objective
The objective of this course is to acquaint students with international business environment and its impact on foreign market operations of a firm.

COURSE INPUTS


UNIT II  Theoretical Foundations of International Business: Theories of international trade; Gains from international trade; Balance of payments analysis.

UNIT III  Instruments of Commercial Policy: Tariff and non-tariff measures; Arguments for and against protectionism.

UNIT IV  Current Trends and Issues in International Trade: Pattern and structure of world trade; Trade in services.

UNIT V  Foreign Investment: Types, motives, and effects; Present structure of foreign direct investments.

UNIT VI  Multinational Corporations (MNCs): Nature, role, types, and operations; Policy towards MNCs; Transfer of technology.

UNIT VII  Regional Economic Integration: Forms of integration, Regional economic groupings in practice -EU, NAFTA, ASEAN, SAARC, AND SAPTA.

UNIT VIII  International Economic Co-operation, Institutions and Agreements: WTO; World Bank; IMF; UNCTAD; GSP; Commodity Agreements

Suggested Readings

2. Cateora, Philip: International Marketing; Richard D. Irwin, Illinois.
IB 3.5  INDIAN FOREIGN TRADE AND POLICY

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

COURSE INPUTS

UNIT I  India's Foreign Trade: Trends and developments; Commodity composition and direction; India's foreign trade in global context.

UNIT II  Foreign Trade Policy and Control in India: Policy making body and institutions; Exchange control in India - objectives and definition.

UNIT III  Import Substitution and Export Promotion Policies: Export Incentives- duty exemption schemes, EPCG, duty draw backs; Role of commercial banks in foreign trade; Deferred payment system; EXIM Bank; Export credit insurance and ECGC.

UNIT IV  Infrastructure Support for Export Promotion :Export promotion councils; Commodity boards/Product export development authorities; Specific service institutions; State trading organizations; Export and Trading Houses; Export Processing Zones/Special Economic Zone (EPZ/SEZ); Export Oriented units (EOUs).

UNIT V  Foreign Investment Policy : Indian joint ventures abroad; Multilateralism and Bilateralism in India's foreign trade.

Suggested Readings
2. Bhashyam S: Export Promotion in India - The Institutional Infrastructure; Commonwealth Pub., New Delhi.
5. Varshney R.L.: India's Foreign Trade; Kitab Mahal, Allahabad
IB 3.6  **EXPORT-IMPORT PROCEDURES AND DOCUMENTATION**

**Objective**
The object of this course is to apprise student about export-import procedures and different types of documents needed in foreign trade transactions.

**COURSE INPUTS**

**UNIT I**  
Documentary Framework for Exports and Imports: Registrations of an export firm and licensing regulations; Processing of an export order; Export documents -need and types; Overview of various export documents.

**UNIT II**  
International Business Contracts: Types and formation

**UNIT III**  
Payment Terms: Instruments and methods of financing, including documentary credits and collection; Uniform Customs of Practices (UCP) 500.

**UNIT IV**  
Export Finance: Facilities, incentives and procedures for pre-and post-shipment finance.

**UNIT V**  
Business Risk Coverage: Cargo, credit, and foreign exchange risk coverage; Cargo insurance; Role and schemes of ECGC and commercial banks.

**UNIT VI**  
Foreign Exchange Regulations and Formalities

**UNIT VII**  
Quality Control and Pre-shipment Inspection: Concept, scheme, and procedures.

**UNIT VIII**  
Excise clearance of export cargo: Customs clearance of export-import cargo; Claiming duty drawbacks and other incentives.

**Suggested Readings**

IB 3.7 INTERNATIONAL FINANCE

Objective
This course aims at familiarizing students with some important issues in international finance.

COURSE INPUTS

UNIT I International Monetary System: History; Bretton Woods system and the period after 1971; IMF and World Bank.

UNIT II Foreign Exchange Market: Exchange rate determination and its mechanism; Exchange rate fluctuations -impact on foreign trade and investment; Currency exposure management.

UNIT III International Banking: World financial markets; Eurocurrency markets

UNIT IV Foreign Investments: Types and motives; Foreign investments in India; India's investment in foreign countries; Regulation of foreign investments in India.

Suggested Readings

3. Buckley: Multinational Finance; Prentice Hall India, New Delhi.
TRAINING REPORT & GENERAL VIVA VOCE

Students may be sent for training for 4-6 weeks at appropriate time during the course of the year and the viva be held immediately after the examinations. Each of the two elements will carry 50 marks.
CHAPTER - V

BACHELOR OF BANKING AND INSURANCE (BBI)

Course Structure

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Training Report & General Viva Voce
BACHELOR OF BANKING AND INSURANCE (BBI)

COURSE INPUT DETAILS

BI 1.1 BUSINESS COMMUNICATION (AS BC 1.1)

Objective
The Objective of this course is to develop effective business communication skills among the students.

COURSE INPUTS

UNIT I Introducing Business Communication: Basic forms of communicating; Communication models and processes; Effective communication; Theories of communication; Audience analysis.

UNIT II Self-Development and Communication: Development of positive personal attitudes; SWOT analysis; Vote's model of interdependence; Whole communication.

UNIT III Corporate Communication: Formal and informal communication networks; Grapevine; Miscommunication (Barriers); Improving communication.
Practices in business communication; Group discussions; Mock interviews; Seminars; Effective listening exercises; Individual and group presentations and reports writing.

UNIT IV Principles of Effective Communication

UNIT V Writing Skills: Planning business messages; Rewriting and editing; The first draft; Reconstructing the final draft; Business letters and memo formats; Appearance request letters; Good news and bad news letters; Persuasive letters; Sales letters; Collection letters; Office memorandum.

Oral Presentation: Principles of oral presentation, factors affecting presentation, sales presentation, training presentation, conducting surveys, speeches to motivate, effective presentation skills.
UNIT VII  Non-Verbal Aspects of Communicating
   a. Body language: Kinesics, Proxemics, Para language
   b. Effective listening: Principles of effective listening; Factors affecting listening exercises; Oral, written, and video sessions.
   c. Interviewing Skills: Appearing in interviews; Conducting interviews; Writing resume and letter of application.
   d. Modern Forms of Communicating: Fax; E-mail; Video conferencing; etc.
   e. International Communication: Cultural sensitiveness and cultural context; Writing and presenting in international situations; Inter-cultural factors in interactions; Adapting to global business.

Suggested Readings

BI 1.2 BUSINESS MATHEMATICS (AS BC 1.2)

Objective

The Objective of this course is to enable the students to have such minimum knowledge of Mathematics as is applicable to business and economic situations.

COURSE INPUTS

UNIT I Calculus (Problems and theorems involving trigonometrical ratios are not to be done).

a. Differentiation: Partial derivatives up to second order; Homogeneity of functions and Euler's theorem; Total differentials; Differentiation of implicit function with the help of total differentials.

b. Maxima and Minima; Cases of one variable involving second or higher order derivatives; Cases of two variables involving not more than one constraint.

c. Integration: Integration as anti-derivative process; Standard forms; Methods of integration-by substitution, by parts, and by use of partial fractions; Definite integration; Finding areas in simple cases; Consumers and producers surplus; Nature of Commodities Learning Curve; Leontiff Input-Output Model.

UNIT II Matrices and Determinants: Definition of a matrix; Types of matrices; Algebra of matrices; Properties of determinants; Calculation of values of determinants upto third order; Adjoint of a matrix, elementary row or column operations; Finding inverse of a matrix through adjoint and elementary row or column operations; Solution of a system of linear equations having unique solution and involving not more than three variables.

UNIT III Linear Programming-Formulation of LPP: Graphical method of solution; Problems relating to two variables including the case of mixed constraints; Cases having no solution, multiple solutions, unbounded solution and redundant constraints.

Simplex Method - Solution of problems up to three variables, including cases of mixed constraints; Duality; Transportation Problem.

UNIT IV Compound Interest and Annuities: Certain different types of interest rates; Concept of present value and amount of a sum; Types of annuities; Present value and amount of an annuity, including the case of continuous compounding; Valuation of simple loans and debentures; Problems relating to sinking funds.
Suggested Readings

BI 1.3  **FINANCIAL ACCOUNTING**  

**Objective**
To impart basic accounting knowledge as applicable to business.

**COURSE INPUTS**

**UNIT I**  
Meaning and Scope of Accounting: Need, development, and definition of accounting; Book-keeping and accounting; Persons interested in accounting; Disclosures; Branches of accounting; Objectives of accounting.

**UNIT II**  
Accounting Principles: International accounting standards (only outlines); Accounting principles; Accounting standards in India.

**UNIT III**  
Accounting Transactions: Accounting Cycle; Journal; Rules of debit and credit; Compound journal entry; Opening entry; Relationship between journal and ledger; Rules regarding posting; Trial balance; Sub division of journal.

**UNIT IV**  
Capital and Revenue: Classification of Income; Classification of expenditure; Classification of receipts.  
Accounting concept of income; Accounting concepts and income measurement; Expired cost and income measurement.
Final accounts; Manufacturing account; Trading account; Profit and loss account; Balance sheet; Adjustment entries.
Rectification of errors; Classification of errors; Location of errors; Rectification of errors; Suspense account; Effect on profit.

**UNIT V**  
Depreciation Provisions, and Reserves: Concept of depreciation; Causes of depreciation; Depreciation, depletion, amortization, and dilapidation; Depreciation accounting; Methods of recording depreciation; Methods for providing depreciation; Depreciation of different assets; Depreciation of replacement cost; Depreciation policy; as per Accounting Standard: 4; Depreciation accounting; Provisions and reserves.

**UNIT VI**  
Sectional Balancing System: Self balancing system, including rectification of errors.

**UNIT VII**  
Accounts of Non-Trading Institutions

**UNIT VIII**  
Special Accounting Areas
Consignment Accounts: Important terms; Accounting records; Valuation of unsold stock; Conversion of consignment into branch.
Joint Venture Accounts: Meaning of joint venture; Joint venture & partnership; Accounting records.
Branch Accounts: Dependent branch; Debtors system, stock and debtor system;
Final accounts system; Wholesale branch; Independent branch; Foreign branch; 
Hire-purchase and installment purchase system; Meaning of hire-purchase contract; 
Legal provision regarding hire-purchase contract; Accounting records for goods of 
substantial sale values, and accounting records for goods of small values; 
Installment purchase system; After sales service.

UNIT IX Partnership Accounts: Essential characteristics of partnership; Partnership deed; 
Final accounts; Adjustments after closing the accounts; Fixed and fluctuating capital; 
Goodwill; Joint Life Policy; Change in Profit Sharing Ratio.

Reconstitution of a partnership firm -Admission of a partner; Retirement of a partner; 
Death of a partner; Amalgamation of partnership firms; Dissolution of a partnership 
firm -Modes of dissolution of a firm; Accounting entries; Insolvency of partners; Sale 
of firm to a company; Gradual realization of assets and piecemeal distribution.

Suggested Readings

1. Anthony, R.N. and Reece, J.S.: Accounting Principles; Richard Irwin Inc.
5. Compendium of Statement and Standards of Accounting : The Institute of Chartered Accountants of India, 
New Delhi.
BI 1.4 BUSINESS REGULATORY FRAMEWORK (AS BC 1.4)

Objective
The Objective of this course is to provide a brief idea about the framework of Indian business laws.

COURSE INPUTS
UNIT I Law of Contract (1872): Nature of contract; Classification; Offer and acceptance; Capacity of parties to contract; Free consent; Consideration; Legality of object; Agreement declared void; Performance of contract; Discharge of contract; Remedies for breach of contract.
UNIT II Special Contracts: Indemnity; Guarantee; Bailment and pledge; Agency.
UNIT III Sale of Goods Act 1930: Formation of contracts of sale; Goods and their classification, price; Conditions, and warranties; Transfer of property in goods; Performance of the contract of sales; Unpaid seller and his rights, sale by auction; Hire purchase agreement.
UNIT IV Negotiable Instrument Act 1881: Definition of negotiable instruments; Features; Promissory note; Bill of exchange & cheque; Holder and holder in the due course; Crossing of a cheque, types of crossing; Negotiation; Dishonuor and discharge of negotiable instrument.
UNIT V The Consumer Protection Act 1986: Salient features; Definition of consumer; Grievance redressal machinery;
UNIT VI Foreign Exchange Management Act 2000: Definitions and main provisions.

Suggested Readings
BI 1.5 BUSINESS ECONOMICS (AS BC 1.5)

Objective
This course is meant to acquaint the students with the principles of Business Economics as are applicable in business.

COURSE INPUTS

UNIT I Introduction: Basic problems of an economy; Working of price mechanism.

UNIT II Elasticity of Demand: Concept and measurement of elasticity of demand; Price, income and cross elasticities; Average revenue, marginal revenue, and elasticity of demand; Determinants of elasticity of demand; Importance of elasticity of demand.

UNIT III Production Function: Law of variable proportions; Iso-quants; Economic regions and optimum factor combination; Expansion path; Returns to scale; Internal and external economies and diseconomies; Ridge lines.

UNIT IV Theory of Costs: Short-run and long-run cost curves - traditional and modern approaches.

UNIT V Market Structures: Market structures and business decisions; Objectives of a business firm.
  a. Perfect Competition: Profit maximization and equilibrium of firm and industry; Short-run and long run supply curves; Price and output determination. Practical applications.
  b. Monopoly: Determination of price under monopoly; Equilibrium of a firm; Comparison between perfect competition and monopoly; Multi-plant monopoly; Price discrimination. Practical applications.
  c. Monopolistic Competition: Meaning and characteristics; Price and output determination under monopolistic competition; Product differentiations; Selling costs; Comparison with perfect competition; Excess capacity under monopolistic competition
  d. Oligopoly: Characteristics, indeterminate pricing and output; Classical models of oligopoly; Price leadership; Collusive oligopoly; Kinked demand curve.

UNIT VI Factor Pricing-I: Marginal Productivity theory and demand for factors; Nature of supply of factor inputs; Determination of wage rates under perfect competition and monopoly; Exploitation of labor; Rent – concept; Ricardian and modern theories of rent; Quasi-rent.

UNIT VII Factor Pricing-II: Interests –concept and theories of interest; Profit – nature, concepts, and theories of profit.
Suggested Readings

1. John P. Gould, Jr. and Edward P. Lazear: Micro-economic Theory; All India Traveller, Delhi.
BI 1.6 **BUSINESS ENVIRONMENT**

*Objective*

This course aims at acquainting the students with the emerging issues in business at the national and international level in the light of the policies of liberalization and globalization.

**COURSE INPUTS**

**UNIT I**  Indian Business Environment: Concept, components, and importance

**UNIT II**  Economic Trends (overview): Income; Savings and investment; Industry; Trade and balance of payments; Money; Finance; Prices.

**UNIT III**  Problems of Growth: Unemployment; Poverty; Regional imbalances; Social injustice; Inflation; Parallel economy; Industrial sickness.

**UNIT IV**  Role of Government: Monetary and fiscal policy; Industrial policy; Industrial licensing, Privatization; Devaluation; Export-Import policy; Regulation of foreign investment; Collaborations in the light of recent changes.

**UNIT V**  The Current Five Year Plan: Major policies; Resource allocation.

**UNIT VI**  International Environment: International trading environment (overview); Trends in world trade and the problems of developing countries; Foreign trade and economic growth; International economic groupings; International economic institutions – GATT, WTO, UNCTAD, World Bank, IMF; GSP; GSTP; Counter trade.

**Suggested Readings**

BL 2.1 CORPORATE ACCOUNTING (AS BC 2.1)

Objective
This course enable the students to develop awareness about corporate accounting in conformity with the provisions of Companies Act.

COURSE INPUTS

UNIT I Issue, Forfeiture, and Re-issue of Shares: Redemption of preference shares; Issue and redemption of debentures.

UNIT II Final accounts: Excluding computation of managerial remuneration, and disposal of profit.

UNIT III Valuation of Goodwill and Shares.

UNIT IV Accounting For Amalgamation of Companies as per Indian Accounting Standard 14; Accounting for internal reconstruction-excluding inter-company holdings and re-construction schemes.

UNIT V Consolidated Balance Sheet of holding companies with one subsidiary only.

UNIT VI Statement of Changes in Financial Position - on cash basis and working capital basis; Familiarity with Indian Accounting Standard 3.

Suggested Readings

BI 2.2 COMPANY LAW (AS BC 2.2)

OBJECTIVE
The Objective of this course is to provide basic knowledge of the provisions of the Companies Act, 1956, along with relevant case law.

COURSE INPUTS
The Companies Act, excluding provisions relating to accounts and audit sections, managing agents and secretaries and treasurers Sections 324 - 388E, arbitration, compromises, arrangements and reconstructions - sections 389-396).

UNIT I Corporate personality; Kinds of companies
UNIT II Promotion on and incorporation of companies
UNIT III Memorandum of Association; Articles of Association; Prospectus.
UNIT IV Shares; sharecapital; Members; Share capital –transfer and transmission.
UNIT V Capital management –borrowing powers, mortgages and charges, debentures.
UNIT VI Directors –Managing Director, whole time director.
UNIT VII Company meetings -kinds, quorum, voting, resolutions, minutes.
UNIT VIII Majority powers and minority rights; Prevention of oppression and mismanagement.
UNIT IX Winding up - kinds and conduct

Suggested Readings
BI 2.3 BUSINESS STATISTICS (AS BC 2.3)

OBJECTIVE
It enable the students to gain understanding of statistical techniques as are applicable to business.

COURSE INPUTS

UNIT I Introduction: Statistics as a subject; Descriptive Statistics – compared to Inferential Statistics; Types of data; Summation operation; Rules of Sigma Σ operations,

UNIT II Analysis of Univariate Data: Construction of a frequency distribution; Concept of central tendency and dispersion – and their measures; Partition values; Moments; Skewness and measures; Kurtosis and measures.

UNIT III Analysis of Bivariate Data: Linear regression and correlation.

UNIT IV Index Number: Meaning, types, and uses; Methods of constructing price and quantity indices (simple and aggregate); Tests of adequacy; Chain-base index numbers; Base shifting, splicing, and deflating; Problems in constructing index numbers; Consumer price index.

UNIT V Analysis of Time Series: Causes of variations in time series data; Components of a time series; Decomposition - Additive and multiplicative models; Determination of trend - Moving averages method and method of least squares (including linear, second degree, parabolic, and exponential trend); Computation of seasonal indices by simple averages, ratio-to-trend, ratio-to-moving average, and link relative methods.

UNIT VI Forecasting and Methods: Forecasting-concept, types, and importance; General approach to forecasting; Methods of forecasting; Forecasting demand; Industry Vs Company sales forecasts; Factors affecting company sales.

UNIT VII Theory of Probability: Probability as a concept; The three approaches to defining probability; Addition and multiplication laws of probability; Conditional probability; Bayes' Theorem; Expectation and variance of a random variable.

UNIT VIII Probability Distributions: Probability distribution as a concept; Binomial, Poisson, and Normal distributions – their properties and parameters; Empirical distribution – generating; Applications to business.
Suggested Readings

BI 2.4 COST ACCOUNTING (AS BC 2.4)

Objective
This course exposes the students to the basic concepts and the tools used in cost accounting.

COURSE INPUTS

UNIT I Introduction: Nature and scope of cost accounting; Cost concepts and classification; Methods and techniques; Installation of costing system; Concept of cost audit.

UNIT II Accounting for Material: Material control; Concept and techniques; Pricing of material issues; Treatment of material losses.

UNIT III Accounting for Labour: Labour cost control procedure; Labour turnover; Idle time and overtime; Methods of wage payment - time and piece rates; Incentive schemes.

UNIT IV Accounting for Overheads: Classification and departmentalization; Absorption of overheads; Determination of overhead rates; Under and over absorption, and its treatment.

UNIT V Cost Ascertainment: Unit costing; Job, batch and contract costing; Operating costing; Process costing - excluding inter-process profits, and joint and by-products.

UNIT VI Cost Records: Integral and non-integral system; Reconciliation of cost and financial accounts.

Suggested Readings
7. Tulsian P.C; Practical Costing: Vikas, New Delhi.
BI 2.5 PRINCIPLES OF BUSINESS MANAGEMENT (AS BC 2.5)

Objective
This course familiarizes the students with the basics of principles of management

COURSE INPUTS

UNIT I Introduction: Concept, nature, process, and significance of management; Managerial roles (Mintzberg); An overview of functional areas of management; Development of management thought; Classical and neo-classical systems; Contingency approaches.

UNIT II Planning: Concept, process, and types. Decision making - concept and process; Bounded rationality; Management by Objectives; Corporate planning; Environment analysis and diagnosis; Strategy formulation.

UNIT III Organizing: Concept, nature, process, and significance; Authority and responsibility relationships; Centralization and decentralization; Departmentation; Organization structure - forms and contingency factors.

UNIT IV Motivating and Leading People at Work: Motivation - concept; Theories - Maslow, Herzberg, McGregor, and Ouchi; Financial and non-financial incentives. Leadership - concept and leadership styles; Leadership theories (Tannenbaum and Schmidt); Likert's System Management; Communication - nature, process, networks, and barriers; Effective communication.

UNIT V Managerial Control: Concept and process; Effective control system; Techniques of control - traditional and modern.

UNIT VI Management of Change: Concept, nature, and process of planned change; Resistance to change; Emerging horizons of management in a changing environment.

Suggested Readings
7. Stoner and Freeman: Management; Prentice-Hall, New Delhi.
BI 2.6  INCOME TAX  

(Objective)

It enables the students to know the basics of Income Tax Act and its implications.

COURSE INPUTS

UNIT I  Basic Concepts: Income, agricultural income, casual income, assessment year, previous year, gross total income, total income, person; Tax evasion, avoidance, and tax planning.

UNIT II  Basis of Charge: Scope of total income, residence and tax liability, income which does not form part of total income.

UNIT III  Heads of Income: Salaries; Income from house property; Profit and gains of business or profession, including provisions relating to specific business; Capital gains; Income from other sources.

UNIT IV  Computation of Tax Liability: Computation of total income and tax liability of an individual, H.U.F., and firm; Aggregation of income; Set-off and carry forward of losses; Deduction from gross total income.

UNIT V  Tax Management: Tax deduction at source; Advance payment of tax; Assessment procedures; Tax planning for individuals.

UNIT VI  Tax Administration: Authorities, appeals, penalties.

Suggested Readings

5. Girish Ahuja and Ravi Gupta: Systematic approach to income tax ; Sahitya Bhawan Publications, New Delhi.
### BI 2.7 FUNDAMENTALS OF ENTREPRENEURSHIP (AS BC 2.7)

**Objective**

It provides exposure to the students to the entrepreneurial culture and industrial growth so as to preparing them to set up and manage their own small units.

**COURSE INPUTS**

**UNIT I**
Introduction: The entrepreneur; Definition; Emergence of entrepreneurial class; Theories of entrepreneurship; Role of socio-economic environment; Characteristics of entrepreneur; Leadership; Risk taking; Decision-making and business planning.

**UNIT II**
Promotion of a Venture: Opportunities analysis; External environmental analysis – economic, social, and technological; Competitive factors; Legal requirements for establishment of a new unit, and raising of funds; Venture capital sources and documentation required.

**UNIT III**
Entrepreneurial Behaviour: Innovation and entrepreneur; Entrepreneurial behavior and Psycho-Theories, Social responsibility.

**UNIT IV**
Entrepreneurial Development Programmes (EDP): EDP, their role, relevance, and achievements; Role of Government in organizing EDPs; Critical evaluation.

**UNIT V**
Role Of Entrepreneur: Role of an entrepreneur in economic growth as an innovator, generation of employment opportunities, complimenting and supplementing economic growth, bringing about social stability and balanced regional development of industries; Role in export promotion and import substitution, forex earnings, and augmenting and meeting local demand.

**Suggested Readings**

1. Tandon B.C: Environment and Entrepreneur; Chugh Publications, Allahabad.
5. Pandey I.M: Venture Capital - The Indian Experience; Prentice Hall of India.
BI 3.1 INFORMATION TECHNOLOGY AND ITS APPLICATIONS IN BUSINESS (AS BC 3.1)

Objective
The Objective of the course is to familiarize the students with the innovations in information technology and how it affects business. An understanding of the ground rules of these technologies will enable the students to appreciate the nitty-gritty of E-Commerce.

COURSE INPUTS
UNIT I  Information Revolution and Information Technology (IT): Deployment of IT in Business; Basic features of IT; Impact of IT on business environment and social fabric; Invention of writing; Written books; Printing press and movable type – Gutenberg’s invention; Radio, telephone, wireless and satellite communication; Computing and dissemination of information and knowledge and convergence of technologies (Internet with Wireless – WAP).

UNIT II  Fundamentals of Computers: Data, information and EDP: Data, information, need and concept of data and information; Levels of information from data; Data processing; Electronic data processing; Electronic machines;

a. Number Systems and Codes: Different number systems - binary, octal, decimal, hexagonal, and their conversion codes used in computers; BCD, EBCDIC, ASCII; Gray and conversions.

b. Computer Arithmetic and Gates: Binary arithmetic, complements, addition and subtraction; Conversion from one system to another; Logic Gates, their truth table and applications minimisation, and K-maps.

c. Computer Processing System: Definition of computer; Hardware/software concepts; Generation of computers; Types of computers; Elements of digital computer; CPU and its functions; Various computer systems.

d. I/O devices: Basic concepts of I/O devices; Various input devices - Keyboard, mouse; MICR, OCR, microphones.

e. Various output devices: VDU, printer, plotter, spooling, LS.

f. Storage Devices: Primary and secondary memory; Types of memories; Memory capacity and its enhancement; Memory devices and their comparisons; Auxiliary storage, tapes, disks (magnetic and optical); Various devices and their comparison.

g. System Software - Role of Software, Different System Software: O.S., utilities, element of O.S. -its types and variations; DOS and windows.
h. Computer and Networks: Need of communication; Data transmission; Baud; Bandwidth; Communication channel; Multiplexing; Basic network concepts; O.S.I. model; Types of topologies; LAN, WAN; Client server concept.

UNIT III  Computer-based Business Applications

a. Word Processing: Meaning and role of word processing in creating of documents, editing, formatting, and printing documents, using tools such as spelling check, thesaurus, etc. in word processors (MS-Word);

b. Electronic Spreadsheet: Structure of spreadsheet and its applications to accounting, finance, and marketing functions of business; Creating a dynamic/sensitive worksheet; Concept of absolute and relative cell reference; Using built-in functions; Goal seeking and solver tools; Using graphics and formatting of worksheet; Sharing data with other desktop applications; Strategies of creating error-free worksheet (MS-Excel, Lotus 123). Practical knowledge on Wings Accounting (Software).

c. Programming under a DBMS environment: The concept of data base management system; Data field, records, and files; Sorting and indexing data; Searching records, designing queries, and reports; Linking of data files; Understanding programming environment in DBMS; Developing menu driven applications in query language (MS-Access).

UNIT IV  Electronic Data Interchange (EDI)

Introduction to EDI; Basics of EDI; EDI standards; Financial EDI (FEDI); FEDI for international trade transaction; Applications of EDI; Advantages of EDI; Future of EDI.

UNIT V  The Internet and its Basic Concepts

Internet-concept, history, development in India; Technological foundation of internet; Distributed computing; Client-server computing; Internet protocol suite; Application of distributed computing; Client-server computing; Internet protocol suite in the internet environment; Domain Name System (DNS); Domain Name Service (DNS); Generic top-level domain (gTLD); Country code top-level domain (ccTLD); - India; Allocation of second-level domains; IP addresses; Internet protocol; Applications of internet in business, education, governance, etc.

UNIT VI  Information System Audit

Basic idea of information audit; Difference with the traditional concepts of audit; Conduct and applications of IS audit in internet environment.
Suggested Readings


BI 3.2 INDIAN BANKING SYSTEM (AS BC 3.63)

Objective
This course enables the students to know the working of the Indian banking system.

COURSE INPUTS

UNIT I Indian Banking System: Structure and organization of banks; Reserve Bank of India; Apex banking institutions; Commercial banks; Regional rural banks; Co-operative banks; Development banks.

UNIT II State Bank of India: Brief History; Objectives; Functions; Structure and organization; Working and progress.

UNIT III Banking Regulation Act, 1949: History; Social control; Banking Regulation Act as applicable to banking companies and public sector banks; Banking Regulation Act as applicable to Co-operative banks.

UNIT IV Regional Rural and Co-operative Banks in India: Functions; Role of regional rural and cooperative banks in rural India; Progress and performance.

UNIT V Reserve Bank of India: Objectives; Organization; Functions and working; Monetary policy; Credit control measures and their effectiveness.

Suggested Readings

2. Sayers R.S: Modern Banking; Oxford University Press.
3. Panandikar S.G. and Mithani D.M: Banking in India; Orient Longman.
BI 3.3 FUNDAMENTALS OF INSURANCE (AS BC 3.73)

Objective
This course enables the students to know the fundamentals of insurance.

COURSE INPUTS

UNIT I  Introduction to Insurance: Purpose and need of insurance; Insurance as a social security tool; Insurance and economic development.

UNIT II  Fundamentals of Agency Law: Definition of an agent; Agents regulations; Insurance intermediaries; Agents' compensation.

UNIT III  Procedure for Becoming an Agent: Pre-requisite for obtaining a license; Duration of license; Cancellation of license; Revocation or suspension/termination of agent appointment; Code of conduct; Unfair practices.

UNIT IV  Functions of the Agent: Proposal form and other forms for grant of cover; Financial and medical underwriting; Material information; Nomination and assignment; Procedure regarding settlement of policy claims.

UNIT V  Company Profile: Organizational set-up of the company; Promotion strategy; Market share; Important activities; Structure; Product; Actuarial profession; Product pricing - actuarial aspects; Distribution channels.

UNIT VI  Fundamentals/Principles of Life Insurance/Marine/Fire/Medical/ General Insurance: Contracts of various kinds; Insurable Interest.

Suggested Readings

BI 3.4 MERCHANT BANKING AND FINANCIAL SERVICES

Objective
This course exposes the students to the essentials of merchant banking and financial services.

COURSE INPUTS

UNIT I Merchant Banking: Functions; Scope; Merchant banking in India; SEBI guidelines for merchant bankers.

UNIT II Role of Merchant Bankers in Fund Raising: Managing public issue; Public issue programme; Alternative to public issue; Private placement; Raising public deposits.

UNIT III Credit Rating: Introduction; Instruments; Benefits; Rating methodology; Cautions; Types of rating.

UNIT IV Project Appraisal: Project life cycle; Evaluation; Social cost benefit analysis; Capital cost and financial projections.

UNIT V Long Term Finance & Working Capital Finance: Term loans; Working capital loans; Maximum permissible bank finance; Factoring and forfaiting.

UNIT VI Lease Financing and Decisions: Concept; Types of leases; Leasing decisions; Evaluation of leases.

UNIT VII Mutual Funds: Introduction; Classification; Mutual funds in India

UNIT VIII Portfolio Management and Venture Capital: Portfolio management- introduction, principles, steps, qualifications, and obligations; Responsibilities of portfolio manager; Venture capital -introduction, scope, steps to provide venture capital, mode of funding.

UNIT IX Mergers and Acquisitions: Need, types of mergers; Financial, legal, and human considerations in mergers and acquisitions; Effectiveness of mergers and acquisitions.

UNIT X Depository and Custodial Services: Depository -introduction, concept, constitution of depository system; Functioning of depository system; Depository system in India; Custodial services -meaning; Registration; Obligations and responsibilities of custodians; Code of conduct.

Suggested Readings
BI 3.5 INSURANCE MANAGEMENT

Objective
The Objective of this course is to acquaint the students with the basics of financial and tax planning in the area of insurance

COURSE Inputs
UNIT I Introduction: Savings and investment schemes like shares, units, capital, markets, mutual funds, etc. vis-a-vis insurance; Tax benefits under insurance policies; Life cycle needs -including solutions, matching of the customers needs and requirements to available products; Comparison between different products offered vis-a-vis chargeable premium, and coverage.

UNIT II Computation of Premiums/Bonuses: Premium calculation -including rebates, mode rebate, large-sum assured polices’ rebate; Extra premium; Under premiums; Computation of benefits; Surrender value; Paid-up value.

UNIT III Insurance Documents: Insurance documents, including proposal forms and other relevant forms; First premium receipt/renewal premium receipt; Policy contract; Endorsements; Renewal notice/bonus notices; Other insurance documents related to receipt

UNIT IV Life Insurance Products: Traditional Unit Linked Policies; Individual and Group Policies; With -profit and without-profit polices; Different types of insurance products - Whole life products, interest sensitive products, term-assurance annuities; Endowment; Assurance.

UNIT V Options and Guarantees
UNIT VI Group Insurance and Pension Plans
UNIT VII Health Related Insurance

Suggested Readings
BI 3.6 COMMERCIAL BANK MANAGEMENT

Objective
This course aims at acquaint students with the basics of commercial bank management.

COURSE INPUTS

UNIT I Principles of Banking: Definition of bank; Creation of money; Present structure of commercial banking system in India; Brief history; Functions; Working during 1947-1990 and thereafter.

UNIT II Management Principles in Banks: Managerial functions in banks; Hierarchy, individual and group behaviour; Management of personnel - Functions of manager, inspector, local advisory committee; Recruitment; Selection; Training; Promotion; Control of staff.

UNIT III Management of Deposits and Advances: Deposit mobilization; Classification and nature of deposit accounts; Advances; Lending practice; Types of advances; Principles of sound bank lending; Preparation of reports; Credit plans; Planning customers; Limits of credit; Security.

UNIT IV Investment Management: Nature of bank investment; Liquidity and profitability; Preparation of cheques; Bills; Endorsement; Government securities; Documents of title to goods railway receipt; Bill of lading; Book debts; Securities - Government and commercial.

UNIT V Management of Finance: Bank accounts; Records; Reports; Statement of advances; Evaluation of loan applications; Profit and loss account; Balance sheet and statutory reports regarding cash revenue.

Suggested Readings
1. Tannan ML: Banking - Law and Practice in India; Indian Law House, New Delhi.
6. Reed E.W: Commerical Bank Management.
BI 3.7 **LEGISLATIVE INSURANCE FRAMEWORK**

**Objective**
This course acquaints the students with the Legislative Framework with regard to Insurance.

**COURSE INPUTS**

UNIT I  Insurance Act 1938
UNIT II  LIC Act 1956
UNIT III Insurance Regulatory & Development Authority Act 1999
UNIT IV  Consumer Protection Act 1985
UNIT V  Ombudsman Scheme
UNIT VI  Income Tax Act, Married Women's Property Act, and Contract Act as relevant to the conduct of insurance business.
UNIT VII Code of conduct in advertisement and publicity areas.

**Suggested Readings**

2. Insurance Regulatory Development Act 1999s.
8. Mishra MN: Life Insurance Corporation of India; Raj Books, Jaipur
TRAINING REPORT & GENERAL VIVA VOCE

Students may be sent for training for 4-6 weeks at appropriate time during the course of the year and the viva be held immediately after the examinations. Each of the two elements will carry 50 marks.
## CHAPTER - VI

### BACHELOR OF E-COMMERCE (BEC)

#### Course Structure

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<td><strong>3rd YEAR</strong></td>
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<td>BEc 3.5</td>
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Training Report & General Viva Voce
BEC 1.1 Business Communication

Objective
The objective of this course is to develop effective business communication skills among the students:

COURSE INPUTS

UNIT I Introducing Business Communication: Basic forms of communicating; Communication models and processes; Effective communication; Theories of communication; Audience analysis.

UNIT II Self-Development and Communication: Development of positive personal attitudes; SWOT analysis; Vote's model of interdependence; Whole communication.

UNIT III Corporate Communication: Formal and informal communication networks; Grapevine; Miscommunication (Barriers); Improving communication. Practices in business communication; Group discussions; Mock interviews; Seminars; Effective listening exercises; Individual and group presentations and reports writing.

UNIT IV Principles of Effective Communication

UNIT V Writing Skills: Planning business messages; Rewriting and editing; The first draft; Reconstructing the final draft; Business letters and memo formats; Appearance request letters; Good news and bad news letters; Persuasive letters; Sales letters; Collection letters; Office memorandum.


UNIT VII Non-Verbal Aspects of Communicating
Body language: Kinesics, Proxemics, Para language Effective listening: Principles of effective listening; Factors affecting listening exercises; Oral, written, and video sessions. Interviewing Skills: Appearing in interviews; Conducting interviews; Writing resume and letter of application. Modern Forms of Communicating: Fax; E-mail; Video conferencing; etc.
International Communication: Cultural sensitiveness and cultural context; Writing and presenting in international situations; Inter-cultural factors in interactions; Adapting to global business.

Suggested Readings

BEC 1.2 BUSINESS MATHEMATICS (AS BC 1.2)

Objective
The objective of this course is to enable the students to have a minimum exposure to Mathematics as applicable to business and economic situations.

COURSE INPUTS

UNIT I Calculus (Problems and theorems involving trigonometrical ratios are not to be done).

a. Differentiation: Partial derivatives up to second order; Homogeneity of functions and Euler's theorem; Total differentials; Differentiation of implicit function with the help of total differentials.

b. Maxima and Minima; Cases of one variable involving second or higher order derivatives; Cases of two variables involving not more than one constraint.

c. Integration: Integration as anti-derivative process; Standard forms; Methods of integration-by substitution, by parts, and by use of partial fractions; Definite integration; Finding areas in simple cases; Consumers and producers surplus; Nature of Commodities Learning Curve; Leontiff Input-Output Model.

UNIT II Matrices and Determinants: Definition of a matrix; Types of matrices; Algebra of matrices; Properties of determinants; Calculation of values of determinants upto third order; Adjoint of a matrix, elementary row or column operations; Finding inverse of a matrix through adjoint and elementary row or column operations; Solution of a system of linear equations having unique solution with not more than three variables.

UNIT III Linear Programming-Formulation of LPP: Graphical method of solution; Problems relating to two variables including the case of mixed constraints; Cases having no solution, multiple solutions, unbounded solution and redundant constraints.

Simplex Method - Solution of problems up to three variables, including cases of mixed constraints; Duality; Transportation Problem.

UNIT IV Compound Interest and Annuities: Certain different types of interest rates; Concept of present value and amount of a sum; Types of annuities; Present value and amount of an annuity, including the case of continuous compounding; Valuation of simple loans and debentures; Problems relating to sinking funds.
Suggested Readings

BEc 1.3  Financial Accounting  (AS BC 1.3)

Objective

To impart basic accounting knowledge as applicable to business.

COURSE INPUTS

UNIT I  Meaning and Scope of Accounting: Need, development, and definition of accounting; Book-keeping and accounting; Persons interested in accounting; Disclosures; Branches of accounting; Objectives of accounting.

UNIT II  Accounting Principles: International accounting standards (only outlines); Accounting principles; Accounting standards in India.

UNIT III  Accounting Transactions: Accounting Cycle; Journal; Rules of debit and credit; Compound journal entry; Opening entry; Relationship between journal and ledger; Rules regarding posting; Trial balance; Sub division of journal.

UNIT IV  Capital and Revenue: Classification of Income; Classification of expenditure; Classification of receipts.

a. Accounting concept of income; Accounting concepts and income measurement; Expired cost and income measurement.

b. Final accounts; Manufacturing account; Trading account; Profit and loss account; Balance sheet; Adjustment entries.

c. Rectification of errors; Classification of errors; Location of errors; Rectification of errors; Suspense account; Effect on profit.

UNIT V  Depreciation Provisions, and Reserves: Concept of depreciation; Causes of depreciation; Depreciation, depletion, amortization, and dilapidation; Depreciation accounting; Methods of recording depreciation; Methods for providing depreciation; Depreciation of different assets; Depreciation of replacement cost; Depreciation policy; as per Accounting Standard: 4; Depreciation accounting; Provisions and reserves.

UNIT VI  Sectional Balancing System: Self balancing system, including rectification of errors.

UNIT VII  Accounts of Non-Trading Institutions

UNIT VIII  Special Accounting Areas

  d. Consignment Accounts: Important terms; Accounting records; Valuation of unsold stock; Conversion of consignment into branch.

  e. Joint Venture Accounts: Meaning of joint venture; Joint venture & partnership; Accounting records.
f. Branch Accounts: Dependent branch; Debtors system, stock and debtor system; Final accounts system; Wholesale branch; Independent branch; Foreign branch;
g. Hire-purchase and installment purchase system; Meaning of hire-purchase contract; Legal provision regarding hire-purchase contract; Accounting records for goods of substantial sale values, and accounting records for goods of small values; Installment purchase system; After sales service.

UNIT IX Partnership Accounts: Essential characteristics of partnership; Partnership deed; Final accounts; Adjustments after closing the accounts; Fixed and fluctuating capital; Goodwill; Joint Life Policy; Change in Profit Sharing Ratio.
Reconstitution of a partnership firm - Admission of a partner; Retirement of a partner; Death of a partner; Amalgamation of partnership firms; Dissolution of a partnership firm - Modes of dissolution of a firm; Accounting entries; Insolvency of partners; Sale of firm to a company; Gradual realization of assets and piecemeal distribution.

Suggested Readings
1. Anthony, R.N. and Reece, J.S.: Accounting Principles; Richard Irwin Inc.
5. Compendium of Statement and Standards of Accounting: The Institute of Chartered Accountants of India, New Delhi.
BEC 1.4 BUSINESS REGULATORY FRAMEWORK (AS BC 1.4)

Objective
The objective of this course is to provide a brief idea about the framework of Indian business laws.

COURSE INPUTS

UNIT I Law of Contract (1872): Nature of contract; Classification; Offer and acceptance; Capacity of parties to contract; Free consent; Consideration; Legality of object; Agreement declared void; Performance of contract; Discharge of contract; Remedies for breach of contract.

UNIT II Special Contracts: Indemnity; Guarantee; Bailment and pledge; Agency.

UNIT III Sale of Goods Act 1930: Formation of contracts of sale; Goods and their classification, price; Conditions, and warranties; Transfer of property in goods; Performance of the contract of sales; Unpaid seller and his rights, sale by auction; Hire purchase agreement.

