

# MASTER OF COMMERCE

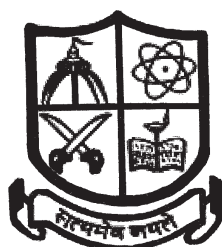
(SEMESTER PATTERN)

CHOICE BASED CREDIT SYSTEM SYLLABUS

TWO-YEAR FULL TIME PROGRAMME

## COURSES OF STUDIES

(2023 -2024)



**Buxi Jagabandhu Bidyadhar Autonomous College**

Bhubaneswar - 751014

Accredited at the 'A' Level by

National Assessment and Accreditation Council (NAAC)

Telephone/Fax : 0674-2436971, Website : [www.bjbcollege.ac.in](http://www.bjbcollege.ac.in)

## M.Com Course Structure

Semester	Paper Code	Paper Name	Marks		Full Marks	Credits	
			Mid semester/ Seminar	End Semester Practical/ Assignment/ Project			
I	C-1	Advanced Accounting	30	70	100	4	
	C-2	Macro Economics	30	70	100	4	
	C-3	Organisational Behaviour	30	70	100	4	
	C-4	Corporate Legal Framework	30	70	100	4	
	C-5	Digital Marketing	30	70	100	4	
<b>Total</b>					<b>500</b>	<b>20</b>	
II	C-6	Advanced Cost & Management Accounting	30	70	100	4	
	C-7	Strategic Management	30	70	100	4	
	C-8	International Business Environment	30	70	100	4	
	C-9	Quantitative Techniques & Operational Research	30	70	100	4	
	C-10	Research Methodology	30	70	100	4	
<b>Total</b>					<b>500</b>	<b>20</b>	
III	C-11	Forensic Accounting & Auditing	30	70	100	4	
	C-12	Business Data Analytics	30	70	100	4	
	C-13	Basic Econometrics	30	70	100	4	
	EC-1		<b>(Any one from specialization)</b>	30	70	100	4
			<b>Specialization (Accounting)</b> Corporate Tax Planning				
			<b>Specialization (Finance)</b> International Finance	30	70	100	4
			<b>Specialization (Marketing)</b> International Marketing	30	70	100	4
			<b>Specialization (Banking)</b> International Banking & Finance	30	70	100	4
			<b>Specialization (Human Resource Management)</b> Human Resource Development	30	70	100	4
			<b>Specialization (International Business)</b> India's Foreign Trade & Investment	30	70	100	4
			<b>Specialization (Taxation)</b> Principles and practice of Taxation	30	70	100	4
			<b>Specialization (Business Law)</b> Corporate Laws : Cases and Applications	30	70	100	4
			C-14	Financial Modelling and Valuation	30	70	100
	<b>Total</b>					<b>500</b>	<b>20</b>

Semester	Paper Code	Paper Name	Marks		Full Marks	Credits	
			Mid semester/ Seminar	End Semester Practical/ Assignment/ Project			
IV	C-15	Dynamic of Banking & Insurance	30	70	100	4	
	C-16	Investment Management	30	70	100	4	
	EC-2	<b>Any one from Specialization</b> <b>Specialization (Accounting)</b> Accounting for Managerial Decision Making	30	70	100	4	
		<b>Specialization (Finance)</b> Risk management & Derivative	30	70	100	4	
		<b>Specialization (Marketing)</b> Customer Relationship Management	30	70	100	4	
		<b>Specialization (Banking)</b> Banking Law	30	70	100	4	
		<b>Specialization (Human Resource Management)</b> Strategic Human Resource Management	30	70	100	4	
		<b>Specialization (International Business)</b> Export Marketing	30	70	100	4	
		<b>Specialization (Taxation)</b> Corporate Tax structure & planning	30	70	100	4	
		<b>Specialization (Business Law)</b> Industrial Laws – Cases and Implementation	30	70	100	4	
		C-17	Seminar & Assignment/Practical	Seminar -50	Assignment/ Practical -50	100	4
		C-18	Project/Dissertation/Field study			100	4
					<b>Total</b>	<b>500</b>	<b>20</b>
	<b>Total 20 Papers in two years</b>					<b>2000</b>	<b>80</b>



# Master of Commerce

## **Objective:**

The M.Com programme of B.J.B. Autonomous College, Bhubaneswar is a two years' Masters' programme in Commerce. With a curriculum design that reflects the best and updated Commerce papers and practice, and the objective of the programme is to impart commerce education with an employability outlook. The focus being making students' future-ready i.e. to become entrepreneurs or executives in the industry by equipping students with a holistic view of the business environment and its operations. The thrust of the programme is on personality development of the students through helping to acquire conceptual, analytical, problem-solving capabilities and emotional maturity. The innovative curriculum and proven pedagogy will equip participants with actionable knowledge and skills along with deep insights into leadership and strategy.

## **Pedagogy:**

The programme's teaching methodology and approach are designed to leverage technology and maximise interaction seamlessly and simultaneously. The programme follows a pedagogy that is a blend of Lectures, Case Studies, Lecture-discussions, Behavioural and Computer-based Simulations, Projects, Assignments, Class Presentations, Quizzes *et al.*

## **Curriculum:**

The duration of the M. Com is two academic years split into four semesters. Student must choose any one Specialisation of their choice.

## **Evaluation:**

The M. Com Programme will follow a continuous examination and evaluation system in the following pattern:

Mid-Term	30 Marks
End-Term	70 Marks
<b>Total</b>	<b>100 Marks</b>

## SEMESTER - I

### Paper- C-I

#### ADVANCED ACCOUNTING (Credit 4)

Mid Semester : 30 Marks

End Semester : 70 Marks

## **OBJECTIVE:**

To expose students with definitive and comprehensive accountancy covering advanced and specialised accounting for companies as well as different types of organisations.

## **CONTENTS:**

### **Unit- 1: Corporate Reconstruction:**

Internal and External Reconstruction -Computation and Discharge of Purchase consideration, Methods of Amalgamation, Inter-company and Cross holdings, Internal Reconstruction, Demerger/ Hiving off/ Spin off, External Reconstruction

### **Unit – II: Consolidated Financial Statements:**

Consolidation – Basic Concepts, Bonus Issue, Investments in Preference Shares, Different Reporting dates, Different Accounting policies, Disposal of Investment in Subsidiary, Consolidated

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P/L Account and Balance Sheet, Chain holdings and Cross holdings, Foreign Subsidiaries, Associates, Joint Ventures

**Unit – III: Accounting for Electricity Companies:**

Meaning, Definition and Difference between Single and Double Account System, Final Accounts under Double Account System, Revenue Account, Net Revenue Account, Capital Account and General Balance Sheet as per Electricity Supply Act.

**Unit – IV: Accounting for Banking Companies:**

Different Systems of Posting, Different Statutory Books to be Maintained, P/L Account, P/L Appropriation Account, and Balance Sheet as per Banking Regulation Act.

**Unit – V: Accounting for Insurance Companies:**

Life Insurance Companies, and the Statutory Books to be Maintained Statutory Provisions in Preparing the Revenue Account, preparation and verification Balance Sheet Marine and Fire Insurance Accounts

**Course Outcome:**

After completion of this paper student will be able to -

- Develop Insights about Corporate Restructuring and Accounting for various Types of Restructuring
- Present and Analyze Consolidated Financial Statements of Holding and Subsidiary Companies
- Understand Double Account System and Prepare Final Accounts of Electricity Companies
- Develop the Skill of Preparation of Financial Statements of Banking Companies
- Gain Knowledge and Competency in Accounting for Insurance companies.

**Textbook**

- Advanced Accountancy Volume-II – Maheshwari & Maheshwari – Vikas Publishing

**Reference Books**

- Modern Accountancy Volume II – Hanif Mukherjee – McGraw Hill Publication
- Financial Reporting; M P Vijay Kumar – Snow White Publication

## **SEMESTER - I**

### **Paper- C-2**

#### **MACRO ECONOMICS (Credit 4)**

Mid Semester : 30 Marks

End Semester : 70 Marks

**OBJECTIVE:**

This course aims at introducing the students to the specialized concepts of Macroeconomics. This course discusses the concepts associated with the National Income Accounting and Determination, Determination and measurement of aggregate macroeconomic variable like GDP, money, inflation, and the social costs of macroeconomic variable.

**CONTENTS:**

**Unit I: National Income Accounting:**

Meaning, Concepts & Variants of GDP, Three methods of calculating the National Income, Methods of GDP Accounting, Government & Private Sector Savings, Price Index, GDP Deflator;

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**Classical System of Determination of Output and Interest rate.****Unit II: National Income Determination:**

Two-sector Model (Consumptions, Savings function, Investment, Equilibrium in Two sector Model, Multiplier concept); Three-sector Model (Equilibrium, Budget, Govt. purchase and its Effects on Budget Surplus, Full Employment Budget Surplus, Impact of Change in Tax Structure on Economy, Balanced Budget Multiplier, Automatic Stabilizers); Four-sector Model (Balance of Payments, Exports and Imports, Income Determination); Changes in Equilibrium Level of Income.

**Unit III: Money & Monetary Policy:**

Barter System, Money and its Origin, Functions of Money, Quantity Theory of Money. Demand for Money

**Credit Creation and Monetary Policy:** Central Bank in India, Credit creation, Monetary Policy and its Tools

**Unit IV: Inflation & Its Social Costs:**

Inflation, Cost of Inflation (Cost of expected inflation and cost of unexpected inflation), Hyperinflation (The causes and costs), Inflation in India. Aggregate Demand & Aggregate Supply (Aggregate Demand, Aggregate Supply, Stabilization Policies)

**Unit V: IS LM Model:**

Goods Market Equilibrium, Assets Market Equilibrium, General Equilibrium in IS-LM Model, Multipliers and Crowding out Effect, Crowding out, Composition of Output and Policy Mix.

**Course Outcome:**

After completion of this paper student will be able to -

- Acquire a fair degree of Proficiency in National Income accounting
- Build Competence in National Income Determination and various sectoral models
- Have Better Idea about money, credit creation and monetary policy
- Develop an understanding of the concept of Inflation and its social costs
- Know the IS-LM Model and different equilibrium conditions

**Textbook**

- Introductory Macro Economics: Sangita, Vaishali Kapoor, Taxmann's Publication Reference Books:
  - Macroeconomics and Indian Economy : Bhattacharya -Offord University Press.
  - Macro and Indian Economy: V K Puri- Himalaya Publishing House.
  - Macro and Indian Economy: P.K.Dhar -Kalyani Publisher.
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# SEMESTER - I

## Paper- C-3

### ORGANISATIONAL BEHAVIOUR (Credit 4)

Mid Semester : 30 Marks

End Semester : 70 Marks

#### OBJECTIVE:

The Objective of this course is to help students understand the Conceptual Framework of Interpersonal and Organizational Behaviour.