UNIT IV Negotiable Instrument Act 1881: Definition of negotiable instruments; Features; Promissory note; Bill of exchange & cheque; Holder and holder in the due course; Crossing of a cheque, types of crossing; Negotiation; Dishonuor and discharge of negotiable instrument.

UNIT V The Consumer Protection Act 1986: Salient features; Definition of consumer; Grievance redressal machinery;

UNIT VI Foreign Exchange Management Act 2000: Definitions and main provisions.

Suggested Readings

BEc 1.5 BUSINESS ECONOMICS

Objective
This course is meant to acquaint the students with the principles of Business Economics as are applicable in business.

COURSE INPUTS

UNIT I  Introduction: Basic problems of an economy; Working of price mechanism.

UNIT II  Elasticity of Demand: Concept and measurement of elasticity of demand; Price, income and cross elasticities; Average revenue, marginal revenue, and elasticity of demand; Determinants of elasticity of demand; Importance of elasticity of demand.

UNIT III  Production Function: Law of variable proportions; Iso-quants; Economic regions and optimum factor combination; Expansion path; Returns to scale; Internal and external economies and diseconomies; Ridge lines.

UNIT IV  Theory of Costs: Short-run and long-run cost curves - traditional and modern approaches.

UNIT V  Market Structures: Market structures and business decisions; Objectives of a business firm.
  a. Perfect Competition: Profit maximization and equilibrium of firm and industry; Short-run and long run supply curves; Price and output determination. Practical applications.
  b. Monopoly: Determination of price under monopoly; Equilibrium of a firm; Comparison between perfect competition and monopoly; Multi-plant monopoly; Price discrimination. Practical applications.
  c. Monopolistic Competition: Meaning and characteristics; Price and output determination under monopolistic competition; Product differentiations; Selling costs; Comparison with perfect competition; Excess capacity under monopolistic competition
  d. Oligopoly: Characteristics, indeterminate pricing and output; Classical models of oligopoly; Price leadership; Collusive oligopoly; Kinked demand curve.

UNIT VI  Factor Pricing-I: Marginal Productivity theory and demand for factors; Nature of supply of factor inputs; Determination of wage rates under perfect competition and monopoly; Exploitation of labor; Rent -concept; Ricardian and modern theories of rent; Quasi-rent.

UNIT VII  Factor Pricing-II: Interests -concept and theories of interest; Profit -nature, concepts, and theories of profit.
Suggested Readings

1. John P. Gould, Jr. and Edward P. Lazear: Micro-economic Theory; All India Traveller, Delhi.
BEC 1.6 BUSINESS ENVIRONMENT (AS BC 1.6)

Objective
This course aims at acquainting the students with the emerging issues in business at the national and international level in the light of the policies of liberalization and globalization.

COURSE INPUTS

UNIT I Indian Business Environment: Concept, components, and importance

UNIT II Economic Trends (overview): Income; Savings and investment; Industry; Trade and balance of payments; Money; Finance; Prices.

UNIT III Problems of Growth: Unemployment; Poverty; Regional imbalances; Social injustice; Inflation; Parallel economy; Industrial sickness.

UNIT IV Role of Government: Monetary and fiscal policy; Industrial policy; Industrial licensing, Privatization; Devaluation; Export-Import policy; Regulation of foreign investment; Collaborations in the light of recent changes.

UNIT V The Current Five Year Plan: Major policies; Resource allocation.

UNIT VI International Environment: International trading environment (overview); Trends in world trade and the problems of developing countries; Foreign trade and economic growth; International economic groupings; International economic institutions - GATT, WTO, UNCTAD, World Bank, IMF; GSP; GSTP; Counter trade.

Suggested Readings
BEC 2.1 BUSINESS STATISTICS

Objective

It enable the students to gain understanding of statistical techniques as are applicable to business.

COURSE INPUTS

UNIT I  Introduction: Statistics as a subject; Descriptive Statistics - compared to Inferential Statistics; Types of data; Summation operation; Rules of Sigma (operations.

UNIT II Analysis of Univariate Data: Construction of a frequency distribution; Concept of central tendency and dispersion - and their measures; Partition values; Moments; Skewness and measures; Kurtosis and measures.

UNIT III Analysis of Bivariate Data: Linear regression and correlation.

UNIT IV Index Number: Meaning, types, and uses; Methods of constructing price and quantity indices (simple and aggregate); Tests of adequacy; Chain-base index numbers; Base shifting, splicing, and deflating; Problems in constructing index numbers; Consumer price index.

UNIT V Analysis of Time Series: Causes of variations in time series data; Components of a time series; Decomposition -Additive and multiplicative models; Determination of trend - Moving averages method and method of least squares (including linear, second degree, parabolic, and exponential trend); Computation of seasonal indices by simple averages, ratio-to-trend, ratio-to-moving average, and link relative methods.

UNIT VI Forecasting and Methods: Forecasting-concept, types, and importance; General approach to forecasting; Methods of forecasting; Forecasting demand; Industry Vs Company sales forecasts; Factors affecting company sales.

UNIT VII Theory of Probability: Probability as a concept; The three approaches to defining probability; Addition and multiplication laws of probability; Conditional probability; Bayes' Theorem; Expectation and variance of a random variable.

UNIT VIII Probability Distributions: Probability distribution as a concept; Binomial, Poisson, and Normal distributions - their properties and parameters; Empirical distribution-generating; Applications to business.
Suggested Readings

BEC 2.2 PRINCIPLES OF BUSINESS MANAGEMENT (AS BC 2.5)

Objective
This course familiarizes the students with the basics of principles of management

COURSE INPUTS

UNIT I Introduction: Concept, nature, process, and significance of management; Managerial roles (Mintzberg); An overview of functional areas of management; Development of management thought; Classical and neo-classical systems; Contingency approaches.

UNIT II Planning: Concept, process, and types. Decision making - concept and process; Bounded rationality; Management by Objectives; Corporate planning; Environment analysis and diagnosis; Strategy formulation.

UNIT III Organizing: Concept, nature, process, and significance; Authority and responsibility relationships; Centralization and decentralization; Departmentation; Organization structure -forms and contingency factors.

UNIT IV Motivating and Leading People at Work: Motivation -concept; Theories -Maslow, Herzberg, McGregor, and Ouchi; Financial and non-financial incentives. Leadership - concept and leadership styles; Leadership theories (Tannenbaum and Schmidt); Likert's System Management; Communication -nature, process, networks, and barriers; Effective communication.

UNIT V Managerial Control: Concept and process; Effective control system; Techniques of control -traditional and modern.

UNIT VI Management of Change: Concept, nature, and process of planned change; Resistance to change; Emerging horizons of management in a changing environment.

Suggested Readings
7. Stoner and Freeman: Management; Prentice-Hall, New Delhi.
BEC 2.3 COMPANY LAW (AS BC 2.2)

Objective

The objective of this course is to provide basic knowledge of the provisions of the Companies Act. 1956, along with relevant case law.

COURSE INPUTS

The Companies Act, excluding provisions relating to accounts and audit sections, managing agents and secretaries and treasurers Sections 324 - 388E, arbitration, compromises, arrangements and reconstructions - sections 389-396).

UNIT I Corporate personality; Kinds of companies
UNIT II Promotion on and incorporation of companies
UNIT III Memorandum of Association; Articles of Association; Prospectus.
UNIT IV Shares; sharecapital; Members; Share capital -transfer and transmission.
UNIT V Capital management -borrowing powers, mortgages and charges, debentures.
UNIT VI Directors -Managing Director, whole time director.
UNIT VII Company meetings -kinds, quorum, voting, resolutions, minutes.
UNIT VIII Majority powers and minority rights; Prevention of oppression and mismanagement.
UNIT IX Winding up - kinds and conduct

Suggested Readings

BEC 2.4 COST ACCOUNTING (AS BC 2.4)

Objective
This course exposes the students to the basic concepts and the tools used in cost accounting.

COURSE INPUTS

UNIT I Introduction: Nature and scope of cost accounting; Cost concepts and classification; Methods and techniques; Installation of costing system; Concept of cost audit.

UNIT II Accounting for Material: Material control; Concept and techniques; Pricing of material issues; Treatment of material losses.

UNIT III Accounting for Labour: Labour cost control procedure; Labour turnover; Idle time and overtime; Methods of wage payment -time and piece rates; Incentive schemes.

UNIT IV Accounting for Overheads: Classification and departmentalization; Absorption of overheads; Determination of overhead rates; Under and over absorption, and its treatment.

UNIT V Cost Ascertainment: Unit costing; Job, batch and contract costing; Operating costing; Process costing - excluding inter-process profits, and joint and by-products.

UNIT VI Cost Records: Integral and non-integral system; Reconciliation of cost and financial accounts.

Suggested Readings
7. Tulsian P.C; Practical Costing: Vikas, New Delhi.
BEC 2.5 INFORMATION TECHNOLOGY AND ITS APPLICATIONS IN BUSINESS    (As BC 3.1)

Objective
The objective of the course is to familiarize the students with the innovations in information technology and how it affects business. An understanding of the ground rules of these technologies will enable the students to appreciate the nitty-gritty of E-Commerce.

COURSE INPUTS

UNIT I    Information Revolution and Information Technology (IT): Deployment of IT in Business; Basic features of IT; Impact of IT on business environment and social fabric; Invention of writing; Written books; Printing press and movable type - Gutenberg's invention; Radio, telephone, wireless and satellite communication; Computing and dissemination of information and knowledge and convergence of technologies (internet with Wireless - WAP).

UNIT II    Fundamentals of Computers: Data, information and EDP: Data, information, need and concept of data and information; Levels of information from data; Data processing; Electronic data processing; Electronic machines;

a. Number Systems and Codes: Different number systems - binary, octal, decimal, hexagonal, and their conversion codes used in computers; BCD, EBCDIC, ASCII; Gray and conversions.

b. Computer Arithmetic and Gates: Binary arithmetic, complements, addition and subtraction; Conversion from one system to another; Logic Gates, their truthtable and applications minimisation, and K-maps.

c. Computer Processing System: Definition of computer; Hardware/software concepts; Generation of computers; Types of computers; Elements of digital computer; CPU and its functions; Various computer systems.

d. I/O devices: Basic concepts of I/O devices; Various input devices - Keyboard, mouse; MICR, OCR, microphones.

e. Various output devices: VDU, printer, plotter, spooling, LS.

f. Storage Devices: Primary and secondary memory; Types of memories; Memory capacity and its enhancement; Memory devices and their comparisons; Auxiliary storage, tapes, disks (magnetic and optical); Various devices and their comparison.

g. System Software - Role of Software, Different System Software: O.S., utilities, element of O.S. -its types and variations; DOS and windows.
h. Computer and Networks: Need of communication; Data transmission; Baud; Bandwidth; Communication channel; Multiplexing; Basic network concepts; O.S.I. model; Types of topologies; LAN, WAN; Client server concept.

UNIT III Computer-based Business Applications

Word Processing: Meaning and role of word processing in creating of documents, editing, formatting, and printing documents, using tools such as spelling check, thesaurus, etc. in word processors (MS-Word);

a. Electronic Spreadsheet: Structure of spreadsheet and its applications to accounting, finance, and marketing functions of business; Creating a dynamic/sensitive worksheet; Concept of absolute and relative cell reference; Using built-in functions; Goal seeking and solver tools; Using graphics and formatting of worksheet; Sharing data with other desktop applications; Strategies of creating error-free worksheet (MS-Excel, Lotus 123). Practical knowledge on Wings Accounting (Software).

b. Programming under a DBMS environment: The concept of data base management system; Data field, records, and files, Sorting and indexing data; Searching records, designing queries, and reports; Linking of data files; Understanding programming environment in DBMS; Developing menu driven applications in query language (MS-Access).

UNIT IV Electronic Data Interchange (EDI)

Introduction to EDI; Basics of EDI; EDI standards; Financial EDI (FEDI); FEDI for international trade transaction; Applications of EDI; Advantages of EDI; Future of EDI.

UNIT V The Internet and its Basic Concepts

Internet-concept, history, development in India; Technological foundation of internet; Distributed computing; Client-server computing; Internet protocol suite; Application of distributed computing; Client-server computing; Internet protocol suite in the internet environment; Domain Name System (DNS); Domain Name Service (DNS); Generic top-level domain (gTLD); Country code top-level domain (ccTLD); - India; Allocation of second-level domains; IP addresses; Internet protocol; Applications of internet in business, education, governance, etc.

UNIT VI Information System Audit

Basic idea of information audit; Difference with the traditional concepts of audit; Conduct and applications of IS audit in internet environment.
Suggested Readings

10. Yeats: Systems Analysis & Design; Macmillan India, New Delhi,
11. Goyal: Management Information System; Macmillan India, New Delhi,
BEc 2.6  INTERNET AND WORLD WIDE WEB  
(As BC 3.64)

Objective
This course aims at familiarizing the students with the basic concepts and ground rules of Internet and the various services it offers, including designing a website, security of data/information on the Internet, and how to access information from depositories in the World Wide Web.

COURSE INPUTS

UNIT I  The mechanism of the Internet: Distributed computing; Client-server computing; Internet Protocol suite; Protocol Stack; Open System Interconnection Reference Model (OSIRM) based on the International Organization for Standardization (ISO) (Application layer, presentation layer, session. Layer; transport layer network layer, data link layer, and physical layer); TCP/IP protocol suite model; Mechanism of transmitting the message across the network and function of each layer; Processing of data at the destination; Mechanism to log onto the network; Mechanism of sending and receiving email.

UNIT II  Internet Enabled Services: Electronic mail (E-mail); Usenet & newsgroup; File transfer protocol (FTP); Telnet; Finger; Internet chat (IRC); Frequently asked questions (FAQ); The World Wide Web Consortium (W3C) - origin and evolution; Standardizing the Web; W3C members; W3C recommendations; Browsing and searching; Browsing and information retrieval; Exploring the World Wide Web; Architecture of World Wide Web; Hyperlink; Hypertext Markup Language (HTML); Hypertext Transfer Protocol (HTTP); Address -URL.

UNIT III  Designing Web Site/Web Page: WW operations, Web standards, HTML -concept and version; Naming scheme for HTML documents; HTML editor; Explanation of the structure of the homepage; Elements in HTML documents; XHTML, CSS, Extensible Stylesheet Language (XSL); Tips for designing web pages.

UNIT IV  Security of Data/Information: Security; Network security; PINA factor -privacy; integrity, non-repudiation, authentication; SSL; Encryption; Digital signature; Digital certificate; Server security; Firewall; Password; Biometrics; Payment security; Virus protection; Hacking.

UNIT V  Web Browsing: Browsers; Basic functions of web browsers; Browsers with advanced facility; Internet explorer; Netscape navigator; Netscape Communicator.

UNIT VI  Search Engine/Directories: Directory; General features of the search engines; Approaches to website selection; Major search engines; Specialized search engines;
Popular search engines/directories; Guidelines for effective searching; A general approach to searching.

Suggested Readings

1. Agarwala Kamlesh. N. and Agarwala Deeksha: Bridge to the Online Storefront; Macmillan India New Delhi.
**BEC 2.7 FUNDAMENTALS OF ENTREPRENEURSHIP (AS BC 2.7)**

**Objective**
It provides exposure to the students to the entrepreneurial culture and industrial growth so as to preparing them to set up and manage their own small units.

**COURSE INPUTS**

**UNIT I**
Introduction: The entrepreneur; Definition; Emergence of entrepreneurial class; Theories of entrepreneurship; Role of socio-economic environment; Characteristics of entrepreneur; Leadership; Risk taking; Decision-making and business planning.

**UNIT II**
Promotion of a Venture: Opportunities analysis; External environmental analysis - economic, social, and technological; Competitive factors; Legal requirements for establishment of a new unit, and raising of funds; Venture capital sources and documentation required.

**UNIT III**
Entrepreneurial Behaviour: Innovation and entrepreneur; Entrepreneurial behavior and Psycho-Theories, Social responsibility.

**UNIT IV**
Entrepreneurial Development Programmes (EDP): EDP, their role, relevance, and achievements; Role of Government in organizing EDPs; Critical evaluation.

**UNIT V**
Role Of Entrepreneur: Role of an entrepreneur in economic growth as an innovator, generation of employment opportunities, complimenting and supplementing economic growth, bringing about social stability and balanced regional development of industries; Role in export promotion and import substitution, forex earnings, and augmenting and meeting local demand.

**Suggested Readings**

1. Tandon B.C: Environment and Entrepreneur; Chugh Publications, Allahabad.
5. Pandey I.M: Venture Capital - The Indian Experience; Prentice Hall of India.
BEC 3.1 CORPORATE ACCOUNTING (AS BC 2.1)

Objective
This course enable the students to develop awareness about corporate accounting in conformity with the provisions of Companies Act.

COURSE INPUTS

UNIT I Issue, Forfeiture, and Re-issue of Shares: Redemption of preference shares; Issue and redemption of debentures.

UNIT II Final accounts: Excluding computation of managerial remuneration, and disposal of profit.

UNIT III Valuation of Goodwill and Shares.

UNIT IV Accounting For Amalgamation of Companies as per Indian Accounting Standard 14; Accounting for internal reconstruction-excluding inter-company holdings and re-construction schemes.

UNIT V Consolidated Balance Sheet of holding companies with one subsidiary only.

UNIT VI Statement of Changes in Financial Position - on cash basis and working capital basis; Familiarity with Indian Accounting Standard 3.

Suggested Readings
**BEc 3.2 INCOME TAX**

**(AS BC 2.6)**

**Objective**

It enables the students to know the basics of Income Tax Act and its implications.

### COURSE INPUTS

**UNIT I**

Basic Concepts: Income, agricultural income, casual income, assessment year, previous year, gross total income, total income, person; Tax evasion, avoidance, and tax planning.

**UNIT II**

Basis of Charge: Scope of total income, residence and tax liability, income which does not form part of total income.

**UNIT III**

Heads of Income: Salaries; Income from house property; Profit and gains of business or profession, including provisions relating to specific business; Capital gains; Income from other sources.

**UNIT IV**

Computation of Tax Liability: Computation of total income and tax liability of an individual, H.U.F., and firm; Aggregation of income; Set-off and carry forward of losses; Deduction from gross total income.

**UNIT V**

Tax Management: Tax deduction at source; Advance payment of tax; Assessment procedures; Tax planning for individuals.

**UNIT VI**

Tax Administration: Authorities, appeals, penalties.

### Suggested Readings

5. Girish Ahuja and Ravi Gupta: Systematic approach to income tax; Sahitya Bhawan Publications, New Delhi.
BEC 3.3 INDIRECT TAXES (As BC 3.5)

Objective
This course aims at imparting basic knowledge about major indirect taxes.

COURSE INPUTS

UNIT I Central Excise: Nature and scope of Central Excise; Important terms and definitions under the Central Excise Act; General procedures of central excise; Clearance and excisable goods; Concession to small scale industry under Central Excise Act; CENVAT.

UNIT II Customs: Role of customs in international trade; Important terms and definitions under the Customs Act 1962; Assessable value; Baggage; Bill of entry; Dutiable goods; Duty; Exporter; Foreign going vessel; Aircraft goods; Import; Import Manifest; Importer; Prohibited goods; Shipping bill; Store; Bill of lading; Export manifest; Letter of credit; Kinds of duties - basic, auxiliary, additional or countervailing; Basics of levy - advalorem, specific duties; Prohibition of export and import of goods, and provisions regarding notified & specified goods; Import of goods - Free import and restricted import; Type of import - import of cargo, import of personal baggage, import of stores.

Clearance Procedure - For home consumption, for warehousing, for re-export; Clearance procedure for import by post; Prohibited exports; Canalised exports; Exports against licensing; Type of exports, export of cargo, export of baggage; Export of cargo by land, sea, and air routes.

UNIT III Central Sales Tax: Important terms and definitions under the Central Sales Tax Act 1956 - Dealer, declared good, place of business, sale, sale price, turnover, year, appropriate authority; Nature and scope of Central Sales Tax Act; Provisions relating to inter-state sales; Sales in side a state; Sales/purchase in the course of imports and exports out of India.

Registration of dealers and procedure thereof; Rate of tax; Exemption of subsequent sales; Determination of turnover.

Principles for determining levy of central sales tax; Concept of sale or purchase of goods in the course of central/state trading; When does sales or purchase of goods take place inside the state; When does the sale or purchase of goods take place in the course of imports or exports.

Registration of dealer and procedures thereof; Rate of tax; Sales against 'C' and 'D' forms; Exemption of subsequent sales; Branch and consignment transfer; Determination of turnover; Deduction from turnover.
Suggested Readings

2. Customs Act.
**BEC 3.4 MANAGEMENT ACCOUNTING**

*Objective*
This course provides the students an understanding of the application of accounting techniques for management.

**COURSE INPUTS**

**UNIT I**  Management Accounting: Meaning, nature, scope, and functions of management accounting; Role of management accounting in decision making; Management accounting vs financial accounting; Tools and techniques of management accounting

**UNIT II**  Financial Statements: Meaning and types of financial statements; Limitations of financial statements; Objectives and methods of financial statements analysis; Ratio analysis; Classification of ratios - Profitability ratios, turnover ratios, liquidity ratios, turnover ratios; Advantages of ratio analysis; Limitations of accounting ratios.

**UNIT III**  Funds Flow Statement as per Indian Accounting Standard 3, cash flow statement.

**UNIT IV**  Absorption and Marginal Costing: Marginal and differential costing as a tool for decision making - make or buy; Change of product mix; Pricing; Break-even analysis; Exploring new markets; Shutdown decisions.

**UNIT V**  Budgeting for Profit Planning and Control: Meaning of budget and budgetary control; Objectives; Merits and limitations; Types of budgets; Fixed and flexible budgeting; Control ratios; Zero base budgeting; Responsibility accounting; Performance budgeting.

**UNIT VI**  Standard Costing and Variance Analysis: Meaning of standard cost and standard costing; Advantages and application; Variance analysis - material; Labour and overhead (two-way analysis); Variances.

**Suggested Readings**

BEC 3.5 Essentials of E-Commerce  
(As BC 3.74)

Objective

The objective of this course is to familiarize the students with the basics of E-commerce and to comprehend its potential.

COURSE INPUTS

UNIT I  Internet and Commerce: Business operations; E-commerce practices vs traditional business practices; Concepts b2b, b2c, c2c, b2g, g2h, g2c; Benefits of e-commerce to organization, consumers, and society; Limitation of e-commerce; Management issues relating to e-commerce.

UNIT II  Operations of E-commerce: Credit card transaction; Secure Hypertext Transfer Protocol (SHTP); Electronic payment systems; Secure electronic transaction (SET); SET's encryption; Process; Cybercash; Smart cards; Indian payment models.

UNIT III  Applications in B2C: Consumers' shopping procedure on the internet; Impact on disintermediation and re-intermediation; Global market; Strategy of traditional department stores; Products in b2c model; Success factors of e-brokers; Broker-based services online; Online travel tourism services; Benefits and impact of E-commerce on travel industry; Real estate market; Online stock trading and its benefits; Online banking and its benefits; Online financial services and their future; E-auctions -benefits, implementation, and impact.

UNIT IV  Applications in B2B: Applications of b2b; Key technologies for b2b; Architectural models of b2b; Characteristics of the supplier-oriented marketplace, buyer-oriented marketplace, and intermediary-oriented marketplace; Benefits of b2b on procurement reengineering; Just In Time delivery in b2b; Internet-based EDI from traditional EDI; Integrating EC with back-end information systems; Marketing issues in b2b.

UNIT V  Applications in Governance: EDI in governance; E-government; E-governance - applications of the internet; Concept of government-to-business, business-to-government and citizen-to-government; E-governance models; Private sector interface in e-governance.

UNIT VI  Emerging Business Models: Retail model; Media model; advisory model, Made-to-order manufacturing model; Do-it-yourself model; Information service model; Emerging hybrid models; Emerging models in India.
Suggested Readings

1. Agarwala Kamlesh. N. and Agarwala Deeksha: Bridge to Online Storefront; Macmillan India, New Delhi.
3. Agarwala Kamlesh. N. and Agarwala Deeksha: Bulls, Bears and The Mouse: An Introduction to Online Stock Market Trading; Macmillan India New Delhi
4. Tiwari Dr. Muri D.: Education and E-Governance; Macmillan India New Delhi
7. Bhatnager Subhash and Schware Robert (Eds); Information and Communication Technology in Development; Sage Publications India, New Delhi.
8. Amor, Daniel: E-business (r) evaluation, The: Living and Working in an Interconnected World; Prentice Hall US.
10. Agarwala Kamlesh. N.: Internet Banking; Macmillan India New Delhi.
**BEC 3.6 Principles of E-Marketing**

**Objective**
The objective of this course is to help students to understand the conceptual framework of e-marketing.

**COURSE INPUTS**

**UNIT I**
Introduction: Nature and scope of marketing; Importance of marketing as a business function, and in the economy; Traditional marketing concepts; Concept of E-marketing; E-marketing environment.

**UNIT II**
Building Traffic: Promotion -Online promotion on the web site, listing on search engines, banners, link exchange programme, affiliate programme, referral programme, directory listing; Building trust -branding, navigation, presentation, fulfillment, logos of security, up-to-date technology; Building loyalty.

**UNIT III**
Consumer Behaviour and Market Segmentation: Consumer behaviour - nature, concept, importance; Major factors affecting consumer behaviour; Market segmentation -concept and importance; Bases for market segmentation.

**UNIT IV**
Product: Concept of product; Products owing existence to the Net -e-mail, electronic greetings, chat software; Consumer goods and industrial goods; Product life cycle; Product planning and development; Packaging -role and functions; E-branding.

**UNIT V**
Customer Service - Order fulfilment: Concept of customer service in web environment; Order fulfilment, customer care programs; Pre-sale and post-sale customer service; Customer redressal policy; Privacy and confidentiality of customer information.

**UNIT VI**
e-CRM (e-Customer Relationship Management): e-CRM -concept and role; Organization structure for e-CRM; Key technology components of e-CRM, Change management and e-CRM.

**Suggested Readings**

9. Greenberg Paul: CRM at the Speed of Light - Capturing and Keeping Customers in Internet Real Time; McGraw Hill.
10. Swift Ronald S.: Accelerating Customer Relationships- Using CRM and Relationship Technologies; Prentice Hall US.
11. Emerick Donald: Exploring Web Marketing and Project Management Interactive Workbook; Prentice Hall.
12. Coupey, Eloise: Marketing and the Internet; Prentice Hall 2000
BEC 3.7 Fundamentals of M-Commerce

Objective

The objective of this course is to expose the students to the concept of m-commerce, its technological foundations, and applications, and impact on e-commerce.

COURSE INPUTS

UNIT I  Introduction to E-commerce: Concept of WAP; Technological foundations of WAP; WAP vs e-commerce; WAP vs traditional business operations; Global growth projections.

UNIT II Applications in Wireless-Internet environment: Location based applications - independent applications, business applications; Advantages of mobile commerce.

UNIT III Security Issues in M-Commerce: Wireless -Internet environment and WAP environment; Security of data during transmission at WAP Gateway or Proxy server; Types of security threats; Security tools; Legal protection to m-commerce.

UNIT IV M-Commerce operations: In banking, stock marketing, trading and shopping.

UNIT V Current and Emerging Issues in m-commerce.

Suggested Readings


4. Schiller Jochen: Mobile Communications; Addison-Wesley (Low Price Edition).
TRAINING REPORT & GENERAL VIVA VOCE

Students may be sent for training for 4-6 weeks at appropriate time during the course of the year and the viva be held immediately after the examinations. Each of the two elements will carry 50 marks.
MASTER-LEVEL PROGRAMME STRUCTURE

SECTION III

MASTER OF COMMERCE (M.COM)
(All courses carry weightage of 100 marks)

SECTION IV

MASTER OF FINANCE & CONTROL (MFC)
(All courses carry weightage of 70 marks for theory and 30 marks for internal assessment)

MASTER OF MARKETING (MM)
(All courses carry weightage of 70 marks for theory and 30 marks for internal assessment)

MASTER OF INTERNATIONAL BUSINESS (MIB)
(All courses carry weightage of 70 marks for theory and 30 marks for internal assessment)

MASTER OF E-COMMERCE (MEC)
(All courses carry weightage of 70 marks for theory and 30 marks for internal assessment)
SECTION III

CHAPTER VII

Master of Commerce (M.Com) – Annual Scheme

Course Structure

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
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<tbody>
<tr>
<td><strong>1st YEAR</strong></td>
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<tr>
<td>MC 1.1</td>
<td>Mgt Concepts and Organizational Behaviour</td>
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<tr>
<td>MC 1.2</td>
<td>Business Environment</td>
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<tr>
<td>MC 1.3</td>
<td>Managerial Economics</td>
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<td>MC 1.4</td>
<td>Statistical Analysis</td>
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<tr>
<td>MC 1.5</td>
<td>Corporate Financial Accounting</td>
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<tr>
<td>MC 1.6</td>
<td>Accounting for Managerial Decisions</td>
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<tr>
<td>MC 1.7</td>
<td>Marketing Management</td>
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<tr>
<td>MC 1.8</td>
<td>Financial Management</td>
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<tr>
<td><strong>2nd YEAR</strong></td>
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<tr>
<td>MC 2.1</td>
<td>Computer Applications in Business</td>
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<tr>
<td>MC 2.2</td>
<td>Corporate Legal Framework</td>
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<tr>
<td>MC 2.3</td>
<td>Corporate Tax Planning and Management</td>
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<tr>
<td>MC 2.4</td>
<td>Strategic Management</td>
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<td>MC 2.5</td>
<td>E-Commerce</td>
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And any of the following three Optional Groups*

**Optional Group I**

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<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Area</th>
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<tbody>
<tr>
<td>MC 2.61</td>
<td>Financial Institutions &amp; Markets</td>
<td>(1) Finance</td>
</tr>
<tr>
<td>MC 2.71</td>
<td>Project Planning and Control</td>
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<tr>
<td>MC 2.81</td>
<td>Security Analysis &amp; Portfolio Management</td>
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**Optional Group II**

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<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Area</th>
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<tr>
<td>MC 2.62</td>
<td>Advertising &amp; Sales Management</td>
<td>(2) Marketing</td>
</tr>
<tr>
<td>MC 2.72</td>
<td>Marketing Research</td>
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<tr>
<td>MC 2.82</td>
<td>International Marketing</td>
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**Optional Group III**

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<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Area</th>
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<tbody>
<tr>
<td>MC 2.63</td>
<td>International Business Environment</td>
<td>(3) International Marketing</td>
</tr>
<tr>
<td>MC 2.73</td>
<td>International Marketing</td>
<td></td>
</tr>
<tr>
<td>MC 2.83</td>
<td>Foreign Trade Policy, Procedures, &amp; Documentation</td>
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* In addition to five (5) compulsory courses (MC 2.1 to 2.5), a student in the second year may choose either of the above three (3) Area Optional Groups, each consisting of three courses, as may be offered by a college and/or a university, depending on their faculty strength and area interests.
MASTER OF COMMERCE (M.COM) – ANNUAL SCHEME

COURSE INPUT DETAILS

MC 1.1 MANAGEMENT CONCEPTS AND ORGANISATIONAL BEHAVIOUR

Objective

The objective of this course is to help students understand the conceptual framework of management and organisational behaviour.

Course Inputs

1. **Schools of Management Thought:** Scientific, process, human behaviour and social system school; Decision theory school; Quantitative and system school; Contingency theory of management; Functions of a manager.

2. **Managerial Functions:** Planning –concept, significance, types; Organizing –concept, principles, theories, types of organizations, authority, responsibility, power, delegation, decentralization; Staffing; Directing; Coordinating; Control –nature, process, and techniques.

3. **Organisational Behaviour:** Organisational behaviour –concept and significance; Relationship between management and organisational behaviour; Emergence and ethical perspective; Attitudes; Perception; Learning; Personality; Transactional analysis.

4. **Motivation:** Process of motivation; Theories of motivation - need hierarchy theory, theory X and theory Y, two factor theory, Alderfer's ERG theory, McClelland's learned need theory, Victor Vroom's expectancy theory, Stacy Adams equity theory.

5. **Group Dynamics and Team Development:** Group dynamics –definition and importance, types of groups, group formation, group development, group composition, group performance factors; Principle-centred approach to team development.

6. **Leadership:** Concept; Leadership styles; Theories –trait theory, behavioural theory, Fielder's contingency theory; Harsely and Blanchard's situational theory; Managerial grid; Likert's four systems of leadership.
7 Organisational Conflict: Dynamics and management; Sources, patterns, levels, and types of conflict; Traditional and modern approaches to conflict; Functional and dysfunctional organisational conflicts; Resolution of conflict.

8. Interpersonal and Organisational Communication: Concept of two-way communication; Communication process; Barriers to effective communication; Types of organisational communication; Improving communication; Transactional analysis in communication.

9. Organisational Development: Concept; Need for change, resistance to change; Theories of planned change; Organisational diagnosis; OD intervention.

References
Ivancevich; John and Michele T.Matheson: Organisational Behaviour and Management, Business Publication Inc., Texas.
MC 1.2 BUSINESS ENVIRONMENT

Objective

This course develops ability to understand and scan business environment analyse opportunities and take decisions under uncertainty.

Course Inputs

1. **Theoretical Framework of Business Environment**: Concept, significance and nature of business environment; Elements of environment –internal and external; Changing dimensions of business environment; Techniques of environmental scanning and monitoring.

2. **Economic Environment of Business**: Significance and elements of economic environment; Economic systems and business environment; Economic planning in India; Government policies - industrial policy, fiscal policy, monetary policy, EXIM policy; Public Sector and economic development; Development banks and relevance to Indian business; Economic reforms, liberalisation and structural adjustment programmes.

3. **Political and Legal Environment of Business**: Critical elements of political environment; Government and business; Changing dimensions of legal environment in India; MRTP Act, FEMA and licensing policy; Consumer Protection Act.

4. **Socio-Cultural Environment**: Critical elements of socio-cultural environment; Social institutions and systems; Social values and attitudes; Social groups; Middle class; Dualism in Indian society and problems of uneven income distribution; Emerging rural sector in India; Indian business system; Social responsibility of business; Consumerism in India.

5. **International and Technological Environment**: Multinational corporations; Foreign collaborations and Indian business; Non-resident Indians and corporate sector; International economic institutions - WTO, World Bank, IMF and their importance to India; Foreign trade policies; Impact of Rupee devaluation; Technological environment in India; Policy on research and development; Patent laws; Technology transfer.

References


Ahuwalia, I.J: Industrial Growth in India, Oxford University Press, Delhi.

Alagh, Yoginder K: Indian Development Planning and Policy, Vikas Pub, N. Delhi

Chakravarty, S: Development Planning, Oxford University Press, Delhi.
Govt. of India: Economic Survey, various issues.
Ramaswamy, V.S. and Nama Kumari: Strategic Planning for Corporate Success, Macmillan, New Delhi.
MC 1.3 MANAGERIAL ECONOMICS

Objective

This course develops managerial perspective to economic fundamentals as aids to decision making under given environmental constraints.

Course Inputs

1. **Nature and Scope of Managerial Economics:** Objective of a firm; Economic theory and managerial theory; Managerial economist's role and responsibilities; Fundamental economic concepts –incremental principle, opportunity cost principle, discounting principle, equi-marginal principle.

2. **Demand Analysis:** Individual and market demand functions; Law of demand, determinants of demand; Elasticity of demand - its meaning and importance; Price elasticity, income elasticity and cross elasticity; Using elasticity in managerial decisions.

3. **Theory of Consumer Choice:** Cardinal utility approach, indifference approach, revealed preference and theory of consumer choice under risk; Demand estimation for major consumer durable and non-durable products; Demand forecasting techniques.

4. **Production Theory:** Production function - production with one and two variable inputs; Stages of production; Economies of scale; Estimation of production function; Cost theory and estimation; Economic value analysis; Short and long run cost functions - their nature, shape and inter-relationship; Law of variable proportions; Law of returns to scale.

5. **Price Determination under Different Market Conditions:** Characteristics of different market structures; Price determination and firm's equilibrium in short-run and long-run under perfect competition, monopolistic competition, oligopoly and monopoly.

6. **Pricing Practices:** Methods of price determination in practice; Pricing of multiple products; Price discrimination; International price discrimination and dumping; Transfer pricing.

7. **Business Cycles:** Nature and phases of a business cycle; Theories of business cycles- psychological, profit, monetary, innovation, cobweb, Samuelson and Hicks theories.

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


Dean, Joel: Managerial Economics, Prentice Hall, Delhi.


Varshney RL and Maheshwari KL: Managerial Economics; Sultan Chand and Sons, New Delhi.


MC 1.4 Statistical Analysis

Objective

The objective of this course is to make the students learn the application of statistical tools and techniques for decision making.

Course Inputs

1. **Univariate Analysis**: An overview of central tendency, dispersion, and skewness.
2. **Probability Theory**: Probability – classical, relative, and subjective probability; Addition and multiplication probability models; Conditional probability and Baye's theorem.
3. **Probability Distributions**: Binomial, Poisson, and normal distributions; Their characteristics and applications.
4. **Statistical Decision Theory**: Decision environment; Expected profit under uncertainty and assigning probabilities; Utility theory.
5. **Sampling and Data Collection**: Sampling and sampling (probability and non-probability) methods; Sampling and non-sampling errors; Law of Large Number and Central Limit Theorem; Sampling distributions and their characteristics.
6. **Data Sources**: Primary and secondary; Primary data collection techniques - schedule, questionnaire, and interview.
7. **Statistical Estimation and Testing**: Point and interval estimation of population mean, proportion, and variance; Statistical testing – hypotheses and errors; Sample size; Large and small sampling tests – Z tests, T tests, and F tests.
8. **Non Parametric Tests**: Chi-square tests; Sign tests; Wilcoxon Signed – Rank tests; Wald – Wolfowitz tests; Kruskal-Wallis test.
9. **Correlation and Regression Analysis**: Two variables case.
10. **Index Numbers**: Meaning and types; Weighted aggregative indices – Laspeyre’s and Paasch’s indices; Laspeyre’s and Paasch’s indices compared; Indices of weighted average of (price – quantity) relatives; Tests of adequacy; Special problems – shifting the base; splicing overlapping index series; Uses and problems.
11. **Statistical Quality Control**: Causes of variations in quality characteristics; Quality control charts – purpose and logic; Constructing a control chart – computing the control limits (X and R charts); Process under control and out of control; Warning limits; Control charts for attributes – fraction defectives and number of defects; Acceptance sampling.
References

MC 1.5 CORPORATE FINANCIAL ACCOUNTING

Objective

The objective of this course is to expose students to advanced accounting issues and practices such as maintenance of company accounts, valuation of goodwill and shares, and handling accounting adjustments.

Course Inputs

1. Accounting for issue and redemption of shares and debentures.
2. Final accounts and financial statements of companies
3. Valuation of goodwill and shares.
4. Accounting issues relative to amalgamation, absorption, and reconstruction of companies.
5. Accounting for holding and subsidiary companies
6. Accounts relating to liquidation of companies
7. Royalty accounts, voyage accounts and investment accounts.

References

Beams, F.A: Advanced Accounting, Prentice Hall, New Jersey.
Fischer, P.M., W.J Taylor and J.A Leer: Advanced Accounting, South-Western, Ohio.
Monga, J.R: Advanced Financial Accounting, Mayoor Paperbacks, Noida
MC 1.6 ACCOUNTING FOR MANAGERIAL DECISIONS

Objective

The objective of this course is to acquaint students with the accounting concepts, tools and techniques for managerial decisions.

Course Inputs

1. **Introduction to Accounting**: Management accounting as a area of accounting; Objectives, nature, and scope of financial accounting, cost accounting, and management accounting; Management accounting and managerial decisions; Management accountant's position, role, and responsibilities.

2. **Accounting Plan and Responsibility Centres**: Meaning and significance of responsibility accounting; Responsibility centres -cost centre, profit centre and investment centre; Problems in transfer pricing; Objectives and determinants of responsibility centres.

3. **Budgeting**: Definition of budget; Essentials of budgeting; Types of budgets - functional, master, etc.; Fixed and flexible budget; Budgetary control; Zero-base budgeting; Performance budgeting.

4. **Standard Costing and Variance Analysis**: Standard costing as a control technique; Setting of standards and their revision; Variance analysis - meaning and importance, kinds of variances and their uses - material, labour and overhead variances; Disposal of variances; Relevance of variance analysis to budgeting and standard costing.

5. **Marginal Costing and Break-even Analysis**: Concept of marginal cost; Marginal costing and absorption costing; Marginal costing versus direct costing; Cost-volume-profit analysis; Break-even analysis; Assumptions and practical applications of break-even-analysis; Decisions regarding sales-mix, make or buy decisions and discontinuation of a product line etc.

6. **Analysing Financial Statements**: Horizontal, vertical and ratio analyses; Cash flow analysis.

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

8. **Reporting to Management**: Objectives of reporting, reporting needs at different managerial levels; Types of reports, modes of reporting, reporting at different levels of management.
References

Anthony, Robert: Management Accounting, Tarapore-wala, Mumbai.


Pandey, I.M: Management Accounting, Vani Publication, Delhi

MC 1.7 MARKETING MANAGEMENT

Objective

The objective of this course is to facilitate understanding of the conceptual framework of marketing and its applications in decision making under various environmental constraints.

Course Inputs

1. **Introduction**: Concept, nature, scope and importance of marketing; Marketing concept and its evolution; Marketing mix; Strategic marketing planning - an overview.

2. **Market Analysis and Selection**: Marketing environment - macro and micro components and their impact on marketing decisions; Market segmentation and positioning; Buyer behaviour; Consumer versus organisational buyers; Consumer decision-making process.

3. **Product Decisions**: Concept of a product; Classification of products; Major product decisions; Product line and product mix; Branding; Packaging and labelling; Product life-cycle - strategic implications; New product development and consumer adoption process.

4. **Pricing Decisions**: Factors affecting price determination; Pricing policies and strategies; Discounts and rebates.

5. **Distribution Channels and Physical Distribution Decisions**: Nature, functions, and types of distribution channels; Distribution channel intermediaries; Channel management decisions; Retailing and wholesaling.

6. **Promotion Decisions**: Communication process; Promotion mix - advertising, personal selling, sales promotion, publicity and public relations; Determining advertising budget; Copy designing and its testing; Media selection; Advertising effectiveness; Sales promotion - tools and techniques.

7. **Marketing Research**: Meaning and scope of marketing research; Marketing research process.

8. **Marketing Organisation and Control**: Organising and controlling marketing operations.

9. **Issues and Developments in Marketing**: Social, ethical and legal aspects of marketing; Marketing of services; International marketing; Green marketing; Cyber marketing; Relationship marketing and other developments in marketing.
References


Majumdar, Ramanuj: Product Management in India, Prentice Hall, New Delhi.


Ramaswamy, V.S and Namakumari, S: Marketing Management, MacMillan India, New Delhi.


MC 1.8 FINANCIAL MANAGEMENT

Objective

The objective of this course is to help students to understand the conceptual framework of financial management, and its applications under various environmental constraints.

Course Inputs

1. **Financial Management**: Meaning, nature and scope of finance; Financial goal - profit vs. wealth maximisation; Finance functions – investment, financing and dividend decisions.

2. **Capital Budgeting**: Nature of investment decisions; Investment evaluation criteria - net present value, internal rate of return, profitability index, payback period, accounting rate of return; NPV and IRR comparison; Capital rationing; Risk analysis in capital budgeting.

3. **Cost of Capital**: Meaning and significance of cost of capital; Calculation of cost of debt, preference capital, equity capital and retained earnings; Combined cost of capital (weighted); Cost of equity and CAPM.

4. **Operating and Financial Leverage**: Measurement of leverages; Effects of operating and financial leverage on profit; Analysing alternate financial plans; Combined financial and operating leverage.

5. **Capital Structure Theories**: Traditional and M.M. hypotheses - without taxes and with taxes; Determining capital structure in practice.

6. **Dividend Policies**: Issues in dividend decisions, Walter's model, Gordon's model, M-M hypothesis, dividend and uncertainty, relevance of dividend; Dividend policy in practice; Forms of dividends; Stability in dividend policy; Corporate dividend behaviour.

7. **Management of Working Capital**: Meaning, significance and types of working capital; Calculating operating cycle period and estimation of working capital requirements; Financing of working capital and norms of bank finance; Sources of working capital; Factoring services; Various committee reports on bank finance; Dimensions of working capital management.

8. Management of cash, receivables and inventory.

References

MC 2.1 COMPUTER APPLICATIONS IN BUSINESS

Objective

The objective of this course is to provide an understanding of computers, computer operating system, and application of relevant softwares in managerial decision making.

Course Inputs

1. **Computer Hardware**: Computer system as information processing system; Computer system differences - types of computer systems, hardware options - CPU, input devices, output devices, storage devices, communication devices, configuration of hardware devices and their applications.

2. **Personal Computers**: PC and its main components, hardware configuration, CPU and clock speed, RAM and secondary storage devices, other peripherals used with PC; Factors influencing PC performance; PC as a virtual office.

3. **Modern Information Technology**: Basic idea of Local Area Networks (LAN) and Wide Area Networks (WAN); E-mail; Internet technologies, access devices, concept of a World Wide Web and Internet browsing; Multimedia.

4. **Introduction to Operating Systems**: Software needs, operating systems, application softwares, programming languages; DOS; Windows -window explorer, print manager, control panel, paintbrush, calculator, desk top, my computer, settings, find, run; UNIX.

5. **Word Processing**: Introduction and working with MS-Word in MS-Office; Word basic commands; Formatting - text and documents; Sorting and tables; Working with graphics; Introduction to mail-merge.

6. **Spread Sheets**: Working with EXCEL - formatting, functions, chart features; Working with graphics in Excel; Using worksheets as database in accounting, marketing, finance and personnel areas.

7. **Presentation with Power-Point**: Power-point basics, creating presentations the easy way; Working with graphics in Power-Point; Show time, sound effects and animation effects.

8. **Introduction to Lotus Smart Suite for Data Sheet Analysis**: Structure of spreadsheet and its applications to accounting, finance and marketing functions of business; Creating a dynamic/sensitive worksheet, concept of absolute and relative cell reference; Using various built-in functions-mathematical, statistical, logical and finance functions; Goal
seeking and back solver tools, using graphics and formatting of worksheet, sharing data with other desktop applications, strategies of creating error-free worksheet.

9. **Introduction to Accounting Packages**: Preparation of vouchers, invoice and salary statements; Maintenance of inventory records; Maintenance of accounting books and final accounts; Financial reports generation. Practical knowledge on Wings Accounting and Wings Trade (Softwares), Talley etc.

10. **Introduction to Statistical Packages**: Usage of statistical packages for analyses in research –Lotus and Excel, SPSS; SYSTAT.

**References**

Date, C.J: *An Introduction to Database Systems*, Addison Wesley, Massachusetts.


MC 2.2 CORPORATE LEGAL FRAMEWORK

Objective

The objective of this course is to provide knowledge of relevant provisions of various laws influencing business operations.

Course Inputs

1. The Companies Act, 1956 (Relevant Provisions): Definition, types of companies; Memorandum of association; Articles of association; Prospectus; Share capital and membership; Meetings and resolutions; Company management; Managerial remuneration; Winding up and dissolution of companies.

2. The Negotiable Instruments Act, 1881: Definition, types of negotiable instruments; Negotiation; Holder and holder in due course; Payment in due course; Endorsement and crossing of cheque; Presentation of negotiable instruments.


5. Regulatory Environment for International Business: FEMA Act 1999, WTO - Regulatory framework of WTO, basic principles and its charter; WTO-provisions relating to preferential treatment to developing countries; Regional groupings, technical standards, anti-dumping duties and other NTBs; Custom valuation and dispute settlement; TRIMs.

References

Indian Contract Act, 1872.
Securites (Contract and Regulation) Act, 1956.


The Companies Act, 1956.

The Negotiable Instruments Act, 1881.
MC 2.3 CORPORATE TAX PLANNING AND MANAGEMENT

Objective

This course aims at making students conversant with the concept of corporate tax planning and Indian tax laws, as also their implications for corporate management.

Course Inputs

1. **Introduction to Tax Management**: Concept of tax planning; Tax avoidance and tax evasions; Corporate taxation and dividend tax.


3. **Tax Planning and Financial Management Decisions**: Tax planning relating to capital structure decision, dividend policy, inter-corporate dividends and bonus shares.

4. **Tax Planning and Managerial Decisions**: Tax planning in respect of own or lease, sale of assets used for scientific research, make or buy decisions; Repair, replace, renewal or renovation, and shutdown or continue decisions.

5. **Special Tax Provisions**: Tax provisions relating to free trade zones, infrastructure sector and backward areas; Tax incentives for exporters.


7. **Tax Payment**: Tax deductions and collection at source; Advance payment of tax.

References


Circulars issued by C.B.D.T.


Singhania, V.K: Direct Taxes: Law and Practice, Taxman's Publication, Delhi.

Singhania, Vinod K: Direct Tax Planning and Management, Taxmann Publication, Delhi.
MC 2.4 STRATEGIC MANAGEMENT

Objective

The objective of this course is to enhance decision making abilities of students in situations of uncertainty in a dynamic business environment.

Course Inputs

1. **Concept of Strategy**: Defining strategy, levels at which strategy operates; Approaches to strategic decision making; Mission and purpose, objectives and goals; Strategic business unit (SBU); Functional level strategies.

2. **Environmental Analysis and Diagnosis**: Concept of environment and its components; Environment scanning and appraisal; Organisational appraisal; Strategic advantage analysis and diagnosis; SWOT analysis.

3. **Strategy Formulation and Choice of Alternatives**: Strategies- modernisation, diversification, integration; Merger, take-over and joint strategies; Turnaround, divestment and liquidation strategies; Process of strategic choice- industry, competitor and SWOT analysis; Factors affecting strategic choice; Generic competitive strategies- cost leadership, differentiation focus, value chain analysis, bench marking, service blue printing.

4. **Functional Strategies**: Marketing, production/ operations and R&D plans and policies.

5. **Functional Strategies**: Personnel and financial plans and policies.

6. **Strategy Implementation**: Inter-relationship between formulation and implementation; Issues in strategy implementation; Resource allocation.

7. **Strategy and Structure**: Structural considerations, structures for strategies; Organisational design and change.

8. **Strategy Evaluation**: Overview of strategic evaluation; Strategic control; Techniques of strategic evaluation and control.

9. **Global Issues in Strategic Management**

References


Coulter, Mary K: Strategic Management in Action, Prentice Hall, New Jersey.

David, Fred R: Strategic Management, Prentice Hall, New Jersey.


Kazmi, Azhar: Business Policy, Tata McGraw Hill, Delhi


MC 2.5 E-COMMERCE

Objective

The objective of this course is to enable students gain knowledge about e-commerce and its various components.

Course Inputs

1. **Introduction to E-Commerce**: Meaning and concept; Electronic commerce versus traditional commerce; Media convergence; E-commerce and e-business; Channels of e-commerce; Business applications of e-commerce; Need for e-commerce, e-commerce as an electronic trading system- special features.

2. **Internet Concepts and Technologies**: Concept and evolution of Internet; Web technologies - global publishing concept, universal reader concept and client server concept; Hypertext publishing and hypertext information network; Benefits of hypertext, URLs, HTTP, HTTPD Servers, HTML, HTML Forms and CGI gateway services.

3. **Business Models of E-Commerce and Infrastructure**: E-commerce models; Supply chain management, product and service digitisation, remote servicing, procurement; Online marketing and advertising; E-commerce resources and infrastructure, resources and planning for infrastructure.

4. **Business to Consumer E-Commerce**: Cataloguing, order planning and order generation, cost estimation and pricing, order receipt and accounting, order-selection and prioritisation, order scheduling, order fulfilling and delivery, order billing and payment management; Post sales services.

5. **Web-site Design**: Role of web site in B2C e-commerce; Web-site strategies and web-site design principles; Push and pull technologies, alternative methods of customer communication.

6. **Electronic Payment Systems**: Special features required in payment systems for e-commerce; Types of e-payment systems; E-cash and currency servers, e-cheques, credit cards, smart cards, electronic purses and debit cards; Business issues and economic implications; Operational, credit and legal risks of e-payment systems; Risk management options in e-payment systems; Components of an effective electronic payment system.

7. **Business to Business E-Commerce**: Need and alternative models of B2B e-commerce; Technologies, EDI and paperless trading; EDI architecture, EDI standards, VANS, Costs of EDI infrastructure, features of EDI service arrangement, Internet-based EDI and FTP-based messaging.
8. **E-Business**: Workflow management, mass customization and product differentiation; Organisation restructuring; Integrated logistics and distribution; Knowledge management issues and role of e-commerce infrastructure.

9. **Internet Protocols**: Layers and networking, OSI layering and TCP layering; TCP, UDP, IP, DNS, SLIP and PPP; Emerging scenario in ISP.


11. **Regulatory and Legal Framework of E-Commerce**: Cyber laws—aims and salient provisions; Cyber-laws in India and their limitations; Taxation issues in e-commerce.

12. **Multi-Media and E-Commerce**: Concept and role of multimedia; Multi-media technologies; Digital video and digitisation of product and customer communication; Desktop video conferencing and marketing; Broadband networks and related concepts; ISDN, ATM, Cell relay.

**References**


Cady, Gllc Harrab and Mcgregor Pat: Mastering the Internet, BPB Publication, New Delhi.


Schneider,Gary P: Electronic Commerce, Course Technology, Delhi.

Young, Margaret Levine: The Complete Reference to Internet, Tata McGraw Hill, New Delhi.


OPTIONAL GROUP I: FINANCE

MC 2.61 FINANCIAL INSTITUTIONS AND MARKETS

Objective

This course aims at providing students with an understanding of the structure, organization, and working of financial markets and institutions in India.

Course Inputs

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

2. **Financial Markets**: Money and capital markets; Money market – meaning, constituents, functions of money market; Money market instruments - call money, treasury bills, certificates of deposits, commercial bills, trade bills etc; Recent trends in Indian money market; Capital market- primary and secondary markets; Depository system; Government securities market; Role of SEBI - an overview; Recent developments.

3. **Reserve Bank of India**: Organisation, management and functions; Credit creation and credit control; Monetary policy.

4. **Commercial Banks**: Meaning, functions, management and investment policies of commercial banks; Present structure; E-banking and e-trading; Recent developments in commercial banking.

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

6. **Insurance Sector**: Objectives, role, investment practices of LIC and GIC; Insurance Regulatory and Development Authority- role and functions.

7. **Unit Trust of India**: Objectives, functions and various schemes of UTI; Role of UTI in industrial finance.

8. **Non-Banking Financial Institutions**: Concept and role of non-banking financial institutions; Sources of finance; Functions of non-banking financial institutions; Investment policies of non banking financial institutions in India.
9. **Mutual Funds**: Concept, performance appraisal, and regulation of mutual funds (with special reference to SEBI guidelines); Designing and marketing of mutual funds schemes; Latest mutual fund schemes in India - an overview.

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

11. **Interest Rate Structure**: Determinants of interest rate structure; Differential interest rate; Recent changes in interest rate structure.

12. **Foreign Investments**: Types, trends and implications; Regulatory framework for foreign investments in India.

**References**


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


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


MC 2.71 PROGRESS PLANNING AND CONTROL

Objective

The objective of this course is to enable students learn the process and issues relating to preparation, appraisal, review, and monitoring of projects.

Course Inputs

1. Identification of Investment Opportunities: Project ideas, screening of ideas; Environment scanning and opportunity analysis; Government regulatory framework.

2. Market and Demand Analysis: Information required for market and demand analysis; Sources of information—primary and secondary; Demand forecasting.

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

4. Cost of Project and Means of Financing: Major cost components; Means of financing; Planning capital structure; Various financing schemes of financial institutions.

5. Profitability, Financial Projections and Tax Considerations: Cost of production; Break even analysis; Projected balance sheet, profit and loss account and cash flows statement; Provisions and considerations for computing taxable income.

6. Appraisal Criteria and Appraisal Process: Methods of appraisal under certainty and risk and uncertainty; Investment appraisal in practice; Process followed by financial institutions; Project appraisal techniques.

7. Social Cost Benefit Analysis: Rationale for social cost benefit analysis; Methodology of SCBA; L&M approach and UNIDO approach; Measurement of the impact on distribution; SCBA in India.

8. Network Techniques for Project Implementation, Monitoring and Control: PERT and CPM techniques; Critical path, event slacks and activity floats; Scheduling to match availability of manpower; Measures of variability and probability of completion by a specified date; Project implementation practices in India.

References

I.D.B.I: Manual of Industrial Project Analysis in Developing Countries.

Pitale, R.L: Project Appraisal Techniques, Oxford and IBH.


MC 2.81 SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Objective

The objective of this course is to help students understand various issues in security analysis & portfolio management.

Course Inputs

1. **Investments**: Nature and scope of investment analysis, elements of investment, avenues of investment, approaches to investment analysis; Concept of return and risk: Security return and risk analysis, measurement of return and risk.

2. **Financial Assets**: Types and their characteristics, sources of financial information.

3. **Security Markets**: Primary and secondary market; Primary market- role, functions and methods of selling securities in primary market; Allotment procedure; New financial instruments.

4. **Public Issue**: SEBI guidelines on public issue, size of issue, pricing of issue, promoters’ contribution, appointment of merchant bankers, underwriters, broker, registrar and managers, bankers and allotment of shares.

5. **Secondary market**: Role, importance, type of brokers, trading mechanism, listing of securities in stock exchanges, screen based trading; Depository- role and need; Depositories Act, 1996.

6. **Valuation of securities**: bonds, debentures, preference shares, equity shares.

7. **Fundamental Analysis**: Economic analysis, Industry analysis and Company analysis.

8. **Technical Analysis**: Trends, indicators, indices and moving averages applied in technical analyses.

9. **Efficient Market Hypothesis**: Weak, semi-strong and strong market and its testing techniques.

10. **Portfolio Analysis**: Estimating rate of return and standard deviation of portfolio. Effect of combining the securities; Markowitz Risk-return optimisation; Single Index Model or Market Model; Portfolio total risk, portfolio market risk and unique risk, Simple Sharpe's optimisation solution.

11. **Capital Market Theory**: Capital market line, security market line, risk free lending and borrowings; Factor models: Arbitrage pricing theory, two factor and multi factor models; Principle of arbitrage, arbitrage portfolios.
12. **Portfolio Performance Evaluation**: Measure of return, risk adjusted measures of return, market timing, evaluation criteria and procedures.

**References**


Bhalla: Investment Analysis, S. Chand & Co. Delhi.


Gupta, L.C: Stock Exchange 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.


OPTIONAL GROUP II: MARKETING

MC 2.62 ADVERTISING AND SALES MANAGEMENT

Objective

The basic objective of this course is to acquaint students with the theory and practice of advertising, as well also management of a firm's sales operations.

Course Inputs

1. Advertising: Defined, advertising as a tool of marketing; Advertising effects - economic and social; Advertising and consumer behaviour; Advertising scene in India.
2. Advertising Objectives and Advertising Budgets.
3. Advertising Media: Print media, broadcasting media; Non-media advertising; Media planning and scheduling; Advertising on Internet; Media selection decisions.
4. Message Design and Development: Copy development, types of appeal, copy testing.
5. Measuring Advertising Effectiveness: Managing advertising agency- client relationship; Promotional scene in India; Techniques for testing advertising effectiveness.
6. Selling: Concept, objectives, and functions of sales management; Fundamentals of selling; Selling process; Salesmanship; Product and customer knowledge.
7. Sales Planning: Importance and types of sales planning, sales planning process; Sales forecasting; Determining sales territories, sales quotas, and sales budget.
8. Sales Organisation: Setting up a sales organisation; Planning process; Principles of determining sales organisation.
9. Sales Force Management: Estimating manpower requirements for sales department; Planning for manpower-recruitment and selection, training and development, placement and induction; Motivating sales force; Leading the sales force; Compensation and promotion policies; Sales meetings and contests.
References

Gupta, Vaswar Das: Sales Management, In the Indian Perspective, Prentice Hall, Delhi.
Krik C.A.: Salesmanship, Tarapore wala, Bombay.
MC 2.72 MARKETING RESEARCH

Objective

The purpose of this course is to enable students learn the process, tools and techniques of marketing research.

Course Inputs

1. **Introduction to Marketing Research:** Importance, nature and scope of marketing research; Marketing information system and marketing research; Marketing research process and organisation.

2. **Problem Identification and Research Design:** Problem identification and definition; Developing a research proposal; Determining research type – exploratory, descriptive and conclusive research; Experimental designs.

3. **Data Resources:** Secondary data sources and usage; Online data sources; Primary data collection methods – questioning techniques, online surveys, observation method; Questionnaire preparation.

4. Aptitude measurement and scaling techniques – elementary introduction to measurement scales.

5. **Sampling Plan:** Universe, sample frame and sampling unit; Sampling techniques; Sample size determination.

6. **Data Collection:** Organisation of field work and survey errors – sampling and non-sampling errors.

7. **Data Analysis:** Univariate, bivariate and multivariate data analysis; Report preparation and presentation.

8. **Market Research Applications:** Product research; Advertising research; Sales and market research; International marketing research; Marketing research in India.

References


Green, Paul E., Donald S. Tull and Gerald Albaum: Research for Marketing Decision, Prentice Hall, New Delhi.
Zaltman and Burger: Marketing Research; Dryden Press, Illinois.
MC 2.82 INTERNATIONAL MARKETING

Objective

The objective of this course is to expose students to the conceptual framework of international marketing management.

Course Inputs

1. **Introduction to International Marketing:** Nature and significance; Complexities in international marketing; Transition from domestic to transnational marketing; International market orientation - EPRG framework; International market entry strategies.

2. **International Marketing Environment:** Internal environment; External environment-geographical, demographic, economic, socio-cultural, political and legal environment; Impact of environment on international marketing decisions.

3. **Foreign Market Selection:** Global market segmentation; Selection of foreign markets; International positioning.

4. **Product Decisions:** Product planning for global markets; Standardisation vs. product adaptation; New product development; Management of international brands; Packaging and labelling; Provision of sales related services.

5. **Pricing Decisions:** Environmental influences on pricing decisions; International pricing policies and strategies.

6. **Promotion Decisions:** Complexities and issues; International advertising, personal selling, sales promotion and public relations.

7. **Distribution Channels and Logistics:** Functions and types of channels; Channel selection decisions; Selection of foreign distributors/agents and managing relations with them; International logistics decisions.

8. **International Marketing Planning, Organising and Control:** Issues in international marketing planning; International marketing information system; Organising and controlling; International marketing operations.

9. **Emerging Issues and developments in International Marketing:** Ethical and social issues; International marketing of services; Information technology and international marketing; Impact of globalisation; WTO.
References

Czinkota, M.R: International Marketing, Dryden Press, Boston.
Jain, S.C: International Marketing, CBS Publications, New Delhi.
OPTIONAL GROUP III: INTERNATIONAL BUSINESS

MC 2.63 INTERNATIONAL BUSINESS ENVIRONMENT

Objective

This course exposes the student to the environmental dynamics of international business and their impact on international business operations of a firm.

Course Inputs


2. International Economic Environment: World economic and trading situation; International


4. Regional Economic Co-operation: Types and rationale of regional economic groups; Theory of customs union; EU, NAFTA, ASEAN, SAFTA and other groupings.

5. Multinational Corporations: Conceptual framework of MNCs; MNCs and host and home country relations; Technology transfers – importance and types.

6. Foreign Exchange Markets: Determining exchange rates; Fixed and flexible exchange rate system; Participants in the foreign exchange markets; Foreign exchange market - cash and spot exchange market; Exchange rate quotes; LERMS; Factors affecting exchange rates - spot rates, forward exchange rates, forward exchange contracts; Foreign exchange and currency futures; Exchange rate arrangement in India; Overview of FEMA; Exchange dealings and currency possession; Information and communication.

7. 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 external techniques.

9. **Foreign Investment**: Capital flows - types and theories of foreign investment; Foreign investment flows and barriers.

10. **Recent Developments in International Business**: Ecological issues; Social aspects; IT and international business.

**References**


Buckley, Ardin: The Essence of International Money, Prentice Hall of India, New Delhi.


Peter H Lindert: International economics; Richard D. Irwin, Illinois.
MC 2.73 INTERNATIONAL MARKETING

Objective

The objective of this course is to acquaint students with the conceptual framework of international marketing management.

Course Inputs

1. **Introduction to International Marketing:** Nature and significance; Complexities in international marketing; Transition from domestic to transnational marketing; International market orientation - EPRG framework; International market entry strategies.

2. **International Marketing Environment:** Internal environment; External environment-geographical, demographic, economic, socio-cultural, political and legal environment; Impact of environment on international marketing decisions.

3. **Foreign Market Selection:** Global market segmentation; Selection of foreign markets; International positioning.

4. **Product Decisions:** Product planning for global markets; Standardisation vs. product adaptation; New product development; Management of international brands; Packaging and labelling; Provision of sales related services.

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8. **International Marketing Planning, Organising and Control:** Issues in international marketing planning; International marketing information system; Organising and controlling; International marketing operations.

9. **Emerging Issues and developments in international marketing:** Ethical and social issues; International marketing of services; Information technology and international marketing; Impact of globalisation; WTO.
References

Czinkota, M.R: International Marketing, Dryden Press, Boston.
Jain, S.C: International Marketing, CBS Publications, New Delhi.
MC 2.83 FOREIGN TRADE POLICY, PROCEDURES AND DOCUMENTATION

Objective

The objective of the course is to familiarise students with the policies, procedures, and documentation relating to export-import transactions.

Course Inputs

1. **International Trade**: Theories of International trade- absolute and comparative advantage theories; Modern theory of trade-Heckscher-Ohlin theory; Terms of trade; Theory of international trade in services; Balance of payments and adjustment mechanism.

2. **Commercial Policy Instruments**: Tariffs, quotas, anti-dumping/countervailing duties; Technical standards; Exchange controls and other non-tariff measures.

3. **India's Foreign Trade And Policy**: Composition and direction of foreign trade; India’s foreign trade policy; Export promotion infrastructure and the institutional set up; Deemed exports and rupee convertibility; Policy on foreign collaborations and counter trade arrangements; Indian joint ventures abroad; Project and consultancy exports.

4. **Instruments of Export Promotion**: Export assistance and promotion measures; EPCG scheme; Import facilities, duty drawback, duty exemption scheme, tax concessions, marketing assistance; Role of state trading houses, 100% Export Oriented Units; Export Houses and Trading houses; EPZs, SEZs.

5. **Documentation Framework**: Types and characteristics of documents; Export contract and Inco terms; Processing of an export order.

6. **Export Financing Methods and Terms of Payment**: Methods of payment, Negotiations of export bills; Documentary credit and collection; Pre and post shipment export credit; Bank guarantees; Foreign exchange regulations.

7. **Cargo, credit and exchange risks**: Marine insurance- procedures and documentation for cargo loss claims; ECGC schemes for risk coverage and procedure for filing claims; Institutions for credit- pre and post shipment.

8. **Quality Control and Pre-shipment Inspection**: Process and procedures; Excise and customs clearance regulations, procedures and documentation.

9. **Management of Imports**: Procedure for procurement through imports; Import financing; Customs clearance of imports; Managing risks involved in importing- transit risk, credit risk and exchange risk.
References

Customs and Excise Law Times: various issues.
Economic survey: Ministry of Finance, Govt. of India, various issues.
Varshney and Bhattacharya: International Marketing Management, Sultan Chand & Sons, New Delhi.
Mahajan MI: Exports –Do it yourself; Snowwhite Publication, Mumbai.
Mahajan VS: India’s Foreign Trade and Balance of Payments; Deep & Deep Publication, New Delhi.
## STATEMENT OF COURSE STRUCTURE OF MASTER PROGRAMS

<table>
<thead>
<tr>
<th>Sr. No.</th>
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* M.Com Courses in Group I, II, & III

I  MC 2.61 Financial Institutions & Markets  
MC 2.62 Security Analysis & Portfolio Mgt.  
MC 2.63 International Business Environment

II  MC 2.61 Financial Institutions & Markets  
MC 2.62 Security Analysis & Portfolio Mgt.  
MC 2.63 International Business Environment

III  MC 2.61 Financial Institutions & Markets  
MC 2.62 Security Analysis & Portfolio Mgt.  
MC 2.63 International Business Environment
### SECTION IV

### CHAPTER VIII

**Master of Finance and Control (MFC) – Semester Scheme**

**Course Structure**

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<td>MFC 4.7 Project Report and Viva Voce2</td>
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</table>

1. Each student shall undergo summer training for 6-8 weeks at the end of second semester and shall be required to submit a Training Report and present the same in the form of class seminar, at the beginning of the third semester for evaluation, each carrying 50 marks.

2. Every student shall have an appropriate topic selected for doing Project Report at the beginning of the third semester and shall submit the same and face a viva voce at the end of fourth semester for evaluation, each carrying 50 marks.
MASTER OF FINANCE AND CONTROL

COURSE INPUT DETAILS

MFC 1.1 MANAGEMENT CONCEPTS AND ORGANISATIONAL BEHAVIOUR (As MC 1.1)

Objective

The objective of this course is to help students understand the conceptual framework of management and organisational behaviour.

Course Inputs

1. Schools of Management Thought: Scientific, process, human behaviour and social system school; Decision theory school; Quantitative and system school; Contingency theory of management; Functions of a manager.
2. Managerial Functions: Planning –concept, significance, types; Organizing –concept, principles, theories, types of organizations, authority, responsibility, power, delegation, decentralization; Staffing; Directing; Coordinating; Control—nature, process, and techniques.
3. Organisational Behaviour: Organisational behaviour –concept and significance; Relationship between management and organisational behaviour; Emergence and ethical perspective; Attitudes; Perception; Learning; Personality; Transactional analysis.
5. Group Dynamics and Team Development: Group dynamics –definition and importance, types of groups, group formation, group development, group composition, group performance factors; Principle-centred approach to team development.
6. Leadership: Concept; Leadership styles; Theories –trait theory, behavioural theory, Fielder's contingency theory; Harsy and Blanchard's situational theory; Managerial grid; Likert's four systems of leadership.
7. Organisational Conflict: Dynamics and management; Sources, patterns, levels, and types of conflict; Traditional and modern approaches to conflict; Functional and dysfunctional organisational conflicts; Resolution of conflict.
8. **Interpersonal and Organisational Communication**: Concept of two-way communication; Communication process; Barriers to effective communication; Types of organisational communication; Improving communication; Transactional analysis in communication.

9. **Organisational Development**: Concept; Need for change, resistance to change; Theories of planned change; Organisational diagnosis; OD intervention.

**References**


MFC 1.2 BUSINESS ENVIRONMENT  

(As MC 1.2)

Objective

This course develops ability to understand and scan business environment in order to analyse opportunities and take decisions under uncertainty.

Course Inputs

1. **Theoretical Framework of Business Environment:** Concept, significance and nature of business environment; Elements of environment – internal and external; Changing dimensions of business environment; Techniques of environmental scanning and monitoring.

2. **Economic Environment of Business:** Significance and elements of economic environment; Economic systems and business environment; Economic planning in India; Government policies - industrial policy, fiscal policy, monetary policy, EXIM policy; Public Sector and economic development; Development banks and relevance to Indian business; Economic reforms, liberalisation and structural adjustment programmes.

3. **Political and Legal Environment of Business:** Critical elements of political environment; Government and business; Changing dimensions of legal environment in India; MRTP Act, FEMA and licensing policy; Consumer Protection Act.

4. **Socio-Cultural Environment:** Critical elements of socio-cultural environment; Social institutions and systems; Social values and attitudes; Social groups; Middle class; Dualism in Indian society and problems of uneven income distribution; Emerging rural sector in India; Indian business system; Social responsibility of business; Consumerism in India.

5. **International and Technological Environment:** Multinational corporations; Foreign collaborations and Indian business; Non-resident Indians and corporate sector; International economic institutions - WTO, World Bank, IMF and their importance to India; Foreign trade policies; Impact of Rupee devaluation; Technological environment in India; Policy on research and development; Patent laws; Technology transfer.

References


Ahuwalia, I.J: Industrial Growth in India, Oxford University Press, Delhi.

Alagh, Yoginder K: Indian Development Planning and Policy, Vikas Publication, New Delhi
Chakravarty, S: Development Planning, Oxford University Press, Delhi.
Govt. of India: Economic Survey, various issues.
Ramaswamy, V.S. and Nama Kumari: Strategic Planning for Corporate Success, Macmillan, New Delhi.
MFC 1.3 MANAGERIAL ECONOMICS (As MC 1.3)

Objective

This course develops managerial perspective to economic fundamentals as aids to decision making under given environmental constraints.

Course Inputs

1. **Nature and Scope of Managerial Economics**: Objective of a firm; Economic theory and managerial theory; Managerial economist's role and responsibilities; Fundamental economic concepts – incremental principle, opportunity cost principle, discounting principle, equi-marginal principle.

2. **Demand Analysis**: Individual and market demand functions; Law of demand, determinants of demand; Elasticity of demand - its meaning and importance; Price elasticity, income elasticity and cross elasticity; Using elasticity in managerial decisions.

3. **Theory of Consumer Choice**: Cardinal utility approach, indifference approach, revealed preference and theory of consumer choice under risk; Demand estimation for major consumer durable and non-durable products; Demand forecasting techniques.

4. **Production Theory**: Production function - production with one and two variable inputs; Stages of production; Economies of scale; Estimation of production function; Cost theory and estimation; Economic value analysis; Short and long run cost functions - their nature, shape and inter-relationship; Law of variable proportions; Law of returns to scale.

5. **Price Determination under Different Market Conditions**: Characteristics of different market structures; Price determination and firm's equilibrium in short-run and long-run under perfect competition, monopolistic competition, oligopoly and monopoly.

6. **Pricing Practices**: Methods of price determination in practice; Pricing of multiple products; Price discrimination; International price discrimination and dumping; Transfer pricing.

7. **Business Cycles**: Nature and phases of a business cycle; Theories of business cycles- psychological, profit, monetary, innovation, cobweb, Samuelson and Hicks theories.

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

Dean, Joel: Managerial Economics, Prentice Hall, Delhi.
Haynes, W.W., V.L. Mote and S. Paul: Managerial Economic Analysis and Cases, Prentice Hall India, Delhi
Varshney RL and Maheshwari KL: Managerial Economics; Sultan Chand and Sons, New Delhi.
MFC 1.4 STATISTICAL ANALYSIS

Objective

The objective of this course is to make the students learn the application of statistical tools and techniques for decision making.

Course Inputs

1. **Univariate Analysis**: An overview of central tendency, dispersion, and skewness.

2. **Probability Theory**: Probability – classical, relative, and subjective probability; Addition and multiplication probability models; Conditional probability and Baye's theorem.

3. **Probability Distributions**: Binomial, Poisson, and normal distributions; Their characteristics and applications.

4. **Statistical Decision Theory**: Decision environment; Expected profit under uncertainty and assigning probabilities; Utility theory.

5. **Sampling and Data Collection**: Sampling and sampling (probability and non-probability) methods; Sampling and non-sampling errors; Law of Large Number and Central Limit Theorem; Sampling distributions and their characteristics.

6. **Data sources -primary and secondary**: Primary data collection techniques - schedule, questionnaire, and interview.

7. **Statistical Estimation and Testing**: Point and interval estimation of population mean, proportion, and variance; Statistical testing – hypotheses and errors; Sample size; Large and small sampling tests – Z tests, T tests, and F tests.

8. **Non Parametric Tests**: Chi-square tests; Sign tests; Wilcoxon Signed –Rank tests; Wald –Wolfowitz tests; Kruskal-Wallis test.

9. **Correlation and Regression Analysis**: Two variables case.

10. **Index Numbers**: Meaning and types; Weighted aggregative indices – Laspeyre’s and Paasch’s indices; Laspeyre’s and Paasch’s indices compared; Indices of weighted average of (price – quantity) relatives; Tests of adequacy; Special problems – shifting the base; splicing overlapping index series; Uses and problems.

11. **Statistical Quality Control**: Causes of variations in quality characteristics; Quality control charts – purpose and logic; Constructing a control chart – computing the control limits (X and R charts); Process under control and out of control; Warning limits; Control charts for attributes – fraction defectives and number of defects; Acceptance sampling.
References

MFC 1.5 Financial and Cost Accounting

Objective

The objective of this course is to enable students understand accounting concepts, tools, and techniques used for taking managerial decisions.

Course Inputs

A. Financial Accounting (weightage 40 marks)

1. Introduction: Nature, scope and importance of financial accounting; Basic accounting concepts and conventions; Recognition of revenues and expenses; Accounting cycle and accounting equation; GAAP and accounting standards-Indian and international.


3. Accounting for issue and redemption of shares and debentures.

4. Final accounts of companies –an overview.

5. Valuation of Goodwill and shares.

6. Final accounts of non-profit organisations.

B. Cost Accounting (weightage 30 marks)

1. Cost Accounting: Meaning, importance and scope of cost accounting; Elements of cost-material, labour and overhead costs; Method and types of costing; Cost classification; Cost sheet.

2. Cost Ascertainment: Unit costing; Job costing; Process costing; Contract costing.

3. Differential costing; Incremental costing; Product line costing

4. Reconciliation of cost and financial accounts.

References

Beams, F.A: Advanced Accounting, Prentice Hall, New Jersey.


Fischer, P.M., W.J Taylor and J.A Leer: Advanced Accounting, South-Western, Ohio.
MFC 1.6 MARKETING MANAGEMENT  

(As MC 1.7)

Objective

The objective of this course is to facilitate understanding of the conceptual framework of marketing and its applications in decision making under various environmental constraints.

Course Inputs

3. **Introduction**: Concept, nature, scope and importance of marketing; Marketing concept and its evolution; Marketing mix; Strategic marketing planning- an overview.

4. **Market Analysis and Selection**: Marketing environment - macro and micro components and their impact on marketing decisions; Market segmentation and positioning; Buyer behaviour; Consumer versus organisational buyers; Consumer decision-making process.

5. **Product Decisions**: Concept of a product; Classification of products; Major product decisions; Product line and product mix; Branding; Packaging and labelling; Product life-cycle – strategic implications; New product development and consumer adoption process.

6. **Pricing Decisions**: Factors affecting price determination; Pricing policies and strategies; Discounts and rebates.

7. **Distribution Channels and Physical Distribution Decisions**: Nature, functions, and types of distribution channels; Distribution channel intermediaries; Channel management decisions; Retailing and wholesaling.

8. **Promotion Decisions**: Communication process; Promotion mix - advertising, personal selling, sales promotion, publicity and public relations; Determining advertising budget; Copy designing and its testing; Media selection; Advertising effectiveness; Sales promotion - tools and techniques.

9. **Marketing Research**: Meaning and scope of marketing research; Marketing research process.

10. **Marketing Organisation and Control**: Organising and controlling marketing operations.

11. **Issues and Developments in Marketing**: Social, ethical and legal aspects of marketing; Marketing of services; International marketing; Green marketing; Cyber marketing; Relationship marketing and other developments in marketing.
References
Majumdar, Ramanuj: Product Management in India, Prentice Hall, New Delhi.
Ramaswamy, V.S and Namakumari, S: Marketing Management, MacMillan India, New Delhi.
MFC 1.7 Financial Management

Objective

The objective of this course is to help students to understand the conceptual framework of financial management, and its applications under various environmental constraints.

Course Inputs

1. **Financial Management**: Meaning, nature and scope of finance; Financial goal - profit vs. wealth maximisation; Finance functions – investment, financing and dividend decisions.

2. **Capital Budgeting**: Nature of investment decisions; Investment evaluation criteria - net present value, internal rate of return, profitability index, payback period, accounting rate of return; NPV and IRR comparison; Capital rationing; Risk analysis in capital budgeting.

3. **Cost of Capital**: Meaning and significance of cost of capital; Calculation of cost of debt, preference capital, equity capital and retained earnings; Combined cost of capital (weighted); Cost of equity and CAPM.

4. **Operating and Financial Leverage**: Measurement of leverages; Effects of operating and financial leverage on profit; Analysing alternate financial plans; Combined financial and operating leverage.

5. **Capital Structure Theories**: Traditional and M.M. hypotheses - without taxes and with taxes; Determining capital structure in practice.

6. **Dividend Policies**: Issues in dividend decisions, Walter's model, Gordon's model, M-M hypothesis, dividend and uncertainty, relevance of dividend; Dividend policy in practice; Forms of dividends; Stability in dividend policy; Corporate dividend behaviour.

7. **Management of Working Capital**: Meaning, significance and types of working capital; Calculating operating cycle period and estimation of working capital requirements; Financing of working capital and norms of bank finance; Sources of working capital; Factoring services; Various committee reports on bank finance; Dimensions of working capital management.

8. **Management of cash, receivables and inventory**.

References


MFC 2.1 ACCOUNTING FOR MANAGERIAL DECISIONS (As MC 1.6)

Objective

The objective of this course is to acquaint students with the accounting concepts, tools and techniques for managerial decisions.

Course Inputs

1. **Introduction to Accounting**: Management accounting as a area of accounting; Objectives, nature, and scope of financial accounting, cost accounting, and management accounting; Management accounting and managerial decisions; Management accountant's position, role, and responsibilities.

2. **Accounting Plan and Responsibility Centres**: Meaning and significance of responsibility accounting; Responsibility centres — cost centre, profit centre and investment centre; Problems in transfer pricing; Objectives and determinants of responsibility centres.

3. **Budgeting**: Definition of budget; Essentials of budgeting; Types of budgets - functional, master, etc.; Fixed and flexible budget; Budgetary control; Zero-base budgeting; Performance budgeting.

4. **Standard Costing and Variance Analysis**: Standard costing as a control technique; Setting of standards and their revision; Variance analysis - meaning and importance, kinds of variances and their uses - material, labour and overhead variances; Disposal of variances; Relevance of variance analysis to budgeting and standard costing.

5. **Marginal Costing and Break-even Analysis**: Concept of marginal cost; Marginal costing and absorption costing; Marginal costing versus direct costing; Cost-volume-profit analysis; Break-even analysis; Assumptions and practical applications of break-even-analysis; Decisions regarding sales-mix, make or buy decisions and discontinuation of a product line etc.

6. **Analysing Financial Statements**: Horizontal, vertical and ratio analyses; Cash flow analysis.

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

8. **Reporting to Management**: Objectives of reporting, reporting needs at different managerial levels; Types of reports, modes of reporting, reporting at different levels of management.
References

Anthony, Robert: Management Accounting, Tarapore-wala, Mumbai.


Hansen, Don R. and Maryanne M. Moreen: Management Accounting, South-Western College Publishing, Cincinnati, Ohio.


Pandey, I.M: Management Accounting, Vani Publication, Delhi.

MFC 2.2 COMPUTER APPLICATIONS IN BUSINESS  (As MC 2.1)

Objective

The objective of this course is to provide an understanding of computers, computer operating system, and application of relevant softwares in managerial decision making.

Course Inputs

1. **Computer Hardware:** Computer system as information processing system; Computer system differences - types of computer systems, hardware options - CPU, input devices, output devices, storage devices, communication devices, configuration of hardware devices and their applications.

2. **Personal Computers:** PC and its main components, hardware configuration, CPU and clock speed, RAM and secondary storage devices, other peripherals used with PC; Factors influencing PC performance; PC as a virtual office.

3. **Modern Information Technology:** Basic idea of Local Area Networks (LAN) and Wide Area Networks (WAN); E-mail; Internet technologies, access devices, concept of a World Wide Web and Internet browsing; Multimedia.

4. **Introduction to Operating Systems:** Software needs, operating systems, application softwares, programming languages; DOS; Windows -window explorer, print manager, control panel, paintbrush, calculator, desk top, my computer, settings, find, run; UNIX.

5. **Word Processing:** Introduction and working with MS-Word in MS-Office; Word basic commands; Formatting - text and documents; Sorting and tables; Working with graphics; Introduction to mail-merge.

6. **Spread Sheets:** Working with EXCEL - formatting, functions, chart features; Working with graphics in Excel; Using worksheets as database in accounting, marketing, finance and personnel areas.