#### CONTENTS:

##### UNIT I: Organisational Behaviour:

Organisational Behaviour- Concept and Significance; Relationship between Management and Organizational Behaviour; Attitudes; Perception; Learning; Personality.

##### UNIT II: Group Dynamics and Team Development:

Interpersonal and Group Behaviour, Group Dynamics- Definition and Importance, Types of Groups, Group Formation, Group Development, Group Composition, Group Performance Factors; Group Decision Making Merits and Demerits.

##### 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 Vrooms Expectancy Theory, Stacy Adams Equity Theory.

##### UNIT III: Leadership:

Leadership Concept; Leadership Styles; Leadership Theories- Trait Theory, Behavioural Theory, Fiedler's Contingency Theory; Hersey and Blanchard's Situational Theory; Managerial Grid; Likert's Four Systems of Leadership.

##### UNIT IV: Interpersonal and Organizational Communication:

Concept of Two-way Communication; Communication Process; Barriers to Effective Communication; Types of Organizational Communication; Improving Communication; Transactional Analysis in Communication. Stress Management.

##### UNIT V: Organisational Conflict:

Dynamics and Management; Sources, Patterns, Levels, and Types of Conflicts; Traditional and Modern Approaches to Conflict; Functional and Dysfunctional Organizational Conflicts; Resolution of Conflict.

#### Course Outcome:

After completion of this paper student will be able to -

- Understand the Concepts of Organizational Behavior
- Learn about Group Dynamics, Team Spirit Development, and Motivation Theories
- Have a Better Insight about Leadership Concept, Styles, and Theories
- Know the Basics of Interpersonal and Organizational Communication
- Develop Competence on Sources and Types of Organizational Conflicts and their Resolution.

#### Textbook

- Organizational Behaviour: S.S. Khanka- SChand
  - Organizational Behaviour: Prasad L. M. -Sultan Chand
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**Reference books:**

- Organisation Behaviour: O.P. Rai- Wisdom Publication (Varanasi)
- Management: Robbins, Stephen P. and Mary Coulter- Pearson Education, Delhi.
- Organizational Behavior: Newstrom, John W, and Keith Davis- Tata McGraw-Hill, New Delhi.
- Understanding Organisations: Organisation Theory and practice in India: NY. Shukla, Madhukar- Pearson Education, Delhi.

## SEMESTER - I

### Paper - C-4

#### CORPORATE LEGAL FRAMEWORK (Credit - 4)

Mid Semester : 30 Marks

End Semester : 70 Marks

**OBJECTIVE:**

The Objective of this course is to familiarize students with the relevant provisions of various laws influencing business.

**CONTENTS:****UNIT -I: Companies Act 2013 and Amendments**

Key Features of Companies Amended Act 2013, Schedule I – VII of Companies Act 2013, CSR, Listing Agreement Management of Company, Types of Directors, Appointment and their Legal positions, Meetings, its Types and Resolution.

**UNIT-II: Banking Regulation Act 1949, The Reserve Bank of India Act 1934**

Salient features of Indian Banking Regulation Act 1949, Business of Banking Companies Form and business, Board of Directors, Power of Reserve Bank to appoint chairman, Requirement as to minimum paid-up capital and reserves and Regulation of paid-up capital, Subscribed capital and Authorised capital, Election of New Directors, Regulation of Acquisition of Shares or voting rights, Licensing of Banking companies, Restrictions on opening of new, and transfer of existing, places of business, Prohibition of Certain Activities and Punishments for certain activities in relation to banking companies

**RBI Act:** Incorporation and Establishment of Reserve Bank, Management, Composition of the Central Board, and term of office of Directors, Disqualifications of Directors, Removal from and vacation of office, Powers of RBI, Provisions Relating to Non-Banking Institutions and Financial Institutions, Regulation of Transactions in Derivatives, Money Market Instruments, Securities, Etc. Monetary Policy and Penalties.

**UNIT- III: IRDA Act, SEBI Act**

Introduction to IRDAI and Its structure, Salient features of IRDA Act 1999, Function and Powers of IRDA, Role of IRDA in Indian Insurance Market SEBI, its Organisational Structure and Management, Main Function with respect to Investor, Issuers of Securities and Market Intermediaries. Powers of SEBI, Investor protection Cell, Different Departments under SEBI.

**UNIT -IV: Depository Act, Fugitive and Economic Offenders Act 2018**

Depository and Depository Participants; Need for depository, Introduction to NSDL, CDSL and their Function. Meaning of economic offenders, fugitive economic offenders' ordinance, Commencement of the Act and its application. Different Offences coming under Fugitive and Offenders act 2018, Declaration of Fugitive Economic Offenders and Confiscation of Property, Attachment of property, Powers of Director and other officers under the Act 2018, Procedure for hearing application, Declaration of fugitive economic offender and punishment for such Offences.

### UNIT -V: Intellectual Property Rights (Patent, Trademark and Copy right acts)

Introduction to IPR and Reasons to promote and protect intellectual property Rights, main types of IP protection, Patent, Necessity of patents, kind of protection and rights under patents, Role of patents in everyday life Trademark, Necessity of trademarks, registration of trademark, kinds of trademarks. Copyright, Meaning, rights provided by copyright, benefits of protecting copyright and related rights, Regulation of copyright and related rights. World Intellectual Property Organization, Role of WIPO to promote the protection of IP and Funding of WIPO.

#### Course Outcome:

After completion of this paper student will be able to -

- Have an insight of the Indian Companies Act and its requisite provisions
- Develop an idea on Banking Regulation Acts prevailing in India and its policies
- Gain awareness about the IRDA Act and SEBI Act and their norms
- Gain knowledge about the Depository Act, Fugitive and Economic Offenders Act
- Understand the concepts of Intellectual Property Rights and its various Acts.

#### References:

- SEBI Guidelines and Listing Companies: V.A. Avadhani- Himalaya Publishing House
- Indian Contract Act, 1872.
- SEBI Act 1992, Nabhi Publication, Delhi.
- Taxmans Mercantile Law, (Latest)

## SEMESTER - I

### Paper – C -5

#### DIGITAL MARKETING (Credit 4)

Mid Semester : 30 Marks

End Semester : 70 Marks

#### OBJECTIVE:

The objective of this paper is to help students to acquire the basic conceptual knowledge of E-Marketing and to impart skills for use of technology in marketing.

#### CONTENTS:

##### Unit-I: The adoption of Internet in India; Search Engine Optimization:

Search Engine Marketing, Search Engine Optimization, Measuring SEO success, Mapping the SEO Journey;

**Search Advertising:** Online Advertising Payment Models, Search Advertising (Desktop), Search Advertising for Mobile Devices, Planning and Executing a Search Advertising Campaign, Strategic Implications of Advertising on the Search Network.

##### Unit-II: Display Advertising:

Concept, Display Advertising Targeting Options, Forms of Display Advertising, Planning and Executing a Display Advertisement Campaign, Strategic Implications of Advertising on the Display Network;

**Web Analytics:** Data Type and Data Collection Technology, Web Analytics, Type of Media and Data Type, Analyzing User Behavior;

**Consumers Online:** The Online Consumer – Decision Making process, Consumer Segments, User Experience.

**Unit-III: Social Media Marketing:**

Social Media, Social Media Marketing, Social Media Marketing strategy, Adopting Social Media in Organizations, Paid-owned-earned Media, Social CRM;

**Social Media Analytics** – Structured Data; Social Media Analytics: Unstructured Data

**Unit-IV: Mobile Marketing:**

Mobile Internet in India, Mobile Marketing, Mobile Marketing strategy, Forms of Mobile Marketing, Mobile Advertising, M-Commerce;

**E-Mail Marketing:** Email Marketing in India, E-mail Marketing Concept and Strategy, Executing Email Marketing

**Unit-V: Internet Marketing Strategy and Content Marketing:**

Internet Marketing Strategy, Content Marketing, Content Marketing in India;

**Internet of Things:**

Privacy Concerns and Cyber Security, Changing Profiles of Internet users in India, Rise of SMEs, Content in Indian Languages, Holistic Approach to Internet Based Businesses.

**Course Outcome:**

After completion of this paper student will be able to -

- Have an insight of the Internet in India, Search Engine Optimization, and Search Advertising
- Develop an idea on Display advertising, Web Analytics, and Consumers Online
- Gain awareness about Social Media Marketing and Social Media Analytics
- Gain knowledge on Mobile Marketing and Email Marketing
- Understand the concepts of Internet marketing strategy and Content marketing, Privacy concerns and Cyber Security.

**Textbook**

- Internet Marketing: Moutusy Maity, Oxford University Press

**Reference books:**

- Digital Marketing: Seema Gupta- Tata Mcgraw Hill
- Fundamentals of Digital Marketing :Puneet Bhatia–Pearson
- <https://ondigitalmarketing.com/learn/odm/>

## SEMESTER - II

### Paper- C-6

#### ADVANCED COST AND MANAGEMENT ACCOUNTING (Credit 4)

Mid Semester : 30 Marks

End Semester : 70 Marks

**Objective:**

To acquaint the students with the advanced concepts used in cost and management accounting, various methods involved, and tools and techniques used for costing and managerial decision making at the macro level

**CONTENTS:****Unit- 1: Standard Costing & Variance Analysis:**

Meaning & Objectives of Standard Costing, Types of Standards, Setting of Standards, Variance analysis – Material, Labour, Overheads, Sales and Profit Variances, Interpretation of the Variances.

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**Unit – II: Budgeting & Budgetary Control:**

Budget, budgeting and budgetary control; Budgeting process, Advantages and problems of Budgeting, Kinds of Budgets; ZBB, Cash Budget, Performance Budgeting.

**Unit – III: Process Costing:**

Meaning of Process Costing; Features of Process Costing; Process Losses and Gains; Process Costing – Equivalent Units; Valuation of Work-in-progress; Methods of Accounting for Joint Products, Costing of By-products.

**Unit – IV: Contract Costing:**

Basics of Contract Costing – Features of Contracts, Accounting procedures, Accounting treatment of costs, Surveyor's Certificate, Retention Costs, Ascertainment of Work-in-progress; Costing of Running contracts; Costing of contracts nearing completion; Cost plus contracts; Fixed cost contracts with escalation clause; Service Costing

**Unit – V: Reconciliation of Cost and Financial Accounts**

Need for reconciliation, Reconciliation statement;  
Non-Integrated and Integrated Accounting system  
Activity Based Costing; Balanced Score Card  
Responsibility Accounting

**Course Outcome:**

- Understand the concept of standard costing and interpretation of variances
- Gain the knowledge about budgeting process and preparation of budget
- Know the concept and estimation of process costing
- Understand the procedure of contract costing
- Know how to reconcile cost and financial accounting

**Textbook**

- Cost and Management Accounting – Ravi M Kishore – Taxmann Publications

**Reference Books**

- Cost and Management Accounting – Colin Drury – Cengage Learning
- Cost and Management Accounting – Mitra, Oxford University Press
- Cost and Management Accounting – M B Shukla – Himalaya Publishing House

## **SEMESTER - II**

### **Paper- C-7**

### **STRATEGIC MANAGEMENT (Credit 4)**

Mid Semester : 30 Marks  
End Semester : 70 Marks

**OBJECTIVE:**

The Objective of this course is to help students understand the Conceptual Framework of Business Strategies to sustain in an economy.