7. **Presentation with Power-Point:** Power-point basics, creating presentations the easy way; Working with graphics in Power-Point; Show time, sound effects and animation effects.

8. **Introduction to Lotus Smart Suite for Data Sheet Analysis:** Structure of spreadsheet and its applications to accounting, finance and marketing functions of business; Creating a dynamic/sensitive worksheet, concept of absolute and relative cell reference; Using various built-in functions- mathematical, statistical, logical and finance functions; Goal
seeking and back solver tools, using graphics and formatting of worksheet, sharing data with other desktop applications, strategies of creating error-free worksheet.

9. **Introduction to Accounting Packages**: Preparation of vouchers, invoice and salary statements; Maintenance of inventory records; Maintenance of accounting books and final accounts; Financial reports generation. Practical knowledge on Wings Accounting and Wings Trade (Softwares), Talley etc.

10. **Introduction to Statistical Packages**: Usage of statistical packages for analysis in research –Lotus and Excel, SPSS; SYSTAT.

**References**

Date, C.J: An Introduction to Database Systems, Addison Wesley, Massachusetts.

Dienes, Sheila S: Microsoft office, Professional for Windows 95; Instant Reference; BPB Publication, Delhi.


MFC 2.3 Financial Institutions and Markets (As MC 2.61)

Objective

This course aims at providing students with an understanding of the structure, organization, and working of financial markets and institutions in India.

Course Inputs

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

2. **Financial Markets**: Money and capital markets; Money market – meaning, constituents, functions of money market; Money market instruments - call money, treasury bills, certificates of deposits, commercial bills, trade bills etc; Recent trends in Indian money market; Capital market- primary and secondary markets; Depository system; Government securities market; Role of SEBI - an overview; Recent developments.

3. **Reserve Bank of India**: Organisation, management and functions; Credit creation and credit control; Monetary policy.

4. **Commercial Banks**: Meaning, functions, management and investment policies of commercial banks; Present structure; E-banking and e-trading; Recent developments in commercial banking.

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

6. **Insurance Sector**: Objectives, role, investment practices of LIC and GIC; Insurance Regulatory and Development Authority- role and functions.

7. **Unit Trust of India**: Objectives, functions and various schemes of UTI; Role of UTI in industrial finance.

8. **Non-Banking Financial Institutions**: Concept and role of non-banking financial institutions; Sources of finance; Functions of non-banking financial institutions; Investment policies of non banking financial institutions in India.

9. **Mutual Funds**: Concept, performance appraisal, and regulation of mutual funds (with special reference to SEBI guidelines); Designing and marketing of mutual funds schemes; Latest mutual fund schemes in India - an overview.
10. **Merchant Banking**: Concept, functions and growth; Government policy on merchant banking services; SEBI guidelines; Future of merchant banking in India.

11. **Interest Rate Structure**: Determinants of interest rate structure; Differential interest rate; Recent changes in interest rate structure.

12. **Foreign Investments**: Types, trends and implications; Regulatory framework for foreign investments in India.

**References**


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


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


MFC 2.4 CORPORATE LEGAL FRAMEWORK

Objective

The objective of this course is to familiarize students with the relevant provisions of various laws influencing business.

Course Inputs

1. Indian Contract Act, 1872: Definitions, essentials of a valid contract, offer, acceptance, free consent, consideration, legality of object, capacity to contract, discharge of contract, consequences of breach of contract.


3. The Negotiable Instruments Act, 1881: Definitions, types of negotiable instruments; Negotiation; Holder and holder in due course; Payment in due course; Endorsement and crossing of cheque; Presentation of negotiable instruments.

4. The Companies Act, 1956: Definitions and types of companies; Memorandum of association; Articles of association; Prospectus; Share capital and membership; Meetings and resolutions; Company managements; Winding up and dissolution of companies.


8. WTO: Regulatory framework of WTO; Basic principles and charter of WTO; Provisions relating to preferential treatment to developing countries; Regional groupings; Technical standards; Anti-dumping duties and other NTBs; Custom valuation; Dispute settlement, TRIPs and TRIMs.

References


Indian Contract Act, 1872.

Securities (Contract and Regulation) Act, 1956.
Taxman’s Company Act, (Latest).
Taxman’s Mercantile Law, (Latest).
The Companies Act, 1956.
The Negotiable Instruments Act, 1881.
MFC 2.5 INVESTMENT MANAGEMENT

Objective

This course exposes the students to the various concepts of investment management and provides an in-depth study of various issues thereunder.

Course Inputs

1. **Investment**: Nature and scope of investment analysis; Elements of investment - return, risk and time elements; Objectives of investment; Security return and risk analysis; Measurement of return and risk; Approaches to investment analysis.

2. **Types of Investments**: Financial investments – securities and derivatives, deposits, tax-sheltered investments; Non-financial investment - real estate, gold and other types and their characteristics; Sources of financial information.

3. **Fundamental Analysis**: Economic analysis, industry analysis and company analysis.

4. **Technical Analysis**: Various prices and volume indicators, indices and moving averages; Interpretation of various types of trends and indices.

5. **Efficient Market Hypothesis**: Weak, semi-strong and strong market; Testing of different forms of market efficiency and their significance.


7. **Valuation of Variable Income Securities**: Equity shares.

8. **Investment by Individuals**: Investment policies of individuals; Tax saving schemes in India.

References

Agarwala, K.N. and Deeksha Agarwala: Bulls, Bears and The Mouse, Macmillan, New Delhi.
French, Don: Security and Portfolio Analysis, Merril Publishing Co.


Machi Raju, H.R: Working of Stock Exchanges in India; Wiley Eastern Ltd.; New Delhi.

Merbert B. Mayo: Investments, Dryden Press.


MFC 2.6 SECURITY MARKET OPERATIONS

Objectives

This course aims at equipping students with the practical knowledge about the functioning of primary markets and stock exchanges.

Course Inputs


2. **Security Markets:** Primary and secondary market; Primary market - its role and functions; Methods of selling securities in primary market; New financial instruments.

3. **New Issues:** SEBI guidelines for public issues - pricing of issue, promoters' contribution, appointment and role of merchant bankers, underwriters, brokers, registrars and managers, bankers etc; Underwriting of issues; Allotment of shares; Procedures for new issues; e-trading.

4. **Secondary market:** Role, importance, organisation of stock exchanges; Listing of securities in stock exchanges; Trading mechanism- screen based trading; Insider trading; Take-overs; Internet based trading.

5. **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); Depository participant.

6. **NSC and OTCEI:** National Stock Exchange and Over the Counter Exchange - role, organisation and management; Listing rules, procedure including formats, formalities; Accounting records for buying/ selling transactions; Nature of transactions - cash and forward; Settlement of trades.

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

8. **Funds from International Markets:** FII's, Euro issues, ADR's, GDR's and FDI; Guidelines for raising funds from the international markets through various instruments.

9. **Credit Rating:** Meaning and necessity; Credit rating agencies; Methodology of credit rating.
10. **Share Price Indices**: Need and importance; Compiling of index numbers and interpretation.

**References**


MFC 2.7 FUNDS MANAGEMENT IN COMMERCIAL BANKS AND INSURANCE SECTOR

Objective

This course aims at developing necessary skills for applying the principles of financial analysis to management of funds by commercial banks and the insurance sector.

Course Inputs

1. Liquidity Management in Commercial Funds: Theories of liquidity management; Priorities in the employment of bank funds; Problems in resource allocation in India.

2. Management of Capital Funds in Commercial Banks: Meaning and functions of capital funds; Necessity of adequate capital funds; Standard to measure capital adequacy; Present position in India with respect to capital adequacy.

3. Management of Primary Reserves: Nature and purpose of primary reserves; Legal reserves-nature and function; Working reserve-nature and function; Cash management in commercial banks.


5. Management of Bank Deposits: Relevance of marketing approach to deposit mobilisation in banks: Concept of bank marketing; Formulating marketing strategies for commercial banks-opportunity analysis, target market, competitive positioning; Implementing marketing strategy.

6. Management of Bank Loans: Characteristics of commercial loans: Loan policy in a commercial bank; Evaluating loan application- credit information, credit analysis, credit decision; Priority sector lending policies of commercial banks in India.


8. Performance Evaluation and Monitoring in Banks: Performances of banks- branch expansion, deposit mobilisation and credit deployment; Profitability performance; Structure and pattern of income and expenditure in commercial banks in India.

10. **Risk Management Through Insurance**: Role of insurance; Benefits and limitations; Risk management policies – fire insurance; Engineering insurance – machinery breakdown insurance; Public liability insurance- compulsory public liability insurance, products liability, professional indemnities, employers' liability insurance; Special features- types of cover - marine insurance, aviation insurance including inland rail/road transit insurance.

**References**


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

Joel, Bassis: Risk Management in Banking, John Wiley,


Sharma, R.S: Insurance Principles and Practice, Vora, Delhi.


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


MFC 3.1 OPERATIONS RESEARCH

Objective

This course aims at developing an understanding of the applications of operations research techniques to business and industry.

Course Inputs

1. Operations Research: Concept and significance of operations research; Evolution of operations research; Steps in designing operations research studies; Operations research models.
2. Linear Programming and its Applications: Graphic method and simplex method; Duality problem; Transportation problem; Assignment problem.
3. Introduction to Other Types of Programming: Goal programming; Integer programming; Dynamic programming; Non-linear programming (introductory only).
4. Waiting Line Models: Waiters and services; Mathematical distribution of queues; Basic models of queuing theory and applications.
5. Inventory Control: Deterministic models and probabilistic models.
6. Game Theory: Zero sum game; Pure and mix strategies; Criteria of sharing strategies.
7. Simulation: Application of simulation techniques; Monte-Carlo approach.
8. Net-Work Analysis: Introduction to PERT and CPM; Application areas of PERT and CPM.

References

MFC 3.2 Financial Services Marketing

Objective

This course acquaints students with the concept and tools and techniques of marketing financial services.

Course Inputs

1. **Financial services**: Role, concepts, nature and characteristics; Financial services marketing versus goods marketing; Services marketing triangle; Strategic financial services marketing planning – an overview.
2. **Marketing Environment**: Analysing financial services marketing environment – macro and micro components; Understanding financial services customer; Service quality – GAP model and quality dimensions.
3. **Market Segmentation and Positioning**: Segmenting financial services markets – need and bases; Market selection; Positioning of financial services – need, process and bases.
4. **Marketing Mix Strategy Development and Project Planning**: Need for expanded marketing mix; Concept of financial product; Product levels; Major product decisions – branding and product mix decisions, customer service strategy; Product life cycle and new product development; Innovation, diffusion and adoption.
5. **Pricing, Promotion and Distribution Decisions**: Price determination – factors, process and strategies; Promotion of financial products – communication process, promotion mix planning – advertising, personal selling, public relations and sales promotion; Distribution strategies and channel alternatives.
6. **Planning for Other Ps**: Process planning – role of blueprinting; Matching of demand and supply; People – employees and customers, their role and management; Managing physical evidence.
7. **Customer Relationship Management**.
8. **Service Marketing Applications**: Marketing, retention strategies of some special fund and non-fund based financial services – leasing and hire purchase services, consumer finance, insurance and factoring; Mutual funds and credit cards.

References


Avadhani, V.A: Investment and Securities Market in India, Himalaya Publishing House; Bombay.


Mishkin, Frederics, S: The Economics of Money Banking and Financial Markets; Harper Collins Publisher; New York.


Shiva Ramu S: Global Financial Services Industry; South Asia Publications, New Delhi.

Verma JC: Lease Financing (concept, law and procedure); Bharat Law House, New Delhi.
MFC 3.3 INTERNATIONAL FINANCE

Objective

This course helps students understand the conceptual framework of international finance and use thereof in making financial decisions.

Course Inputs

1. **International Monetary and Financial System**: Importance of international finance; Bretton woods conference and afterwards, IMF and the World Bank; European monetary system - meaning and scope.

2. **Balance of Payment and International Linkages**: Balance of payments and its components; International flow of goods, services and capital; Coping with current account deficit.

3. **International Financial Markets and Instruments**: International capital and money markets; Money and capital market instruments; Salient features of different international markets; Arbitrage opportunities; Integration of markets; Role of financial intermediaries.

4. **Foreign Exchange Markets**: Determining exchange rates; Fixed and flexible exchange rate system; Exchange rate theories; Participants in the foreign exchange markets; Foreign exchange market -cash and spot markets; Exchange rate quotes; LERMS; Factors affecting exchange rates -spot rates, forward exchange rates, forward exchange contracts; Foreign exchange and currency futures; Exchange rate arrangement in India; Exchange dealings and currency possession; Information and communication; Foreign exchange trades.

5. **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.

6. **Management of Risk in Foreign Exchange Markets**: Forex derivatives - swaps, future and option and forward contracts.

7. **International Capital and Money Market Instruments**: GDRs, ADRs, IDR, Euro bonds, Euro loans, Repos, CPs, floating rate instruments, loan syndication and Euro deposits.

8. **Multilateral Financial Institutions**: Role of IMF, IBRD and other development banks; International investors and foreign investment institutions.

9. **Current Developments**: International indebtedness; Capital account convertibility - pros and cons; Innovations in international financial instruments.
References

Buckley, Adrian: Multinational Finance, Prentice Hall, New Delhi.
Pilbeam Keith: International Finance; MacMillan Press, Hong Kong.
MFC 3.4 Portfolio Management

Objective

The objective of this course is to enable students learn various methods of building portfolios, evaluation, and revision under various economic environmental constraints.

Course Inputs

1. Portfolio Management: Meaning, importance, objectives and various issues in portfolio construction, revision of portfolio and evaluation.
2. Portfolio Analysis: Estimating rate of return and standard deviation of portfolio returns; Effects of combining securities; Markowitz risk-return optimisation.
3. Single Index Model: Portfolio total risk, portfolio market risk and unique risk; Sharpe's optimisation solution.
4. Capital Market Theory: Capital market line, security market line; Risk free lending and borrowing; Recent developments.
5. Factor Models: Arbitrage pricing theory, principle of arbitrage, arbitrage portfolios; Two factor and multi factor models.
8. Market Efficiency: Concept, importance and status of Indian capital market.

References

MFC 3.5 E-COMMERCE  

(As MC 2.5)

Objective

The objective of this course is to enable students gain knowledge about e-commerce and its various components.

Course Inputs

1. **Introduction to E-Commerce**: Meaning and concept; Electronic commerce versus traditional commerce; Media convergence; E-commerce and e-business; Channels of e-commerce; Business applications of e-commerce; Need for e-commerce, e-commerce as an electronic trading system- special features.

2. **Internet Concepts and Technologies**: Concept and evolution of Internet; Web technologies - global publishing concept, universal reader concept and client server concept; Hypertext publishing and hypertext information network; Benefits of hypertext, URLs, HTTP, HTTPD Servers, HTML, HTML Forms and CGI gateway services.

3. **Business Models of E-Commerce and Infrastructure**: E-commerce models; Supply chain management, product and service digitisation, remote servicing, procurement; Online marketing and advertising; E-commerce resources and infrastructure, resources and planning for infrastructure.

4. **Business to Consumer E-Commerce**: Cataloguing, order planning and order generation, cost estimation and pricing, order receipt and accounting, order-selection and prioritisation, order scheduling, order fulfilling and delivery, order billing and payment management; Post sales services.

5. **Web-site Design**: Role of web site in B2C e-commerce; Web-site strategies and web-site design principles; Push and pull technologies, alternative methods of customer communication.

6. **Electronic Payment Systems**: Special features required in payment systems for e-commerce; Types of e-payment systems; E-cash and currency servers, e-cheques, credit cards, smart cards, electronic purses and debit cards; Business issues and economic implications; Operational, credit and legal risks of e-payment systems; Risk management options in e-payment systems; Components of an effective electronic payment system.

7. **Business to Business E-Commerce**: Need and alternative models of B2B e-commerce; Technologies, EDI and paperless trading; EDI architecture, EDI standards, VANs, Costs of EDI infrastructure, features of EDI service arrangement, Internet-based EDI and FTP-based messaging.
8. **E-Business**: Workflow management, mass customization and product differentiation; Organisation restructuring; Integrated logistics and distribution; Knowledge management issues and role of e-commerce infrastructure.

9. **Internet Protocols**: Layers and networking, OSI layering and TCP layering; TCP, UDP, IP, DNS, SLIP and PPP; Emerging scenario in ISP.


11. **Regulatory and Legal Framework of E-Commerce**: Cyber laws – aims and salient provisions; Cyber-laws in India and their limitations; Taxation issues in e-commerce.

12. **Multi-Media and E-Commerce**: Concept and role of multimedia; Multi-media technologies; Digital video and digitisation of product and customer communication; Desktop video conferencing and marketing; Broadband networks and related concepts; ISDN, ATM, Cell relay.

**References**

- Cady, Glcc Harrab and Mcgregor Pat: Mastering the Internet, BPB Publication, New Delhi.
- Schneider, Gary P: Electronic Commerce, Course Technology, Delhi.
- Young, Margaret Levine: The Complete Reference to Internet, Tata McGraw Hill, New Delhi.
MFC 3.6 CORPORATE TAX PLANNING AND MANAGEMENT (As MC 2.3)

Objective

This course aims at making students conversant with the concept of corporate tax planning and Indian tax laws, as also their implications for corporate management.

Course Inputs

1. **Introduction to Tax Management:** Concept of tax planning; Tax avoidance and tax evasions; Corporate taxation and dividend tax.
2. **Tax Planning for New Business:** Tax planning with reference to location, nature and form of organisation of new business.
3. **Tax Planning and Financial Management Decisions:** Tax planning relating to capital structure decision, dividend policy, inter-corporate dividends and bonus shares.
4. **Tax Planning and Managerial Decisions:** Tax planning in respect of own or lease, sale of assets used for scientific research, make or buy decisions; Repair, replace, renewal or renovation, and shutdown or continue decisions.
5. **Special Tax Provisions:** Tax provisions relating to free trade zones, infrastructure sector and backward areas; Tax incentives for exporters.
6. **Tax Issues Relating to Amalgamation:** Tax Planning with reference to amalgamation of companies.
7. **Tax Payment:** Tax deductions and collection at source; Advance payment of tax.

References


Circulars issued by C.B.D.T.


Singhania, V.K: Direct Taxes: Law and Practice, Taxman’s Publication, Delhi.

Singhnia, Vinod K: Direct Tax Planning and Management, Taxmann Publication, Delhi.
MFC 3.7 Training Report and Presentation

Each student shall undergo summer training for 6-8 weeks at the end of second semester and shall be required to submit a Training Report and present the same in the form of class seminar, at the beginning of the third semester for evaluation, each carrying 50 marks.
MFC 4.1 STRATEGIC MANAGEMENT (As MC 2.4)

Objective

The objective of this course is to enhance the decision making abilities of students in situations of uncertainty in a dynamic environment.

Course Inputs

1. **Concept of Strategy**: Defining strategy, levels at which strategy operates; Approaches to strategic decision making; Mission and purpose, objectives and goals; Strategic business unit (SBU); Functional level strategies.

2. **Environmental Analysis and Diagnosis**: Concept of environment and its components; Environment scanning and appraisal; Organisational appraisal; Strategic advantage analysis and diagnosis; SWOT analysis.

3. **Strategy Formulation and Choice of Alternatives**: Strategies- modernisation, diversification, integration; Merger, take-over and joint strategies; Turnaround, divestment and liquidation strategies; Process of strategic choice- industry, competitor and SWOT analysis; Factors affecting strategic choice; Generic competitive strategies- cost leadership, differentiation, focus, value chain analysis, bench marking, service blue printing.

4. **Functional Strategies**: Marketing, production/ operations and R&D plans and polices.

5. **Functional Strategies**: Personnel and financial plans and policies.

6. **Strategy Implementation**: Inter-relationship between formulation and implementation; Issues in strategy implementation; Resource allocation.

7. **Strategy and Structure**: Structural considerations, structures for strategies; Organisational design and change.

8. **Strategy Evaluation**: Overview of strategic evaluation; Strategic control; Techniques of strategic evaluation and control.

9. **Global Issues in Strategic Management**
References


Coufter, Mary K: Strategic Management in Action, Prentice Hall, New Jersey.

David, Fred R: Strategic Management, Prentice Hall, New Jersey.


Kazmi, Azhar: Business Policy, Tata McGraw Hill, Delhi


MFC 4.2 PROJECT PLANNING AND CONTROL (As MC 2.71)

Objective

The objective of this course is to enable students learn the process and issues relating to preparation, appraisal, review, and monitoring of projects.

Course Inputs

1. Identification of Investment Opportunities: Project ideas, screening of ideas; Environment scanning and opportunity analysis; Government regulatory framework.

2. Market and Demand Analysis: Information required for market and demand analysis; Sources of information- primary and secondary; Demand forecasting.

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

4. Cost of Project and Means of Financing: Major cost components; Means of financing; Planning capital structure; Various financing schemes of financial institutions.

5. Profitability, Financial Projections and Tax Considerations: Cost of production; Break even analysis; Projected balance sheet, profit and loss account and cash flows statement; Provisions and considerations for computing taxable income.

6. Appraisal Criteria and Appraisal Process: Methods of appraisal under certainty and risk and uncertainty; Investment appraisal in practice; Process followed by financial institutions; Project appraisal techniques.

7. Social Cost Benefit Analysis: Rationale for social cost benefit analysis; Methodology of SCBA; L&M approach and UNIDO approach; Measurement of the impact on distribution; SCBA in India.

8. Network Techniques for Project Implementation, Monitoring and Control: PERT and CPM techniques; Critical path, event slacks and activity floats; Scheduling to match availability of manpower; Measures of variability and probability of completion by a specified date; Project implementation practices in India.

References


I.D.B.I: Manual of Industrial Project Analysis in Developing Countries.

Pitale, R.L: Project Appraisal Techniques, Oxford and IBH.


MFC 4.3 STRATEGIC FINANCIAL MANAGEMENT

Objective

The objective of this course is to acquaint students with the advanced concepts of financial management and the application of the same in developing financial strategies for the organization.

Course Inputs

1. Financial Policy and Strategic Planning: Components of financial strategy; Objectives and goals; Strategic planning process.

2. Investments Decisions under Risk and Uncertainty: Techniques of investment decision- risk adjusted discount rate, certainty equivalent factor, statistical method, sensitivity analysis and simulation method; Corporate strategy and high technology investments.


4. Leasing: Meaning, importance, types, tax considerations, and accounting considerations. Evaluation of lease from the point of view of lessor and lessee; Lease versus buy decision.

5. Venture capital: Concept and developments in India; Process and methods of financing, fiscal incentives.

6. Financing Strategy: Hybrid securities namely convertible and non-convertible debentures, deep discount bonds, secured premium notes, convertible preference shares; Option financing, warrants, convertibles and exchangeables.

7. Corporate Strategy, Financial Policy and Shareholder Value Creation: Linkage between corporate strategy and financial strategy; Implications of capital budgeting, capital structure and dividend policy on corporate strategy; Shareholder value —creation, measurement, and management.


References


Hull J.C.: Options, Futures and other Derivative Securities, Prentice-Hall of India, Delhi.


Sudarsanam,P. S: The Essence of Mergers and Acquisitions, Prentice-Hall of India, Delhi.


MFC 4.4 MANAGEMENT INFORMATION SYSTEM

Objective

The objective of the course is to develop an understanding of the structure and role of management information systems in business.

Course Inputs

1. **Introduction**: Concept, evolution and meaning of MIS; Goals of MIS; Information system for competitive advantage; Systems approach to problem solving; Challenges in the development of MIS, MIS function in an organisation.

2. **Information and Managerial Effectiveness**: Information as a corporate resource, pervasiveness of information, types of information - operational, tactical and strategic; Levels of management and information needs of management; Process of generation of information; Quality of information; Information systems for finance, marketing, manufacturing, research and development and human resource areas.

3. **Information Systems**: Information systems and their role in business systems, changing role of information systems, users of information systems; Types of information systems - transaction processing systems, MIS decision support systems, executive support system; Enterprise Resource Planning (ERP) system, geographical information system, business expert system, etc; Procurement options and outsourcing information system services.

4. **System Development Life Cycle**: Sequential Process of software development; Computer Aided Software Engineering (CASE); Tools and the modular approach to software development; Information system audit.

5. **Development and Management of Data Bases**: Relational databases; Data Base Management Systems (DBMS) and their components; Concept of entity and relationships; Data dictionary, SQL and other related concepts in DBMS; Normalisation process.

6. **Data Communication and Networking**: Uses of computer networks, types of networks, network topologies; Network media and hardware; Data communication over telephone; Intranets and collaborative processing.

7. **Implementation, Evaluation and Maintenance of System**: Methods and steps in implementation of system; Approaches and process of evaluating MIS.

8. **Security Issues Relating to Information Systems**: Threats to information systems; Vulnerability, risk and control measures.
References


Charles S. Parker: Understanding Networking and the Internet, Dryden Press.


MFC 4.5 MULTINATIONAL FINANCIAL MANAGEMENT

Objective
This course offers an understanding of the conceptual framework within which the key financial decisions of multinational firm are analysed.

Course Inputs
1. **Multinational Financial Management**: Growth and importance of international finance; Types of risk in international finance; Rewards in international finance.
2. **Multinational Working Capital Management**: Short-term overseas financing sources; International management of cash, accounts receivables and inventory management.
3. **Multinational Investment Decisions**: Capital Budgeting for multinational corporations.
4. **Financing Decision**: Cost of capital for foreign investment and designing financial structure.
5. **International Financing**: Equity financing, bond financing, bank financing, direct loans. Government and development bank lending.
6. **Political Risk**: Measurement of political risk, management of political risk, political risk analysis in capital budgeting.
7. **Portfolio Investment**: Benefits of international portfolio investment, spreading risk, international capital asset pricing, international diversification.
8. **International Tax Management**: Corporate taxes, Value Added Tax (VAT), Withholding Taxes, duties and tariffs; Branch verses subsidiary taxes; Tax havens.
9. **International Accounting and Reporting**: Foreign currency translations; Multinational transfer pricing and performance measurement; Consolidated financial reporting; International accounting standards.

References
Buckley, Adrian: Multinational Finance, Prentice Hall , New Delhi.
MFC 4.6 DERIVATIVES AND RISK MANAGEMENT

Objective
This courses introduces students to the application of various tools and techniques of financial risk management.

Course Inputs
1. **Introduction**: Meaning and purpose of derivatives; Forward contracts, future contracts, options, swaps and other derivatives; Type of traders; Trading future contracts; Specification of the future contracts; Operation of margins; Settlement and regulations.

2. **Sources of Financial Risk**: Credit vs market, default risk, foreign exchange risk, interest rate risk, purchasing power risk etc.; Systematic and non-systematic risk.

3. **Options**: Types of options; Option trading; Margins; Valuation of options; Binomial Option Pricing Modal; Black-Scholes model for Call Options; Valuation of put options; Index options; Option markets-exchange traded options, over-the-counter options, quotes, trading, margins, clearing, regulation and taxation; Warrants and convertibles.

4. **Futures**: Hedgers and speculators; Future contracts; Future markets- clearing house, margins, trading, future positions and taxation; Future prices and spot prices; Forward prices vs future prices; Futures vs options.

5. **SWAPS**: Mechanics of interest rate swaps, valuation of interest rate swaps; Currency swaps and its valuation; Credit risk and swaps.

6. **Managing Market Risk**: Hedging schemes- delta hedging, theta, gamma; Relationship in delta, theta and gamma; Vega and rho; Portfolio insurance.

7. **Derivatives Market in India**: Present position in India- regulation, working and trading activity.

References
Report of Prof. L.C.Gupta: Committee on Derivatives Trading.
MFC 4.7 PROJECT REPORT AND VIVA VOCE

Every student shall have an appropriate topic selected for doing Project Report at the beginning of the third semester and shall submit the same and face a viva voce at the end of fourth semester for evaluation, each carrying 50 marks.
CHAPTER IX

Master of Marketing (MM) – Semester Scheme

Course Structure

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>(As) Code</th>
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<tbody>
<tr>
<td>1st Semester</td>
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<tr>
<td>MM 1.1</td>
<td>Mgt Concepts and Organisational Behaviour</td>
<td>(As MC 1.1)</td>
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<tr>
<td>MM 1.2</td>
<td>Business Environment</td>
<td>(As MC 1.2)</td>
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<tr>
<td>MM 1.3</td>
<td>Managerial Economics</td>
<td>(As MC 1.3)</td>
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<tr>
<td>MM 1.4</td>
<td>Statistical Analysis</td>
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<tr>
<td>MM 1.5</td>
<td>Financial and Cost Accounting</td>
<td>(As MFC 1.5)</td>
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<tr>
<td>MM 1.6</td>
<td>Marketing Management</td>
<td>(As MC 1.7)</td>
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<tr>
<td>MM 1.7</td>
<td>Financial Management</td>
<td>(As MC 1.8)</td>
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<td>2nd Semester</td>
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<tr>
<td>MM 2.1</td>
<td>Accounting for Managerial Decisions</td>
<td>(As MC 1.6)</td>
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<td>MM 2.2</td>
<td>Computer Applications in Business</td>
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<td>MM 2.3</td>
<td>Sales Management</td>
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<td>MM 2.4</td>
<td>Consumer Behaviour</td>
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<td>MM 2.5</td>
<td>International Marketing</td>
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<td>3rd Semester</td>
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<td>MM 3.1</td>
<td>Operations Research</td>
<td>(As MFC 3.1)</td>
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<td>MM 3.2</td>
<td>Retailing and Distribution Management</td>
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<td>MM 3.3</td>
<td>Agriculture and Rural Marketing</td>
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<td>MM 3.4</td>
<td>Services Marketing and Customer Relationship Management</td>
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<tr>
<td>MM 3.5</td>
<td>E-Commerce</td>
<td>(As MC 2.5)</td>
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<td>MM 3.6</td>
<td>Product and Brand Management</td>
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<td>MM 3.7</td>
<td>Training Report and Presentation</td>
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<td>4th Semester</td>
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<tr>
<td>MM 4.1</td>
<td>Strategic Management</td>
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<td>MM 4.2</td>
<td>Direct Marketing</td>
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<tr>
<td>MM 4.3</td>
<td>Industrial Marketing</td>
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<td>MM 4.4</td>
<td>Internet and Web Designing</td>
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<tr>
<td>MM 4.5</td>
<td>Strategic Logistics Management</td>
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<td>MM 4.6</td>
<td>Cyber Marketing</td>
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<tr>
<td>MM 4.7</td>
<td>Project Report and Viva Voce2</td>
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</tbody>
</table>

1. Each student shall undergo summer training for 6-8 weeks at the end of second semester and shall be required to submit a Training Report and present the same in the form of class seminar, at the beginning of the third semester for evaluation, each carrying 50 marks.

2. Every student shall have an appropriate topic selected for doing Project Report at the beginning of the third semester and shall submit the same and face a viva voce at the end of fourth semester for evaluation, each carrying 50 marks.
MASTER OF MARKETING

COURSE INPUT DETAILS

MM 1.1 MANAGEMENT CONCEPTS AND ORGANISATIONAL BEHAVIOUR (As MC 1.1)

Objective

The objective of this course is to help students understand the conceptual framework of management and organisational behaviour.

Course Inputs

1. **Schools of Management Thought**: Scientific, process, human behaviour and social system school; Decision theory school; Quantitative and system school; Contingency theory of management; Functions of a manager.

2. **Managerial Functions**: Planning –concept, significance, types; Organizing –concept, principles, theories, types of organizations, authority, responsibility, power, delegation, decentralization; Staffing; Directing; Coordinating; Control –nature, process, and techniques.

3. **Organisational Behaviour**: Organisational behaviour –concept and significance; Relationship between management and organisational behaviour; Emergence and ethical perspective; Attitudes; Perception; Learning; Personality; Transactional analysis.

4. **Motivation**: Process of motivation; Theories of motivation - need hierarchy theory, theory X and theory Y, two factor theory, Alderfer's ERG theory, McCleland's learned need theory, Victor Vroom's expectancy theory, Stacy Adams equity theory.

5. **Group Dynamics and Team Development**: Group dynamics –definition and importance, types of groups, group formation, group development, group composition, group performance factors; Principle-centred approach to team development.

6. **Leadership**: Concept; Leadership styles; Theories –trait theory, behavioural theory, Fielder's contingency theory; Harsey and Blanchard's situational theory; Managerial grid; Likert's four systems of leadership.
7. **Organisational Conflict**: Dynamics and management; Sources, patterns, levels, and types of conflict; Traditional and modern approaches to conflict; Functional and dysfunctional organisational conflicts; Resolution of conflict.

8. **Interpersonal and Organisational Communication**: Concept of two-way communication; Communication process; Barriers to effective communication; Types of organisational communication; Improving communication; Transactional analysis in communication.

9. **Organisational Development**: Concept; Need for change, resistance to change; Theories of planned change; Organisational diagnosis; OD intervention.

**References**


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


MM 1.2 BUSINESS ENVIRONMENT (As MC 1.2)

Objective

This course develops ability to understand and scan business environment in order to analyse opportunities and take decisions under uncertainty.

Course Inputs

1. **Theoretical Framework of Business Environment**: Concept, significance and nature of business environment; Elements of environment – internal and external; Changing dimensions of business environment; Techniques of environmental scanning and monitoring.

2. **Economic Environment of Business**: Significance and elements of economic environment; Economic systems and business environment; Economic planning in India; Government policies - industrial policy, fiscal policy, monetary policy, EXIM policy; Public Sector and economic development; Development banks and relevance to Indian business; Economic reforms, liberalisation and structural adjustment programmes.

3. **Political and Legal Environment of Business**: Critical elements of political environment; Government and business; Changing dimensions of legal environment in India; MRTP Act, FEMA and licensing policy; Consumer Protection Act.

4. **Socio-Cultural Environment**: Critical elements of socio-cultural environment; Social institutions and systems; Social values and attitudes; Social groups; Middle class; Dualism in Indian society and problems of uneven income distribution; Emerging rural sector in India; Indian business system; Social responsibility of business; Consumerism in India.

5. **International and Technological Environment**: Multinational corporations; Foreign collaborations and Indian business; Non-resident Indians and corporate sector; International economic institutions - WTO, World Bank, IMF and their importance to India; Foreign trade policies; Impact of Rupee devaluation; Technological environment in India; Policy on research and development; Patent laws; Technology transfer.

References

Ahlujaia, I.J: Industrial Growth in India, Oxford University Press, Delhi.
Alagh, Y.K: Indian Development Planning and Policy, Vikas Pub, New Delhi
Chakravarty, S: Development Planning, Oxford University Press, Delhi.
Govt. of India: Economic Survey, various issues.
Ramaswamy, V.S. and Nama Kumari: Strategic Planning for Corporate Success, Macmillan, New Delhi.
**MM 1.3 Managerial Economics**  
(As MC 1.3)

**Objective**

This course develops managerial perspective to economic fundamentals as aids to decision making under given environmental constraints.

**Course Inputs**

1. **Nature and Scope of Managerial Economics:** Objective of a firm; Economic theory and managerial theory; Managerial economist's role and responsibilities; Fundamental economic concepts – incremental principle, opportunity cost principle, discounting principle, equi-marginal principle.

2. **Demand Analysis:** Individual and market demand functions; Law of demand, determinants of demand; Elasticity of demand – its meaning and importance; Price elasticity, income elasticity and cross elasticity; Using elasticity in managerial decisions.

3. **Theory of Consumer Choice:** Cardinal utility approach, indifference approach, revealed preference and theory of consumer choice under risk; Demand estimation for major consumer durable and non-durable products; Demand forecasting techniques.

4. **Production Theory:** Production function - production with one and two variable inputs; Stages of production; Economies of scale; Estimation of production function; Cost theory and estimation; Economic value analysis; Short and long run cost functions - their nature, shape and inter-relationship; Law of variable proportions; Law of returns to scale.

5. **Price Determination under Different Market Conditions:** Characteristics of different market structures; Price determination and firm’s equilibrium in short-run and long-run under perfect competition, monopolistic competition, oligopoly and monopoly.

6. **Pricing Practices:** Methods of price determination in practice; Pricing of multiple products; Price discrimination; International price discrimination and dumping; Transfer pricing.

7. **Business Cycles:** Nature and phases of a business cycle; Theories of business cycles; Psychological, profit, monetary, innovation, cobweb, Samuelson and Hicks theories.

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

Dean, Joel: Managerial Economics, Prentice Hall, Delhi.
Haynes, W.W., V.L. Mote and S. Paul: Managerial Economic Analysis and Cases, Prentice Hall India, Delhi
Varshney RL and Maheshwari KL: Managerial Economics; Sultan Chand and Sons, New Delhi.
MM 1.4 STATISTICAL ANALYSIS

(As MC 1.4)

Objective

The objective of this course is to make the students learn the application of statistical tools and techniques for decision making.

Course Inputs

1. Univariate Analysis: An overview of central tendency, dispersion, and skewness.
2. Probability Theory: Probability –classical, relative, and subjective probability; Addition and multiplication probability models; Conditional probability and Baye's theorem.
3. Probability Distributions: Binomial, Poisson, and normal distributions; Their characteristics and applications.
4. Statistical Decision Theory: Decision environment; Expected profit under uncertainty and assigning probabilities; Utility theory.
5. Sampling and Data Collection: Sampling and sampling (probability and non-probability) methods; Sampling and non-sampling errors; Law of Large Number and Central Limit Theorem; Sampling distributions and their characteristics.
6. Data sources -primary and secondary; Primary data collection techniques - schedule, questionnaire, and interview.
7. Statistical Estimation and Testing: Point and interval estimation of population mean, proportion, and variance; Statistical testing –hypotheses and errors; Sample size; Large and small sampling tests –Z tests, T tests, and F tests.
9. Correlation and Regression Analysis: Two variables case.
10. Index Numbers: Meaning and types; Weighted aggregative indices –laspeyre’s and Paasch’s indices; Laspeyre’s and Paasch’s indices compared; Indices of weighted average of (price –quantity) relatives; Tests of adequacy; Special problems –shifting the base; splicing overlapping index series; Uses and problems.
11. Statistical Quality Control: Causes of variations in quality characteristics; Quality control charts –purpose and logic; Constructing a control chart –computing the control limits (X and R charts); Process under control and out of control; Warning limits; Control charts for attributes –fraction defectives and number of defects; Acceptance sampling.
References

MM 1.5 Financial and Cost Accounting  

(As MFC 1.5)

Objective

The objective of this course is to enable students understand accounting concepts, tools, and techniques used for taking managerial decisions.

Course Inputs

A. Financial Accounting (weightage 40 marks)

1. **Introduction**: Nature, scope and importance of financial accounting; Basic accounting concepts and conventions; Recognition of revenues and expenses; Accounting cycle and accounting equation; GAAP and accounting standards-Indian and international.


3. Accounting for issue and redemption of shares and debentures.

4. Final accounts of companies—an overview.

5. Valuation of Goodwill and shares.

6. Final accounts of non-profit organisations.

B. Cost Accounting (weightage 30 marks)

1. **Cost Accounting**: Meaning, importance and scope of cost accounting; Elements of cost—material, labour and overhead costs; Method and types of costing; Cost classification; Cost sheet.

2. **Cost Ascertainment**: Unit costing; Job costing; Process costing; Contract costing.

3. Differential costing; Incremental costing; Product line costing

4. Reconciliation of cost and financial accounts.

References

Beams, F.A: Advanced Accounting, Prentice Hall, New Jersey.


Fischer, P.M., W.J Taylor and J.A Leer: Advanced Accounting, South-Western, Ohio.


MM 1.6 MARKETING MANAGEMENT  
(As MC 1.7)

Objective

The objective of this course is to facilitate understanding of the conceptual framework of marketing and its applications in decision making under various environmental constraints.

Course Inputs

1. **Introduction**: Concept, nature, scope and importance of marketing; Marketing concept and its evolution; Marketing mix; Strategic marketing planning- an overview.

2. **Market Analysis and Selection**: Marketing environment -macro and micro components and their impact on marketing decisions; Market segmentation and positioning; Buyer behaviour; Consumer versus organisational buyers; Consumer decision-making process.

3. **Product Decisions**: Concept of a product; Classification of products; Major product decisions; Product line and product mix; Branding; Packaging and labelling; Product life-cycle -strategic implications; New product development and consumer adoption process.

4. **Pricing Decisions**: Factors affecting price determination; Pricing policies and strategies; Discounts and rebates.

5. **Distribution Channels and Physical Distribution Decisions**: Nature, functions, and types of distribution channels; Distribution channel intermediaries; Channel management decisions; Retailing and wholesaling.

6. **Promotion Decisions**: Communication process; Promotion mix -advertising, personal selling, sales promotion, publicity and public relations; Determining advertising budget; Copy designing and its testing; Media selection; Advertising effectiveness; Sales promotion -tools and techniques.

7. **Marketing Research**: Meaning and scope of marketing research; Marketing research process.

8. **Marketing Organisation and Control**: Organising and controlling marketing operations.

9. **Issues and Developments in Marketing**: Social, ethical and legal aspects of marketing; Marketing of services; International marketing; Green marketing; Cyber marketing; Relationship marketing and other developments in marketing.
References


Majumdar, Ramanuj: Product Management in India, Prentice Hall, New Delhi.


Ramaswamy, V.S and Namakumari, S: Marketing Management, MacMillan India, New Delhi.


MM 1.7 **Financial Management**

(As MC 1.8)

**Objective**

The objective of this course is to help students to understand the conceptual framework of financial management, and its applications under various environmental constraints.

**Course Inputs**

1. **Financial Management**: Meaning, nature and scope of finance; Financial goal - profit vs. wealth maximisation; Finance functions – investment, financing and dividend decisions.

2. **Capital Budgeting**: Nature of investment decisions; Investment evaluation criteria - net present value, internal rate of return, profitability index, payback period, accounting rate of return; NPV and IRR comparison; Capital rationing; Risk analysis in capital budgeting.

3. **Cost of Capital**: Meaning and significance of cost of capital; Calculation of cost of debt, preference capital, equity capital and retained earnings; Combined cost of capital (weighted); Cost of equity and CAPM.