**CONTENTS:****UNIT-1 Strategic Management:**

Introduction, Strategic Management, Need, scope, key features and importance of strategic management, Role of Strategists in Decision Making, strategists at various management levels, Types of Strategies, Limitations of Strategic Management

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**UNIT-2 Strategy Analysis:**

Introduction, Strategy Analysis and its Importance, Environmental Appraisal and Scanning Techniques, Organisational Position and Strategic Advantage Profile, Strategic Management Model Strategy Formulation and Implementation: Introduction, Strategy Formulation, Process in Strategy Formulation, Strategy Implementation and its Stages, Reasons for Strategy Failure and Methods to Overcome, Strategy Leadership and Strategy Implementation, Strategic Business Units (SBUs)

**UNIT-3**

**Business Investment Strategies:** Introduction, Business Plan and Business Venture, Business Investment Strategies

**Strategies for Multinational Corporations:** Introduction, Multinational Corporations (MNCs), Benefits of MNCs, Limitations of MNCs, Business Strategies of MNCs, Techniques Employed by MNCs to Manage Markets, MNC, TNC and Global Companies

**UNIT-4 Strategic Alliances:**

Introduction, Strategic Alliances, Types of Strategic Alliances and Business Decisions, Problems Involved in Strategic Alliances, Recent Strategic Alliances in India

**UNIT-5 Challenges in Strategic Management:**

Introduction, Strategic Management as an Organisational Force, Dealing with Strategic Management in Various Situations, Strategic Management Implications and Challenges Recent Trends in Strategic Management: Introduction, Strategic Thinking, Organisational Culture and its Significance, Organisational Development and Change, Change Management, Models of Leadership Styles and its Roles, Strategic management in a new globalised economy.

**Course Outcome:**

After completing this course, the student should be able to:

- Understand the role of strategist and various types of strategies used in an organisations while facing various situations.
- Understand how strategies are formulated and implemented in an organisation
- Know the strategies used by the multinational companies
- Know the basics of strategic alliance
- Know the challenges faced by an organisation while formulating strategies and what are the recent trends in strategic management

**Text Books:**

- Strategic Planning: Formulation of Corporate strategy–V.S. Ramaswamy, S.Namakumari-Macmillan Publishing House Ltd.
- 2. Management Policy & Strategic Management – R.M.Shivastava, Himalaya Publishing House, Mumbai.

**Reference Books:**

- Business Policy –Azhar Kazmi –S.Chand &Co. New Delhi
  - Strategic Management : Concepts & Cases – UpendraKachru, Excel Books.
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## SEMESTER - II

### Paper- C- 8

#### INTERNATIONAL BUSINESS ENVIRONMENT (Credit - 4)

Mid Semester : 30 Marks

End Semester : 70 Marks

#### OBJECTIVE:

To understand about various national and international factors that are having impact on the functioning of business.

#### CONTENTS:

##### UNIT-1 International Business-

Nature, importance and scope; Modes of entry in to International Business; Frame work for analysing international business environment; Economic, Technological, Socio-cultural, Political and legal environment; International Economic Environment— International financial system; Institutional support to International Business— UNO, IMF, World Bank; UNCTAD; WTO

##### UNIT-2 Regional Economic Co-operation and Integration between Countries;

Different levels of integration between Countries; European Union, NAFTA, ASEAN, EFTA, SAARC, SAPTA, The ANDEAN community, MERCOSUR.

##### UNIT-3 Multinational Corporations:

Conceptual Frame work of MNCs; MNCs and Host and Home Country relations; International Technology Transfers – importance and types, Foreign Technology Acquisition.

##### UNIT-4 Foreign Exchange Markets:

Determining exchange rates; Fixed and flexible exchange rate system; Participants in the Foreign exchange markets; Cash and Spot exchange market; Exchange rate quotes; Factors affecting exchange rates – spot rates, forward exchange rates, forward exchange contracts; Foreign exchange and currency futures; Exchange rate arrangement in India.

##### UNIT-5 Foreign Investment:

Capital flows – types and theories of foreign investment – Foreign investment flows and barriers. Recent Developments in International Business: Ecological issues; Social aspects Course

#### Outcome:

After completing this course, the student should be able to:

- Define international business and describe how it differs from domestic business with respect to laws, regulations and taxation.
- Identify and describe factors and forces that affect an organisation's decision to internationalize its business
- Describe and compare strategies for internationalization
- Identify and analyse challenges in working, communicating, and negotiating in a cross-cultural context

#### Text Books

- F.Adhikary, Manab, Global Business Management, Macmillan, New Delhi
- Black and Sundaram: International Business Environment, PHI New Delhi.

#### Reference Books:

- Bhattacharya, B: Going International Response Strategies for Indian Sector, Wheeler.
  - F. Buckley, Ardin: The Essence of International Money, PHI New Delhi
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## SEMESTER - II

### Paper- C-9

#### Quantitative Technique and Operational Research (Credit 4)

Mid Semester : 30 Marks

End Semester : 70 Marks

#### OBJECTIVE:

To understand about various national and international factors that are having impact on the functioning of business.

#### CONTENTS:

##### UNIT-1

Network Analysis - Shortest path problem- PERT / CPM - Basic concepts - Preparation of Network diagram - Computation of Critical Path - PERT cost - Applications of PERT - Limitations of PERT / CPM.

##### UNIT-2

Transportation problem - General structure - Methods for finding critical and optimal solutions (initial feasibility solution and optimization) - Degeneracy - Transportation problems

##### UNIT-3

Assignment Problems – Concept - Algorithm – Hungarian method- Simple problems

##### UNIT-4

Linear Programming - Formulation of LP Problem - Graphical Method, Simplex Method - Dual of a LP

##### UNIT-5

Waiting Line Theory - Meaning, concepts used, elements of Queuing system - Basic Structure of Queuing models - Single channel, Multi-channel queuing models - Limitations of queuing theory.

#### Course Outcome:

After completing this course, the student should be able to:

- Understand the basics of network analysis and its implications in a business
- Understand the general structure of transportation problem
- To know the solutions and strategies for solving assignment problems
- Understand the method of solving linear programming
- To know the structure of queuing models

#### Text Books

- C R Kothari, "An Introduction to Operations Research", Vikas Publishing, India.
- Panneerselvam, R., 2006, "Operations Research", Prentice-Hall of India.

#### Reference Books:

- Herbert, M. & Wright G.P., 2010, "Operations Research Techniques for Management", Prentice Hall, India.
  - Andrew Vazsonyi & Herbert Spierer, 1987, "Quantitative Analysis for Business", Prentice Hall, India.
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## **SEMESTER - II**

### **Paper- C-10**

#### **Research Methodology (Credit 4)**

Mid Semester : 30 Marks

End Semester : 70 Marks

#### **Objective:**

The Objective of this course is to help the students to understand the use of various techniques of econometrics in research and writing a project report.

#### **Unit-I.**

**Research:** Meaning, Objectives - Types of Research - Research Process - Validity and Reliability in Research; Role of Research in Functional Areas: Finance, Marketing, Human Resource Development and Production.

**Research Methodology:** Research Process and Defining Research Problems

#### **Unit-II.**

**Research Design:** Features of a Good Research Design; Sampling: Types, Sampling Design steps and Characteristics of a Good Sample Design

**Methods and Techniques of Data Collection:** Primary Data-Questionnaire and Interviews Collection of Secondary Data - Cases; Data Processing

#### **Unit-III.**

**Testing of Hypotheses:** Procedure for Hypotheses Testing - Use of Statistical Techniques for testing of hypotheses - Sampling Errors

**Testing of Samples:** Sampling Distributions, Determining Size of the Sample

**Chi-square Test:** Analysis of Variance and Co-variance - Multi Variate Analysis

#### **Unit-IV.**

**Use of Computer in Research:** Creating a Database and its use for Statistical Analysis, Analysis and Interpretation of Data, Use of Statistical Techniques in Analysis and Interpretation

#### **Unit- V.**

**Report Writing:** Layout of a Research Paper,

#### **Course Outcomes:**

- Describe the research process and list the characteristics of various types of research.
- Formulate Research Problem, Research Objectives and Hypothesis from a given research problem.
- Describe various research designs and methods of data collection
- Creating a Database and Use of Statistical Techniques in Analysis

#### **Books:**

- Research Methodology, C. R. Kothari
  - Methodology Techniques of Social Research, Wilkinson, Bhandarkar
  - Research Methodology, Dr. V. P. Michael
  - Research Designs and Methods, Kenneth S. Bordens
  - Business Research Methods, Donald R. Cooper
  - Research Methodology, R. Cauvery, U. K. Sudha Nayak, m. Girija and R. Meenakshi
  - Research Methodology, V. Upagade and A. Shende
  - Research Methodology, D. Chawla and N. Sondhi
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## SEMESTER - III

### Paper- C-11

#### Forensic Accounting and Auditing (Credit - 4)

Mid Semester : 30 Marks

End Semester : 70 Marks

#### OBJECTIVE:

To expose students with definitive and comprehensive accountancy covering Forensic Accounting Auditing for companies as well as different types of organisations.

#### CONTENTS:

##### Unit- 1: Fundamentals for Forensic Accounting

Role of the forensic accountant; differences between forensic accounting and auditing; legal fundamentals (including financial crimes and criminal and civil processes); transaction cycles and internal controls.

##### Unit- 2: The Auditing Environment

The audit process (including methods and techniques used and types of audit reports issued); the auditor's responsibility to detect fraud; Sarbanes-Oxley Act (including overall objectives, major provisions, compliance with the act, and evaluation of effectiveness).

##### Unit- 3: Forensic Accounting Tools and Techniques

Key concepts of forensic science applicable to accounting; key concepts of information security management systems; the effect of suspected fraud on the audit of financial statements or a forensic investigation; common indicators of fraud; common analytical procedures; sources of forensic evidence; investigative techniques used by forensic accountants; interview and interrogation techniques.

##### Unit- 4: Financial Statement Fraud

Financial statement fraud schemes (including improper revenue recognition, overstatement of assets, understatement of expenses and liabilities, misappropriation of assets, inappropriate disclosure, and other miscellaneous techniques); characteristics of financial statement fraud; motives of management to commit financial statement fraud; financial statement fraud, the stock market, and insider trading; prevention of financial statement fraud; red flags of financial statement fraud.

##### Unit- 5: Tax and Bankruptcy; Identity Theft; and Money Laundering

overview of tax fraud; the tax practitioner and the IRS; principal tax evasion crimes; civil tax fraud; statute of limitations; methods of proof; tax protesters; bankruptcy fraud;

#### Course Outcome:

After completion of this paper student will be able to -

- Develop Insights about the Forensic Accounting
- Present and Analyse audit environment
- Understand various forensic accounting tools and technique
- Gain knowledge about the frauds done by corporates
- To understand the reasons for bankruptcy and money laundering.

#### Textbook

- Forensic Accounting: What the World's Best Forensic Accountants Know- Greg shields Reference Books
  - Students' Handbook on Forensic Accounting- Apurva Joshi
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## SEMESTER - III

### Paper- C-12

#### Business Data Analytics (Credit 4)

Mid Semester : 30 Marks

End Semester : 70 Marks

#### OBJECTIVE:

To expose students with the horizons of information technology and its implication on business

#### CONTENTS:

##### Unit- 1: INTRODUCTION TO INFORMATION TECHNOLOGY

Introduction to computers, computer hardware, computer software, and computer networks and the Internet, word processing software, spreadsheet software and presentation software

##### Unit-2: Information technology essential for a manager:

Databases and database management systems, program development and programming languages, computer networks, multimedia and web, network and internet security. The practical component provides the skills necessary for using more advanced features of spread sheet software and database management software.

##### Unit-3:Process management theories:

Six sigma and business process reengineering (BPR) that lead to BPM. Overview of the BPM concepts, BPM principles and BPM practices.

##### Unit-4: Usage and application of information systems:

Information systems in business, information technology infrastructure, information systems and their relationship with organizations, information systems for business operations, information systems for managerial decision making, information systems for strategic advantage, enterprise wide applications, information systems building and management, and managing change.

##### Unit-5: Professional ethics and responsibility

Responsibilities towards customers, clients, co-workers, employees, and employers; making critical decisions, use of computers in a professional setting.

#### Course Outcome:

After completion of this paper student will be able to -

- To know the basics of information technology
- Present and Analyse the importance of information technology for managers
- Understand the process of implementation of IT on business
- Develop the Skill to apply information technology on business
- Gain Knowledge about the professional ethics and responsibility while using IT

## SEMESTER - III

### Paper- C-13

#### BASIC ECONOMETRICS (Credit 4)

Mid Semester : 30 Marks

End Semester : 70 Marks

#### OBJECTIVE:

The Objective of this course is to help the students to understand the use of various techniques of econometrics in research and statistical problems.

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**CONTENTS:****UNIT-1 Regression Model:**

Estimation, Assumptions of the Classical Linear Regression Model, OLS estimation

Model Selection Criteria:  $R^2$  and Adjusted  $R^2$  criteria, Akaike's Information Criterion and Schwarz's Information Criterion.

**UNIT-2 Regression Model:**

Diagnostic Testing: Detection of and remedial measures for Multi-Collinearity, Autocorrelation and Heteroscedasticity.

Tests of Specification errors: Detecting the presence of unnecessary variables, omitted variables and incorrect functional form (Ramsey RESET and Lagrange Multiplier Test for Adding Variables)

Errors of measurement: Consequences and remedial measures.

**UNIT-3 Regression Model:**

Estimation of Autoregressive Models

Instrumental Variable Estimation

Omitted variables in a simple regression model, Measurement errors

**UNIT-4 Panel Data Models**

Estimation techniques: The Pooled OLS Regression Model, the Fixed Effect Least Squares Dummy Variable Model, the Fixed Effect within Group Estimator, the Random Effects Model.

**UNIT-5 Introduction to Econometric Software (GRET/ E-Views/ R /Stata/ EXCEL: ANY ONE):**

Generation of data sets and data transformation; Data analysis - Graphs and Plots, Summary Statistics, Correlation Matrix, Running an OLS regression, Collinearity, Autocorrelation, Heteroscedasticity, Normality of residuals

**Course Outcome:**

After completing this course, the student should be able to:

- Understand the use and scope of econometrics.
- Estimate ANOVA and testing of significance.
- Understand the Multicollinearity of the variables and its consequences.
- Understand the heteroscedasticity of the data and how to detect it.
- Understand the use of dummy variable in regression model
- To acquainted with available statistical

**Text Books:**

- Damodar Gujarati, Econometrics by Example, 2nd edition, Palgrave Macmillan
- D. N. Gujarati, D.C. Porter and Sangeetha Gunasekar, Basic Econometrics, 5th edition, McGraw Hill, Indian edition.

**Reference Books:**

- Jeffrey M. Wooldridge, Introduction to Econometrics: A Modern Approach, 5th Edition, Cengage Learning
  - D. N. Gujarati and D.C.Porter, Essentials of Econometrics, 4th Edition, McGraw Hill International Edition Specialization (Accounting)
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## SEMESTER - III

### Any one from Specialization/Specialization (Accounting)

#### Paper - EC-I

#### Corporate Tax Planning (Credit-4)

Mid Semester : 30 Marks

End Semester : 70 Marks

#### OBJECTIVE:

To provide a conceptual idea about the various provisions of the Income Tax Act. related to the corporate sector and study the implications of these provisions on the tax planning of the companies.

#### CONTENTS:

##### Unit-I:

**INTRODUCTION TO TAX MANAGEMENT:** Concept of Tax Planning, Objectives of Tax Planning, Tax Avoidance, Tax Evasion, Tax Management, Tax Planning vrs. Evasion, Tax Planning vrs. Tax Avoidance, Tax Avoidance vrs. Tax Evasion, Tax Planning vrs. Tax Management, Requisites of successful Tax Planning, Limitations of Tax Planning.

**CORPORATE TAX IN INDIA :** Types of Companies, Residential status of a company, Carry Forward & Set-off of Losses of a company, Concept of Minimum Alternate Tax (MAT), Dividend Tax.

##### Unit-II

**TAX PLANNING FOR NEW BUSINESS :** Tax Planning with reference to Location Newly established industrial undertaking-in Free 'Trade Zone, Special Economic Zone, 100% Export oriented undertaking Tax Planning with reference to Nature and Form of Organisation.

##### Unit –III

**TAX PLANNING & FINANCIAL MANAGEMENT DECISION :** Tax Planning relating to Capital Structure Decisions, Dividend Policy, Inter-Corporate Dividends, Bonus Shares.

##### Unit-IV

**TAX PLANNING & MANAGERIAL DECISIONS :** Tax Planning in respect of Purchase of asset : Own or Lease, Purchase by installment or Hire, Sale of assets used for scientific Research, make or Buy, Repair, Replace, Renewal or Renovation, Shut-down or continue.

##### Unit –V

**TAX ISSUES RELATING TO BUSINESS RESTRUCTURING :** Tax issues relating to Amalgamation of Companies, Demerger, Slump Sale. Tax payment: Deduction/Collection of Tax Source (TDS). Advance Payment of Tax.

#### Course Outcome :

After completion of this paper student will be able to –

- To understand the corporate tax structure,
- Present and Analyze tax implication on corporate,
- Understand tax procedure and assessment,

#### References ;

- Corporate Tax Planning & Management by Rajeev Puri & Puja Gaur : Kalyani Publisher
- Corporate Tax Planning & Management, V.K. Singhania & M. Singhania, Taxman's Publication, Delhi.
- Corporate Tax Planning : R. N. Lakhotia, Vision Books (P) Ltd.

**SEMESTER - III**  
**Specialization (Finance)**  
**Paper – EC - I**  
**International Finance (Credit 4)**

Mid Semester : 30 Marks  
End Semester : 70 Marks

**OBJECTIVE:**

This course provides students with a broad understanding of international monetary systems and banking with a specific focus on the effects of financial markets and trade balances on international trade and the analysis of regions, countries and markets for international trade. Students are encouraged to analyse and consider international financial management decisions and are taught tools and methodologies to employ as global managers to mitigate risk and take advantage of opportunities in the marketplace.

**CONTENTS:****Unit 1: Evolution of International Monetary system:**

Bimetallism (before 1875), Classical Gold Standard (1873-1914), inter-war period (1915-1944), Brettonwoods System (1945-1972), Flexible Exchange Rate arrangements; European Monetary System, the Euro and the European Monetary Union, Currency Crisis: The Mexican Peso Crisis, The Asian Currency Crisis, The Argentine Peso Crisis, Fixed versus Flexible Exchange rate regimes.

**Unit 2: Balance of Payment and International Linkages:**

Balance of payments and its components; BOP Accounting, BOP trends in major countries, Coping with current account deficit, Capital Account Convertibility – pros and cons

**Unit 3: International Financial Markets and Instruments:**

International money market – Euro Currency Market, Euro credits, Forward Rate Agreements, Euro Notes – International Bond market Credit Rating and indices of international bond market – Types of instruments – International equity markets: Market structure, trading in international equities, cross listing of equities, GDRs, ADRs, IDRs, Global registered shares, International equity market benchmark, factors affecting in international equity market.

**Unit 4: Foreign Exchange markets:**

Functions and structure of forex market – Forex market participants, foreign exchange spot rates, forward, futures, options and swap market; Foreign Exchange rate determinants – International parity relationship, Interest rate parity, Purchasing power parity and International Fisher Effect.

**Unit 5: Foreign Exchange and Management:**

Management of Transaction exposure, money market hedge, hedging foreign currency payable, cross hedging minor currency exposure, hedging through invoice currencies, Hedging via lead and lag, Exposure netting; Management of economic exposure; measurement of economic exposures, Determinants of economic exposure; Management of translation exposure – translation exposure methods, FASB 8, 52, management of translation exposure, balance sheet hedge and derivatives hedge.

**Course Outcome:**

After completion of this paper student will be able to -

- An understanding of the foundations of international financial management
  - An understanding of the foreign exchange market and exchange rate determination
  - A realization of the risks involved in international financial management and how to mitigate them
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- An understanding of world financial markets and the institutions involved
- An understanding of tools and tactics used in the financial management of a multinational firm

**Text Books:**

- Apte, P.G: International Financial Management, Tata McGraw Hill, New Delhi 2009,5th edition 24
- Shapiro, Alan. C: Multinational Financial Management, Prentice Hall, New Delhi. 2006,8th edition

**Reference Books:**

- Buckley, Adrian: Multinational Finance, Prentice Hall, New Delhi, 5th Edition.
- Cheol S. Eun, Bruce G. Resnick, International Finance Management, McGraw Hill, 5th edition, 2009.
- Keith Pilbeam, International Finance, Palgrave macmillan, 3rd edition.
- Thomas J. P'brien, International Finance – corporate decision in global markets, 2nd edition

## SEMESTER - III

### Specialization (Marketing)

#### Paper- EC-I

#### International Marketing (Credit 4)

Mid Semester : 30 Marks

End Semester : 70 Marks

**Objective:**

The objective of this course is to acquaint the students with the environment, principles and strategies of and trends in international marketing and related aspects.