4. **Operating and Financial Leverage**: Measurement of leverages; Effects of operating and financial leverage on profit; Analysing alternate financial plans; Combined financial and operating leverage.

5. **Capital Structure Theories**: Traditional and M.M. hypotheses - without taxes and with taxes; Determining capital structure in practice.

6. **Dividend Policies**: Issues in dividend decisions, Walter's model, Gordon's model, M-M hypothesis, dividend and uncertainty, relevance of dividend; Dividend policy in practice; Forms of dividends; Stability in dividend policy; Corporate dividend behaviour.

7. **Management of Working Capital**: Meaning, significance and types of working capital; Calculating operating cycle period and estimation of working capital requirements; Financing of working capital and norms of bank finance; Sources of working capital; Factoring services; Various committee reports on bank finance; Dimensions of working capital management.

8. **Management of cash, receivables and inventory.**

**References**


MM 2.1 ACCOUNTING FOR MANAGERIAL DECISIONS (As MC 1.6)

Objective

The objective of this course is to acquaint students with the accounting concepts, tools and techniques for managerial decisions.

Course Inputs

1. Introduction to Accounting: Management accounting as a area of accounting; Objectives, nature, and scope of financial accounting, cost accounting, and management accounting; Management accounting and managerial decisions; Management accountant’s position, role, and responsibilities.

2. Accounting Plan and Responsibility Centres: Meaning and significance of responsibility accounting; Responsibility centres – cost centre, profit centre and investment centre; Problems in transfer pricing; Objectives and determinants of responsibility centres.

3. Budgeting: Definition of budget; Essentials of budgeting; Types of budgets - functional, master, etc.; Fixed and flexible budget; Budgetary control; Zero-base budgeting; Performance budgeting.

4. Standard Costing and Variance Analysis: Standard costing as a control technique; Setting of standards and their revision; Variance analysis - meaning and importance, kinds of variances and their uses - material, labour and overhead variances; Disposal of variances; Relevance of variance analysis to budgeting and standard costing.

5. Marginal Costing and Break-even Analysis: Concept of marginal cost; Marginal costing and absorption costing; Marginal costing versus direct costing; Cost-volume-profit analysis; Break-even analysis; Assumptions and practical applications of break-even-analysis; Decisions regarding sales-mix, make or buy decisions and discontinuation of a product line etc.

6. Analysing Financial Statements: Horizontal, vertical and ratio analyses; Cash flow analysis.

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

8. Reporting to Management: Objectives of reporting, reporting needs at different managerial levels; Types of reports, modes of reporting, reporting at different levels of management.
References

Anthony, Robert: Management Accounting, Tarapore-wala, Mumbai.


Hansen, Don R. and Maryanne M. Moreen: Management Accounting, South-Western College Publishing, Cincinnati, Ohio.


Pandey, I.M: Management Accounting, Vani Publication, Delhi.

MM 2.2 COMPUTER APPLICATIONS IN BUSINESS (As MC 2.1)

Objective

The objective of this course is to provide an understanding of computers, computer operating system, and application of relevant softwares in managerial decision making.

Course Inputs

1. **Computer Hardware**: Computer system as information processing system; Computer system differences - types of computer systems, hardware options - CPU, input devices, output devices, storage devices, communication devices, configuration of hardware devices and their applications.

2. **Personal Computers**: PC and its main components, hardware configuration, CPU and clock speed, RAM and secondary storage devices, other peripherals used with PC; Factors influencing PC performance; PC as a virtual office.

3. **Modern Information Technology**: Basic idea of Local Area Networks (LAN) and Wide Area Networks (WAN); E-mail; Internet technologies, access devices, concept of a World Wide Web and Internet browsing; Multimedia.

4. **Introduction to Operating Systems**: Software needs, operating systems, application softwares, programming languages; DOS; Windows -window explorer, print manager, control panel, paintbrush, calculator, desk top, my computer, settings, find, run; UNIX.

5. **Word Processing**: Introduction and working with MS-Word in MS-Office; Word basic commands; Formatting - text and documents; Sorting and tables; Working with graphics; Introduction to mail-merge.

6. **Spread Sheets**: Working with EXCEL - formatting, functions, chart features; Working with graphics in Excel; Using worksheets as database in accounting, marketing, finance and personnel areas.

7. **Presentation with Power-Point**: Power-point basics, creating presentations the easy way; Working with graphics in Power-Point; Show time, sound effects and animation effects.

8. **Introduction to Lotus Smart Suite for Data Sheet Analysis**: Structure of spreadsheet and its applications to accounting, finance and marketing functions of business; Creating a dynamic/sensitive worksheet, concept of absolute and relative cell reference; Using various built-in functions- mathematical, statistical, logical and finance functions; Goal
seeking and back solver tools, using graphics and formatting of worksheet, sharing data with other desktop applications, strategies of creating error-free worksheet.

9. **Introduction to Accounting Packages:** Preparation of vouchers, invoice and salary statements; Maintenance of inventory records; Maintenance of accounting books and final accounts; Financial reports generation. Practical knowledge on Wings Accounting and Wings Trade (Softwares).

10. **Introduction to Statistical Packages:** Usage of statistical packages for analyses in research – Lotus and Excel, SPSS; SYSTAT

**References**

Date, C.J: *An Introduction to Database Systems*, Addison Wesley, Massachusetts.


MM 2.3 SALES MANAGEMENT

Objective

The basic objective of this course is to acquaint students with the fundamentals of personal selling and expose them to other issues relating to management of sales force.

Course Inputs

1. Selling: Concept, objectives and functions of sales management; Buyer-seller dyads; Fundamentals of selling; Selling process; Salesmanship; Product and customer knowledge.

2. Sales Planning: Importance and types of sales planning; Sales planning process; Sales forecasting; Territory allocation; Sales quotas; Sales budget.

3. Sales Organisation: Setting up a sales organisation; Planning process; Principles of determining sales organisation.

4. Sales Force Management: Estimating manpower requirements for sales department; Planning for manpower - recruitment and selection, training and development, placement and induction; Motivating sales force; Leading the sales force; Compensation and promotion policies; Sales meetings and contests.


6. Ethical issues and relational selling.

References

Gupta, Vaswar Das: Sales Management - the Indian Perspective, Prentice Hall, Delhi.
Krik C.A.: Salesmanship, Tarapore wala, Bombay.
MM 2.4 CONSUMER BEHAVIOUR

Objective
This course helps students develop basic understanding of the concepts and theories of consumer and industrial buyer behaviour, and their applications in marketing decision making.

Course Inputs
1. **Consumer Behaviour Theory and its Application to Marketing Strategy:** Consumer buying process; Extensive, limited and routine problem solving behaviours.

2. **Internal Determinants of Consumer Behaviour:** Needs, motivation and involvement; Information processing and consumer perception; Learning; Attitudes and attitude change; Personality; Psychographs; Values and life style.

3. **External Determinants of Buying Behaviour:** Family and household influences; Reference groups and social class; Influence of culture; Sub-cultural aspects of consumer behaviour.

4. **Opinion Leadership and Innovation Diffusion:** Opinion leadership - process, measurement, profile; Opinion leadership and firm's promotional strategy; Innovation diffusion and adaptation process; Innovator as opinion leader.

5. **Models of Consumer and Industrial Buying Behaviour:** Concept of economic man, passive man, cognitive man and emotional man; Models of consumer decision making; Industrial buying behaviour and models.

6. **Cross Cultural Consumer and Industrial Buying Behaviour:** Globalisation of consumer markets and marketing implications; Impact of information technology on consumer behaviour.

References
MM 2.5 INTERNATIONAL MARKETING (As MC 2.82)

Objective

The objective of this course is to expose students to the conceptual framework of international marketing management.

Course Inputs

1. Introduction to International Marketing: Nature and significance; Complexities in international marketing; Transition from domestic to transnational marketing; International market orientation - EPRG framework; International market entry strategies.

2. International Marketing Environment: Internal environment; External environment-geographical, demographic, economic, socio-cultural, political and legal environment; Impact of environment on international marketing decisions.

3. Foreign Market Selection: Global market segmentation; Selection of foreign markets; International positioning.

4. Product Decisions: Product planning for global markets; Standardisation vs. product adaptation; New product development; Management of international brands; Packaging and labelling; Provision of sales related services.

5. Pricing Decisions: Environmental influences on pricing decisions; International pricing policies and strategies.

6. Promotion Decisions: Complexities and issues; International advertising, personal selling, sales promotion and public relations.

7. Distribution Channels and Logistics: Functions and types of channels; Channel selection decisions; Selection of foreign distributors/agents and managing relations with them; International logistics decisions.

8. International Marketing Planning, Organising and Control: Issues in international marketing planning; International marketing information system; Organising and controlling; International marketing operations.

9. Emerging Issues and developments in international marketing: Ethical and social issues; International marketing of services; Information technology and international marketing; Impact of globalisation; WTO.
References

Czinkota, M.R: International Marketing, Dryden Press, Boston.
Jain, S.C: International Marketing, CBS Publications, New Delhi.
MM 2.6 MARKETING RESEARCH (As MC 2.72)

Objective

The purpose of this course is to enable students learn the process, tools and techniques, of marketing research.

Course Inputs

1. **Introduction to Marketing Research:** Importance, nature and scope of marketing research; Marketing information system and marketing research; Marketing research process and organisation.

2. **Problem Identification and Research Design:** Problem identification and definition; Developing a research proposal; Determining research type – exploratory, descriptive and conclusive research; Experimental designs.

3. **Data Resources:** Secondary data sources and usage; Online data sources; Primary data collection methods – questioning techniques, online surveys, observation method; Questionnaire preparation.

4. **Aptitude measurement and scaling techniques:** Elementary introduction to measurement scales.

5. **Sampling Plan:** Universe, sample frame and sampling unit; Sampling techniques; Sample size determination.

6. **Data Collection:** Organisation of field work and survey errors – sampling and non-sampling errors.

7. **Data Analysis:** Univariate, bivariate and multivariate data analysis; Report preparation and presentation.

8. **Market Research Applications:** Product research; Advertising research; Sales and market research; International marketing research; Marketing research in India.

References


Green, Paul E., Donald S. Tull and Gerald Albaum: Research for Marketing Decision, Prentice Hall, New Delhi.
Zaltman and Burger: Marketing Research; Dryden Press, Illinois.
MM 2.7 ADVERTISING MANAGEMENT

Objective

This course acquaints students with the theory and practice of advertising.

Course Contents

1. **Introduction to Advertising**: Advertising – its nature and importance; Communication process and model; Advertising and communication; Types of advertising; Advertising management process – an overview.

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

3. **Copy Development and Testing**: Determining advertising message and copy – Headlines, body copy, logo, illustration; Creative styles and advertising appeals; Copy testing.

4. **Media Planning**: Print media, broadcasting media; Non-media advertising; Media planning-media selection and scheduling; Media testing.

5. **Organisation and Control of Advertising Effort**: Role of advertising agencies; Advertising agency and client relationship; Evaluating advertising effectiveness- pre and post tests.

References


Davis, J.J: Advertising Research, Prentice Hall, New Delhi


MM 3.1 OPERATIONS RESEARCH

(As MFC 3.1)

Objective

This course aims at developing an understanding of the applications of operations research techniques to business and industry.

Course Inputs

1. **Operations Research:** Concept and significance of operations research; Evolution of operations research; Steps in designing operations research studies; Operations research models.

2. **Linear Programming and its Applications:** Graphic method and simplex method; Duality problem; Transportation problem; Assignment problem.

3. **Introduction to Other Types of Programming:** Goal programming; Integer programming; Dynamic programming; Non-linear programming (introductory only).

4. **Waiting Line Models:** Waiters and services; Mathematical distribution of queues; Basic models of queuing theory and applications.

5. **Inventory Control:** Deterministic models and probabilistic models.

6. **Game Theory:** Zero sum game; Pure and mix strategies; Criteria of sharing strategies.

7. **Simulation:** Application of simulation techniques; Monte-Carlo approach.

8. **Net-Work Analysis:** Introduction to PERT and CPM; Application areas of PERT and CPM.

References


MM 3.2 RETAILING AND DISTRIBUTION MANAGEMENT

Objective

This course enables students to appreciate the importance of retailing and distribution in the emerging market scenario, and equips them with the tools and techniques of managing the same.

Course Inputs

1. **Importance and Functions of Distribution**: Role of marketing channels; Types of marketing channel; Retailing and wholesaling; Management of distribution channels – selection, compensation, motivation and control.

2. **Basic of Retailing**: Nature and importance of retailing; Contemporary retailing scene in India and marketing challenges; Wheel of retailing; Retailing life cycle; Types of retailing – ownership based, store based and non-store based retailing; Vertical marketing systems.

3. **Strategic Planning in Retailing**: Understanding retailing environment and customers; Designing retailing information system and research.

4. **Location and Organisational Decisions**: Trading area analysis; Site selection; Organisational patterns in retailing.

5. **Operations Management**: Budgeting and resource allocation; Store format and size decisions; Store layout and space allocation; Store security aspects; Credit management.

6. **Merchandise Management**: Product assortment decisions; Merchandise forecasting; Buying and handling merchandise; Inventory management; Merchandise pricing; Merchandise labelling and packaging.

7. **Retail Promotion**: Building retail store image; Role of atmosphere; Layout planning; Retail promotion mix strategy; Retail store sales promotion schemes.

8. **Retail Control and Technology Induction**: Controlling retail operations; Technological developments and retailing.

References

Berman, Barry and Joel Evans: Retail Management, Prentice Hall, New Jersey.


Cox, Roger and Paul Brittain: Retail Management, Prentice Hall, Harlow.

Kotler, Philip: Marketing Management: Prentice Hall, Delhi.
Sayulu, Kuchi: Rural Marketing in India; Anmol Publications; New Delhi.
MM 3.3 AGRICULTURAL AND RURAL MARKETING

Objective

This course apprises students with the issues in rural and agricultural marketing.

Course Contents

1. **Rural Marketing:** Nature, characteristics and the potential of rural markets in India; Socio-cultural, economic and other environmental factors affecting rural marketing; Attitudes and behaviour of rural consumers and farmers.

2. **Marketing of Consumer Durable and Non-Durable Goods and Services in Rural Markets:** Product planning, pricing, promotion and management of distribution channels for marketing durable and non-durable goods in rural areas; Media planning; Planning and organising personal selling in rural markets.

3. **Marketing of Agricultural Inputs:** Marketing of fertilisers, pesticides, seeds, tractors and other agricultural implements in rural areas.

4. **Agricultural Marketing:** Classification of agricultural products with particular reference to seasonality and perishability; Market structure for agricultural product and its performance; Processing facilities for different agricultural products; Role and types of warehousing.

5. **Agriculture Price Determination and Commodity Trading:** Role of Agricultural Prices Commission; Role of Central and State Governments institutions and organisations in agricultural marketing; Unique features of commodity markets in India.

6. **Problems of Agricultural Marketing in India and Challenges.**

7. **Co-operative Marketing:** Nature, scope and role of co-operative marketing in India.

References

Annual Reports and Survey Reports: Ministry of Agriculture, Government of India.


MM 3.4 SERVICES MARKETING AND CUSTOMER RELATIONSHIP MANAGEMENT

Objective

This course acquaints students with the basic issues in services marketing and customer relationship management.

Course Inputs

A) Services Marketing (weightage 45 marks)

1. Importance of Services Sector: Nature and types of services; Difference between services and goods marketing; Services marketing triangle.

2. Environment for Services Marketing: Macro and micro environments; Understanding service customers -models of service consumer behaviour; Customer expectations and perception; Service quality and GAP model.


4. Services Marketing Mix: Need for expanded marketing mix; Planning for service offer; Pricing, promotion and distribution of services; Management of people, process and physical evidence; Matching of demand for and supply of services.

5. Service Marketing Applications: Marketing of financial, hospitality, hospital, tourism and educational services; International marketing of services and GATS.

B) Customer Relationship Management (weightage 25 marks)

1. Relationship Marketing: Meaning, nature, and scope; Types of relational exchanges; Reasons for relationship marketing – firm and customer perspectives.

2. Relationship Development Process: Attributes and determinants of relational exchanges; Networking – nature, role and mechanism.

3. Developing and Managing Relationships: Customer selection; Relationship strategies; Implementing CRM; Mistakes in implementing CRM; Role of information technology in relationship building - e-CRM.
References

Christopher, H. Lovelock: Service Marketing; Prentice Hall, New Jersey.
MM 3.5 E-COMMERCE

(As MC 2.5)

Objective

The objective of this course is to enable students gain knowledge about e-commerce and its various components.

Course Inputs

1. **Introduction to E-Commerce**: Meaning and concept; Electronic commerce versus traditional commerce; Media convergence; E-commerce and e-business; Channels of e-commerce; Business applications of e-commerce; Need for e-commerce, e-commerce as an electronic trading system- special features.

2. **Internet Concepts and Technologies**: Concept and evolution of Internet; Web technologies - global publishing concept, universal reader concept and client server concept; Hypertext publishing and hypertext information network; Benefits of hypertext, URLs, HTTP, HTTPD Servers, HTML, HTML Forms and CGI gateway services.

3. **Business Models of E-Commerce and Infrastructure**: E-commerce models; Supply chain management, product and service digitisation, remote servicing, procurement; Online marketing and advertising; E-commerce resources and infrastructure, resources and planning for infrastructure.

4. **Business to Consumer E-Commerce**: Cataloguing, order planning and order generation, cost estimation and pricing, order receipt and accounting, order-selection and prioritisation, order scheduling, order fulfilling and delivery, order billing and payment management; Post sales services.

5. **Web-site Design**: Role of web site in B2C e-commerce; Web-site strategies and web-site design principles; Push and pull technologies, alternative methods of customer communication.

6. **Electronic Payment Systems**: Special features required in payment systems for e-commerce; Types of e-payment systems; E-cash and currency servers, e-cheques, credit cards, smart cards, electronic purses and debit cards; Business issues and economic implications; Operational, credit and legal risks of e-payment systems; Risk management options in e-payment systems; Components of an effective electronic payment system.

7. **Business to Business E-Commerce**: Need and alternative models of B2B e-commerce; Technologies, EDI and paperless trading; EDI architecture, EDI standards, VANs, Costs of EDI infrastructure, features of EDI service arrangement, Internet-based EDI and FTP-based messaging.
8. **E-Business**: Workflow management, mass customization and product differentiation; Organisation restructuring; Integrated logistics and distribution; Knowledge management issues and role of e-commerce infrastructure.

9. **Internet Protocols**: Layers and networking, OSI layering and TCP layering; TCP, UDP, IP, DNS, SLIP and PPP; Emerging scenario in ISP.


11. **Regulatory and Legal Framework of E-Commerce**: Cyber laws – aims and salient provisions; Cyber-laws in India and their limitations; Taxation issues in e-commerce.

12. **Multi-Media and E-Commerce**: Concept and role of multimedia; Multi-media technologies; Digital video and digitisation of product and customer communication; Desktop video conferencing and marketing; Broadband networks and related concepts; ISDN, ATM, Cell relay.

**References**


Cady, Glc Harrab and Mcgregor Pat: Mastering the Internet, BPB Publication, New Delhi.


Schneider,Gary P: Electronic Commerce, Course Technology, Delhi.

Young, Margaret Levine: The Complete Reference to Internet, Tata McGraw Hill, New Delhi.


MM 3.6 PRODUCT AND BRAND MANAGEMENT

Objective

This course aims at acquainting students with the product and brand management strategies.

Course Inputs

1. **Product Planning and Management**: Product concepts and levels; Product line and mix decisions; Product life cycle and marketing strategy implications.
2. **New Product Development**: Idea generation and screening; Concept development and testing; Business analysis; Product testing; Test marketing and product launching.
3. **Branding Strategies**: Importance of branding; Branding terminology; Basic branding concepts – brand awareness, brand personality, brand image, brand identity, brand loyalty, brand equity; Product versus corporate branding.
4. **Major Branding Decisions**: Selecting a brand name; Brand extension decision; Family versus individual brand names; Multiple branding; Private versus national branding.
5. **Brand Positioning and Re-launch**: Brand building and communication.
6. **Branding in Specific Sectors**: Customer, industrial, retail, service brands, E-branding, Branding for international marketing.

References

Kuller, K.L: Strategic Brand Management, Prentice Hall, New Delhi.
Majumdar, Ramanuj: Product Management in India, Prentice Hall, New Delhi.
Moise, S: Successful Product Management, Kogan Page, New York.
MM 3.7 Training Report And Presentation

Each student shall undergo summer training for 6-8 weeks at the end of second semester and shall be required to submit a Training Report and present the same in the form of class seminar, at the beginning of the third semester for evaluation, each carrying 50 marks.
MM 4.1 STRATEGIC MANAGEMENT  

(As MC 2.4)

Objective

The objective of this course is to enhance the decision making abilities of students in situations of uncertainty in a dynamic business environment.

Course Inputs

1. **Concept of Strategy**: Defining strategy, levels at which strategy operates; Approaches to strategic decision making; Mission and purpose, objectives and goals; Strategic business unit (SBU); Functional level strategies.

2. **Environmental Analysis and Diagnosis**: Concept of environment and its components; Environment scanning and appraisal; Organisational appraisal; Strategic advantage analysis and diagnosis; SWOT analysis.

3. **Strategy Formulation and Choice of Alternatives**: Strategies- modernisation, diversification, integration; Merger, take-over and joint strategies; Turnaround, divestment and liquidation strategies; Process of strategic choice- industry, competitor and SWOT analysis; Factors affecting strategic choice; Generic competitive strategies- cost leadership, differentiation, focus, value chain analysis, bench marking, service blue printing.

4. **Functional Strategies**: Marketing, production/ operations and R&D plans and policies.

5. **Functional Strategies**: Personnel and financial plans and policies.

6. **Strategy Implementation**: Inter-relationship between formulation and implementation; Issues in strategy implementation; Resource allocation.

7. **Strategy and Structure**: Structural considerations, structures for strategies; Organisational design and change.

8. **Strategy Evaluation**: Overview of strategic evaluation; Strategic control; Techniques of strategic evaluation and control.

9. **Global Issues in Strategic Management**.

References


Coulter, Mary K: Strategic Management in Action, Prentice Hall, New Jersey.

David, Fred R: Strategic Management, Prentice Hall, New Jersey.


MM 4.2 DIRECT MARKETING

Objectives
This course acquaints students with the need, significance, and operations of direct marketing.

Course Inputs
1. Direct Marketing: Definition, scope and importance of direct marketing; Changing face of direct marketing; Public response to direct marketing; Consumer attitude and response to direct advertising.
2. Elements of Direct Marketing: Planning a direct marketing programme; Direct Marketing and developing new business; Guidelines for effective direct marketing - likely pitfalls, rules for success, etc.,
3. Institutional Direct Marketing: Industrial Direct Marketing; Retail direct marketing; Dealer-identified direct marketing.
4. Marketing Mix for Direct Marketing: Product, price, place and promotion strategies
5. Direct Marketing Operations: Planning direct marketing campaign; Communication for direct marketing; Media planning; Fulfillment and customer service —receiving and processing orders, inventory and warehousing decisions, and customer service.
6. Tools and Techniques: Role of information technology in direct marketing; Developing customer databases; Cost analysis and cost control of direct marketing; Evaluating effectiveness of direct marketing.
7. Applications of Direct Marketing: Financial services marketing; Fund raising; Catalog marketing; Customer loyalty programmes.

References
Bob Stone: Successful Direct Marketing Methods, NTC, Chicago.
Stone, Merlin, Derek Davies and Alison Bond: Direct Hit, Macmillan, New Delhi.
Alexander, Cross and Hill: Industrial Marketing; Richard D. Irwin, Illinois.
Reader RR, Brierty EG, Reeder BH: Industrial Marketing: Analysis, Planning and Control; Prentice Hall, New Jersey.
MM 4.3 INDUSTRIAL MARKETING

Objective

This course familiarizes students with the applications of marketing principles and tools to marketing of industrial products.

Course Contents

1. **Introduction**: Concept of industrial marketing and its importance; Comparison of industrial marketing with consumer marketing; Definition of industrial product/service; Characteristics of industrial marketing.

2. **Industrial Goods**: Characteristics and classification; Capital and other goods; Firm market, institutional market, and government market.

3. **Demand**: Demand and product characteristics; User and their classification (standard industrial classification systems); regional concentration; Vertical and horizontal markets; Buying power of industrial users; Buying motives of industrial buyers; Industrial market segmentation; Vendor analysis and selection; Buying stages; Buying patterns and length of negotiations; Frequency of purchase and size of order; Direct purchases; Reciprocity arrangements; Leasing vs. buying; Service and quality considerations.

4. **Industrial Marketing Mix Strategy**: Product planning and development; Pricing decisions; Promoting of industrial products; Role of personal selling; Channels of distribution for industrial products; Channel strategy and logistics.

5. **Industrial Marketing Research**: Need for industrial marketing research; Process; Problems in industrial marketing.

References


Webster, F.E., Industrial Marketing Strategy.


MM 4.4 INTERNET AND WEB DESIGNING

Objective

This course exposes students to environment for web-publishing and developing programming skills for the same.

Course Inputs

1. **Introduction to WWW**: Evolution and basic features of www, the concept of web-site and browsers, introduction to www servers, HTTP, and concept of URL.

2. **File Transfer Protocol**: Introduction to FTP, Business applications of FTP, public domain software, types of FTP servers (including anonymous) FTP clients, common FTP commands.

3. **Web-Browsers**: Basic features, bookmarks, history progress indicators, customising browsers, saving and printing web-pages and forms, saving web pages; Searching and downloading information from web-sites; Netscape communicator; Internet Explorer.

4. **Introduction to Web-Publishing**: Web-publishing technologies, Components of a web-site, applications of each components in business, Features of a smart web-site, process of planning for development of an effective web-site. Domain name selection; Selecting host for web-site, maintaining a web-site, web-publishing tools.

5. **Using HTML for Web-designing**: Evolution and generations of HTML, elements of a HTML document, header elements, section headings, block-oriented elements, lists, inline elements, visual mark-up, hypertext links; Uniform Resource Locators (URLs); Images, forms, tables, special characters.

6. **Designing Web Sites/ Web Pages**: The concept and usual components of a home page, anchor tag, hyperlinks, features of an effective home page, alternative home page design formats; Head and body Sections- Header section, title, prologue, links, comment lines, aligning headings, horizontal rule, paragraph, tab settings, types and embedding of images and pictures, ordered and unordered lists, nested lists; Table creation and handling- Tables creation in HTML, defining width of table and cells, cells spanning multiple row/columns, colouring cells, column specification.

7. **DHTML and Style Sheets**: Defining styles, elements of styles, linking a style sheet to an HTML document, in-line style sheets, external style sheets, internal style sheets, multiple styles.
8. **Frames and Forms:** Frameset definition, frame definition, nested framesets, concept and purpose of form, action attribute, method attribute, enctype attribute, drop down list.

9. **Search Engines and Internet Security:** Concept and technology of search engines, popular search engines, registering a web-site on search engines, overview of Internet security threats, Firewalls, Introduction to AAA.

10. **Interactivity Tools:** CGI, Active X, VB Script, JAVA script, and JAVA,

**References**

Comer, Douglas: The Internet Book - Prentice Hall.


MM 4.5 STRATEGIC LOGISTICS MANAGEMENT

Objective

The objective of this course is to enable students understand the importance and dynamics of a firm’s physical distribution functions and management of its supply chain.

Course Inputs

1. **Introduction to Distribution Logistics:** Nature, importance and scope of logistic decisions; Systems approach to logistics; Integrated logistics; Total cost concept; Supply chain management – nature, importance and interface with logistics; Concept of customer service.

2. **Transportation and Physical Distribution:** Importance and modes of transportation; Selection of transportation modes; Multi-modal transportation; Documentation and carrier liabilities. Inter-state good movement and problems; Transportation management.

3. **Inventory Control:** Economic order quantity under conditions of certainty and uncertainty; Inventory requirements as function of number of stock locations; Techniques of inventory control.

4. **Warehousing:** Role and modern concept of warehousing; Private vs. public warehousing; Planning warehousing operations; Site selection, warehouse layout, material handling; Management of receipts and issues; Computers and warehouse management.

5. **Order Processing:** Importance to customer service; Model of performance measurement; Packaging and utilisation.

6. **Strategic Logistic Plan:** Concept, importance, and planning process.

References


Martin, Christopher and Gordon Wills: Marketing Logistics and Distribution Management.

MM 4.6 CYBER MARKETING

Objectives

This course enables students learn the importance and application of electronic media for marketing of goods and services.

Course Inputs

1. **Concept of Cyber Space and Internet**: Advantages and challenges in using Internet, types of cyber net; Cyber space community; Concept of world wide web; Future of Internet; Importance of cyber marketing; Marketing planning for cyber marketing.

2. **Design and Layout on the Web**: Universal guidelines; Home page, fact page, narratives, forms, pictures links and thumbnail galleries; Budget considerations; Taking orders on the web; Accepting payments.

3. **Media and Marketing Strategies for Internet**: Building dialogues and learning relationship with individual customer; Customer focussed strategies and tactics - hits, views, clicks and visits.

4. **Advertising on Internet**: Copy writing for interactive media, public relations and promotion on the Internet; Interactive kiosks in the retail environment; Measuring effectiveness of interactive media.

References

Brady, Regina, Edward Forrest and Richard Mizerski: Cyber Marketing,
Lewis, H.G. and Rebert D. Lewis: Selling on the Net,
MM 4.7 PROJECT REPORT AND VIVA VOCE

Every student shall have an appropriate topic selected for doing Project Report at the beginning of the third semester and shall submit the same and face a viva voce at the end of fourth semester for evaluation, each carrying 50 marks.
CHAPTER X

Master of International Business (MIB) – Semester Scheme

Course Structure

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1. Each student shall undergo summer training for 6-8 weeks at the end of second semester and shall be required to submit a Training Report and present the same in the form of class seminar, at the beginning of the third semester for evaluation, each carrying 50 marks.

2. Every student shall have an appropriate topic selected for doing Project Report at the beginning of the third semester and shall submit the same and face a viva voce at the end of fourth semester for evaluation, each carrying 50 marks.

3. Depending on availability of teacher(s) and foreign language study demand from the students, each university/institution will design and offer a two semester suitable-level course in one or more foreign language(s) such as German, French, Spanish, and Russian.
MASTER OF INTERNATIONAL BUSINESS

COURSE INPUT DETAILS

MIB 1.1 MANAGEMENT CONCEPTS AND ORGANISATIONAL BEHAVIOUR  (As MC 1.1)

Objective

The objective of this course is to help students understand the conceptual framework of management and organisational behaviour.

Course Inputs

1. **Schools of Management Thought**: Scientific, process, human behaviour and social system school; Decision theory school; Quantitative and system school; Contingency theory of management; Functions of a manager.

2. **Managerial Functions**: Planning –concept, significance, types; Organizing –concept, principles, theories, types of organizations, authority, responsibility, power, delegation, decentralization; Staffing; Directing; Coordinating; Control –nature, process, and techniques.

3. **Organisational Behaviour**: Organisational behaviour –concept and significance; Relationship between management and organisational behaviour; Emergence and ethical perspective; Attitudes; Perception; Learning; Personality; Transactional analysis.

4. **Motivation**: Process of motivation; Theories of motivation - need hierarchy theory, theory X and theory Y, two factor theory, Alderfer's ERG theory, McCleland's learned need theory, Victor Vroom's expectancy theory, Stacy Adams equity theory.

5. **Group Dynamics and Team Development**: Group dynamics –definition and importance, types of groups, group formation, group development, group composition, group performance factors; Principle-centred approach to team development.

6. **Leadership**: Concept; Leadership styles; Theories –trait theory, behavioural theory, Fielder's contingency theory; Harshey and Blanchard's situational theory; Managerial grid; Likert's four systems of leadership.
7. **Organisational Conflict**: Dynamics and management; Sources, patterns, levels, and types of conflict; Traditional and modern approaches to conflict; Functional and dysfunctional organisational conflicts; Resolution of conflict.

8. **Interpersonal and Organisational Communication**: Concept of two-way communication; Communication process; Barriers to effective communication; Types of organisational communication; Improving communication; Transactional analysis in communication.

9. **Organisational Development**: Concept; Need for change, resistance to change; Theories of planned change; Organisational diagnosis; OD intervention.

References


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


MIB 1.2 BUSINESS ENVIRONMENT

(As MC 1.2)

Objective

This course develops ability to understand and scan business environment in order to analyse opportunities and take decisions under uncertainty.

Course Inputs

1. Theoretical Framework of Business Environment: Concept, significance and nature of business environment; Elements of environment – internal and external; Changing dimensions of business environment; Techniques of environmental scanning and monitoring.

2. Economic Environment of Business: Significance and elements of economic environment; Economic systems and business environment; Economic planning in India; Government policies - industrial policy, fiscal policy, monetary policy, EXIM policy; Public Sector and economic development; Development banks and relevance to Indian business; Economic reforms, liberalisation and structural adjustment programmes.

3. Political and Legal Environment of Business: Critical elements of political environment; Government and business; Changing dimensions of legal environment in India; MRTP Act, FEMA and licensing policy; Consumer Protection Act.

4. Socio-Cultural Environment: Critical elements of socio-cultural environment; Social institutions and systems; Social values and attitudes; Social groups; Middle class; Dualism in Indian society and problems of uneven income distribution; Emerging rural sector in India; Indian business system; Social responsibility of business; Consumerism in India.

5. International and Technological Environment: Multinational corporations; Foreign collaborations and Indian business; Non-resident Indians and corporate sector; International economic institutions - WTO, World Bank, IMF and their importance to India; Foreign trade policies; Impact of Rupee devaluation; Technological environment in India; Policy on research and development; Patent laws; Technology transfer.

References

Ahtuwalia, I.J: Industrial Growth in India, Oxford University Press, Delhi.
Chakravarty, S: Development Planning, Oxford University Press, Delhi.
Govt. of India: Economic Survey, various issues.
Ramaswamy, V.S. and Nama Kumari: Strategic Planning for Corporate Success, Macmillian, New Delhi.
MIB 1.3 MANAGERIAL ECONOMICS

Objective

This course develops managerial perspective to economic fundamentals as aids to decision making under given environmental constraints.

Course Inputs

1. **Nature and Scope of Managerial Economics**: Objective of a firm; Economic theory and managerial theory; Managerial economist's role and responsibilities; Fundamental economic concepts – incremental principle, opportunity cost principle, discounting principle, equi-marginal principle.

2. **Demand Analysis**: Individual and market demand functions; Law of demand, determinants of demand; Elasticity of demand - its meaning and importance; Price elasticity, income elasticity and cross elasticity; Using elasticity in managerial decisions.

3. **Theory of Consumer Choice**: Cardinal utility approach, indifference approach, revealed preference and theory of consumer choice under risk; Demand estimation for major consumer durable and non-durable products; Demand forecasting techniques.

4. **Production Theory**: Production function - production with one and two variable inputs; Stages of production; Economies of scale; Estimation of production function; Cost theory and estimation; Economic value analysis; Short and long run cost functions - their nature, shape and inter-relationship; Law of variable proportions; Law of returns to scale.

5. **Price Determination under Different Market Conditions**: Characteristics of different market structures; Price determination and firm's equilibrium in short-run and long-run under perfect competition, monopolistic competition, oligopoly and monopoly.

6. **Pricing Practices**: Methods of price determination in practice; Pricing of multiple products; Price discrimination; International price discrimination and dumping; Transfer pricing.

7. **Business Cycles**: Nature and phases of a business cycle; Theories of business cycles—psychological, profit, monetary, innovation, cobweb, Samuelson and Hicks theories.

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

Dean, Joel: Managerial Economics, Prentice Hall, Delhi.
Haynes, W.W., V.L. Mote and S. Paul: Managerial Economic Analysis and Cases, Prentice Hall India, Delhi
Varshney RL and Maheshwari KL: Managerial Economics; Sultan Chand and Sons, New Delhi.
MIB 1.4 STATISTICAL ANALYSIS (As MC 1.4)

Objective

The objective of this course is to make the students learn the application of statistical tools and techniques for decision making.

Course Inputs

1. **Univariate Analysis**: An overview of central tendency, dispersion, and skewness.

2. **Probability Theory**: Probability — classical, relative, and subjective probability; Addition and multiplication probability models; Conditional probability and Baye's theorem.

3. **Probability Distributions**: Binomial, Poisson, and normal distributions; Their characteristics and applications.

4. **Statistical Decision Theory**: Decision environment; Expected profit under uncertainty and assigning probabilities; Utility theory.

5. **Sampling and Data Collection**: Sampling and sampling (probability and non-probability) methods; Sampling and non-sampling errors; Law of Large Number and Central Limit Theorem; Sampling distributions and their characteristics.

6. **Data sources - primary and secondary**: Primary data collection techniques - schedule, questionnaire, and interview.

7. **Statistical Estimation and Testing**: Point and interval estimation of population mean, proportion, and variance; Statistical testing — hypotheses and errors; Sample size; Large and small sampling tests — Z tests, T tests, and F tests.

8. **Non Parametric Tests**: Chi-square tests; Sign tests; Wilcoxon Signed — Rank tests; Wald — Wolfowitz tests; Kruskal-Wallis test.

9. **Correlation and Regression Analysis**: Two variables case.

10. **Index Numbers**: Meaning and types; Weighted aggregative indices — Laspeyre's and Paasch's indices; Laspeyre's and Paasch's indices compared; Indices of weighted average of (price —quantity) relatives; Tests of adequacy; Special problems — shifting the base; splicing overlapping index series; Uses and problems.

11. **Statistical Quality Control**: Causes of variations in quality characteristics; Quality control charts — purpose and logic; Constructing a control chart — computing the control limits (X and R charts); Process under control and out of control; Warning limits; Control charts for attributes — fraction defectives and number of defects; Acceptance sampling.
References

MIB 1.5 FINANCIAL AND COST ACCOUNTING (As MFC 1.5)

Objective

The objective of this course is to enable students understand accounting concepts, tools, and techniques used for taking managerial decisions.

Course Inputs

A. Financial Accounting (weightage 40 marks)

1. Introduction: Nature, scope and importance of financial accounting; Basic accounting concepts and conventions; Recognition of revenues and expenses; Accounting cycle and accounting equation; GAAP and accounting standards-Indian and international.


3. Accounting for issue and redemption of shares and debentures.

4. Final accounts of companies – an overview.

5. Valuation of Goodwill and shares.

6. Final accounts of non-profit organisations.

B. Cost Accounting (weightage 30 marks)

1. Cost Accounting: Meaning, importance and scope of cost accounting; Elements of cost-material, labour and overhead costs; Method and types of costing; Cost classification; Cost sheet.

2. Cost Ascertainment: Unit costing; Job costing; Process costing; Contract costing.

3. Differential costing; Incremental costing; Product line costing.

4. Reconciliation of cost and financial accounts.

References

Beams, F.A: Advanced Accounting, Prentice Hall, New Jersey.


Fischer, P.M., W.J Taylor and J.A Leer: Advanced Accounting, South-Western, Ohio.
MIB 1.6 MARKETING MANAGEMENT (As MC 1.7)

Objective

The objective of this course is to facilitate understanding of the conceptual framework of marketing and its applications in decision making under various environmental constraints.

Course Inputs

1. **Introduction**: Concept, nature, scope and importance of marketing; Marketing concept and its evolution; Marketing mix; Strategic marketing planning - an overview.

2. **Market Analysis and Selection**: Marketing environment - macro and micro components and their impact on marketing decisions; Market segmentation and positioning; Buyer behaviour; Consumer versus organisational buyers; Consumer decision-making process.

3. **Product Decisions**: Concept of a product; Classification of products; Major product decisions; Product line and product mix; Branding; Packaging and labelling; Product life-cycle - strategic implications; New product development and consumer adoption process.

4. **Pricing Decisions**: Factors affecting price determination; Pricing policies and strategies; Discounts and rebates.

5. **Distribution Channels and Physical Distribution Decisions**: Nature, functions, and types of distribution channels; Distribution channel intermediaries; Channel management decisions; Retailing and wholesaling.

6. **Promotion Decisions**: Communication process; Promotion mix - advertising, personal selling, sales promotion, publicity and public relations; Determining advertising budget; Copy designing and its testing; Media selection; Advertising effectiveness; Sales promotion - tools and techniques.

7. **Marketing Research**: Meaning and scope of marketing research; Marketing research process.

8. **Marketing Organisation and Control**: Organising and controlling marketing operations.

9. **Issues and Developments in Marketing**: Social, ethical and legal aspects of marketing; Marketing of services; International marketing; Green marketing; Cyber marketing; Relationship marketing and other developments in marketing.
References

Majumdar, Ramanuj: Product Management in India, Prentice Hall, New Delhi.
Ramaswamy, V.S and Namakumari, S: Marketing Management, MacMillan India, New Delhi.
MIB 1.7 FINANCIAL MANAGEMENT

(As MC 1.8)

Objective

The objective of this course is to help students to understand the conceptual framework of financial management, and its applications under various environmental constraints.

Course Inputs

1. Financial Management: Meaning, nature and scope of finance; Financial goal - profit vs. wealth maximisation; Finance functions – investment, financing and dividend decisions.

2. Capital Budgeting: Nature of investment decisions; Investment evaluation criteria - net present value, internal rate of return, profitability index, payback period, accounting rate of return; NPV and IRR comparison; Capital rationing; Risk analysis in capital budgeting.

3. Cost of Capital: Meaning and significance of cost of capital; Calculation of cost of debt, preference capital, equity capital and retained earnings; Combined cost of capital (weighted); Cost of equity and CAPM.

4. Operating and Financial Leverage: Measurement of leverages; Effects of operating and financial leverage on profit; Analysing alternate financial plans; Combined financial and operating leverage.

5. Capital Structure Theories: Traditional and M.M. hypotheses - without taxes and with taxes; Determining capital structure in practice.


7. Management of Working Capital: Meaning, significance and types of working capital; Calculating operating cycle period and estimation of working capital requirements; Financing of working capital and norms of bank finance; Sources of working capital; Factoring services; Various committee reports on bank finance; Dimensions of working capital management.