**CONTENTS:****Unit 1**

**Introduction to international business;** why go international? Special problems/features of international marketing vis-a-vis domestic marketing; internationalisation stages and international marketing orientations. International business environment - economic environment; political and legal environment; demographic and cultural environment; natural environment; international trading environment.

**Unit 2**

International marketing research; market profiling analysis and selection. Market entry and operating strategies - exporting; licensing; contract manufacturing; foreign assembly, foreign production; joint ventures; production in free areas; third country location; counter trade; strategic alliance. Trade in services.

**Unit 3**

International market segmentation and market coverage strategies - differentiated marketing; undifferentiated marketing; concentrated marketing; niche marketing. Product strategies; international marketing and PLC; pricing strategies; promotion strategies; distribution strategies. Trade financing and risk insurance.

**Unit 4**

International marketing organisation - export department; subsidiary; foreign branches/offices global organisation. Multinational corporations; foreign direct investment.

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**Unit 5**

Foreign trade strategy of India - Exim policy, export promotion measures Analysis of foreign trade of India. Major problems of India's export sector. Trends, problems and prospects of globalisation of Indian business.

**Course Outcome:**

After completion of this paper student will be able to -

- Develop Insights about the need of international market in present scenario
- Present and analyse various situation of market
- Understand international market situation and segmentation
- Learn the importance of the international marketing organisation
- Gain Knowledge about the foreign trade strategy

**Suggested Readings:**

W.J. Keegan: Global Marketing (PHI) Kirpalani : International marketing (PHI)  
 Cateora, Philip : International Marketing ( Richard D Irwin)  
 Keegan, Warren : Global Marketing ( Prentice Hall of India)  
 Kripalani. V. H : International Marketing (Prentice Hall of India Majaro,  
 Simon : International Marketing (George Atten & Unwin) Electives (Mktg) Ram, Paras : Exports :  
 What  
 Where and How ( Anupam) Jain, S.C :  
 International Marketing Management (CBS Publishers and Distributors) Ministry of Commerce, :  
 Export - Import Policy, 1992-97

**SEMESTER - III****Specialization (Banking)****Paper- EC-I****International Banking and Finance (Credit 4)**

Mid Semester : 30 Marks

End Semester : 70 Marks

**Objective:**

To equip students with tools and methods of analysing aspects related to international financial systems, Balance of Payments and International financial markets, besides making them aware of mitigating forex risk.

**CONTENTS:****Unit 1: International banking operations**

Global trends and developments in International Banking ii) Wholesale banking, retail banking, private banking, inter-bank business iii) International financial centres offshore banking units, SEZs iv) Asset Liability Management v) Profitability of International Banking Operations vi) Investment Banking vii) Correspondent Banking

**Unit 2: International Financial Institutions**

IMF, IBRD, BIS, IFC, ADB, WTO  
 Role of IMF and World Bank in International debt crisis management

**Unit 3: Treasury and Risk Mitigation**

FEMA and Regulatory Framework in India  
 Letter of Credit mechanism and UCPDC/ URC/ URR Buyer's/ Sellers credit

**Unit 4: International Corporate Finance**

Fundamental principles of lending MNC, documentation and monitoring of Corporate Finance, International credit rating agencies and global capital markets, Raising resources and its deployment, ECBs/ FCNRs

**Unit 5: International Bond Market:**

Operations - procedure and significance, Regulatory prescriptions, revising undertaking facility, Note issuance facility system and structure, Syndicated Loans, Project and Infrastructure Finance, Corporate Treasury Management, Derivatives; Corporate application, Role of FIIs, FDIs and EXIM Bank, Commodity Exchanges.

**Course Outcome:**

After completion of this paper student will be able to -

- Develop Insights about international banking operation
- Know the activities of various international financial institution
- Understand the treasury and risk mitigation
- Develop the Skill to understand the international corporate finance
- Gain Knowledge about the international bond market

**Text Books**

Michael R Sneyd – Professional Skill and Development  
Macmillan Education – IIBF

**SEMESTER - III****Specialization (Human Resource Management)****Paper- EC-I****HUMAN RESOURCE DEVELOPMENT (Credit 4)**

Mid Semester : 30 Marks

End Semester : 70 Marks

**Objective:**

The objective of this course is to build a critical perspective of human resource development (HRD) in an organizational, national and international context.

**Contents:****Unit I-Introduction to Human Resource Development:**

Historical perspective, emergence of HRD, conceptualizing critical HRD; Contemporary realities and future of HRD; Andragogy and life-long learning.

**Unit-II- Theoretical approaches to Human Resource Development:**

Social capital theory, learning network theory, relevance of systems theory to HRD, human capital theory and screening theory of HRD.

**Unit III-Human Resource Development Process:**

Identifying HRD needs; Designing and developing effective HRD programs; Evaluating effectiveness of HRD Programs; HRD interventions.

**Unit IV- Integrating learning with work:**

Theories of learning, trends in workplace learning, learning interventions; Transfer of learning; Strategic learning and leadership; Learning organizations and organizational learning.

**Unit V-Human Resource Development Trends:**

New ways of working and employability; Coaching, mentoring and management of performance; Virtual HRD; Workforce diversity and HRD.



**Readings (Unit wise):**

- Bandura, A. (2018), Towards a psychology of Human Pathways and Reflections, *Perspectives on Psychological Science*, 13(2)130-136  
Unit(s) - IV
- Bennet, Elisabeth E. (2014). Introducing New Perspectives on Virtual Human Resource Development *Advances in Developing Human Resources*. 16(3) 263 –280  
Unit(s) - V
- Cast, C. (2018). 6 ways to take control of your career development if your company does not care about it, *Harvard Business review*, web article 1-4  
Unit(s) - V
- Cho, Y. & Egan, T. M. (2009). Action Learning Research and Conceptual Framework. *Human Resource Development Review* 8, 431-462  
Unit(s) - II & V
- Mankin, D., (2009). *Human Resource Development*, Oxford University Press Chapter- 4, 6, 7, 9  
Unit(s) - III & IV
- McLean, Gary N., McLean L. (2001). If we can't define HRD in one country, how can we define it in an international context? *Human Resource Development International*, 4(3), 313–326.  
Unit(s) - V
- Poell, Rob F., Tonette S. Rocco and Gene L. Roth Lee, M. (2015). The Routledge Companion to Human resource Development, Chapter -1, 12-15.  
Unit(s) – I & II
- Rao, T.V., (2005). *Future of HRD*, Macmillan Publishers India. Chapter 1 & 6  
Unit(s) - I & V
- Schultz, Theodore W. (1961). Investment in Human Capital. *The American Economic Review*. 51 (1): 1– 17.  
Unit(s) – I

## SEMESTER - III

### Specialization (International Business)

#### Paper- EC-I

##### INDIA'S FOREIGN TRADE AND INVESTMENT (Credit 4)

Mid Semester : 30 Marks

End Semester : 70 Marks

**Objective:**

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

**Contents:****Unit I - Introduction to India's Foreign Trade and Investment:**

History and introduction to foreign trade, pattern and structure of India's foreign trade; Promotional measures in foreign trade by Indian Government, India's trade in service; Terms of trade; India on the world trading map; Analysis of thrust export products and markets; Regulatory bodies in India dealing with foreign trade; India's foreign investment policy and flows: India as an investment destination; India's investments abroad – Indian joint ventures in foreign countries and their operations. Recent trends in India's foreign trade.

**Unit II - Foreign Trade Policy and Economic Relations:**

Policy making body and regulatory framework; Bilateralism and multilateralism in India's trade relations; India's trade and economic relations with EU and other regional groupings; India and regional economic cooperation in South Asia; India's bilateral investment treaties and DTAAs

(Double Taxation Avoidance Agreements); Future of India's trade policy; LERMS, convertibility of rupee - partial and full convertibility; Second generation reforms.

### **Unit III - Export Promotion Measures and Institutional Arrangements:**

Export promotion measures and schemes; Export incentives; EXIM bank of India; EXIM policy; Export and trading houses, Import facilities for exports; Export Processing/Special Economic Zones (EPZs/SEZs) and 100% EOUs - Policy framework and operational aspect. Infrastructure support - Transportation and warehousing infrastructure, Indian ports and shipping system; Foreign trade finance and insurance; Sources and schemes of foreign trade finance; Export development authorities- Agricultural and Processed food products Export Development Authority (APEDA); Marine Products Export Development Authority (MPEDA); Federation of Indian Export Organizations (FIEO); H S Classification.

### **Unit IV - Foreign Exchange Facilities and Regulations:**

Foreign exchange facilities and exchange rate mechanism.

### **Unit V - Regulatory framework**

FEMA and its objectives and provisions; other acts and regulations.

### **Readings (Unit wise):**

Ministry of Commerce, Export Import Policy, Government of India, New Delhi.

*Unit(s) - I, III*

Ministry of Commerce, Handbook of Procedures, Vols. I and II, Government of India, New Delhi.

*Unit(s) -II, IV*

Economic Survey– Compiled by the Government of India, Ministry of Finance, Department of Economic Affairs – Latest Edition.

*Unit- III*

### **Additional readings:**

Customs and Excise Laws, Various issues.

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

Nayyar, Deepak. Foreign Trade Sector, Planning and Industrialisation in India, in Terance

J. Byres, The State Development Planning and Liberalisation in India, Delhi, 1997.

Department of Commerce, University of Delhi 70

Nayyar, Deepak. India's Export Performance 1970-85, Underlying Factors and Constraints, in Robert E.B. Lucas and Gustav F. Pipanek (ed.), Indian Economy Recent Development and Future Prospects, New Delhi.

## **SEMESTER - III**

### **Specialisation (Business Law)**

### **Paper – EC-I**

### **CORPORATE LAWS : CASES AND APPLICATIONS (Credit-4)**

Mid Semester : 30 Marks

End Semester : 70 Marks

### **Objective:**

The purpose of this course is to provide knowledge of the regulatory framework of companies with reference to various provisions of the Companies Act, 2013 including amendments in 2017, rules, notifications, circulars, clarifications there under including case laws along with other prominent corporate laws.

**CONTENTS :****Unit I- Historical Background of Company Law: Relevance & Reflections:**

Origin and growth of Company Law in England; Commendas and societias; Formation of East India Company; Enactment of the Bubble Act, 1719; Joint Stock Companies Act, 1844 (*Joint Stock Companies Act, 1850 in India*); Limited Liability Act, 1855; Companies Act, 1862 (*Companies Act, 1866 in India*); Companies Act, 1908 (*Indian Companies Act, 1913*); Companies Act, 1948 (*Companies Act 1956 in India*).