8. Management of cash, receivables and inventory.

References


MIB 2.1 ACCOUNTING FOR MANAGERIAL DECISIONS (As MC 1.6)

Objective

The objective of this course is to acquaint students with the accounting concepts, tools and techniques for managerial decisions.

Course Inputs

1. Introduction to Accounting: Management accounting as a area of accounting; Objectives, nature, and scope of financial accounting, cost accounting, and management accounting; Management accounting and managerial decisions; Management accountant's position, role, and responsibilities.

2. Accounting Plan and Responsibility Centres: Meaning and significance of responsibility accounting; Responsibility centres – cost centre, profit centre and investment centre; Problems in transfer pricing; Objectives and determinants of responsibility centres.

3. Budgeting: Definition of budget; Essentials of budgeting; Types of budgets - functional, master, etc.; Fixed and flexible budget; Budgetary control; Zero-base budgeting; Performance budgeting.

4. Standard Costing and Variance Analysis: Standard costing as a control technique; Setting of standards and their revision; Variance analysis - meaning and importance, kinds of variances and their uses - material, labour and overhead variances; Disposal of variances; Relevance of variance analysis to budgeting and standard costing.

5. Marginal Costing and Break-even Analysis: Concept of marginal cost; Marginal costing and absorption costing; Marginal costing versus direct costing; Cost-volume-profit analysis; Break-even analysis; Assumptions and practical applications of break-even-analysis; Decisions regarding sales-mix, make or buy decisions and discontinuation of a product line etc.

6. Analysing Financial Statements: Horizontal, vertical and ratio analyses; Cash flow analysis.

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

8. Reporting to Management: Objectives of reporting, reporting needs at different managerial levels; Types of reports, modes of reporting, reporting at different levels of management.
References

Anthony, Robert: Management Accounting, Tarapore-wala, Mumbai.


Hansen, Don R. and Maryanne M. Moreen: Management Accounting, South-Western College Publishing, Cincinnati, Ohio.


Pandey, I.M: Management Accounting, Vani Publication, Delhi

MIB 2.2 COMPUTER APPLICATIONS IN BUSINESS

(As MC 2.1)

Objective

The objective of this course is to provide an understanding of computers, computer operating system, and application of relevant softwares in managerial decision making.

Course Inputs

1. **Computer Hardware**: Computer system as information processing system; Computer system differences - types of computer systems, hardware options - CPU, input devices, output devices, storage devices, communication devices, configuration of hardware devices and their applications.

2. **Personal Computers**: PC and its main components, hardware configuration, CPU and clock speed, RAM and secondary storage devices, other peripherals used with PC; Factors influencing PC performance; PC as a virtual office.

3. **Modern Information Technology**: Basic idea of Local Area Networks (LAN) and Wide Area Networks (WAN); E-mail; Internet technologies, access devices, concept of a World Wide Web and Internet browsing; Multimedia.

4. **Introduction to Operating Systems**: Software needs, operating systems, application softwares, programming languages; DOS; Windows - window explorer, print manager, control panel, paintbrush, calculator, desk top, my computer, settings, find, run; UNIX.

5. **Word Processing**: Introduction and working with MS-Word in MS-Office; Word basic commands; Formatting - text and documents; Sorting and tables; Working with graphics; Introduction to mail-merge.

6. **Spread Sheets**: Working with EXCEL - formatting, functions, chart features; Working with graphics in Excel; Using worksheets as database in accounting, marketing, finance and personnel areas.

7. **Presentation with Power-Point**: Power-point basics, creating presentations the easy way; Working with graphics in Power-Point; Show time, sound effects and animation effects.

8. **Introduction to Lotus Smart Suite for Data Sheet Analysis**: Structure of spreadsheet and its applications to accounting, finance and marketing functions of business; Creating a dynamic/sensitive worksheet, concept of absolute and relative cell reference; Using various built-in functions- mathematical, statistical, logical and finance functions; Goal
seeking and back solver tools, using graphics and formatting of worksheet, sharing data with other desktop applications, strategies of creating error-free worksheet.

9. **Introduction to Accounting Packages:** Preparation of vouchers, invoice and salary statements; Maintenance of inventory records; Maintenance of accounting books and final accounts; Financial reports generation. Practical Knowledge on Wings Accounting and Wings Trade (Softwares).

10. **Introduction to Statistical Packages:** Usage of statistical packages for analyse in research –Lotus and Excel, SPSS; SYSTAT.

**References**

Date, C.J: An Introduction to Database Systems, Addison Wesley, Massachusetts.

Dienes, Sheila S: Microsoft office, Professional for Windows 95; Instant Reference; BPB Publication, Delhi.


MIB 2.3 FOREIGN TRADE AND POLICY

Objective

The objective of this course is to acquaint students with the theoretical framework of international trade policy and trade promotion measures, especially with reference to India.

Course Inputs

1. **International Trade**: Theories of foreign trade - absolute and comparative advantage theories; Modern theory of trade - Hecksher-Ohlin theory; Terms of trade; Theory of international trade in services; Balance of payments and adjustment mechanism.

2. **Commercial Policy Instruments**: Tariffs, quotas, anti dumping/countervailing duties; Technical standards; Exchange controls and other non-tariff measures.

3. **Trends in World Trade**: Direction and composition of world trade.

4. **India’s Foreign Trade and Policy**: Direction and composition of India’s foreign trade; Export – Import policy; Export promotion and institutional set-up; Deemed exports; Rupee convertibility; Indian joint ventures abroad; Project and consultancy exports.

5. **Instruments of Export Promotion**: Export assistance and promotion measures; EPCG scheme; Import facilities; Duty exemption schemes; Duty drawback; Tax concessions; Marketing assistance; Role of export houses, trading houses and state trading organisations; EPZs and SEZs.

6. **Foreign Investment Policy**: Policy and framework for FDI in India; Policy on foreign collaborations and counter trade arrangements; Indian joint ventures abroad; Project and consultancy exports.

References

Committee on Export strategy: Ministry of Commerce, Govt. of India.
Economic survey: Ministry of Finance, Govt. of India, various issues.
Import and Export Policy: Ministry of Commerce, Govt. of India, various issues.
MIB 2.4 INTERNATIONAL BUSINESS ENVIRONMENT  

(As MC 2.63)

Objective

This course exposes the student to the environmental dynamics of international business and their impact on international business operations of a firm.

Course Inputs


3. **Regional Economic Co-operation**: Types and rationale of regional economic groups; Theory of customs union; EU, NAFTA, ASEAN, SAFTA and other groupings.

4. **Multinational Corporations**: Conceptual framework of MNCs; MNCs and host and home country relations; Technology transfers – importance and types.

5. **Foreign Exchange Markets**: Determining exchange rates; Fixed and flexible exchange rate system; Participants in the foreign exchange markets; Foreign exchange market - cash and spot exchange market; Exchange rate quotes; LERMS; Factors affecting exchange rates - spot rates, forward exchange rates, forward exchange contracts; Foreign exchange and currency futures; Exchange rate arrangement in India; Overview of FEMA; Exchange dealings and currency possession; Information and communication.

6. **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 external techniques.

7. **Management of Risk in Foreign Exchange Markets**: Forex derivatives - swaps, futures, options and forward contracts.

8. **Foreign Investment**: Capital flows - types and theories of foreign investment; Foreign investment flows and barriers.

9. **Recent Developments in International Business**: Ecological issues; Social aspects; IT and international business.
References

Buckley, Ardin: The Essence of International Money, Prentice Hall of India, New Delhi.
Peter H Lindert: International economics; Richard D. Irwin, Illinois.
MIB 2.5 INTERNATIONAL MARKETING (As MC 2.82)

Objective

The objective of this course is to expose students to the conceptual framework of international marketing management.

Course Inputs

1. **Introduction to International Marketing**: Nature and significance; Complexities in international marketing; Transition from domestic to transnational marketing; International market orientation - EPRG framework; International market entry strategies.

2. **International Marketing Environment**: Internal environment; External environment-geographical, demographic, economic, socio-cultural, political and legal environment; Impact of environment on international marketing decisions.

3. **Foreign Market Selection**: Global market segmentation; Selection of foreign markets; International positioning.

4. **Product Decisions**: Product planning for global markets; Standardisation vs. product adaptation; New product development; Management of international brands; Packaging and labelling; Provision of sales related services.

5. **Pricing Decisions**: Environmental influences on pricing decisions; International pricing policies and strategies.

6. **Promotion Decisions**: Complexities and issues; International advertising, personal selling, sales promotion and public relations.

7. **Distribution Channels and Logistics**: Functions and types of channels; Channel selection decisions; Selection of foreign distributors/agents and managing relations with them; International logistics decisions.

8. **International Marketing Planning, Organising and Control**: Issues in international marketing planning; International marketing information system; Organising and controlling; International marketing operations.

9. **Emerging Issues and developments in international marketing**: Ethical and social issues; International marketing of services; Information technology and international marketing; Impact of globalisation; WTO.
References

Czinkota, M.R: International Marketing, Dryden Press, Boston.
Jain, S.C: International Marketing, CBS Publications, New Delhi.
MIB 2.6 INTERNATIONAL MARKETING RESEARCH

Objective

This course acquaints students with the importance, complexities and process of conducting marketing research in international context.

Course Inputs

1. **Introduction**: Importance and nature marketing research; Marketing research in international-context - complexity and issues; International data reliability and validity aspects; International marketing information system; International marketing research - process and organisation.

2. **Problem Definition and Determination of Information Needs**: Problem identification and definition; Developing a research proposal; Types of research – exploratory, descriptive and experimental researches.

3. **Data Sources**: International secondary data sources; Online sources; Primary data collection methods – questioning and observation methods; Designing questionnaires for international surveys; Etic vs. Emic dilemma.

4. **Attitude Measurement and Scaling Techniques**.

5. **Sample Design**: Determining universe, sampling unit and sampling frame; sampling methods; Sample size determination.

6. **International Data Collection and Fieldwork**: Planning and organising field work for international surveys; Sampling and non-sampling errors.

7. **Data Analysis and Report Preparation**: Preliminary data analysis; Univariate and multivariate data analysis techniques; Issues in multi-country data analysis; Report preparation and presentation.

8. **International Marketing Research Applications**: Overseas market opportunity analysis; Sales analysis; Product and advertising research; Consumer research; Ethical issues.

References


MIB 2.7 EXPORT-IMPORT PROCEDURES AND DOCUMENTATION

Objective

The objective of the course is to acquaint students with the procedures and documentation formalities relating to export-import transactions.

Course Inputs

1. **Documentation Framework**: Export import controls and policy; Types and characteristics of documents; Export contract; Inco terms; Processing of an export order.

2. **Export Financing Methods and Terms of Payment**: Negotiations of export bills; Methods of payment in international trade; Documentary credit and collection; UCP 500; Pre - post shipment export credits; Bank guarantees; Foreign exchange regulations and procedures.

3. **Cargo, Credit and Exchange Risks**: Marine insurance - need, types and procedure; ECGC schemes for risk coverage, and procedure for filing claims.

4. **Quality Control and Pre-shipment Inspection Schemes**: Process and procedures; Excise and customs clearance - regulations, procedures and documentation.

5. **Planning and Methods of Procurement for Exports**: Procedure for procurement through imports; Import financing; Customs clearance of import cargo; Managing risks involved in importing - transit risk, credit risk and exchange risk.

6. **Export Incentives**: Overview of export incentives - EPCG, duty drawbacks, duty exemption schemes, tax incentives; Procedures and documentation.

7. **Trading Houses**: Export and trading houses schemes - criteria, procedures and documentation; Policy and procedures for EOU/FTZ/EPZ/SEZ units.

References

- Customs and Excise Law Times: various issues.
- Mahajan, M.I: Exports: Do It Yourself, Snowwhite Publications, Mumbai
MIB 3.1 OPERATIONS RESEARCH  

(As MFC 3.1)

Objective

This course aims at developing an understanding of the application of operations research techniques to business and industry.

Course Inputs

1. **Operations Research**: Concept and significance of operations research; Evolution of operations research; Steps in designing operations research studies; Operations research models.

2. **Linear Programming and its Applications**: Graphic method and simplex method; Duality problem; Transportation problem; Assignment problem.

3. **Introduction to Other Types of Programming**: Goal programming; Integer programming; Dynamic programming; Non-linear programming (introductory only).

4. **Waiting Line Models**: Waiters and services; Mathematical distribution of queues; Basic models of queuing theory and applications.

5. **Inventory Control**: Deterministic models and probabilistic models.

6. **Game Theory**: Zero sum game; Pure and mix strategies; Criteria of sharing strategies.

7. **Simulation**: Application of simulation techniques; Monte-Carlo approach.

8. **Net-Work Analysis**: Introduction to PERT and CPM; Application areas of PERT and CPM.

References


MIB 3.2 INTERNATIONAL LOGISTICS

Objective

This course exposes students to the fundamentals of logistics as applied to international business.

Course Inputs

1. **Marketing Logistics:** Concept, objectives and scope; System elements; Relevance of logistics in international marketing; International supply chain management and logistics; Transportation activity - internal transportation, inter-state goods movement; Concept of customer service.

2. **General Structure of Shipping:** Characteristics, liner and tramp operations; Code of conduct for liner conferences; Freight structure and practices; Chartering principles and practices; UN convention on shipping.

3. **Developments in Ocean Transportation:** Containerization; CFS and inland container depots; Dry ports; Multi-modal transportation and CONCOR; Role of intermediaries including freight booking, shipping agents, C&F agents; Shipowner and shipper consultation arrangements.

4. **Air Transport:** Air transportation-total cost concept, advantages, freight structure and operations; Carrier consignee liabilities.

5. **Port System and Sub-systems:** Port organisation and management; Responsibilities of Port Trust; Growth and status of ports in India; Carriage of goods-legal aspects.

6. **Inventory Control and Warehousing:** Inventory management - concepts and application to international marketing; Significance and types of warehousing facilities; Total cost approach to logistics.

References

Annual Reports, INSA.
Annual Reports, CONCOR.
Desai, H.P: Indian Shipping Perspectives, Anupam Publications, Delhi,
Shipping Documents and Reports, UNCTAD.
MIB 3.3 INTERNATIONAL FINANCE

Objective

This course enables students understand the macro environment in which financial transactions are carried out, and also acquaints them with the problems and techniques of financial management in multinational corporations.

Course Inputs

1. **Introduction to International Financial System:** Brettonwood conference and afterwards; European monetary system.

2. **International Financial Markets and Instruments:** International capital and money market instruments and their salient features; Integration of financial markets and approach; Arbitrage opportunities; Role of financial intermediaries.

3. **International Money Market Instruments and Institutions:** GDRs, ADRs, IDR, Euro Bonds, Euro Loans, Repos, CPs, derivatives, floating rate instruments, loan syndication and Euro deposits; IMF, IBRD, Development Banks.

4. **Multinational Financial Management:** Complexities and issues in managing financial function in an international firm.

5. **Multinational Working Capital Management:** Cash, receivable and inventory; Management of short term overseas financing sources.

6. **Foreign Investment and Financing Decisions:** Capital budgeting for multinational corporations; International financing sources and financial structure; Cost of capital for overseas investment.

7. **International Portfolio Management and Diversification:** Portfolio investment: Benefits of international portfolio investment; Spreading risk; International CAPM; International diversification.

8. **International Accounting and Reporting:** Foreign currency translation; Multinational transfer pricing and performance measurement; Consolidated financial reporting.

References


Buckley, Adrian: Multinational Finance, Prentice Hall of India, New Delhi.

Shapiro, A.C: Multinational Financial Management, Prentice Hall of India, New Delhi.
MIB 3.4 SERVICES MARKETING AND CUSTOMER RELATIONSHIP MANAGEMENT (AS MM 3.4)

Objective

This course acquaints students with the basic issues in services marketing and customer relationship management.

Course Inputs

A) Services Marketing (weightage 45 marks)

1. Importance of Services Sector: Nature and types of services; Difference between services and goods marketing; Services marketing triangle.

2. Environment for Services Marketing: Macro and micro environments; Understanding service customers –models of service consumer behaviour; Customer expectations and perception; Service quality and GAP model.


4. Services Marketing Mix: Need for expanded marketing mix; Planning for service offer; Pricing, promotion and distribution of services; Management of people, process and physical evidence; Matching of demand for and supply of services.

5. Service Marketing Applications: Marketing of financial, hospitality, hospital, tourism and educational services; International marketing of services and GATS.

B) Customer Relationship Management (weightage 25 marks)

1. Relationship Marketing: Meaning, nature, and scope; Types of relational exchanges; Reasons for relationship marketing – firm and customer perspectives.

2. Relationship Development Process: Attributes and determinants of relational exchanges; Networking – nature, role and mechanism.

3. Developing and Managing Relationships: Customer selection; Relationship strategies; Implementing CRM; Mistakes in implementing CRM; Role of information technology in relationship building - e-CRM.
References

Christopher, H. Lovelock: Service Marketing; Prentice Hall, New Jersey.
MIB 3.5 E-COMMERCE (As MC 2.5)

Objective

The objective of this course is to enable students gain knowledge about e-commerce and its various components.

Course Inputs

1. **Introduction to E-Commerce**: Meaning and concept; Electronic commerce versus traditional commerce; Media convergence; E-commerce and e-business; Channels of e-commerce; Business applications of e-commerce; Need for e-commerce, e-commerce as an electronic trading system- special features.

2. **Internet Concepts and Technologies**: Concept and evolution of Internet; Web technologies - global publishing concept, universal reader concept and client server concept; Hypertext publishing and hypertext information network; Benefits of hypertext, URLs, HTTP, HTTPD Servers, HTML, HTML Forms and CGI gateway services.

3. **Business Models of E-Commerce and Infrastructure**: E-commerce models; Supply chain management, product and service digitisation, remote servicing, procurement; Online marketing and advertising; E-commerce resources and infrastructure, resources and planning for infrastructure.

4. **Business to Consumer E-Commerce**: Cataloguing, order planning and order generation, cost estimation and pricing, order receipt and accounting, order-selection and prioritisation, order scheduling, order fulfilling and delivery, order billing and payment management; Post sales services.

5. **Web-site Design**: Role of web site in B2C e-commerce; Web-site strategies and web-site design principles; Push and pull technologies, alternative methods of customer communication.

6. **Electronic Payment Systems**: Special features required in payment systems for e-commerce; Types of e-payment systems; E-cash and currency servers, e-cheques, credit cards, smart cards, electronic purses and debit cards; Business issues and economic implications; Operational, credit and legal risks of e-payment systems; Risk management options in e-payment systems; Components of an effective electronic payment system.

7. **Business to Business E-Commerce**: Need and alternative models of B2B e-commerce; Technologies, EDI and paperless trading; EDI architecture, EDI standards, VANs, Costs of
EDI infrastructure, features of EDI service arrangement, Internet-based EDI and FTP-based messaging.

8. **E-Business:** Workflow management, mass customization and product differentiation; Organisation restructuring; Integrated logistics and distribution; Knowledge management issues and role of e-commerce infrastructure.

9. **Internet Protocols:** Layers and networking, OSI layering and TCP layering; TCP, UDP, IP, DNS, SLIP and PPP; Emerging scenario in ISP.


11. **Regulatory and Legal Framework of E-Commerce:** Cyber laws – aims and salient provisions; Cyber-laws in India and their limitations; Taxation issues in e-commerce.

12. **Multi-Media and E-Commerce:** Concept and role of multimedia; Multi-media technologies; Digital video and digitisation of product and customer communication; Desktop video conferencing and marketing; Broadband networks and related concepts; ISDN, ATM, Cell relay.

**References**


Cady, Glcic Harrab and Mcgregor Pat: Mastering the Internet, BPB Publication, New Delhi.


Schneider, Gary P: Electronic Commerce, Course Technology, Delhi.

Young, Margaret Levine: The Complete Reference to Internet, Tata McGraw Hill, New Delhi.


MIB 3.6 Foreign Language-1

Depending on availability of teacher(s) and foreign language study demand from the students, each university/institution will design and offer a two semester suitable-level course in one or more foreign language(s) such as German, French, Spanish, and Russian.
MIB 3.7  TRAINING REPORT AND PRESENTATION

Each student shall undergo summer training for 6-8 weeks at the end of second semester and shall be required to submit a Training Report and present the same in the form of class seminar, at the beginning of the third semester for evaluation, each carrying 50 marks.
MIB 4.1 STRATEGIC MANAGEMENT

(As MC 2.4)

Objective

The objective of this course is to enhance the decision making abilities of students in situations of uncertainty in a dynamic business environment.

Course Inputs

1. **Concept of Strategy**: Defining strategy, levels at which strategy operates; Approaches to strategic decision making; Mission and purpose, objectives and goals; Strategic business unit (SBU); Functional level strategies.

2. **Environmental Analysis and Diagnosis**: Concept of environment and its components; Environment scanning and appraisal; Organisational appraisal; Strategic advantage analysis and diagnosis; SWOT analysis.

3. **Strategy Formulation and Choice of Alternatives**: Strategies- modernisation, diversification, integration; Merger, take-over and joint strategies; Turnaround, divestment and liquidation strategies; Process of strategic choice- industry, competitor and SWOT analysis; Factors affecting strategic choice; Generic competitive strategies- cost leadership, differentiation, focus; value chain analysis, bench marking, service blue printing.

4. **Functional Strategies**: Marketing, production/ operations and R&D plans and policies.

5. **Functional Strategies**: Personnel and financial plans and policies.

6. **Strategy Implementation**: Inter-relationship between formulation and implementation; Issues in strategy implementation; Resource allocation.

7. **Strategy and Structure**: Structural considerations, structures for strategies; Organisational design and change.

8. **Strategy Evaluation**: Overview of strategic evaluation; Strategic control; Techniques of strategic evaluation and control.

9. **Global Issues in Strategic Management**

References


Coulter, Mary K: Strategic Management in Action, Prentice Hall, New Jersey.

David, Fred R: Strategic Management, Prentice Hall, New Jersey.


Kazmi, Azhar: Business Policy, Tata McGraw Hill, Delhi


MIB 4.2 Thrust Products and Markets

Objective

This course enables students learn special problems and the processes of marketing of thrust products in international markets, and also familiarises them with the market characteristics of major trading partners and regions.

Course Inputs

1. International Marketing of Thrust Products:
   a) Agricultural and Agro Based Products: Tea and coffee, fresh and processed foods, dry fruits, tobacco, spices, meat and meat products; and handicrafts.
   b) Textile: Clothing; Yarn, fabrics, made-ups and garments, including jute products.
   c) Gems and jewellery; Leather and leather products; Minerals and ores.
   d) Engineering products: Chemicals, Services.
   e) Software exports.

2) Characteristics and Strategies for Thrust Markets / Regions:
   a) USA and Canada.
   b) EU.
   c) Central and Latin American countries.
   d) Africa, Asian countries.
   e) West and South Asian countries.
   f) Japan and far east countries.
   g) East European countries.

References

Reports, IIFT.
Reports, ITC.
Reports, UN Publications.
Studies done by Chamber of Commerce and Export Promotion Councils.
MIB 4.3 INTERNATIONAL MANAGEMENT

Objective

The objective of this course is to expose students to strategic and behavioural dimensions of international management.

Course Inputs

1. International Management: Trends, challenges and opportunities; Different schools of thought of international management.

2. Comparative Management: Importance and scope; Models of comparative management; Management styles and practices in US, Japan, China, Korea, India; Organisational design and structure of international corporations; Locus of decision making; Headquarter and subsidiary relations in international firms.

3. International Perspective of Organisational Behaviour: Motivating employees in international context; Perception and attitudes across cultures; Leadership; Communication; Conflicts; Negotiation across cultures.


5. International Business Strategy: Creating strategy for international business; Management of production, services technology and operations; Marketing financial, legal and political dimensions; Ethics and social responsibility of business.

6. Strategic Alliances: Acquisition and mergers; Management of joint ventures and other international strategic alliances.

7. Indian Perspective and Other Issues: Internationalisation of Indian business firms and their operations abroad; International mergers and Acquisitions.

References

McFarlin, Dean B: International Management: Trends, Challenges and Opportunities, International Thomson Publishing, Cincinnati, Ohio.
MIB 4.4 INTERNET AND WEB DESIGNING

(As MM 4.4)

Objective

This course exposes students to environment for web-publishing and developing programming skills for the same.

Course Inputs

1. **Introduction to WWW:** Evolution and basic features of www, the concept of web-site and browsers, introduction to www servers, HTTP, and concept of URL.

2. **File Transfer Protocol:** Introduction to FTP, Business applications of FTP, public domain software, types of FTP servers (including anonymous) FTP clients, common FTP commands.

3. **Web-Browsers:** Basic features, bookmarks, history progress indicators, customising browsers, saving and printing web-pages and forms, saving web pages; Searching and downloading information from web-sites; Netscape communicator; Internet Explorer.

4. **Introduction to Web-Publishing:** Web-publishing technologies, Components of a web-site, applications of each component in business, Features of a smart web-site, process of planning for development of an effective web-site. Domain name selection; Selecting host for web-site, maintaining a web-site, web-publishing tools.

5. **Using HTML for Web-designing:** Evolution and generations of HTML, elements of a HTML document, header elements, section headings, block-oriented elements, lists, inline elements, visual mark-up, hypertext links; Uniform Resource Locators (URLs); Images, forms, tables, special characters.

6. **Designing Web Sites/ Web Pages:** The concept and usual components of a home page, anchor tag, hyperlinks, features of an effective home page, alternative home page design formats; Head and body Sections- Header section, title, prologue, links, comment lines, aligning headings, horizontal rule, paragraph, tab settings, types and embedding of images and pictures, ordered and unordered lists, nested lists; Table creation and handling- Tables creation in HTML, defining width of table and cells, cells spanning multiple row/columns, colouring cells, column specification.

7. **DHTML and Style Sheets:** Defining styles, elements of styles, linking a style sheet to an HTML document, in-line style sheets, external style sheets, internal style sheets, multiple styles.
8. **Frames and Forms:** Frameset definition, frame definition, nested framesets, concept and purpose of form, action attribute, method attribute, enctype attribute, drop down list.

9. **Search Engines and Internet Security:** Concept and technology of search engines, popular search engines, registering a web-site on search engines, overview of Internet security threats, Firewalls, Introduction to AAA.

10. **Interactivity Tools:** CGI, Active X, VB Script, JAVA script, and JAVA.

**References**

Comer, Douglas: *The Internet Book* - Prentice Hall.


MIB 4.5 INTERNATIONAL BUSINESS LAWS AND TAXATION

Objective

This course enables students to be familiar with the legal dimensions of international business and strategies compatible with laws and treaties governing international business operations.

Course Inputs

1. Legal Framework of International Business: Nature and complexities; Code and common laws and their implications to business; International business contract - legal provisions; Payment terms; International sales agreements; Rights and duties of agents and distributors.

2. Enforcement and Settlement: Enforcement of contracts and dispute settlement; International commercial arbitration.

3. Regulatory Framework of WTO: Basic principles and charter of GATT/WTO; GATT/WTO provisions relating to preferential treatment of developing countries; Regional groupings, subsidies, technical standards, antidumping duties and other non-tariff barriers, custom valuation and dispute settlement; Implications of WTO to important sectors – GATS, TRIPs and TRIMs.

4. Regulations and Treaties Relating to: Licensing; Franchising; Joint Ventures, Patents and trade marks; Technology transfer, Telecommunications.

5. Regulatory Framework Relating to Electronic Commerce.


7. Indian Laws and Regulations Governing International Transactions: FEMA; Taxation of foreign income; Foreign investments; Setting up offices and branches abroad; Restrictions on trade in endangered species and other commodities.

References

Daniels, John, Ernest W. Ogram and Lee H. Redebungh: International Business. Environments and operations.

GATT/WTO, various publications.

Handbook of Import- Export Procedures, Govt. of India.,

Journal of World Trade Law.


Schothoff C.R: Export Trade- The Law and Practice of International Trade,


Kapoor ND; Commercial Law; Sultan Chand & Co., New Delhi.
MIB 4.6 FOREIGN LANGUAGE-2

Depending on availability of teacher(s) and foreign language study demand from the students, each university/institution will design and offer a two semester suitable-level course in one or more foreign language(s) such as German, French, Spanish, and Russian.
MIB 4.7 PROJECT REPORT AND VIVA VOCE

Every student shall have an appropriate topic selected for doing Project Report at the beginning of the third semester and shall submit the same and face a viva voce at the end of fourth semester for evaluation, each carrying 50 marks.
CHAPTER XI

Master of E-Commerce (MEC) – Semester Scheme

Course Structure

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Ref.</th>
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<td>MEC 1.1</td>
<td>Mgt Concepts and Organisational Behaviour</td>
<td>As MC 1.1</td>
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<tr>
<td>MEC 1.2</td>
<td>Business Environment</td>
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<td>MEC 1.3</td>
<td>Managerial Economics</td>
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<td>Statistical Analysis</td>
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<tr>
<td>MEC 1.5</td>
<td>Financial and Cost Accounting</td>
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<td>Accounting for Managerial Decisions</td>
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<td>Computer Applications in Business</td>
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<td>MEC 2.3</td>
<td>E-Commerce</td>
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<td>MEC 2.4</td>
<td>International Business Environment</td>
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<td>Information Technology in Business</td>
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<tr>
<td>MEC 3.1</td>
<td>Operations Research</td>
<td>As MFC 3.1</td>
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<tr>
<td>MEC 3.2</td>
<td>Database Management</td>
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<td>MEC 3.3</td>
<td>Internet and Web Designing</td>
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<td>MEC 3.4</td>
<td>Service Marketing and Customer Relationship</td>
<td>As MM 3.4</td>
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<td>MEC 3.5</td>
<td>Network Infrastructure &amp; Payment System</td>
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<td>MEC 3.6</td>
<td>Business Models for E-Commerce</td>
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<td>MEC 3.7</td>
<td>Training Report and Presentation</td>
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<td>MEC 4.1</td>
<td>Strategic Management</td>
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<td>On-line Marketing, and E-CRM</td>
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<td>MEC 4.3</td>
<td>Accounting Information System</td>
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<td>MEC 4.4</td>
<td>Management Information System</td>
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<tr>
<td>MEC 4.5</td>
<td>International Business Laws and Taxation</td>
<td>As MIB 4.5</td>
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<tr>
<td>MEC 4.6</td>
<td>Legal Security &amp; Other Issues in E-Com.</td>
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<tr>
<td>MEC 4.7</td>
<td>Project Report and Viva Voce</td>
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</tbody>
</table>

1. Each student shall undergo summer training for 6-8 weeks at the end of second semester and shall be required to submit a Training Report and present the same in the form of a seminar, at the beginning of the third semester for evaluation, each carrying 50 marks.

2. Every student shall have an appropriate topic selected for doing Project Report at the beginning of the third semester and shall submit the same and face a viva voce at the end of fourth semester for evaluation, each carrying 50 marks.
MASTER OF E-COMMERCE (MEC)

COURSE INPUT DETAILS

MEC 1.1 MANAGEMENT CONCEPTS AND ORGANISATIONAL BEHAVIOUR (As MC 1.1)

Objective

The objective of this course is to help students understand the conceptual framework of management and organisational behaviour.

Course Inputs

1. **Schools of Management Thought:** Scientific, process, human behaviour and social system school; Decision theory school; Quantitative and system school; Contingency theory of management; Functions of a manager.

2. **Managerial Functions:** Planning – concept, significance, types; Organizing – concept, principles, theories, types of organizations, authority, responsibility, power, delegation, decentralization; Staffing; Directing; Coordinating; Control – nature, process, and techniques.

3. **Organisational Behaviour:** Organisational behaviour – concept and significance; Relationship between management and organisational behaviour; Emergence and ethical perspective; Attitudes; Perception; Learning; Personality; Transactional analysis.

4. **Motivation:** Process of motivation; Theories of motivation - need hierarchy theory, theory X and theory Y, two factor theory, Alderfer's ERG theory, McCleland's learned need theory, Victor Vroom's expectancy theory, Stacy Adams equity theory.

5. **Group Dynamics and Team Development:** Group dynamics – definition and importance, types of groups, group formation, group development, group composition, group performance factors; Principle-centred approach to team development.

6. **Leadership:** Concept; Leadership styles; Theories – trait theory, behavioural theory, Fielder's contingency theory; Harey and Blanchard's situational theory; Managerial grid; Likert's four systems of leadership.
7. **Organisational Conflict:** Dynamics and Management; Sources, patterns, levels, and types of conflict; Traditional and modern approaches to conflict; Functional and dysfunctional organisational conflicts; Resolution of conflict.

8. **Interpersonal and Organisational Communication:** Concept of two-way communication; Communication process; Barriers to effective communication; Types of organisational communication; Improving communication; Transactional analysis in communication.

9. **Organisational Development:** Concept; Need for change, resistance to change; Theories of planned change; Organisational diagnosis; OD intervention.

**References**


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


MEC 1.2 Business Environment (As MC 1.2)

Objective

This course develops ability to understand and scan business environment in order to analyse opportunities and take decisions under uncertainty.

Course Inputs

1. **Theoretical Framework of Business Environment**: Concept, significance and nature of business environment; Elements of environment – internal and external; Changing dimensions of business environment; Techniques of environmental scanning and monitoring.

2. **Economic Environment of Business**: Significance and elements of economic environment; Economic systems and business environment; Economic planning in India; Government policies - industrial policy, fiscal policy, monetary policy, EXIM policy; Public Sector and economic development; Development banks and relevance to Indian business; Economic reforms, liberalisation and structural adjustment programmes.

3. **Political and Legal Environment of Business**: Critical elements of political environment; Government and business; Changing dimensions of legal environment in India; MRTP Act, FEMA and licensing policy; Consumer Protection Act.

4. **Socio-Cultural Environment**: Critical elements of socio-cultural environment; Social institutions and systems; Social values and attitudes; Social groups; Middle class; Dualism in Indian society and problems of uneven income distribution; Emerging rural sector in India; Indian business system; Social responsibility of business; Consumerism in India.

5. **International and Technological Environment**: Multinational corporations; Foreign collaborations and Indian business; Non-resident Indians and corporate sector; International economic institutions - WTO, World Bank, IMF and their importance to India; Foreign trade policies; Impact of Rupee devaluation; Technological environment in India; Policy on research and development; Patent laws; Technology transfer.

References


Ahlawalia, I.J: Industrial Growth in India, Oxford University Press, Delhi.

Alagh, Yoginder K: Indian Development Planning and Policy, Vikas Publication, New Delhi

Chakravarty, S: Development Planning, Oxford University Press, Delhi.


Govt. of India: Economic Survey, various issues.


Ramaswamy, V.S. and Nana Kumari: Strategic Planning for Corporate Success, Macmillan, New Delhi.

MEC 1.3 MANAGERIAL ECONOMICS

Objective

This course develops managerial perspective to economic fundamentals as aids to decision making under given environmental constraints.

Course Inputs

1. **Nature and Scope of Managerial Economics**: Objective of a firm; Economic theory and managerial theory; Managerial economist's role and responsibilities; Fundamental economic concepts – incremental principle, opportunity cost principle, discounting principle, equi-marginal principle.

2. **Demand Analysis**: Individual and market demand functions; Law of demand, determinants of demand; Elasticity of demand - its meaning and importance; Price elasticity, income elasticity and cross elasticity; Using elasticity in managerial decisions.

3. **Theory of Consumer Choice**: Cardinal utility approach, indifference approach, revealed preference and theory of consumer choice under risk; Demand estimation for major consumer durable and non-durable products; Demand forecasting techniques.

4. **Production Theory**: Production function - production with one and two variable inputs; Stages of production; Economies of scale; Estimation of production function; Cost theory and estimation; Economic value analysis; Short and long run cost functions - their nature, shape and inter-relationship; Law of variable proportions; Law of returns to scale.

5. **Price Determination under Different Market Conditions**: Characteristics of different market structures; Price determination and firm’s equilibrium in short-run and long-run under perfect competition, monopolistic competition, oligopoly and monopoly.

6. **Pricing Practices**: Methods of price determination in practice; Pricing of multiple products; Price discrimination; International price discrimination and dumping; Transfer pricing.

7. **Business Cycles**: Nature and phases of a business cycle; Theories of business cycles - psychological, profit, monetary, innovation, cobweb, Samuelson and Hicks theories.

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


Dean, Joel: Managerial Economics, Prentice Hall, Delhi.


Haynes, W.W., V.L. Mote and S. Paul: Managerial Economic Analysis and Cases, Prentice Hall India, Delhi


Varshney RL and Maheshwari KL: Managerial Economics; Sultan Chand and Sons, New Delhi.


**MEC 1.4 Statistical Analysis**

(As MC 1.4)

**Objective**

The objective of this course is to make the students learn the application of statistical tools and techniques for decision making.

**Course Inputs**

1. **Univariate Analysis:** An overview of central tendency, dispersion, and skewness.

2. **Probability Theory:** Probability –classical, relative, and subjective probability; Addition and multiplication probability models; Conditional probability and Baye's theorem.

3. **Probability Distributions:** Binomial, Poisson, and normal distributions; Their characteristics and applications.

4. **Statistical Decision Theory:** Decision environment; Expected profit under uncertainty and assigning probabilities; Utility theory.

5. **Sampling and Data Collection:** Sampling and sampling (probability and non-probability) methods; Sampling and non-sampling errors; Law of Large Number and Central Limit Theorem; Sampling distributions and their characteristics.

6. **Data sources:** Primary and secondary; Primary data collection techniques - schedule, questionnaire, and interview.

7. **Statistical Estimation and Testing:** Point and interval estimation of population mean, proportion, and variance; Statistical testing –hypotheses and errors; Sample size; Large and small sampling tests –Z tests, T tests, and F tests.

8. **Non Parametric Tests:** Chi-square tests; Sign tests; Wilcoxon Signed –Rank tests; Wald –Wolfowitz tests; Kruskal-Wallis test.

9. **Correlation and Regression Analysis:** Two variables case.

10. **Index Numbers:** Meaning and types; Weighted aggregative indices –laspeyre's and Paasch's indices; Laspeyre's and Paasch's indices compared; Indices of weighted average of (price –quantity) relatives; Tests of adequacy; Special problems –shifting the base; splicing overlapping index series; Uses and problems.

11. **Statistical Quality Control:** Causes of variations in quality characteristics; Quality control charts –purpose and logic; Constructing a control chart –computing the control limits (X and R charts); Process under control and out of control; Warning limits; Control charts for attributes –fraction defectives and number of defects; Acceptance sampling.
References

MEC 1.5 FINANCIAL AND COST ACCOUNTING (As MFC 1.5)

Objective

The objective of this course is to enable students understand accounting concepts, tools, and techniques used for taking managerial decisions.

Course Inputs

A) Financial Accounting (weightage 40 marks)

1. Introduction: Nature, scope and importance of financial accounting; Basic accounting concepts and conventions; Recognition of revenues and expenses; Accounting cycle and accounting equation; GAAP and accounting standards-Indian and international.


3. Accounting for issue and redemption of shares and debentures.

4. Final accounts of companies—an overview.

5. Valuation of Goodwill and shares.

6. Final accounts of non-profit organisations.

B) Cost Accounting (weightage 30 marks)

1. Cost Accounting: Meaning, importance and scope of cost accounting; Elements of cost-material, labour and overhead costs; Method and types of costing; Cost classification; Cost sheet.

2. Cost Ascertainment: Unit costing; Job costing; Process costing; Contract costing.

3. Differential costing; Incremental costing; Product line costing

4. Reconciliation of cost and financial accounts.

References

Beams, F.A: Advanced Accounting, Prentice Hall, New Jersey.
Fischer, P.M., W.J Taylor and J.A Leer: Advanced Accounting, South-Western, Ohio.
MEC 1.6 MARKETING MANAGEMENT

Objective

The objective of this course is to facilitate understanding of the conceptual framework of marketing and its applications in decision making under various environmental constraints.

Course Inputs

1. **Introduction**: Concept, nature, scope and importance of marketing; Marketing concept and its evolution; Marketing mix; Strategic marketing planning- an overview.

2. **Market Analysis and Selection**: Marketing environment -macro and micro components and their impact on marketing decisions; Market segmentation and positioning; Buyer behaviour; Consumer versus organisational buyers; Consumer decision-making process.

3. **Product Decisions**: Concept of a product; Classification of products; Major product decisions; Product line and product mix; Branding; Packaging and labelling; Product life-cycle – strategic implications; New product development and consumer adoption process.

4. **Pricing Decisions**: Factors affecting price determination; Pricing policies and strategies; Discounts and rebates.

5. **Distribution Channels and Physical Distribution Decisions**: Nature, functions, and types of distribution channels; Distribution channel intermediaries; Channel management decisions; Retailing and wholesaling.

6. **Promotion Decisions**: Communication process; Promotion mix - advertising, personal selling, sales promotion, publicity and public relations; Determining advertising budget; Copy designing and its testing; Media selection; Advertising effectiveness; Sales promotion – tools and techniques.

7. **Marketing Research**: Meaning and scope of marketing research; Marketing research process.

8. **Marketing Organisation and Control**: Organising and controlling marketing operations.

9. **Issues and Developments in Marketing**: Social, ethical and legal aspects of marketing; Marketing of services; International marketing; Green marketing; Cyber marketing; Relationship marketing and other developments in marketing.
References

Majumdar, Ramanuj: Product Management in India, Prentice Hall, New Delhi.
Ramaswamy,VS and Namakumari,S:Marketing Management, MacMillan India, N. Delhi.
MEC 1.7 **FINANCIAL MANAGEMENT**

(As MC 1.8)

**Objective**

The objective of this course is to help students to understand the conceptual framework of financial management, and its applications under various environmental constraints.

**Course Inputs**

1. **Financial Management:** Meaning, nature and scope of finance; Financial goal - profit vs. wealth maximisation; Finance functions – investment, financing and dividend decisions.

2. **Capital Budgeting:** Nature of investment decisions; Investment evaluation criteria - net present value, internal rate of return, profitability index, payback period, accounting rate of return; NPV and IRR comparison; Capital rationing; Risk analysis in capital budgeting.