**Unit II- Company and its Formation:**

Lifting of corporate veil; Types of companies; One person company, associate company, producer company; Association not for profit; Illegal association; Formation of company - Promoters, their legal position, pre-incorporation contract and provisional contracts; Memorandum of association; Articles of association; Doctrine of constructive notice and indoor management; Prospectus, Abridged prospectus; Red-herring prospectus; Shelf prospectus; Postal ballot; Information memorandum; Book building; Issue, allotment and forfeiture of shares, rights issues; Issue of sweat equity shares; Employees stock option scheme; Transmission of shares, buyback and provisions regarding buyback; Issue of bonus shares; Debt capital, dematerialisation and rematerialisation of securities, membership in a company; Online registration of a company; An introduction to e- governance.

**Unit III- Management and Control of Companies:**

Directors; Classification of directors, women directors, independent directors; Disqualifications, Director Identity Number (DIN); Appointment, legal positions, powers and duties, removal of directors; Board of directors and its committees; Contracts in which directors are interested; Office or place of profit; Key Managerial Personnel: Managing director, manager; Managerial remuneration; Meetings of shareholders and board- Kinds, convening and conduct of meetings.

**Unit IV-Accounts and Audit:**

Books of accounts; Online filing of documents; Annual return; XBRL; Accounting standards; Secretarial standards; Secretarial audit; Dividend provisions, declaration and payment of dividend, treatment of unpaid and unclaimed dividend, transfer of unpaid and unclaimed dividend to investor education fund; Auditors-appointment, resignation and removal; qualification and disqualification; Auditor's report; Inspection, inquiry and investigation, compromises, arrangements and amalgamations; Prevention of oppression and mismanagement; NCLT; Concept and modes of winding up.

**Unit V- Depositories Act 1996:**

Definitions; Rights and obligations of depositories; Participants, issuers and beneficial owners; Inquiry and inspections; Penalty.

**SEBI Act, 1992:** Formation and objectives of the SEBI; Functions and powers of SEBI in relation to securities markets; Prohibition of manipulative and deceptive devices; Insider trading and substantial acquisition of securities or control; Guidelines for securities issues, monitoring and surveillance of companies by SEBI.

**Note: Case Studies involving issues and applications in corporate laws are required to be discussed in each unit.**

**Readings (Unit Wise):**

Bare Acts on Depositories Act, 1992 .

Unit(s) - V

SEBI Act, 1996.

Unit(s) - V

Handbook for NSDL Depository Operations module.

Unit(s) - IV and V

Hicks, A. & Goo, S. H. (2011). *Cases and Material on Company Law*. Oxford University Press.

Unit(s) - II, III, IV

Sharma, J. P. (2018). *Corporate Laws*. Ane Books Pvt Ltd. New Delhi.  
 Unit(s) - I, II, III, IV  
 Singh, Avtar (2015). *Company Law*. Eastern book company.  
 Unit(s) - I, II, III, IV

## SEMESTER - III

### Paper- C-14

#### FINANCIAL MODELLING AND VALUATION (Credit 4)

Mid Semester : 30 Marks

End Semester : 70 Marks

#### OBJECTIVE:

The Objective of this course is to enable the students to understand the financial management in the context of a corporate entity and acquaint them with different dimensions of financial management with application of the relevant tools and techniques of financial decision-making aimed at shareholders wealth maximization.

#### CONTENTS:

##### UNIT-I: Introduction to valuation model

Objectives of FM – Profit Maximisation vs. Wealth Maximisation;  
 Models of Wealth Maximisation – EVA & MVA; Shareholders and Management conflict  
 Valuation of Securities, Risk-return Relationship – Markowitz Model and Capital Asset Pricing Model.

##### UNIT-II: Capital Investment Model:

Capital Budgeting – Estimation of Cash Flows,  
 Techniques of Evaluation (Non-Discounted Cash Flow and Discounted Cash Flow Methods),  
 Measurement of Risk and Uncertainty with Capital Budgeting

##### UNIT-III: Capitalisation, Financial Structure and Capital Structure Model

Financing Decision – EBIT-EPS Analysis, Leverage, Cost of Capital and Value of Firm,  
 Capital Structure & Short-term Financing (Money Market Instruments);  
 Models of Capital Structure – Net Income Theory, Net Operating Income Theory, Modigliani-Miller Theory, Traditional Approach theory.

##### UNIT-IV: Dividend Decision Model

Dividend Decision vs. Valuation of Firm,  
 Dividend Decision vs. Wealth Maximisation,  
 Theories of Dividend: Walter's Model, Gordon's Model and Modigliani and Miller's Hypothesis  
 Determinants of Dividend Policy and its Constraints.

##### UNIT-V: Working Capital Models

Computation of Working Capital under different forms of Organisation,  
 Management of Cash and Cash Equivalents – Determinants of Cash Holding and Models of Cash and Marketable Securities Management,  
 Management of Receivables – Determinants and Models of Receivables Management,  
 Management of Inventories – Determinants of Inventories and Models of Inventory Management.

#### Course Outcome:

After completion of this paper student will be able to -

- Understand the concept of Financial Management, Valuation & Risk Management
- Develop the skill of Capital Investment Decisions of corporates

- Equip themselves with concept of capitalization, financial structure and capital structure
- Gain insights about determinants of Dividend, Dividend policies and dividend decisions
- Enable the skills for management of Current Assets & Working Capital

**Textbook**

- Financial Management, Theory, Concepts & Problems - Rustagi P.R, Taxmann.

**References:**

- Financial Management - Pandey, I.M, Vikas Publishing House, Delhi.
- Financial Management and Policy - Van Home, James C, Pearson Education, New Delhi.
- Financial Management - Khan MY, Jain PK, Tata McGraw Hill, New Delhi.
- Financial Management - Archer, Stephen H., Choate G Marc, R.George; John Wiley, NY.

## SEMESTER - IV

### Paper- C-15

#### Dynamics of Banking & Insurance (Credit 4)

Mid Semester : 30 Marks

End Semester : 70 Marks

**Objective:**

To equip students with tools and methods of analysing aspects related to financial systems, settlement of banks and the workings of the insurance companies and its regulations.

**CONTENTS:****Unit 1: Indian Banking System**

Public Sector Banks in India, Private Banks in India, Pre-Reforms Development, Lead Bank Scheme, Cooperative Banks, Regional Rural Banks (RRBs), National Housing Bank (NHB), Housing and Urban Development Corporation Ltd. (HUDCO), Housing Development Finance Corporation (HDFC), Industrial Development Bank of India (IDBI), Industrial Finance Corporation of India (IFCI) Ltd, Power Finance Corporation (PFC)

**Unit 2: Reserve Bank of India**

Organization of RBI, Objectives of RBI, Reserve Bank and Industrial Finance, Nature and Functions of Central Bank, Traditional Central Banking Functions (monetary functions), Supervisory Functions (Non-monetary Functions), Promotional Functions (Non-monetary Functions), Miscellaneous Functions, Risk Management and Central Bank

**Unit 3: Payment and Settlement System**

Payment and Settlement Systems in Banks, Role of Credit/Debit Cards in Payment Systems, Credit Card Operations, Customer Rights, Core Banking Solutions or Centralised Banking Solutions (CBS), Cheque Truncation, Role of RBI in Payment Systems, Payment and Settlement Systems in India - Major developments in the past decade, Customer Grievances Redressal under Payment System

**Unit 4: New Age Clearing and New Age Payment**

Real Time Gross Settlement Systems (RTGS), RTGS vs Electronic Fund Transfer System (EFT) or National Electronics Funds Transfer System (NEFT), RTGS Operations-impact on the Financial Sector, Delivery Notification, Message Query and Viewing Facilities, Society for World-Wide Interbank Financial Telecommunication (SWIFT), Bank Identification Code (BIC), Swift in India

**Unit 5: Insurance**

Introduction, Indian Insurance Industry, Basic Terminology related to Contract of Insurance, Legal Definitions, How Insurance Works, Rights and Responsibilities of the Insurer and Insured, Rights and Responsibilities of the Insurer, Rights and Responsibilities of Insured, Role of Insurance in Financial System, Functions and Characteristics of Insurance, Salient features of IRDA Act ,

Meaning of Life Insurance, Salient Features of Life Insurance, Mortality rate, Application of the Theory of Probabilities to the Mortality Table.

**Course Outcome:**

After completion of this paper student will be able to -

- Know the Indian banking system
- Understand the various functions of the RBI
- Understand how the settlement works in the banking system
- Learn how the clearing system works
- Gain Knowledge and Competency to understand the workings of the insurance companies

**Text Book :**

Arttabandhu Jena

## SEMESTER - IV

### Paper- C-16

#### Investment Management (Credit 4)

Mid Semester : 30 Marks

End Semester : 70 Marks

**OBJECTIVE:**

To let the students aware of the different types of investment avenues and to learn the impact of the various investment decision on an organisation.

**CONTENTS:**

**UNIT 1: Investment**

Meaning and process of Investment Management, Financial decision vs Investment decision; Process of Investment Program. Speculation Investment Avenues in India.

**UNIT 2: Investment Avenues:**

Investor classification; Bonds , Preference shares , Equity shares , Public issue , private placement, Right issue , Government securities , Post office deposits, Real estates, venture capital , mutual fund , precious metals , life insurance etc.

**UNIT 3 : Risk & Returns:**

Meaning & concept of return, various techniques used in measurement of return; classification of Risk, measurement ( SD & Variance) and management of risk.

**UNIT 4 :**

Valuation & Analysis of securities: Bond theories & valuation models , valuation of Bond, Preference Shares, Equity shares , Real Estate.

**UNIT 5 :**

Investment & Tax planning: Exemptions & Deductions, equity Analysis & Equity research reports: Fundamental Analysis (EIC Analysis), Technical Analysis, Interpreting Research reports.

**Course Outcome:**

After completion of this paper student will be able to -

- Develop the knowledge of the investment decisions
- Present and Analyse the investment environment.
- Understand various forensic accounting tools and technique
- Gain knowledge about the frauds done by corporates
- To understand the reasons for bankruptcy and money laundering.

**BOOKS:**

- Kevin.s. Security Analysis and Portfolio Management, prentice hall of India
- Prasanna Chandra, Investment analysis and portfolio management, second edition, Tata McGraw Hill
- Punithavathyandian, Security Analysis and portfolio management, Vikas
- Investment Management, V.k.Bhalla

## SEMESTER - IV

### *Any one from the Specialization* **Specialization (Accounting)**

#### **Paper- EC-2**

#### **Accounting for Managerial Decision Making (Credit 4)**

Mid Semester : 30 Marks

End Semester : 70 Marks

#### **Objectives :**

The objective of this course is to acquaint students with the accounting concepts, tools and techniques for managerial decisions.