3. **Cost of Capital:** Meaning and significance of cost of capital; Calculation of cost of debt, preference capital, equity capital and retained earnings; Combined cost of capital (weighted); Cost of equity and CAPM.

4. **Operating and Financial Leverage:** Measurement of leverages; Effects of operating and financial leverage on profit; Analysing alternate financial plans; Combined financial and operating leverage.

5. **Capital Structure Theories:** Traditional and M.M. hypotheses - without taxes and with taxes; Determining capital structure in practice.

6. **Dividend Policies:** Issues in dividend decisions, Walter's model, Gordon's model, M-M hypothesis, dividend and uncertainty, relevance of dividend; Dividend policy in practice; Forms of dividends; Stability in dividend policy; Corporate dividend behaviour.

7. **Management of Working Capital:** Meaning, significance and types of working capital; Calculating operating cycle period and estimation of working capital requirements; Financing of working capital and norms of bank finance; Sources of working capital; Factoring services; Various committee reports on bank finance; Dimensions of working capital management.

8. **Management of cash, receivables and inventory.**

**References**


MEC 2.1 ACCOUNTING FOR MANAGERIAL DECISIONS

(As MC 1.6)

Objective

The objective of this course is to acquaint students with the accounting concepts, tools and techniques for managerial decisions.

Course Inputs

1. Introduction to Accounting: Management accounting as a area of accounting; Objectives, nature, and scope of financial accounting, cost accounting, and management accounting; Management accounting and managerial decisions; Management accountant's position, role, and responsibilities.

2. Accounting Plan and Responsibility Centres: Meaning and significance of responsibility accounting; Responsibility centres –cost centre, profit centre and investment centre; Problems in transfer pricing; Objectives and determinants of responsibility centres.

3. Budgeting: Definition of budget; Essentials of budgeting; Types of budgets - functional, master, etc.; Fixed and flexible budget; Budgetary control; Zero-base budgeting; Performance budgeting.

4. Standard Costing and Variance Analysis: Standard costing as a control technique; Setting of standards and their revision; Variance analysis - meaning and importance, kinds of variances and their uses - material, labour and overhead variances; Disposal of variances; Relevance of variance analysis to budgeting and standard costing.

5. Marginal Costing and Break-even Analysis: Concept of marginal cost; Marginal costing and absorption costing; Marginal costing versus direct costing; Cost-volume-profit analysis; Break-even analysis; Assumptions and practical applications of break-even-analysis; Decisions regarding sales-mix, make or buy decisions and discontinuation of a product line etc.

6. Analysing Financial Statements: Horizontal, vertical and ratio analyses; Cash flow analysis.

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

8. Reporting to Management: Objectives of reporting, reporting needs at different managerial levels; Types of reports, modes of reporting, reporting at different levels of management.
References

Anthony, Robert: Management Accounting, Tarapore-wala, Mumbai.
Pandey, I.M: Management Accounting, Vani Publication, Delhi.
MEC 2.2 COMPUTER APPLICATIONS IN BUSINESS (As MC 2.1)

Objective

The objective of this course is to provide an understanding of computers, computer operating system, and application of relevant softwares in managerial decision making.

Course Inputs

1. **Computer Hardware**: Computer system as information processing system; Computer system differences - types of computer systems, hardware options - CPU, input devices, output devices, storage devices, communication devices, configuration of hardware devices and their applications.

2. **Personal Computers**: PC and its main components, hardware configuration, CPU and clock speed, RAM and secondary storage devices, other peripherals used with PC; Factors influencing PC performance; PC as a virtual office.

3. **Modern Information Technology**: Basic idea of Local Area Networks (LAN) and Wide Area Networks (WAN); E-mail; Internet technologies, access devices, concept of a World Wide Web and Internet browsing; Multimedia.

4. **Introduction to Operating Systems**: Software needs, operating systems, application softwares, programming languages; DOS; Windows -window explorer, print manager, control panel, paintbrush, calculator, desk top, my computer, settings, find, run; UNIX.

5. **Word Processing**: Introduction and working with MS-Word in MS-Office; Word basic commands; Formatting - text and documents; Sorting and tables; Working with graphics; Introduction to mail-merge.

6. **Spread Sheets**: Working with EXCEL - formatting, functions, chart features; Working with graphics in Excel; Using worksheets as database in accounting, marketing, finance and personnel areas.

7. **Presentation with Power-Point**: Power-point basics, creating presentations the easy way; Working with graphics in Power-Point; Show time, sound effects and animation effects.

8. **Introduction to Lotus Smart Suite for Data Sheet Analysis**: Structure of spreadsheet and its applications to accounting, finance and marketing functions of business; Creating a dynamic/sensitive worksheet, concept of absolute and relative cell reference; Using various built-in functions- mathematical, statistical, logical and finance functions; Goal
seeking and back solver tools, using graphics and formatting of worksheet, sharing data with other desktop applications, strategies of creating error-free worksheet.

9. **Introduction to Accounting Packages**: Preparation of vouchers, invoice and salary statements; Maintenance of inventory records; Maintenance of accounting books and final accounts; Financial reports generation. Practical knowledge on Wings Accounting and Wings Trade (Softwares).

10. **Introduction to Statistical Packages**: Usage of statistical packages for analyses in research—Lotus and Excel, SPSS; SYSTAT

**References**

Date, C.J: An Introduction to Database Systems, Addison Wesley, Massachusetts.

Dienes, Sheila S: Microsoft office, Professional for Windows 95; Instant Reference; BPB Publication, Delhi.


MEC 2.3 E-Commerce (Varies from MC 2.5)

Objectives
The objective of this course is to enable students gain knowledge of e-commerce and its various components.

Course Inputs

1. **Internet Concepts and Technologies**: Concept and evolution of Internet; Web technologies - global publishing concept, universal reader concept, and client server concept; Hypertext publishing and hypertext information network; Benefits of hypertext, URLs, HTTP, HTTPD Servers, HTML, HTML Forms, CGI gateway services.

2. **Internet Protocols**: Layers and networking, OSI layering and TCP layering, TCP, UDP, IP, DNS, SLIP, PPP, Emerging scenario in ISP.

3. **Web-site Design**: Role of web site in B2C e-commerce; Web-site strategies and web site design principles; Push and pull technologies, alternative methods of customer communication

4. **Multi-Media**: Concept and role of multimedia, multi-media technologies; Digital video and digitisation of product and customer communication; Desk-top video conferencing and marketing; Broadband networks and related concepts, ISDN, ATM, Cell relay.

5. **Electronic Payment Systems**: Special features required in payment systems for e-commerce; Types of e-payment systems; E-cash and currency servers, E-cheques, credit cards, smart cards, electronic purses, and debit cards; Business issues, economic implications, operational, credit and legal risks of e-payment systems; Risk management options for e-payment systems; Components of an effective electronic payment system.

6. **E-Business**: Workflow management, mass customization, and product differentiation; Organisation restructuring; Integrated logistic and distribution; Knowledge management issues and role of e-commerce infrastructure.

7. **Introduction to E-Commerce**: Meaning and concept; Electronic commerce versus traditional commerce; Media convergence; E-commerce and E-business; Channels of E-commerce; Business applications of E-commerce; Need for E-commerce, E-commerce as an electronic trading system (Special Features).

8. **Business Models of E-Commerce and Infrastructure**: E-commerce models; Supply chain management, product and service digitisation, remote servicing, procurement; On-line marketing and advertising; E-commerce resources and infrastructure - resources and planning for infrastructure.
9. **Business to Consumer E-Commerce**: Cataloguing, order planning and order generation, cost estimation and pricing, order receipt and accounting, order-selection and prioritisation, order scheduling, order fulfilling and delivery, order billing and payment management; Post sales services.

10. **Business to Business E-Commerce**: Need and alternative models of B2B e-commerce; Technologies, EDI and paperless trading; EDI architecture, EDI standards, VANs, Costs of EDI infrastructure, characteristics features of EDI service arrangement, Internet based EDI, FTP-based messaging.

11. **Benefits of E-Commerce**: Organisations: Global market reach; containment and reduction in the cost of product development; distribution; processing; reduced inventory; product customisation; productivity; Consumer: Choice in global market; cost; product information; convenience ;Society: Opportunities to individuals to have flexible work hours; e-governance facilitates delivery of public services and its payment.

12. **Limitations of e-Commerce**: Technical Limitations: security of information and data; limited bandwidth; limited access; software; Non-technical Limitations: cost of communication in India; security and privacy of personal information; absence of an international legal framework for redressal of customer complaints

References

Agarwala Kamlesh N Internet Banking; Macmillan India Limited 2001

Agarwala Kamlesh N. and Agarwala Deeksha; Bridge to Online Storefront: Macmillan India Ltd, 2001

Agarwala Kamlesh, N. and Agarwala Deeksha; Bulls, Bears and The Mouse: An Introduction to Online Stock Market Trading: Macmillan India Ltd, 2000

Agarwala Kamlesh N. and Agarwala Deeksha; Business on the Net: Introduction to E-Commerce: Macmillan India Ltd, 2001


Schneider,Gary P: Electronic Commerce, Course Technology, Delhi.


Young, Margaret Levine: The Complete Reference to Internet, Tata McGraw Hill, New Delhi.

MEC 2.4 INTERNATIONAL BUSINESS ENVIRONMENT (As MC 2.63)

Objective

This course exposes the student to the environmental dynamics of international business and their impact on international business operations of a firm.

Course Inputs


3. **Regional Economic Co-operation**: Types and rationale of regional economic groups; Theory of customs union; EU, NAFTA, ASEAN, SAFTA and other groupings.

4. **Multinational Corporations**: Conceptual framework of MNCs; MNCs and host and home country relations; Technology transfers – importance and types.

5. **Foreign Exchange Markets**: Determining exchange rates; Fixed and flexible exchange rate system; Participants in the foreign exchange markets; Foreign exchange market - cash and spot exchange market; Exchange rate quotes; LERMS; Factors affecting exchange rates - spot rates, forward exchange rates, forward exchange contracts; Foreign exchange and currency futures; Exchange rate arrangement in India; Overview of FEMA; Exchange dealings and currency possession; Information and communication.

6. **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 external techniques.

7. **Management of Risk in Foreign Exchange Markets**: Forex derivatives - swaps, futures, options and forward contracts.

8. **Foreign Investment**: Capital flows - types and theories of foreign investment; Foreign investment flows and barriers.

9. **Recent Developments in International Business**: Ecological issues; Social aspects; IT and international business.
References

Buckley, Ardin: The Essence of International Money, Prentice Hall of India, New Delhi.
Peter H Lindert: International economics; Richard D. Irwin, Illinois.
MEC 2.5 INTERNATIONAL MARKETING  

(As MC 2.82)

Objective

The objective of this course is to expose students to the conceptual framework of international marketing management.

Course Inputs

1. **Introduction to International Marketing:** Nature and significance; Complexities in international marketing; Transition from domestic to transnational marketing; International market orientation - EPRG framework; International market entry strategies.

2. **International Marketing Environment:** Internal environment; External environment-geographical, demographic, economic, socio-cultural, political and legal environment; Impact of environment on international marketing decisions.

3. **Foreign Market Selection:** Global market segmentation; Selection of foreign markets; International positioning.

4. **Product Decisions:** Product planning for global markets; Standardisation vs. product adaptation; New product development; Management of international brands; Packaging and labelling; Provision of sales related services.

5. **Pricing Decisions:** Environmental influences on pricing decisions; International pricing policies and strategies.

6. **Promotion Decisions:** Complexities and issues; International advertising, personal selling, sales promotion and public relations.

7. **Distribution Channels and Logistics:** Functions and types of channels; Channel selection decisions; Selection of foreign distributors/agents and managing relations with them; International logistics decisions.

8. **International Marketing Planning, Organising and Control:** Issues in international marketing planning; International marketing information system; Organising and controlling; International marketing operations.

9. **Emerging Issues and developments in international marketing:** Ethical and social issues; International marketing of services; Information technology and international marketing; Impact of globalisation; WTO.
References

Czinkota, M.R: International Marketing, Dryden Press, Boston.
Jain, S.C: International Marketing, CBS Publications, New Delhi.
MEC 2.6 INTERNATIONAL FINANCE  (As MIB 3.3)

Objective

This course enables students understand the macro environment in which financial transactions are carried out, and also acquaints them with the problems and techniques of financial management in multinational corporations.

Course Inputs

1. **Introduction to International Financial System**: Brettonwood conference and afterwards; European monetary system.

2. **International Financial Markets and Instruments**: International capital and money market instruments and their salient features; Integration of financial markets and approach; Arbitrage opportunities; Role of financial intermediaries.

3. **International Money Market Instruments and Institutions**: GDRs, ADRs, IDR, Euro Bonds, Euro Loans, Repos, CPs, derivatives, floating rate instruments, loan syndication and Euro deposits; IMF, IBRD, Development Banks.

4. **Multinational Financial Management**: Complexities and issues in managing financial function in an international firm.

5. **Multinational Working Capital Management**: Cash, receivable and inventory; Management of short term overseas financing sources.

6. **Foreign Investment and Financing Decisions**: Capital budgeting for multinational corporations; International financing sources and financial structure; Cost of capital for overseas investment.

7. **International Portfolio Management and Diversification**: Portfolio investment: Benefits of international portfolio investment; Spreading risk; International CAPM; International diversification.

8. **International Accounting and Reporting**: Foreign currency translation; Multinational transfer pricing and performance measurement; Consolidated financial reporting.

References


Buckley, Adrian: Multinational Finance, Prentice Hall of India, New Delhi.

MEC 2.7 INFORMATION TECHNOLOGY IN BUSINESS

Objective

The objective of the course is to familiarise students with the innovations in information technology and how it will affect conduct of businesses.

Course Contents

1. Information Revolution and Information Technology Deployment of IT in Business:
   Basic features of inventions in information technology, changes brought about in business environment; Its effects on social fabric, businesses and environment; Invention of writing; written books; printing press and movable type – Gutenberg’s invention; radio, telephone, wireless and satellite communication; computing, and dissemination of information and knowledge and convergence of technologies (the Internet with the Wireless – WAP).

2. Electronic Data Interchange (EDI): EDI –Concept, basics, and standards; EDI in action; Financial EDI (FEDI); FEDI for international trade transaction; Applications of EDI in India in the financial sector and government and the World; Benefits of EDI; Future of EDI in India and the World.

3. The Internet and its Basic Concepts: Internet –introduction, evaluation, and development in India and the world; The technological foundation of the Internet; Distributed Computing; Client-Server computing; Internet Protocol Suite; Application of Distributed Computing; Internet Protocol Suite in the Internet environment; Domain Name System (DNS) Domain Name Service (DNS); Generic top-level domain (gTLD). Country code top-level domain (ccTLD); India: Allocation of second-level domains; IP Addresses; Internet Protocol; Applications of Internet in business, education, governance etc.

4. The Mechanism of the Internet and Internet Enabled Services: Distributed computing; Client-Server computing; Internet Protocol suite; Protocol Stack; Open System Interconnection Reference Model (OSIRM) based on the International Organisation for Standardisation (ISO) (Application Layer; Presentation Layer; Session Layer; Transport Layer; Network Layer, Data Link Layer; and Physical Layer); TCP/IP protocol suite model; Mechanism of transmitting the message across the Network and function of each layer; Processing of data at the destination; Mechanism to log onto the network; Mechanism of sending and receiving email; Electronic Mail (E-mail); Usenet & Newsgroup; File Transfer protocol (FTP); Telnet, Finger; Internet Chat (IRC); Frequently Asked Questions (FAQ); The World Wide Web Consortium (W3C): Concept and evolution; Standardising the Web; W3C Members; W3C recommendations; Browsing and Searching; Browsing and Information retrieval.
5. **Exploring World Wide Web:** Exploring the World Wide Web; Architecture of World Wide Web; Hyperlink; Hypertext Mark-up Language (HTML); Hypertext Transfer Protocol (HTTP); Address: URL; Working of WWW; Web Standards; Introduction to HTML, HTML Versions; Naming Scheme for HTML Documents; HTML Editor; Explanation of the Structure of the homepage; Elements in HTML Documents; XHTML, CSS, Extensible Style sheet Language (SXL); Tips for designing web pages.

6. **Security of Data/Information:** Security: Network Security; PINA Factor (Privacy; Integrity; Non-Repudiation; Authentication); SSL; Encryption; Digital Signature; Digital Certificate; Server Security: Firewall; Password; Biometrics; Payment Security; Virus Protection; Hacking.

7. **Web Browsing and Search Engines:** Browsers; Basic Functions of Web Browsers; Browsers with advanced facility; Internet Explorer; Netscape Navigator/Communicator; Directory; General features of the search engines; Different Search Engine; Approaches to website selection; Major Search Engines; Specialized search; engines; Popular search engines/directories; Guidelines for effective searching; A general Approach to searching.

**References**

Agarwala Kamlesh. N. and Agarwala Deeksha; Business on the Net: Introduction to E-Commerce: Macmillan India, New Delhi.

Agarwala Kamlesh. N. and Agarwala Deeksha; Bridge to Online Storefront: Macmillan India, New Delhi.

Agarwala Kamlesh N; Internet Banking Macmillan India, New Delhi.


Austin; Using the Internet, Macmillan India, New Delhi.


Douglas E. Comer; Computer Networks and Internets: Pearson Education Asia.


Kanter; Managing with Information : Prentice Hall India, New Delhi.


Tiwari Murli D. Education and E-Governance: Macmillan India, New Delhi.


MEC 3.1 OPERATIONS RESEARCH  
(As MFC 3.1)

Objective

This course aims at developing an understanding of the application of operations research techniques to business and industry.

Course Inputs

1. **Operations Research**: Concept and significance of operations research; Evolution of operations research; Steps in designing operations research studies; Operations research models.

2. **Linear Programming and its Applications**: Graphic method and simplex method; Duality problem; Transportation problem; Assignment problem.

3. **Introduction to Other Types of Programming**: Goal programming; Integer programming; Dynamic programming; Non-linear programming (introductory only).

4. **Waiting Line Models**: Waiters and services; Mathematical distribution of queues; Basic models of queuing theory and applications.

5. **Inventory Control**: Deterministic models and probabilistic models.

6. **Game Theory**: Zero sum game; Pure and mix strategies; Criteria of sharing strategies.

7. **Simulation**: Application of simulation techniques; Monte-Carlo approach.

8. **Net-Work Analysis**: Introduction to PERT and CPM; Application areas of PERT and CPM.

References


MEC 3.2 DATABASE MANAGEMENT AND INFORMATION TECHNOLOGY

Objective

This course aims at providing an understanding of the database management and IT related management issues.

Course Inputs

1. Database Systems & Design: Overview of Database Management; Storage and file organization; Index structure entity-relationship model; An architecture of database system: Relational model; Relational operators; Functional dependencies & normalization; SQL: A relational database language transaction processing concepts; Concurrency control.

2. Security and Data Warehousing: Recovery system; Database security/authorization; Distributed database; Object oriented database; Network model; Hierarchical model; Data warehouse: Environment & design; Data warehousing & technology, Web-enabled data warehouse

3. Application of Database Management: Data mining process; Management applications of data mining; Spatial, geographic & multimedia database; New applications: Distributed IS & World Wide Web linkages.

4. Emergence of IT Applications in Business: IT for competitive advantage, internal effectiveness and inter-organizational linkage; Advances in database, data communication, application development, knowledge-based and multi-media technologies.

5. Management and Planning of IT Applications: (CSFs, Scenario analysis, Linkage analysis, Enterprise modelling); Strategy formulation techniques; Nolan's stage model and revised models; IT investment decisions; Methods for evaluating IT effectiveness; IT-enabled business process redesign.

6. Management and Organisation: Relating IT to organisational leadership, culture, structure, policy and strategy; Programmer productivity. Managing legacy systems; Evaluating centralisation - decentralisation issues; IT-forecasting.

References

Date C.J.; An Introduction to Database Concepts, Addison Wesley, Massachusetts
Desai Bipin; An Introduction to Database System, Galgotia Publications, New Delhi
Elmasri and Nawathe; Fundamentals of Database System, Perason Education Asia.
Garcia-Molina, Hector; Ullman Jeffrey D; Widom Jennifer: Database System Implementation; Persason Education Asia.

Inmon W.H.; Building Data Warehouse, John Wiley, II Ed.

Jack Woodall, Deborah K. Rebuck, Frank Voehl; Total quality in information systems and technology, St. Lucie Press, Delray Beach, Fla.

Jerry N. Luftman; Competing in the information age : strategic alignment in practice, Oxford University Press, New York

John G. Sifonis and Beverly Goldberg; Corporation on a tightrope : balancing leadership, governance, and technology in an age of complexity, Oxford University Press, New York


Kanungo, S.; Making Information Technology Work, Sage Publications, New Delhi


Maltra, Amit; Building a corporate Internet strategy : the IT manager's guide,: VNR, New York

McFadden; Hoffer and Prescott; Modern Database Management; Addison Wesley, Massachusetts.

Melissa Cook; Building enterprise information architectures : reengineering information systems, Upper Saddle River, : Prentice Hall, New Jersey.

Mike L. Carroll, with contributions from W. Scott Downs; Cyber Strategies : how to build an Internet-based information system,: Van Nostrand Reinhold, New York


Stefan Kim and Greg O'Hare (Eds.); Co-operative knowledge processing : the key technology for intelligent organisations, Springer ,New York.
MEC 3.3 INTERNET AND WEB DESIGNING

Objective

This course aims at familiarising students with the environment conducive for web-publishing and developing programming skills thereof web-publishing.

Course Inputs

1. **Introduction to WWW**: Evolution and basic features of www, the concept of web-site and browsers, introduction to www servers, HTTP, and concept of URL

2. **File Transfer Protocol**: Introduction to FTP, Business applications of FTP, public domain software, types of FTP servers (including anonymous) FTP clients, common FTP commands.

3. **Web-Browsers**: Basic features, bookmarks, history progress indicators, customising browsers, saving and printing web-pages and forms, saving web pages, Searching and downloading information from web-sites; Netscape communicator; Internet Explorer

4. **Introduction to Web-Publishing**: Web-publishing technologies, Components of a web-site, applications of each components in business, Features of a smart web-site, process of planning for development of an effective web-site; Domain name selection; Selecting host for web-site, maintaining a web-site, web-publishing tools.

5. **Using HTML for Web-designing**: Evolution and generations of HTML, elements of a HTML document, header elements, section headings, block-oriented elements, lists, inline elements, visual mark-up, hypertext links, Uniform Resource Locators (URLs); Images, forms, tables, special characters.

6. **Designing Web sites/WebPages**: The concept and usual components of a home page, anchor tag, hyperlinks, features of an effective home page, alternative home page design formats; Head and body sections -header section, title, prologue, links, comment lines, aligning headings, horizontal rule, paragraph, tab settings, types and embedding of images and pictures, ordered and unordered lists, nested lists; Table creation and handling- Tables creation in HTML, defining width of table and cells, cells spanning multiple row/columns, colouring cells, column specification.

7. **DHTML and Style Sheets**: Defining styles, elements of styles, linking a style sheet to an HTML document, in-line style sheets, external style sheets, internal style sheets, multiple styles
8. **Frames and Forms**: Frameset definition, frame definition, nested framesets, concept and purpose of form, action attribute, method attribute, enctype attribute, drop down list

9. **Search Engines and Internet Security**: Concept and technology of search engines, popular search engines, registering a web-site on search engines, overview of Internet security threats, Firewalls, Introduction to AAA.

10. **Interactivity Tools**: CGI, Active X, VB Script, JAVA script and JAVA.

**References**

Comer, Douglas: The Internet Book - Prentice Hall, New York.


MEC 3.4 SERVICES MARKETING AND CUSTOMER RELATIONSHIP MANAGEMENT

(As MM 3.4)

Objective

This course acquaints students with the basic issues in services marketing and customer relationship management.

Course Inputs

A) Services Marketing (weightage 45 marks)

1. Importance of Services Sector: Nature and types of services; Difference between services and goods marketing; Services marketing triangle.

2. Environment for Services Marketing: Macro and micro environments; Understanding service customers – models of service consumer behaviour; Customer expectations and perception; Service quality and GAP model.


4. Services Marketing Mix: Need for expanded marketing mix; Planning for service offer; Pricing, promotion and distribution of services; Management of people, process and physical evidence; Matching of demand for and supply of services.

5. Service Marketing Applications: Marketing of financial, hospitality, hospital, tourism and educational services; International marketing of services and GATS.

B) Customer Relationship Management (weightage 25 marks)

1. Relationship Marketing: Meaning, nature, and scope; Types of relational exchanges; Reasons for relationship marketing – firm and customer perspectives.

2. Relationship Development Process: Attributes and determinants of relational exchanges; Networking – nature, role and mechanism.

3. Developing and Managing Relationships: Customer selection; Relationship strategies; Implementing CRM; Mistakes in implementing CRM; Role of information technology in relationship building - e-CRM.
References

Christopher, H. Lovelock: Service Marketing; Prentice Hall, New Jersey.
MEC 3.5 NETWORK INFRASTRUCTURE AND PAYMENT SYSTEM

Objective

This course aims at providing in-depth knowledge of network security, difference between payment system in the physical and cyber space, and adaptation of the existing payment system for goods and services across the Internet.

Course Inputs

1. **Security of information/Data in web-enabled environment:** Dimensions of the security of information/data; Client security; Security of data communicated between web browsers and the web servers; Network security; Security of data communicated between the web site, the business processes, certification authority, banks and financial institutions; Unauthorised intrusion, virus and hacking; Privacy, Integrity, Non-repudiation and Authenticity of information/data (PINApp factor)

2. **Client Security and Security of data (communicated between web browsers and the web servers):** Validation of client’s access code; Protocols: Secure Socket layer (SSL), Secure Hypertext Transfer protocol (SHTTP), encryption, digital signature (DS), digital certificate; Certification authority; Current status of digital signature, digital certificate (DC) and digital certification (DC); Current status of DS, DC and DA in India; Using these for International transactions

3. **Security Methods:** Firewall, data network sabotage or denial of services, virus and protection, hacking; Protection to business- insurance cover against hacking an information lost due to virus, status of this cover in India

4. **Payment System in Business-to-Consumer (B2C) E-Commerce Credit Card System:** Card brand (American Express, MasterCard and Visa); Card issuer, acquirer, merchant and cardholder; System operations and transaction settlement; Adoption of this system to e-commerce environment; Problems faced by the cardholders and merchants against unauthorised use; Procedure of enrolment as a merchant with the credit card companies; Reasons for low utilisation of credit cards in India for e-commerce transactions

5. **Payment Systems-B2C E-commerce-New Generation Payment Systems and Other Options:** Debit cards based online Electronic Funds Transfer (ETC); Electronic cash; Cyber cash; E-cheques; Smart cards; Encrypted credit cards; Cash-on-delivery

6. **Emerging B2C E-commerce Payment Systems in India:** Need for new payment options; Electronic Bill Presentment and payment (EBPP) based on Electronic Clearing Service of Reserve bank of India; Online web-based payment services (ICICI Bank, HDFC
Bank, Global Trust Bank, Citi Bank; Prepaid cards introduced by Fab Mart India; Green Card and such initiatives

7. **Payment System B2B E-commerce**: International financial market; FDI; Global- Society for World Wide Financial Telecommunications (SWIFT); US –Fed Wire Funds Transfer System; Clearing House Inter-Bank Payment System (CHIPS); Automated Clearing House (ACH); UK –Clearing House Automated Payment System; (CHAPS); GIRO; India – Reserve Bank of India Network (RBI.NET); The Inter Bank Electronic Funds Transfer System (EFT); Banking Network (BANKNET) and Indian Financial Network (INFINET) developed by Institute for Development and Research in Banking Technology (IDBRT); Post-paid payment system.

**References**

Agarwala Kamlesh. N. and Agarwala Deeksha; Business on the Net: Introduction to E-Commerce: Macmillan India, New Delhi.

Agarwala Kamlesh. N. and Agarwala Deeksha; Fatal Click: What to do when viruses seizes your computers Macmillan India, New Delhi.

Agarwala Kamlesh N; Internet Banking, Macmillan India, New Delhi.


MEC 3.6 BUSINESS MODELS FOR E-COMMERCE

Objective

This course provides an in-depth knowledge of the emerging business models which help analyse options available in the working environment, especially in the Indian context.

Course Inputs

1. **Brick-and-Mortar Models and Emerging Business Models**: [E-commerce brought in a number of business models. These business models were based on the existing brick-and-mortar models] Retail model: Vendors or products are aggregated to facilitate transactions for buyers; Media model: A company aggregates audiences to generate revenue from third parties, such as advertisers; Advisory model: An expert offers consumer’s unbiased advice for a fee; Made-to-order manufacturing model: A business manufactures customized products, in one-time production runs; Do-it-yourself model: A business provides for or facilitates consumer self-service; Information service model: A business collects, processes, and sells information. These business models are being integrated into new hybrid models. The permutation and combinations are still being worked out.

2. **Internet or Click-to-Click Model**: A business entity which does not have a brick-and-mortar establishment; Retail model- amazon.com (US) and fabmart.com (India); Auction; Travel; Entertainment, etc. (Students should be encouraged to deliberate on the current models in the global and Indian environment and evolve a model for a new dotcom enterprise).

3. **Brick-to-Click Model**: Reasons which requires an existing brick-and-mortar business to offer its products and services online to the consumers; Case study of major initiatives in world and India should be discussed with the students; For example: Indian Railway is working on a proposal to issue tickets through ATM’s. (This will be one of the largest B2C applications in India).

4. **Emerging Hybrid Models**: An analysis of models emerging in India be discussed and analysed. (Examples of a few hybrid models are given below)

5. **Emerging E-Commerce Models in India**: Indian businesses are launching their e-commerce initiatives after adapting US models to suit the Indian environment. These models include, for example, ITC, BPCL, Tata, Banks and Financial institutions.

6. **A few examples are given below:**
7. In international business development of ITC a convergence of their core competencies has been initiated. This has evolved their web-based IT initiative called the ‘e-choupal’ at village level where they procure their raw material Soya beans; aqua products and coffee. Farmer is able to get all the information required for cultivation and marketing the produce through a web site locate in the village. ITC has integrated this with their international marketing network. This is an interesting model: B2C integrated with B2B.

8. BPCL plans to use its properties (petrol stations) to provide outlets to click-to-click e-commerce businesses to deliver their goods. A third party delivery outsourcing.

9. Tata has integrated its hotel properties worldwide for an efficient customer care and containment of its operating cost through integration of backend with the customer interface.

10. **Online Internet Trading:** Five different models are emerging

11. **Online Banking:** Different models are emerging. ICICI Bank and HDFC Bank are offering a full range of online services to their retail customers.

**References**

Agarwala Kamlesh. N. and Agarwala Deeksha; Bridge to Online Storefront: Macmillan India, New Delhi.

Agarwala Kamlesh. N; Internet Banking, Macmillan India, New Delhi.


MEC 3.7 TRAINING REPORT AND PRESENTATION

Each student shall undergo summer training for 6-8 weeks at the end of second semester and shall be required to submit a Training Report and present the same in the form of class seminar, at the beginning of the third semester for evaluation, each carrying 50 marks.
MEC 4.1 STRATEGIC MANAGEMENT  
(As MC 2.4)

Objective

The objective of this course is to enhance the decision making abilities of students in situations of uncertainty in a dynamic business environment.

Course Inputs

1. **Concept of Strategy**: Defining strategy, levels at which strategy operates; Approaches to strategic decision making; Mission and purpose, objectives and goals; Strategic business unit (SBU); Functional level strategies.

2. **Environmental Analysis and Diagnosis**: Concept of environment and its components; Environment scanning and appraisal; Organisational appraisal; Strategic advantage analysis and diagnosis; SWOT analysis.

3. **Strategy Formulation and Choice of Alternatives**: Strategies- modernisation, diversification, integration; Merger, take-over and joint strategies; Turnaround, divestment and liquidation strategies; Process of strategic choice- industry, competitor and SWOT analysis; Factors affecting strategic choice; Generic competitive strategies- cost leadership, differentiation, focus, value chain analysis, bench marking, service blue printing.

4. **Functional Strategies**: Marketing, production/ operations and R&D plans and policies.

5. **Functional Strategies**: Personnel and financial plans and policies.

6. **Strategy Implementation**: Inter-relationship between formulation and implementation; Issues in strategy implementation; Resource allocation.

7. **Strategy and Structure**: Structural considerations, structures for strategies; Organisational design and change.

8. **Strategy Evaluation**: Overview of strategic evaluation; Strategic control; Techniques of strategic evaluation and control.

9. **Global Issues in Strategic Management**

References


Coulter, Mary K: Strategic Management in Action, Prentice Hall, New Jersey.

David, Fred R: Strategic Management, Prentice Hall, New Jersey.


Kazmi, Azhar: Business Policy, Tata McGraw Hill, Delhi
MEC 4.2 On-Line Marketing And E-CRM

Objective

The objective of this course is to enable students understand the conceptual framework of e-CRM, marketing, and advertising in the e-commerce environment.

Course Inputs

1. **Introduction**: Nature and scope of advertising and marketing and its importance as a business function; The traditional view of advertising and marketing; Customer relationship management; concept of e-marketing; E-CRM and advertising.

2. **Web-Based Marketing Strategies**: Designing parameters of online web storefront to get customers and retain them; Building trust and loyalty.

3. **Dimensions of Online Marketing**: Building links to other websites-banner links, directory advertising; Building links with other people; Ranking and position in search engines and listing in search directories; Using other media for advertising; Case studies.

4. **E-CRM**: E-CRM—integration of e-commerce customer interface with other business processes; E-CRM communication interface with the customer-chat/browser e-mail, multi-lingual and multi-currency support, etc.; CRM applications—contents management, customer and marketing automation.

References

Agarwala Kamlash. N, Agarwala Prateek A; e-CRM: Macmillan India, New Delhi.


McDonald; e-Marketing: Improving Marketing Effectiveness in a Digital World: Addison-Wesley (Low Price Edition), Massachusetts.

Kotlar Philip and Armstrong Gary: Marketing; An Introduction, Pearson Education Asia (Low Price Edition).

MEC 4.3 ACCOUNTING INFORMATION SYSTEM

Objective

This course offers the needed information system knowledge required by accountants to be incorporated in the computer based accounting system.

Course Inputs

1. **Accounting and Systems Concepts:** A model for processing accounting information; Managerial accounting systems; Financial reporting and responsibility accounting; System approach and accounting sub-system; System tools – flow charting, entity-relationship diagram, data flow diagram, structured charts and decision tables; Project management tools.

2. **Developing Accounting Systems:** Qualities of successful accounting system; System Development life Cycle (SDLC); Rapid Application Development (RAD); Object oriented development (OOD); Auditors involvement in system design; Systems analysis; Determining economic feasibility; Requirement analysis; System specification and design; Implementation and review.

3. **Technology:** Hardware and software requirements; Database management organisation.

4. **Controls:** Control environment; Risk assessment; Monitoring; Illegal/ corrupt practices and control Mechanisms; Security of data; Integrity and access control; Data centre operation control and application control; Evaluating security and auditors responsibility.

5. **Processing Accounting Transactions:** Accounting transaction cycles; Economic events; Revenue cycle applications - documents, records and reports; Expenditure cycle applications; Conversion cycle applications – inventory system transactions, cost accounting transactions and reports, payroll transactions, non-accounting applications (PPC, MRP, JIT systems); Financial cycle applications - controls for debt-equity transactions, property systems transactions, journal entry and financial reporting systems, recording depreciation, responsibility accounting.

6. **Accounting of Dotcom Companies:** Guidelines of Institute of Chartered Accountants of India and Securities Exchange Board of India (SEBI).

References

W.M.Liao and J.L. Boockholdt, Cost Accounting for Managerial Planning, Decision Making and Control, Houston: Dame.
H.M. Sollenberger, Management Control of Information Systems Development, Montvale, Institute of Management Accountants, New Jersey.
MEC 4.4 MANAGEMENT INFORMATION SYSTEM  
(As MFC 4.4)

Objective

The objective of the course is to develop an understanding of the structure and role of management information systems in business.

Course Inputs

1. **Introduction:** Concept, evolution and meaning of MIS; Goals of MIS; Information system for competitive advantage; Systems approach to problem solving; Challenges in the development of MIS, MIS function in an organisation.

2. **Information and Managerial Effectiveness:** Information as a corporate resource, pervasiveness of information, types of information - operational, tactical and strategic; Levels of management and information needs of management; Process of generation of information; Quality of information; Information systems for finance, marketing, manufacturing, research and development and human resource areas.

3. **Information Systems:** Information systems and their role in business systems, changing role of information systems, users of information systems; Types of information systems - transaction processing systems, MIS decision support systems, executive support system; Enterprise Resource Planning (ERP) system, geographical information system, business expert system, etc; Procurement options and outsourcing information system services.

4. **System Development Life Cycle:** Sequential Process of software development; Computer Aided Software Engineering (CASE); Tools and the modular approach to software development; Information system audit.

5. **Development and Management of Data Bases:** Relational databases; Data Base Management Systems (DBMS) and their components; Concept of entity and relationships; Data dictionary, SQL and other related concepts in DBMS; Normalisation process.

6. **Data Communication and Networking:** Uses of computer networks, types of networks, network topologies; Network media and hardware; Data communication over telephone; Intranets and collaborative processing.

7. **Implementation, Evaluation and Maintenance of System:** Methods and steps in implementation of system; Approaches and process of evaluating MIS.

8. **Security Issues Relating to Information Systems:** Threats to information systems; Vulnerability, risk and control measures.
References


Charles S. Parker: Understanding Networking and the Internet, Dryden Press.


MEC 4.5 INTERNATIONAL BUSINESS LAWS AND TAXATION  (As MIB 4.5)

Objective
This course enables students to be familiar with the legal dimensions of international business and strategies compatible with laws and treaties governing international business operations.

Course Inputs
1. **Legal Framework of International Business**: Nature and complexities; Code and common laws and their implications to business; International business contract - legal provisions; Payment terms; International sales agreements; Rights and duties of agents and distributors.
2. **Enforcement and Settlement**: Enforcement of contracts and dispute settlement; International commercial arbitration.
3. **Regulatory Framework of WTO**: Basic principles and charter of GATT/WTO; GATT/WTO provisions relating to preferential treatment of developing countries; Regional groupings, subsidies, technical standards, antidumping duties and other non-tariff barriers, custom valuation and dispute settlement; Implications of WTO to important sectors – GATS, TRIPs and TRIMs.
4. **Regulations and Treaties Relating to**: Licensing; Franchising; Joint Ventures, Patents and trade marks; Technology transfer, Telecommunications.
5. **Regulatory Framework Relating to** Electronic Commerce.
6. **International Business Taxation and Treaties**.
7. **Indian Laws and Regulations Governing International Business Transactions**: FEMA; Taxation of foreign income; Foreign investments; Setting up offices and branches abroad; Restrictions on trade in endangered species and other commodities.

References
Daniels, John, Ernest W. Ogram and Lee H. Redebungh: International Business. Environments and operations.
GATT/WTO, various publications.
Handbook of Import- Export Procedures, Govt. of India.,
Journal of World Trade Law.
Schmothoff C.R: Export Trade- The Law and Practice of International Trade,
Kapoor ND: Commercial Law; Sultan Chand & Co., New Delhi.
MEC 4.6 LEGAL SECURITY AND OTHER ISSUES IN E-COMMERCE

Objective

The objective of this course is to create awareness among the student about the implications of laws, regulations, and security aspects on the conduct of business through e-commerce.

Course Inputs

1. **Legal Framework – General**: Shrink-wrap-contracts, laws relating to online contracts; Jurisdiction of the owner website; Domain name- strategy of holding certain names, legal issues, registration scheme-or scam, dispute and its resolution; Trademark- purpose, rights infringement, protection, dilution, registration; Copyright- purpose, registration; Copyright vs trademark; Trademark and domain name; Jurisdictions, domain name, trademark and copyright; Current global and Indian scenario.

2. **Legal Framework**: Consumer privacy, consumer protection and security; IT Act 2000

3. **Legal Issues**: Jurisdiction, export and Import regulations, intellectual property rights (IPR), cryptography and security, contracts, cross-border transactions, content, consumer protection, copyright and trademark, ethical issue resolution; Taxation and accounting; Current status of implementation in India and world.

4. **Security**: Copyright protection techniques; Principles of competitor monitoring; Competitor intelligence and its role in new product development; Security monitoring services; Firewall and other hardware and software considerations; Viruses and electronic sabotage.

5. **Security Considerations**: Copyright protection techniques, policy and procedures (SOP), encryption, security of sending and receiving messages, and data, electronic sabotage, hacking vulnerabilities, viruses, wireless security issues, cookies, national government involvement in Internet crime and e-business security.

6. **Market Access and Technology**: Language; Content translation into local language; Telecommunication infrastructure, bandwidth requirements and availability, development of a global standard on technology development and electronic transmission

7. **International Trade, Commercial Issues and Payment System**: Customs, taxation; Insurance; Electronic payment system, multiple currency transactions, adoption of uniform commercial code similar to the UCC

8. **International Agencies**: Role of International agencies involved in addressing these issues and their future initiatives; United Nation Commission in International Law (UNCITRAL) OECD, World Trade Organisation (WTO), Federal Trade Commission (FTC),

9. **Future Issues**: Privacy and confidentiality; Security; Redressal; Integration of the existing systems; Human resource availability and development; Security of the networks; Management of change; Multi-cultural implications; Payment systems; Technology; Integration with other communication media.

**References**

GATT / WTO, various publications.
Journal of World Trade Law
MEC 4.7 PROJECT REPORT AND VIVA VOCE

Every student shall have an appropriate topic selected for doing Project Report at the beginning of the third semester and shall submit the same and face a viva voce at the end of fourth semester for evaluation, each carrying 50 marks.
DIPLOMA PROGRAM STRUCTURE

SECTION V

1. DIPLOMA IN INSURANCE BUSINESS (DIB)
2. DIPLOMA IN COMPUTER-BASED ACCOUNTING (DCBA)
3. DIPLOMA IN TAXATION (DIT)
4. DIPLOMA IN BUSINESS STATISTICS & COMPUTER APPLICATIONS (DBSCA)
5. DIPLOMA IN COST ACCOUNTING (DCAC)
6. DIPLOMA IN INVENTORY AND STORE ACCOUNTING (DISA)
7. DIPLOMA IN BANKING AND FINANCE (DBF)
8. DIPLOMA IN INTERNATIONAL BUSINESS (DINB)
9. DIPLOMA IN FINANCIAL SERVICES (DFS)

i) All diplomas here suggested are post-graduate (diploma) programs and are proposed to be run in the annual scheme

ii) Unless otherwise decided, each individual course carries a weightage of 100 marks.
CHAPTER XII

DIPLOMA IN INSURANCE BUSINESS (DIB)

Course Structure
DIB 1.1  Principles of Life Insurance
DIB 1.2  Fire & Marine Insurance
DIB 1.3  Property and Liability Insurance
DIB 1.4  Insurance Finance and Administration
DIPLOMA IN INSURANCE BUSINESS (DIB)

COURSE INPUT DETAILS

DIB 1.1 PRINCIPLES OF LIFE INSURANCE

Objective

To provide an understanding of the principles of life insurance and their relevance.

Course Inputs

1. **Introduction**: Need for security against economic difficulties, risk and uncertainty; Individual life insurance – nature and uses of life insurance; Life insurance as a collateral, as a measure of financing business continuation, as protection of property, and as a measure of investment.

2. **Life Insurance Contract**: Distinguishing characteristics; Utmost good faith; Insurable interest; Caveat emptor; Unilateral and allegory nature of contract; Proposal and application form; Warranties; Medical examination; Policy construction and delivery; Policy provision; Lapse; Revival; Surrender value; Paid-up policies; Maturity, nomination, and assignment; Suicide and payment of insured amount; Loan to policy holders.

3. **Life Insurance Risk**: Factors governing sum assured; Methods of calculating economic risk in life insurance proposal; Measurement of risk and mortality tables. Calculation of premium; Treatment of sub-standard risks; Life insurance fund; Valuation and investment of surplus; Payment of bonus.

4. **Life Insurance Policies**: Applications in different situations; Important life insurance policies; Life insurance annuities; Important legal provisions and judicial pronouncements in India.

5. **Life Insurance Salesmanship**: Rules of agency; Essential qualities of an ideal insurance salesman; Rules to canvas business from prospective customers; After-sale service to policy holders.
References


Life Insurance Corporation Act, 1956, G.O.I.

Gupta, O.S.: Life Insurance, Frank Brothers, New Delhi.


DIB 1.2 FIRE AND MARINE INSURANCE

Objective

To give exposure to the provisions of fire and marine insurance and their increasing importance.

Course Inputs

1. Fire Insurance Contract: Origin of fire insurance; Its nature, risks, hazards, and indemnity; Legal basis, stipulation, and conditions; Contracts; Full disclosure of material facts; Inspection and termination of coverage.

2. Fire Insurance Policies: Issue and renewal of policies; Different kinds; Risks covered; Recovery of claims; Insurer's option; Ex-gratia payment and subrogation; Policy conditions; Hazards not covered; Contribution and average; Re-insurance, double insurance, and excess insurance. Types of fire protection policies.

3. Marine Insurance Contract: Origin and growth; History of Lloyds; Evaluation of marine insurance business in India; Basic elements –insurable interest, utmost good faith, implied warranties; Policy document; Types of marine insurance contract –freight, cargo and vessel; Procedure for obtaining marine protection policy; Marine policies and conditions; Nature of coastal marine

4. Marine Losses: Total loss, partial loss, particular average loss, and general average loss; Preparation of loss statement; Payment of marine losses –requirement of the insured, documents needed, procedure for presentation of claim; Valuation of loss salvage; Limits of liability; Attachment and termination of risk.

5. General Insurance Corporation and Other Insurance Institutions: Working of GIC in India, Types of risks assumed and specific policies issued by ECGC and private sector insurers.

References


DIB 1.3 PROPERTY AND LIABILITY INSURANCE

Objective
To provide an understanding of the need and significance of such insurance and their modus operandi.

Course Inputs
1. **Introduction**: Risk and insurance; Insurable and non-insurable risks; Nature of property and liability insurance, Crop and cattle insurance; Types of liability insurance; Reinsurance.

2. **Basic Concepts of Liability Insurance**: a) Basic concepts – Specific and all risk insurance; Valuation of risk; Indemnity contracts and specific value contracts; Average and contribution; Excess and short insurance careers. b) Liability insurance – Procedure for obtaining liability insurance; Legal position of insurance agent; Construction and issue of policy; Records of liability insurance; Policy conditions.

3. **Types of Liability Insurance Policy**: Dwelling property losses; Business interruption and related losses; Theft insurance contracts; Budgetary covers; Auto insurance; Medical benefit insurance; Dishonesty, disappearance, and destruction insurance; Personal and residential insurance; Boiler machinery insurance; Commercial enterprises and industrial property insurance.

4. **Insurance Problems of Institutions**: Insurance problems of educational and religious institutions – hospitals, clubs, and associations; Professional package contracts; Errors and omissions insurance; Professional liability insurance; Accounts liability insurance; Limits on amount of insurance. Marketing and underwriting of liability insurance; Finance of liability insurance.

5. **Adjustment of Losses and Claims Compensation**: Nature of losses and their adjustment; Procedure of adjustment; Functions of adjuster; Responsibilities of adjusters; Survey of losses; Procedure for preparing claims statements; Documents in use in claim settlement; Requirements of the insured in the event of loss; Apportionment and loss valuation; Statutory control over liability insurance in India; Liability policies issued by the insurers.

References


DIB 1.4

Objective

To provide an understanding of the process of administering insurance finance.

Course Inputs

1. **Introduction:** Law of probability; Forecast of future events; Construction of mortality tables; Mortality tables for annuities.

2. **Premium Determination:** Basic factors; Use of mortality tables in premium determination; Interest, compound interest functions; Net and gross premium; Mode of periodical premium payment; Mode of claim payment; Benefit to be provided; Mode of loading for expenses; Gross premium – general considerations, insurer’s expenses; Margin adjusting; Premium for term insurance; Temporary insurance; Endowment insurance; Level and natural premium plan; Premium calculation for annuities, life and other policies; Elementary study of acturial valuation.

3. **Reserves and Surplus:** Nature, origin, and importance of reserves and funds in life and property insurance; Retrospective and prospective reserve computation; Statutory regulation of reserves; Nature of surrender value; Concept and calculation of surrender value; Standard non-forfeiture law; Non-forfeiture value; Reduced paid up values; Settlement options; Automatic premium loan; Nature and source of insurance surplus; Special form of surplus; Distribution of surpluses – extra dividend, residuary dividend; Investment of surplus and reserves – basic principles. Investment policy of LIC and GIC in India as specific cases.

4. **Administration:** Present administrative set up of General Insurance Corporation of India, Life Insurance Corporation of India, Provident Fund Societies, and other organizations doing insurance business; Establishment and control of branches; Machinery for decision making used by insurance organizations; Statutory administrative provisions,

5. **Legislation:** Detailed study of Life Insurance Corporation of India Act, 1956, General Insurance Corporation of India Act, 1976, Export Credit and Guarantee Corporation Act – with particular reference to Life fund, other insurance funds, annual and periodical valuation of surplus bonus to anticipating policies; Investment regulations; Agency rules; Performance evaluation; A brief study of Indian Insurance Act, 1938; Role of Insurance Development and Regulatory Authority (IRDA) of India.
References


Study of LIC Act and other relevant Acts & IRDA

Vinayakam, N., M. Radhasamy and S.V. Vasudevan: Insurance – Principles and Practice, S. Chand & Co. Ltd., New Delhi

CHAPTER XIII

DIPLOMA IN COMPUTER BASED ACCOUNTING (DCBA)

Course Structure

DCBA 2.1  Computer and its Applications
DCBA 2.2  Computer Languages and Programming
DCBA 2.3  Financial and Cost Accounting
DCBA 2.4  Management Accounting with Computers
DIPLOMA IN COMPUTER BASED ACCOUNTING (DCBA)

COURSE INPUT DETAILS

DCBA 2.1 Computer And Its Applications

Objective

To familiarize students with the basics of computers and their general applications,

Course Inputs

1. **Basics of Computer and Data Representation**: Representation of characters and integers; Number systems – binary, octal, decimal, hexadecimal, and their conversions; Input-output units.

2. **Computer Memory**: Physical devices to construct memories; Processor; Binary arithmetic; Binary addition, subtraction, multiplication, and division; Floating point representation and integer representation.

3. **Computer Languages**: Assembly and high level languages; Batch multi-programming; Time sharing and on-time and real-time operating systems.

4. **Computers – Generation and Classification**: Computers and communications; Computer graphics; Display technologies and display devices.

5. **Computer Applications** in business, industry, space technology, and public utilities; Social issues in computer applications.

6. **ERP concept and its uses**.

References


DCBA 2.2 COMPUTER LANGUAGES AND PROGRAMMING

Objective

To provide elementary exposure to popular computer languages and programming.

Course Inputs

1. Flow Charting and Algorithm Programming using C.
2. Basic knowledge of following languages with suitable packages:
   i) Languages C, C++
   ii) Packages Oracle, D2K
3. Elementary ideas of programming on the basis of C, Oracle, D2K (SQL/PSQL) for solving accounting problems in day-to-day business operations such as:
   1. Pay Rolls
   2. P.F. Accounts
   3. Inventory Records
   4. Receivable Accounts
   5. Payable Accounts
   6. Various Kinds of Vouchers

References

DCBA 2.3 Financial and Cost Accounting

Objective

To acquaint students with the use of computers in the area of financial and cost accounting.

Course Inputs

1. **Financial Accounting System**: Financial transactions; Books of original entry – ledger, trial balance; Financial statements – profit and loss accounts and balance sheet. Practical knowledge on Wings Accounting and Wings Trade (Softwares).

2. **Use of software packages of various types of obtain financial accounting output** for the following:
   1. Day books
   2. Journals
   3. General Ledger
   4. Subsidiary Ledger
   5. Trial Balance
   6. Balance Sheet
   7. Profit and Loss Account
   8. Other statements

3. **Cost Accounting System**: Elements of cost; Classification; Cost sheet; Cost accounting methods and techniques.

4. **Use of Software Packages of various types to obtain cost accounting outputs** like the following:
   1. Analysis of cost – cost centres wise
   2. Analysis of cost – cost elements wise
   3. Allocation of overheads
   4. Apportionment of overheads
   5. Preparation of cost sheet
   6. Variable and fixed costs – BEP, P/V analysis
   7. Standard cost and variance analysis
   8. Differential cost

References


Software manuals.

Accounting Softwares: Tally, Miracle, Tata EXE, etc.
DCBA 2.4 MANAGEMENT ACCOUNTING WITH COMPUTERS

Objective

To provide exposure to the use of computers in the area of financial and cost accounting.

Course Inputs

1. **Management Accounting**: Concept, organization, scope and functions.
2. **Management Information System**: Accounting techniques and reports.
3. **Use of various software packages** to obtain different management accounting outputs for the following:
   1. Fund flow statement
   2. Ratio analysis
   3. Budget and budget variances
   4. Analysis of account payable, account receivable and sales.
   5. Inventory control
   6. Projected financial statements
   7. Cash forecasting
   8. Standard costing
   9. Marginal costing

References


Hingorani, N.L.: Management Accounting, Sultan Chand & Sons, New Delhi.

Software manuals

Accounting Softwares: Tally, Miracle, Tata EXE, etc.
CHAPTER XIV

DIPLOMA IN TAXATION (DIT)

Course Structure

DIT 3.1 Direct Taxes
DIT 3.2 Indirect Taxes
DIT 3.3 Economic Loss
DIT 3.4 State Sales Tax & Local Property/House Tax
DIPLOMA IN TAXATION (DIT)

COURSE INPUT DETAILS

DIT 3.1 DIRECT TAXES

Objective
To impart knowledge about the concepts, provisions, and justification of Income Tax and Wealth Tax in India.

Course Inputs
1. Law and Practice of Income Tax
2. Laws and Practice of Wealth Tax

Note: Subject matter should include all important concepts and scope of these taxes, assessment, exemptions, recoveries, appeals and revision of tax liabilities, and exposure to tax authorities.

References
Singhania, Vinod K.: Direct Taxes – Planning and Management, Taxmann Publications Ltd., New Delhi
Pagare, Dinkar: Tax Laws, Sultan Chand & Sons, New Delhi.
DIT 3.2 INDIRECT TAXES

Objective

To acquaint students with the major provisions of the acts, rules, tariffs, and modus operandi of indirect taxes.

Course Inputs

1. Law of Central Excise
2. Customs Law
3. Central Sales Tax Law

Note: Emphasis should be given on concepts, provisions, estimation of tax liabilities and exemption, as also the various aspects of tax administration.

References

Pagare, Dinkar: Tax Laws, Sultan Chand & Sons, New Delhi.
Balachandran, V.: Indirect Taxation, Sultan Chand & Sons, New Delhi.
Pagare, Dinkar: Indirect Taxation, Sultan Chand & Sons, New Delhi.
DIT 3.3 ECONOMIC LAWS

Objective

To provide an overview of the provisions of important economic legislations.

Course Inputs

3. Acts relating to foreign exchange—FEMA, FTDR act, COFEPOSA and FCRA
5. Environment control legislations
6. Arbitration and Conciliation Act
7. Important labour legislations

References

Bare Acts—Economic Laws.
DIT 3.4 State Sales Tax and Local Property/House Taxes

Objective
To give exposure to important provisions, rules, and relevance of these taxes.

Course Inputs

Note: Emphasis should be given on concepts, provisions, rules of these tax laws; as also estimating tax liability exemption.

References
Bombay Municipal Act
Concerning State Sales Tax – Bare Act.
CHAPTER XV

DIPLOMA IN BUSINESS STATISTICS AND COMPUTER APPLICATIONS (DBSCA)

Course Structure

DBSCA 4.1 Business Economics and Statistics
DBSCA 4.2 Fundamentals of Computer & Computer Languages
DBSCA 4.3 Quantitative Methods for Business
DBSCA 4.4 Computer Applications in Business
DIPLOMA IN BUSINESS STATISTICS & COMPUTER APPLICATIONS (DBSCA)

COURSE INPUT DETAILS

DBSCA 4.1 BUSINESS ECONOMICS AND STATISTICS

Objective
To familiarize students with the popular concepts of economics and statistics.

Course Inputs

A) **PART- I (Economics)**
   1. **Introduction**: Nature and scope of economics.
   2. **Utility Analysis**: Concept of utility; Marginal and total utility; Law of diminishing marginal utility; Law of equi-marginal utility.
   3. **Demand Analysis**: Law of demand; Elasticity of demand; Methods of measuring elasticity; Demand forecasting — methods and importance.
   4. **Indifference Curve Analysis**: Definition; Properties; Price line; Price, substitution and income effects; Derivation of demand curve; Comparison with utility analysis.
   5. **Revealed Preference Theory**: Meaning and importance; Superiority over indifference curve analysis.
   6. **Cost Theory**: Types of costs — short and long run cost functions.
   7. **Market Conditions**: Price determination under perfect and imperfect competitions.
   8. **Environment**: Social responsibility of business; Business ownership and size of public enterprises; Government and business.

B) **PART- II (Statistics)**
   1. **Data Collection and Methods**: Data collection; Sources of data collection: Questionnaire, schedule, interview, and observation methods; Classification and tabulation of data.
   2. **Sampling**: Meaning, importance, and limitations; Techniques of sampling.
   3. **Statistical Measures**: Mean, median, mode, dispersion, correlation and regression, and index numbers; Linear programming.

References

DBSCA 4.2 FUNDAMENTALS OF COMPUTER AND COMPUTER LANGUAGES

Objective

To acquaint students with the fundamentals of computer and its languages.

Course Inputs

1. **Generations, types**, and classification of computer; Basic anatomy of computer – input unit, C.P.U., auxiliary memories, output unit; Classification and characteristics of memories.

2. **Data Representation – Integer and Real**: Number system – binary, octal, decimal and hexadecimal; Conversion to another system; Operations on number systems.

3. **C Language Programming**: Representation of numeric and non-numeric data; Constants and variables; Arithmetical expressions; Relational expressions and their evaluation by using rules and hierarchy; Assignment statements (LET: READ-DATA, INOUT); Simple output statements; PRINT STATEMENT; PRINT format; Commas control; Semi-colon control; TAB control, PRINT USING statement.

4. **Control Structure**: Sequencing; Alternation; Interaction (e.g. GOTO, IF-THEN, IN-ON-GOTO, FOR-NEXT statements).

5. **Arrays**: Subscripted variables; One dimensional and two dimensional arrays; DIM statement and manipulation of two dimensional arrays (e.g. Matrix addition, multiplication, transpose, etc.).

6. **Subroutines, File Processing, and File Handling**: Single line functions; Multi-line functions; Different types subroutines; GO SUB, GABL, SULEXIT, SUBEND statements; Handling sequential and random files.

7. RDBMS/ORACLE


References


DBSCA 4.3 QUANTITATIVE METHODS FOR BUSINESS

Objective

To expose students to the need, importance, and uses of quantitative methods.

Course Inputs

1. **Law of Derivation:** Chain rule; Repeated derivation; Single integration method; Partial differentiation; Maxima and Minima Theory for single variable.

2. **Vectors and Matrices:** Definition; Types of matrices; Determinant of a matrix; Rank of a matrix; Inverse of a matrix; System of linear equation and their solutions using Cramer's rule and matrix inverse method.

3. **Elementary Probability Theory:** Definition of probability; Additive and multiplicative theorems; Law of probability; Baye's theorem.

4. **Theoretical Distributions:** Binomial, Poisson, and normal distributions; Their properties and business applications; Estimation; Properties of a good estimator; Methods of estimation — maximum estimates.

5. **Simple Correlation between two variables:** Karl Pearson’s coefficient of correlation; Simple regression: Multiple and partial correlation coefficients; Multiple Regression.

6. **Time Series Analysis:** Components of time series; Estimation of trend by moving average method, semi average method, and least square method (fitting straight line only).

7. **Hypothesis Testing:** Introduction; Procedure of testing hypothesis; Tests of significance for large and small samples; Z tests, t-tests, Chi-square tests, F-tests.

8. **Analysis of Variance:** One way and two way analysis of variance.

References

Balagurusamy: Computer Oriented Statistical and Numerical Methods, Macmillan India Ltd., New Delhi.
Shenoy: Statistical Methods in Business and Social Sciences, Macmillan India Ltd. New Delhi.
DBSCA 4.4 COMPUTER APPLICATIONS IN BUSINESS

Objective

To acquaint students with the uses of computers in the field of business.

Course Inputs

**PART-I (Fundamentals of Accounting System)**

1. **Preparation of Ledger** and Trial Balance; Preparation of Trading and Profit & Loss Account and Balance sheet. Practical knowledge on Wings Accounting and Wings Trade (Softwares).

2. **Depreciation Accounting**: Analysis and interpretation of financial statements – use of ratio analysis, trend analysis, and common size financial statements analysis.

3. **Inventory Control**: Procedure for acquiring materials; Inventory control techniques; Introduction to cost accounting and control concepts.

4. **Marginal Costing**: cost-volume-profit analysis, break-even analysis, and decision-making; Standard costing and variance costing; Preparation of budget and budgetary control; Methods of capital investment decision making: Pay back period, average rate of return, net present value, and internal rate of return. Management information system (M.I.S.); Job costing.

**PART-II (Computer Applications)**

1. C and data structure programming
2. C++/OOP C++
3. OOP visual basic

References


Hingorani, N.L.: Management Accounting, Sultan Chand & Sons, New Delhi.


CHAPTER XVI

DIPLOMA IN COST ACCOUNTING (DCAC)

Course Structure

DCAC 5.1  Production Management
DCAC 5.2  Cost Records & Overheads
DCAC 5.3  Costing Method & Techniques
DCAC 5.4  Cost & Management Audit
DIPLOMA IN COST ACCOUNTING (DCAC)

COURSE INPUT DETAILS

DCAC 5.1 PRODUCTION MANAGEMENT

Objective

To familiarize students with the various aspects of production management and their significance.

Course Inputs

1. Introduction: Planning, implementation, and control; Line and staff organization; Functional organization; Harmonious execution of responsibilities by workers, foremen and management; Various types of control.

2. Material and Units of Measurement: Cast iron, mild steel, alloy steel, aluminum, copper, brass and bronze. Length, mass, time, velocity, acceleration, force, momentum, moment of force and couple, work and energy, electricity.

3. Plant Layout, Stores and Maintenance: Factory location and site selection; Plant layout and design; Working conditions; Location and arrangement of stores and tools room; Duties of store-keeper and tool keeper; Cost of breakdown; Repair maintenance; Cost of preventive maintenance.

4. Production Planning and Control: Objectives and functions; Routing, scheduling, dispatching, and expending; Quality assurance; Process and inspection oriented quality control; Quality circles.

5. Cost Control and Cost Reduction Techniques: Time and method studies; Standard time calculation; Value engineering and analysis; Network analysis and linear programming.

References


DCAC 5.2 Cost Records And Overheads

Objective

To enable the students to learn the mechanics of cost records and management of cost.

Course Inputs

1. **Material Accounting and Control**: Store ledgers; Material abstract; Computation of material cost per unit of output; Inventory management and inventory control, including detection, location, and prevention of slow materials; Cost of reporting and non-moving or obsolete materials.

2. **Labour Cost and Remuneration**: Time recording; Fixation of standard time; Labour cost rates; Measures of performance and cost; Idle time; Overtime; Labour turnover; Principles and methods of remuneration; Various wage payment and incentive systems; Work study; Job evaluation; Merit rating.

3. **Overheads Allocation**: Bases of classification; Ascertainment, allocation, appointment, and absorption of overheads.

4. **Accounting Treatment of Overheads**: Factory, selling, distribution, administration, research and development costs; Under and over absorption of overheads; Reports for control of overhead costs.

5. **Special Issues**: Capacity costs; Treatment of depreciation, interest in cost and income tax; Concept of productivity and its measurement; Cost accounting standards; Activity-based costing.

References

Maheshwari, S.N.: Advanced Management Accounting, Sultan Chand & Sons, New Delhi.


Prashad, N.K.: Cost Accounting for Planning and Control, Prentice Hall of India, New Delhi.


Hingorani, N.L.: Management Accounting, Sultan Chand & Sons New Delhi.
DCAC 5.3 Cost Method and Techniques

Objective

To provide an understanding of the various costing methods and their suitability.

Course Inputs

1. **Job Order Costing:** Job costing; Batch costing; Contract costing.

2. **Mass Costing:** Unit costing; Process costing; Operation costing; Multiple costing; By-product and joint product costing.

3. **Variable Costing:** Income statements under absorption and variable costing, cost-volume-profit analysis; Break-even and shut down points for managerial decisions.

4. **Budgetary Control and Standard Costing:** Budgetary process and types of budgets; Static vs flexible budgeting, programme and performance budgeting, and zero-base budgeting; Standard costing—concepts of standard cost, setting up of standards and variance analysis. Practical knowledge on Wings Accounting and Wings Trade (Softwares).

5. **Responsibility Accounting and Reporting:** Establishment of responsibility centres; Controllable and non-controllable costs; Reporting and presentation of information to different levels of management.

References


Maheshwari, S.N.: Principles of Cost and Management Accounting, Sultan Chand & Sons, New Delhi.


DCAC 5.4 COST AND MANAGEMENT AUDIT

Objective

To provide an understanding of the basics of cost and management audit.

Course Inputs

1. **Introduction**: Meaning, necessity, and types of audit; Generally accepted auditing principles and techniques; Standard auditing practices.

2. **Cost Audit**: Characteristics, scope, and functions of cost audit; Benefits and limitations; Provisions of cost audit in Companies Act; Cost audit rules.

3. **Cost Audit Procedure**: Cost accounting rules for various industries; Cost audit programme and procedure; Cost audit reports.

4. **Management Audit**: Management audit vis-à-vis financial audit and cost audit; Audit of various operations and management functions.


References


# CHAPTER XVII

**DIPLOMA IN INVENTORY & STORE MANAGEMENT (DISA)**

## Course Structure

| DISA 6.1 | Inventory Management |
| DISA 6.2 | Inventory Control |
| DISA 6.3 | Inventory Purchase & Receipt Accounting |
| DISA 6.4 | Inventory Holding & Issue Accounting |
COURSE INPUT DETAILS

DISA 6.1 INVENTORY MANAGEMENT

Objective

To familiarize students with the significance of inventories as a component of working capital.

Course Inputs

1. Introduction: Concept, meaning, kinds, and components of inventory; Functions of inventory; Importance of inventory management; Factors influencing inventory; Lead time; Relevant costs—cost of ordering, cost of carrying inventory, overstocking cost; Service lever and treatment of obsolete and scraps.

2. Evaluation of Inventory Management: Organization; Manpower planning; Methods of evaluation; Inventory turnover; Setting norms and reporting; Inventory problems

3. Working Capital and Inventory Management: Inter-relationship; Profitability and inventory; Operating cycles; Liquidity requirements; Inventory and working capital ratio; Financing inventory.

4. Inventory System Design and Implementation: Continuous v/s intermittent production system—inventoryable v/s non-inventoryable systems.

5. Computers and Inventory Problems: Use of estimated data; Production runs; Constant and variable usage; Human judgement and digital control.

References

As given at the end of Course IV
DISA 6.2 INVENTORY CONTROL

Objective

To make students aware of important tools of inventory control and their relevance.

Course Inputs

1. **Introduction**: Need, records and control approaches—tabulation approach, graphic, formula approach, and limitations; Divergence of functional viewpoint; Cost associated with control; Formal and informal control methods including eyeball and tag system.

2. **Inventory Control Problems**: Economic order quantity—make and buy; Order period, Size of order—Q system—P system; Determination of re-order point and safety stock; Limiting factors in constructing mathematical models—EOQ, EOP, ROP, and B.

3. **Statistical Techniques in Inventory Control**: Mean, mode, median, standard deviation, normal distribution, forecasting techniques—time series analysis, corporation and regression analysis.

4. **Non-Statistical Techniques**: Continuous vs intermittent production system—inventory vs non-inventory systems; Scheduling reduction; Line balancing inventory; Inventory audit.

5. **Inventory Projection**: Construction of network; Basic elements of CPM and PERT; Top-down-bottom VPP methods.

References

As given at the end of Course IV
DISA 6.3 INVENTORY PURCHASE AND RECEIPT ACCOUNTING

Objective

To provide understanding of the process of inventory purchase and accounting.

Course Inputs

1. **Purchase of Inventories**: Purchase procedure; Purchase requisition; Locating sources of inventories and supplies; Request for quotations; Purchase enquiry and tenders; Purchase orders; Vendor rating and vendor development and negotiations.

2. **Receiving and Inspection of Inventories**: Receiving and inspection procedure; Recording purchase and presentation of bills and payment of bills; Pricing of receipts; Goods returned to suppliers; Storage of receiving inventories; Functions of receiving department; Record keeping in purchasing; Store records and documents.

3. **Ethics in Purchasing**: Make or buy decisions; Legal aspects of purchasing; Import regulations; Value analysis.

References

As given at the end of Course IV
DISA 6.4 INVENTORY HOLDING AND ISSUE ACCOUNTING

Objective

To acquaint students with the system of holding inventories and issue accounting.

Course Inputs

1. **Inventory Holding**: Inventory size; Inventory costs—ordering cost, carrying cost, depletion cost; Insurance items; Cost per unit; Lead time; Safety levels; Replacement of inventory models.

2. **Inventory as Component of Other Assets**: Socio-economic significance of inventories; Economic significance of individual items; Standardisation of inventory.

3. **Store-keeping**: Functions; Location; Organization; Classification and codification.

4. **Methods of Pricing**: Actual cost methods—FIFO, LIFO, BSM, HIFO, NIFO, APM, SAP, PSA, WAP; Standard price methods; Market price method; Replacement price method; Inflated price method; Pricing of returns. Practical knowledge on Wings Accounting and Wings Trade (Softwares).

5. **Inventory Issue Accounting**: Recording price under different methods of pricing at issue; Material inventory requisition; Inventory return note; Bill of materials; Adjustment of value of returns; Treatment of loss of inventory.

References


Gopalkrishna and N.S. Shandilya: Inventory Management: Text and Cases, Prentice-Hall of India, New Delhi.


Prashad, N.K.: Cost Accounting for Planning and Control, Prentice Hall of India, New Delhi.


CHAPTER XVIII

DIPLOMA IN BANKING & FINANCE (DBF)

Course Structure

DBF 7.1  Bank Management
DBF 7.2  Bank Lending: Policy & Techniques
DBF 7.3  Banking Operations & Procedures
DBF 7.4  Foreign Exchange & Financing of Foreign Trade
DIPLOMA IN BANKING & FINANCE (DBF)

COURSE INPUT DETAILS

DBF 7.1 BANK MANAGEMENT

Objective

To provide an understanding of the nature and functioning of banks.

Course Inputs

1. **Nature of Banking Business**: Banking and other financial institutions in India; Official regulations and control over banks and other financial institutions; Socio-economic environment and socio obligations of banks in India; An overview of monetary system in India.

2. **Organizing and Managing Banks**: Alternative organizational structures of banks; Forms of banking –unit banking, branch banking, group banking, chain banking, satellite and affiliate banking, and correspondent banking; Organizational structure of banks and relative advantages and disadvantages.

3. **Financial Management in Commercial Banks**: Management of liabilities; Management of assets; Expenditure control and profitability.

4. **Process of Bank Management**: Planning; Organizing; Co-ordination; Motivation: Control.

5. **Organisational Structure of Commercial Banks in India**: Departmental set-up; Delegation of authority, internal control and information system.

6. **Manpower Planning**: Employee selection; Appraisal and promotion.

7. Banking education, training and research.

8. Branch location, policies, and decisions.


10. Recent developments and current issues; Problems in bank management in India.
References

Agrawal, H.N.: A Portrait of Nationalized Banks – A Study with Reference to Their Social Obligations, Inter India Publications, New Delhi.
DBF 7.2 BANK LENDING: POLICY AND TECHNIQUES

Objective

To acquaint students with the policy of bank lending and various techniques used in lending operations.

Course Inputs

1. Establishing bank lending policies under changing socio-economic and legal environment.
2. Types and forms of bank advances.
3. Financial analysis techniques for bank lending
4. Assessment of credit needs for term assets.
5. Assessment of credit needs for working capital
6. Credit Disbursement: Terms and conditions; Documentation; Disbursement; Scheduling.
7. Monitoring of advances
8. Renewal and recovery of advances
9. Nursing of problem accounts, including non-performing assets.
10. Present credit policy and various schemes of bank lending to industry, commerce and trade, and agriculture in India.
11. Refinance and credit guarantee facilities for banks in India.
12. Current issues and problems of bank lending in India.

References


Varshney, P.N.: Banking Law and Practice, Sultan Chand & Sons, New Delhi.


Seth: Marketing of Banking Services, Macmillan India Ltd., New Delhi.

Nanda, K.C.: Credit and Banking, Response Books (A division of Sage Publications), New Delhi.

DBF 7.3 Banking Operations and Procedures

Objective

To provide an understanding of essential banking operations and other related procedures.

Course Inputs

1. **Organisation and functions of a modern bank.**

2. **Relationship Between Banker and Customer:** Services rendered by banks; Definition of a customer; Relationship as a debtor and creditor; Banker as a trustee; Obligation of a banker –obligation to honour cheque; Garnishee order; Attachment order issued by income-tax authorities; Liabilities of a banker in case of wrongful dishonour of cheque; Obligation to maintain secrecy of accounts; Banker’s right of general lien, banker’s right of set-off, banker’s right of appropriation, right to charge interest, incidental charges, etc.

3. **Customer’s Account with a Banker:** Fixed deposit accounts, saving accounts, recurring deposit accounts, current accounts: Opening of current and saving accounts; Operating the bank accounts; Legal aspects; Entries in passbook; Closing of bank account; Insurance of bank deposits; Free life insurance cover to saving bank account-holders; Deposit scheme for Indians abroad; Non-resident account scheme; Foreign currency accounts scheme.

4. **Special Types of Bank Customers:** Minor –legal provisions regarding guardianship of a minor; Married women; Illiterate person; Lunatic; Trustee; Executor; Administrator; Customer’s attorney; Joint accounts of joint Hindu family, partnership, joint stock companies, club, societies, and charitable institutes.

5. **Other services rendered by commercial banks in India** –leasing, insuring, broking and merchant banking.

6. **Law relating to negotiable instruments.**

7. **Relevant provisions of other laws affecting banking operations and procedures in India.**

8. **Practice problems in banking.**

References

Bare Acts regarding negotiable instruments, banking regulations, RBI, banking companies, etc.
Varshney, P.N.: Banking Law and Practice, Sultan Chand & Sons, New Delhi.
DBF 7.4 FOREIGN EXCHANGE AND FINANCING AND FOREIGN TRADE

Objective

To provide an insight into the need and importance of foreign exchange and the mechanisms thereof.

Course Inputs

**Part I**

1. Mechanism and instruments of international payments.
2. Exchange rate mechanism.
3. Decimals, fractions, chain role
4. Exchange rate quotations
5. Forward exchange
6. Foreign exchange accounting system of a bank
7. Foreign exchange market and quotations.
8. Foreign exchange operations
9. Exchange arithmetic
10. Exchange control and foreign exchange regulation in India.
1. Organization of foreign exchange department in a bank.

**Part II**

1. Sale and payment terms in foreign trade
2. Documents used in foreign trade.
3. Export credit insurance and guarantee facilities
4. Financing export trade.
5. Financing import trade.
6. Banker’s documentary letters of credit

**Part III**

1. International Monetary Fund
2. International liquidity
3. Euro-currency market
References

RBI Manual of exchange control
CHAPTER XIX

DIPLOMA IN INTERNATIONAL BUSINESS (DINB)

Course Structure

DINB 8.1 International Business: Theory & Practice
DINB 8.2 Global Trade Environment
DINB 8.3 Export-Import Procedures & Documentation
DINB 8.4 Marketing Management: Concept & Strategies
DIPLOMA IN INTERNATIONAL BUSINESS (DINB)

COURSE INPUT DETAILS

DINB 8.1  INTERNATIONAL BUSINESS—THEORY AND PRACTICE

Objective

To provide exposure of theoretical foundations of international business/international marketing.

Course Inputs

1. **Introduction**: Basic concepts and decision framework; Analysing market opportunities and analysis of marketing information; Modes of entering overseas markets.

2. **Planning and Promotion**: Planning international marketing operations; Product policies; Distribution channels; Pricing decisions; Promotion and trade fairs; Advertising and publicity.

3. **Process and Techniques**: International marketing process and techniques – direct exporting, indirect exporting, counter trade, licensing, sub-contracting, joint ventures; EPRG framework.

4. **Organization and Control of International Marketing Operations**: International tendering; Procurement for exports; Export information system.

5. **International Pricing Policies**: Distribution strategy; Promotional strategy; Internationals MIS; Organization and control; Counter trade.

References


IIFT: Cases in International Marketing – Indian Experience, New Delhi.


Varshney, R.L. and Bhattacharya, B.: International Marketing Management (an Indian Perspective), Sultan Chand & Sopns, New Delhi.

DINB 8.2 GLOBAL TRADE ENVIRONMENT

Objective

To make students aware the overall global environment affecting international business.

Course Inputs

1. **Introduction:** Basis of international trade; Terms of trade; Balance of payment; Economic development and foreign trade; Commercial policy; Generalized systems and preferences; International monetary system and financial markets.

2. **International Socio–Economic Environment and System:** Regional economic groupings, GATT, UNCATD and WTO; Bilateralism v/s multilateralism; Commodity agreements and commodity markets; Major trading blocks – NAFTA, EEC, etc.; Cultural dynamics.

3. **International Economic Co-operation:** Foreign investment; Foreign aid, technology transfer and international trade; Economic co-operation among developing countries; International trade in services; International migration of skilled and unskilled labour.

4. **India’s Foreign Trade:** Role of state trading in India’s foreign trade; Export-oriented units; Export of projects and consultancy services; Free trade zones in India; Role of international transport in India’s foreign trade; Foreign collaboration and joint ventures abroad; Major export-import financing institutions; \( \text{IB} \) Bank of India.

References


DINB 8.3 EXPORT-IMPORT PROCEDURES AND DOCUMENTATION

Objective

To give exposure to the procedures and documents involved in export-import activities.

Course Inputs

1. **Introduction**: Export documentation; Foreign exchange regulations; ISO 9000 series and other internationally accepted quality certificates; Quality control and preshipment inspection; Export trade control; Marine insurance; Commercial practices.

2. **Export Procedures**: General excise clearance; Custom clearance; Role of clearing and forwarding agents; Shipment of export cargo; Export credit; Export credit guarantee and policies; Forward exchange cover; Finance for export on deferred payment terms; Duty drawbacks.

3. **Import Procedures**: Import licensing policy; Actual user licensing; Replenishment licensing; Import-export pass book; Capital goods licensing; Export houses and trading houses.

4. **Special Issues**: Export by post parcel and by air; GSP certificate of origin; Customs clearance of import cargo; Documents prescribed by importing countries; Standardized export documents; Packaging.

5. **Import Management in a Developing Economy**: Foreign exchange budgeting; Import procurement methods; Import financing; Purchases contract; Import under counter-trade; Monitoring and follow-up of import contracts.

References


Rathod, Rathor and Jani: International Marketing, Himalaya Publishing House, Delhi.


Government of India: Export-Import Policy, Procedures, etc. (Volumes I, II and III), New Delhi.

DINB 8.4 MARKETING MANAGEMENT: CONCEPTS AND STRATEGIES

Objective
To offer an understanding of the various concepts and strategies of marketing.

Course Inputs

Part - I
1. Marketing Concept: Marketing mix; Marketing environment; Market segmentation; Product decisions.
2. Pricing Decisions: Distribution channels; Promotion decisions; Marketing oranization and control –social, ethical and legal aspects.
3. Marketing Research: Meaning, importance, and scope of marketing research; Industrial marketing research; Advertising research.
4. Techniques of Marketing Research: Types of research and research procedure; Types of data and methods of data collection; Designing questionnaires; Organizing field investigation and techniques of interviewing; Tabulation, analysis, and interpretation of data and report writing.
5. Marketing of Consultancy Services: Marketing of insurance services; Shipping and air service marketing; Marketing for non-profit.

Part – II
2. Industrial environment and competitive analysis: Shareholder analysis; Social responsibility of business.
4. Development of Human Resources: Importance of training and education; Operative and supervisory training; On-the-job and off-the-job training; Management development performance; Appraisal and potential appraisal; Employee counselling –career path and succession chart.
5. Behaviour in Organisation: Motivation, motivational theories, leadership and group dynamics; Building work teams; Handling of grievances; Effective supervision; Development of employee participation.
References


Chaston, Ian: New Marketing Strategies, Response Books (The Professionals’ Publisher), New Delhi.
CHAPTER XX

DIPLOMA IN FINANCIAL SERVICES (DFS)

Course Structure

DFS 9.1  Financial Management
DFS 9.2  Security Markets in India
DFS 9.3  Management of Financial Services
DFS 9.4  Marketing of Financial Services
DIPLOMA IN FINANCIAL SERVICES (DFS)

COURSE INPUT DETAILS

DFS 9.1 FINANCIAL MANAGEMENT

Objective
To provide exposure to the process of managing the finance function.

Course Inputs

1. **Meammg Nature and Scope of Financial Management:** Tools of financial management—ratios, fund flow and cash flow statements, budgeting, etc.

2. **Management of Working Capital:** Meaning; Determining needs; Sources of financing working capital needs; Management of various components of working capital—cash and marketable securities, receivables and inventory.

3. **Capital Investment Analysis:** Techniques of capital investment proposal analysis; Analysis of risky projects.

4. **Management of Long Term Funds:** Determining needs for long-term funds; Sources of long-term funds; Financial structure, financial leverage, and financial risk; Designing proper financial structure; Cost of capital; Special problems related to various sources of long-term funds.

5. **Management of Retained Earnings and Dividends:** Need for retained earnings; Determining proper dividend policy; Theoretical approaches to dividend-decision making.

6. **Problems relating to sickness** and measures to solve sickness.

7. **Current issues and developments** in financial management theory and practice.

References

Pande, I.M.: Financial Management, Vikas Publications, New Delhi,
DFS 9.2 SECURITY MARKETS IN INDIA

Objective

To enable an understanding of the different aspects of financial securities.

Course Inputs

1. Securities and security markets; Meaning, scope, and significance
2. Investment avenues and their features
3. Indian Financial System – an overview
5. New issues, markets and problems in India.
6. Indian Money Market: Structure and institutions
7. SEBI as a market regulator.
8. Security pricing and market analysis
9. Credit rating in India
10. Functioning of stock exchanges.

References

DFS 9.3 MANAGEMENT OF FINANCIAL SERVICES

Objective

To acquaint students with the process of managing the financial services.

Course Inputs

1. Financial Services: Meaning and importance; Scope of financial services.

2. Brief Study of Financial Institutions – RBI Commercial and Co-operative Banks, N.B.F.C.s., Development banks, merchant banks, mutual funds, insurance companies, DFHI, SEBI, SHCI, stock exchanges


4. Financial Markets: Money market, capital market, stock exchanges, call money market, debt markets; Recent trends.

5. Financial Services: Mutual funds, hiring funds, venture capital, leasing, insurance, factoring, forfeiting, depositaries, securitisation, under-writing, merchant banking.

References


DFS 9.4 MARKETING OF FINANCIAL SERVICES

Objective

To familiarize students with the process of marketing of financial services.

Course Inputs

1. Need and scope of marketing of financial services.
2. Users of financial services and their behaviour.
3. Financial engineering and marketing of services.
4. Advertising and promotion of financial services.
5. Regulatory framework of financial services and their marketing.
7. Marketing research in financial services.

References

Chunawalla and others: Advertising and Marketing Research, Himalaya Publishing House, Delhi.
Pezzullo: Marketing Financial Services, Macmillan India Ltd., New Delhi.
Seth: Marketing of Banking Services, Macmillan India Ltd., New Delhi.
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