#### **CONTENTS :**

##### **Unit –I**

**ACCOUNTING INFORMATION AND MANAGERIAL DECISION MAKING** : Financial accounting : Account's Position, role and responsibilities. Analytics Financial Statements : Horizontal and Vertical Analysis, Ratio analysis.

##### **Unit – II**

Marginal, costing and break-even analysis : Concepts of marginal cost, Marginal costing and absorption costing; cost-volume-profit analysis; Break analysis; Decisions regarding sales-mix, make or buy decisions and discontinuation of a product line etc.

##### **Unit-III**

Budgeting: Features of a budget : Essential of budgeting; Types of Budgets- functional, master budgets etc, Fixed and flexible budget; Budgetary control; Budgetary Control; Zero-base budgeting; Performance budgeting.

##### **Unit-IV**

Standard costing and variance analysis : Standard costing as a control technique setting of standards and their revision; variance analysis – meaning and importance, kinds of variance and their uses – materials, labour, overhead and sales variance; Disposal of variances.

Accounting plan and responsibility centres : Meaning and significance of responsibility accounting : Responsibility centre-cost centre, profit centre and investment centre; Objective and determinants of responsibility centres.

##### **Unit – V**

Activity – Based Costing : Reporting to Management : Balanced Score Card

#### **Course Outcome :**

After completion of this paper student will be able to :

- Know the basics of accounting informations and managerial decision making
- Develop the skill to understand managerial costing & break –even analysis
- Gain knowledge on budgeting
- Learn about standard costing & variance analysis
- Understand about accounting plan & responsibility centre
- Can master himself on management reports

#### **References :**

- Horngren Charles T.George Foster and Srikanta M.dattar : Cost Accounting : A managerial Emphasis, Pearson.
  - Banerjeem, B.Cost Accounting PHI
  - Jawahar Lal, Cost Accounting, Tata Mcgraw
  - Horngrem, C.T. Gray L.Sundem and William O. Stratton : Introduction to Management Accounting, Pearson.
  - Khan, M.Y., and jain, P.K., Cost Accounting, Tata Mcgraw
  - Maheswari, S.N., Principles of Cost Accounting, Sultan Chand
-

- Lall, B.M., Management Accounting, PHI
- Pandey, I.M., Management Accounting, Vani.
- Kaplan, Management Accounting PHI
- Kishore, R.M., Cost and Management Accounting, Taxman
- Druty, C., Management and Cost Accounting. Thomsom.
- Shukla, Grewal & Gupta, Cost Accounting S. Chand.

## SEMESTER - IV

### Specialization (Finance)

#### Paper- EC-2

#### Risk Management and Derivative (Credit 4)

Mid Semester : 30 Marks

End Semester : 70 Marks

#### Objectives:

To provide an understanding of the risk surrounds the business and the mechanism of the financial derivatives

#### CONTENTS:

##### Unit1: Introduction to risk management:

The Concept of Risk – Risk Vs. Uncertainty – types of Risks: Market Risk, Credit Risk, Operational Risk, interest risk, business risk, systematic risk – Classifying pure risks – methods of handling pure risks – risk management process – Risk financing techniques – Risk management objectives – Risk Management Information Systems (RMIS) – Risk Control

##### Unit2: Risk Management by Individuals:

Factors effecting individual demands for insurance - Risk Management by Corporations: Corporate Risk management process – Types of Risk managing firms.

##### Unit3: Financial Derivatives:

Features – types – History of derivatives markets financial derivatives markets in India – trading at NSE and BSE-Regulations of Financial derivatives.

Futures Contract – Mechanism – growth of the futures market- contract specification – clearing house- margin and settlement- Forward Contract- mechanism - speculation and hedging through forwards and futures.

##### Unit 4:Hedging strategy using futures:

stock index futures – mechanism – interest rate futures – mechanism – Hedge ratio- stock index futures and Indian stock market.

##### Unit 5: Options and Commodity Market:

Mechanism – Types – option trading strategies- Hedging using options – Option Valuation Black-Scholes option pricing model. UNIT V Commodity Markets in India – overview- MCX and NCDX-functions Developments in commodity market in India.

#### Course Outcome:

After completion of this paper student will be able to -

- Understand the concept of risk
- Know the Factors effecting individual demands for insurance
- Understand the financial derivatives



- Develop the Skill to understand the hedging strategy
- Gain Knowledge about the options and commodity market

**Text Books:**

- S.L. Gupta, Financial derivatives, 2005, PHI
- Patwari D.C and AnshulBhargava, Options and Futures.,Jaico Books.

**Reference Books:**

- Baghri and vora, Options and Futures, Tata McGraw Hill
- Strong, Derivatives, Thomson publishing.

## SEMESTER - IV

### Specialization (Marketing)

#### Paper- EC-2

#### Customer Relationship Management (Credit 4)

Mid Semester : 30 Marks

End Semester : 70 Marks

**Objectives:**

- To understand the concepts and principles of CRM
- To appreciate the role and changing face of CRM as an IT enabled function
- To enable managing Customer Relationship.

**CONTENTS :****Unit 1 Introduction to CRM**

CRM concepts - Acquiring customers, - Customer loyalty and optimizing customer relationships, CRM success factors, the three levels of Service/ Sales Profiling, Service Level Agreements (SLAs), creating and managing effective SLAs.

**Unit 2 CRM in Marketing**

One-to-one Relationship Marketing - Cross Selling & Up Selling, Customer Retention, Behaviour Prediction - Customer Profitability & Value Modelling, Channel Optimization Event-based marketing, CRM and Customer Service, The Call Centre, Call Scripting Customer Satisfaction Measurement.

**Unit 3 Sales Force Automation**

Sales Process, Activity, Contact- Lead and Knowledge Management Field Force Automation.CRM links in e-Business - E-Commerce andCustomer Relationships on the Internet - Enterprise Resource Planning (ERP), Supply Chain Management (SCM), Supplier Relationship Management (SRM), Partnerrelationship Management (PRM).

**Unit 4 Analytical CRM**

Managing and sharing customer data - Customer information databases Ethics and legalities of data use - Data Warehousing and Data Mining Concepts Data Analysis Market Basket Analysis (MBA), Click stream Analysis, Personalization and Collaborative Filtering.

**Unit 5 CRM Implementation**

Defining success factors, preparing a business planrequirement, justification and processes, Choosing CRM tools, defining functionalities, Homegrown versus out-sourced approaches, managing customer relationships conflict,complacency, Resetting the CRM strategy. Selling CRM internally, CRM development Team, Scoping and prioritizing Development and delivery measurement.

**Course Outcome:**

After completion of this paper student will be able to -

- Understand the concept of the CRM
- Know the importance of the CRM in Marketing
- Learn how to manage and share customer data
- Develop the Skill to implement CRM in a business

**References**

- Alok Kumar Rai, CUSTOMER RELATIONSHIP MANAGEMENT CONCEPT & CASES, Prentice Hall of India Private Limited, New Delhi. 2011
- S. Shanmugasundaram, CUSTOMER RELATIONSHIP MANAGEMENT, Prentice Hall of India Private Limited, New Delhi, 2008

**Reference Books:**

- Kaushik Mukherjee, CUSTOMER RELATIONSHIP MANAGEMENT, Prentice Hall of India Private Limited, New Delhi, 2008
- Jagdish Seth, et al, CUSTOMER RELATIONSHIP MANAGEMENT
- V. Kumar & Werner J., CUSTOMER RELATIONSHIP MANAGEMENT, Willey India, 2008

**SEMESTER - IV**  
**Specialization (Banking)**  
**Paper- EC-2**  
**Banking Law (Credit 4)**

Mid Semester : 30 Marks  
 End Semester : 70 Marks

**Objectives:**

To provide an understanding of the different laws prevailing for regulating banking and insurance sector

**CONTENTS:****Unit1: Relationship between banker and customer**

Legal framework of corporate banking, loan documentation.

**Unit2: Law and procedure governing banking instruments**

Law for governing the process of cheque, bill of exchange, letter of credit, etc.

**Unit3 Lending policies**

Risk and profitability planning and legal procedure of lending

**Unit4 Law relating to Banking Regulation:**

Book evidence; recovery of debts due to banks and financial institutions.

**Unit5 Regulatory Framework**

RBI Regulation Act, 1934, Banking Regulation Act, 1949, Government Schemes for banking, IT in Banking

**Course Outcome:**

After completion of this paper student will be able to –

- Understand the Relationship between banker and customer
- Know the Law and procedure governing banking instruments

- Understand the Lending policies
- Know the law relating to banking policies
- Gain Knowledge about the prevailing insurance law

**SEMESTER - IV**  
**Specialization (International Business)**  
**Paper - EC - 2**  
**STRATEGIC HUMAN RESOURCE MANAGEMENT (Credit-4)**

Mid Semester : 30 Marks  
End Semester : 70 Marks

**Objective:**

This paper is designed to develop theoretical understanding and appreciating the relationship between management of people with organization's strategic goals and objectives.

**Contents:**

**Unit I-Introduction:**

Evolution of Strategic Human Resource Management (SHRM); HR, SHRM & Corporate Strategy; Challenges in SHRM; Resource based view of a firm; Investment perspective of SHRM; HR architecture; HR competencies.

**Unit II-HR Strategies:**

Importance of HR in strategy formulation, Strategic approach to HR functions (planning, acquisition, training, development, reward and compensation); Managing workforce diversity.

**Unit III- SHRM in Practice:**

Identifying strategic positions; Managing employee relations - Unions and strategic collective bargaining; Strategic change, Restructuring and SHRM; Employee engagement and well-being; Matching culture with strategy; Behavioural issues in strategy implementation.

**Unit IV-SHRM and Business Performance:**

SHRM for competitive advantage; High performance work systems and SHRM, HRM and firm performance, Evaluating SHRM effectiveness, HRM and customer outcomes, HR metrics; HC bridge Framework model.

**Unit V- Trends and Issues in SHRM:**

HR implications of mergers and acquisitions; Outsourcing and its HR implications; Human resource strategy in international context; HRM in developing countries; Technology and HRM, Corporate Ethics, Values and SHRM; Future of SHRM.

**Readings (Unit wise):**

Agarwala, T., *Strategic Human Resource Management*. OUP (Unit II)

*Unit(s) - II*

Baron, James N. & David, M. Kreps (1999). *Strategic Human Resources – Frameworks For General Managers*. Wiley (Chapter 19 for Unit V)

*Unit(s) – V*

Greer, C.R., *Strategic Human Resource Management: A general managerial approach*, Pearson Education. (Unit 1 – Investment Perspective)

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**SEMESTER - IV**  
**Specialization (International Business)**  
**Paper – EC-2**  
**EXPORT MARKETING (Credit-4)**

Mid Semester : 30 Marks  
End Semester : 70 Marks

**Objective:**

The aim of this course is to demonstrate an understanding of export marketings a managerial challenge and acquaint students of procedural aspects of export marketing

**CONTENTS:**

**Unit I**

Basics of Export Marketing: Nature and role of export marketing; India's Export marketing challenges and opportunities; Domestic vs. export marketing, exporting through internet, prospects and challenges by Indian exporters; Determination of export performance, export marketing and export performance, development of export marketing strategy.

**Unit II**

Developing Export Market Plan: Nature and role of export marketing plan, analysis of export marketing competition, export marketing research and understanding of foreign customer buying behavior, preparing products for export and service exports, export promotion and advertising; Overseas market research- Factors influencing selection of foreign market; Product planning, development; distribution channels; Warehouse; Promotion of product.

**Unit III**

Product and Pricing Decision in Export Marketing: Product-related decisions: Panning, branding, packaging, labelling and marking; Price-related decisions- Factors determining export price; Strategies of pricing; Methods of export pricing

**Unit IV**

Exploring Export Markets and Locating Customers: Making contacts and business travel abroad, obtaining export licenses and collecting export documents, export packaging and marking, shipping abroad and receiving payments; Barter trading- Counter purchase, switch trading, clearing agreement and buyback barter, export regulations and tax incentives.

**Unit V**

Managing Export Operations: International shipping, export packing and marking, export documents, export and import restrictions, cargo insurance, customs brokers and freight forwarders

**Unit VI**

Export Marketing Facilitation: Banks as your facilitator freight forwarders as your facilitator, distributors as your facilitator, governments as your facilitator budgeting for exporting; Budgets for export activities, standard costs and export control, foreign exposures.

**Suggested Readings:**

Albaum, G. & Duerr, Edwin (2011). *International Marketing and ExportManagement*. Pearson Education. India.

**Note: Latest edition of the readings may be**

**used. Teaching Plan:**

At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website.

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### Facilitating the achievement of Course Learning Outcomes

Unit No	Course Learning Outcomes	Teaching and Learning Activity	Assessment Tasks
I.	Explain nature and scope of export marketing and measure export market performance.	Lecture sessions and case study discussions	Class participation, Assignment Individual / Group, Mid Semester Exam / End Semester Exam
II.	Analyse export market competition and develop export marketing plan.	Lecture sessions and case study discussions	Class participation, Assignment Individual / Group, Mid Semester Exam / End Semester Exam
III.	Explain product and pricing decisions in export market and foster strategies for export pricing.	Lecture sessions and case study discussions	Case Study Discussion, Assignment Individual/Group, Mid Semester Exam/End Semester Exam
IV.	Explore export markets to locate foreign customers and explain export regulations and incentives of foreign markets.	Lecture sessions and case study discussions	Class participation, Assignment Individual / Group, Mid Semester Exam / End Semester Exam
V.	Describe export marketing operations and explain international shipping and cargo insurance.	Lecture sessions, presentations by students	Case Study Discussion, Assignment Individual / Group, Mid Semester Exam / End Semester Exam
VI.	Interpret export marketing facilitations and comprehend foreign exposure.	Lecture sessions, presentations by students	Case Study Discussion, Assignment Individual / Group, Mid Semester Exam / End Semester Exam

## SEMESTER - IV

### Specialization (Taxation)

#### Paper –EC-2

#### CORPORATE TAX STRUCTURE AND PLANNING (Credit-4)

Mid Semester : 30 Marks

End Semester : 70 Marks

#### Objective:

To develop in students the ability to consider tax implication in business and financial decisions.

#### CONTENTS:

##### Unit I- Tax Planning:

Concept of tax planning and tax management, tax evasion and tax avoidance; Rationale of corporate tax planning; Nature and scope of tax planning in companies.

##### Unit II- Tax Assessment of Companies:

Residential status of company and incidence of tax; Computation of taxable income of companies; Carry forward and set off of business losses, deductions available to corporate assesses; Computation of corporate tax liability; Minimum alternate tax and tax credit; Tax on distributed profits; Tax on income distributed to unit holders.

##### Unit III- Tax Planning and Business Decisions:

Implications of tax concessions and incentives for corporate decisions in respect of setting up a new business, location of business and nature of business.

##### Unit IV-Tax Planning and Financial Decisions:

Capital structure decisions; Dividend policy; Bonus Share; Investments and capital gains; Owning or leasing of an asset; Hire purchase or installment purchase decision; Purchase of an asset out

of own funds or out of borrowed capital; Manufacturing or buying; Repairing, replacing, renewing or renovating an asset; Sale of assets used for scientific research; Shutting down or continuing operations; Private equity

#### **Unit V- Business Reorganization:**

Tax Planning in respect of amalgamation and de-merger of companies, slump sale, conversion of a firm into a company; Conversion of sole proprietorship into company; Conversion of company into Limited Liability Partnership.

#### **Transfer Pricing:**

Overview of transfer pricing in India and abroad; Methods to curb tax evasion through Arm's Length Price and methods of its computation.

#### **Foreign Collaboration:**

Doubly taxed income and Double Taxation Aspects: Foreign collaborations and incidence of taxation on domestic companies and other assesses; Provisions for relief in respect of double taxation - Unilateral and bilateral.

**Note:** Relevant software will be used for pedagogical purpose. Evaluation of practical exercise (if any) using software will be part of internal assessment.

#### **Readings (Unit wise):**

Ahuja, Girish & Ravi, Gupta. *Bharat s Professional Approach to Direct Taxes, Law & Practice*. Bharat Law House Pvt. Ltd.

Unit(s) - I, II, III, IV, V

Bhagmati, Prasad. *Direct Taxes And Laws And Practice*. Wishwa Prakashan

Unit(s) - IV and V

Singhania, Vinod K. *Taxmann's Direct Taxes. Law & Practice*.

Unit(s) - I, II, III, IV, V

Srinivas, E. A. *Corporate Tax Planning*, Tata McGraw Hill,

Unit(s) - II, III, IV and V

## **SEMESTER - IV**

### **Specialization (Business Law)**

#### **Paper – EC-2**

#### **INDUSTRIAL LAWS: CASES AND IMPLEMENTATION**

Mid Semester : 30 Marks

End Semester : 70 Marks

#### **Objective:**

The purpose of this course is to enable the students to acquire knowledge and understanding of prominent labour and industrial laws.

#### **CONTENTS:**

##### **Unit I-Employees Provident Fund & Miscellaneous Provisions Act, 1952:**

Definitions; Schemes, cases under the Act – Employees' Provident Fund Scheme, Employees' Pension Scheme, 1995; Employees' Deposit Linked Insurance Scheme; Case laws.

##### **Unit II-Employees State Insurance Act, 1948:**

Objects and applicability of the scheme; Definitions and cases- Personal injury, factory, manufacturing process, wages, partial and permanent disablement; ESI corporation; Standing committee and medical benefit council; Contributions; Adjudication of dispute and claims, benefits; Case laws.

**Unit III-Factories Act, 1948:**

Definitions and cases; Authorities under the Factories Act; Health; Safety; provisions relating to hazardous processes; Welfare; Working hours of adults; Employment of young persons; Annual leave with wages; Penalties and procedure; Case laws.

**Unit IV- The Industrial Disputes Act, 1947:**

Objects; Authorities for settlement of industrial disputes; reference of industrial disputes, procedure, powers and duties of authorities; Cases: Settlements and awards; Strikes, lock-outs, lay-off, retrenchment, transfer and closure; Unfair labour practices.

**Unit V-Payment of Gratuity Act, 1972:**

Applicability and non- applicability of the Act; Definitions and cases -employee, employer, continuous service; Payment of gratuity; Forfeiture of gratuity; Employer's duty to determine and pay gratuity; Recovery of gratuity; Penalties; Case laws.

**Trade Unions Act, 1926:**

Objects; Registration of trade unions; Rights and liabilities of registered trade unions; Privileges of a registered trade union; Immunity from criminal and civil proceedings; Penalties; Case laws.

**Employee's Compensation Act, 1923:**

Definitions- dependent, employer, partial and total disablement, workmen, injury, accident; Employer's liability for compensation; Amount of compensation; Contracting; Commissioner; Case laws.

**Note: Cases and problems involving issues in industrial laws are required to be discussed in the class.**

**Readings (Unit wise)**

- Kumar, H.L. (2018). *Digest of Important Labour Cases*, Universal Law Publishing Co. Pvt. Ltd.  
Unit(s) - II, III and V
- Malik, S. (2017). *PL Malik s Industrial Law*.  
Unit(s) - I, IV, V
- Sharma, J.P. (2018). *Simplified Approach to Labour Laws*, Bharat Law House (P) Ltd.  
Unit(s) - I, II, III, IV, V and VI
- Srivastava, S.C. (2012). *Labour Law and Labour Relations: Cases and Materials*. Vikas Publishing House Pvt. Ltd.  
Unit(s) - III, IV

**Mark - 50****Paper - C- 17****Assignment (Research Methodology)**

Mid Semester : 30 Marks  
End Semester : 70 Marks

**Objective:**

The Objective of this course is to help the students to understand the use of various techniques of econometrics in research and writing a project report.

**Unit – I.**

**Research** : Meaning, Objectives – Types of Research – Research Process – Validity and Reliability in Research; Role of Research in Functional Areas : Finance, Marketing, Human Resource Development and Production.

**Research Methodology**: Research Process and Defining Research Problems

**Unit – II. Research Design** : Features of a Good Research Design; Sampling : Types, Sampling Design Steps and Characteristics of a Good Sample Design

**Methods and Techniques of Data Collection**: Primary Data – Questionnaire and Interviews – Collection of Secondary Data – Cases; Data Processing.

**Unit - III.**

**Testing of Hypotheses**: Procedure for Hypotheses Testing – Use of Statistical Techniques for testing of hypotheses – Sampling Errors

Testing of Samples : Sampling Distribution, Determining Size of the Sample

Chi-square Test : Analysis of Variance and Co-variance-Multi Variate Analysis

**Unit – V.**

**Report Writing** : Layout of a Research Paper,

**Course Outcomes:**

- Describe the research process and list the characteristics of various types of research.
- Formulate Research Problem, Research Objectives and Hypothesis from a given research problem.
- Describe various research designs and methods of data collection
- Creating a Database and Use of Statistical Techniques in Analysis

**Books :**

- Research Methodology, C.R. Kothari
- Methodology Techniques of Social Research, Wilkinson, Bhandarkar
- Research Methodology, Dr. V. P. Michael
- Research Design and Methods, Kenneth S. Bordens
- Business Research Methods, Donald R. Cooper
- Research Methodology, R. Cauvery, U. K. Sudha Nayak, m. Girija and R. Meenkashi
- Research Methodology, V. Upagade and A. Shende
- Research Methodology, D. Chawla and N. Sondhi

