

Programme Course Structure
MBA - EXECUTIVE PROGRAMME
(2 YEARS)



Kumaun University Nainital
Uttarakhand

SEMESTER I

MEP 101	Management Concepts & Organization Behaviour
MEP 102	Business Environments
MEP 103	Managerial Economics
MEP 104	Accounting for Managers
MEP 105	Business Communications
MEP 106	Computer Applications in Management

SEMESTER II

MEP 201	Human Resource Management
MEP 202	Marketing Management
MEP 203	Financial Management
MEP 204	Production Management
MEP 205	e-Commerce
MEP 206	Business Research Methodology

SEMESTER III

Compulsory Papers

MEP 301	Strategic Management
MEP 302	International Trade and Business
MEP 303	Corporate Legal Frameworks
MEP 304	Term Paper based Viva-Voce

Electives- Major-Two Courses
Minor- One Course

Elective -1 (Human Resources Management)

MEP 305	(EH-1) Training & Development
MEP 306	(EH- 2) Industrial Relations

Elective -2 (Marketing)

MEP 307	(EM-1) Consumer Behaviour & Customer Relation Management
MEP 308	(EM-2) Advertising and Sales Management

Elective -3 (Finance)

MEP 309	(EF-1) Project Management
MEP 310	(EF-2) Management of Financial Services

SEMESTER IV

Compulsory Papers

- MEP 401 Entrepreneurship and Small Business Management
MEP 402 Dissertation-Project Work

- Electives-** Major-Three Courses
Minor- Two Courses

Elective -1 (Human Resources Management)

- MEP 403 (EH-3) Compensation Management
MEP 404 (EH-4) Human Resource Development
MEP 405 (EH-5) Labour Laws

Elective -2 (Marketing)

- MEP 406 (EM-3) Agriculture and Rural Marketing
MEP 407 (EM-4) Retail Management
MEP 408 (EM-5) Marketing of Services

Elective -3 (Finance)

- MEP 409 (EF-3) Security Analysis and Portfolio Management
MEP 410 (EF-4) Working Capital Management
MEP 411 (EF-5) International Financial Management

SEMESTER - I
MEP 101 MANAGEMENT CONCEPTS AND ORGANISATIONAL BEHAVIOUR
(MCOB)

UNIT I

Management- nature and purpose, evolution of management thought, system approach to management, management by objective (MBO). **Planning-** types of planning, steps in planning, Strategic planning process, TOWS matrix (tool for striation analysis), Portfolio Matrix (tool for resource allocation).

UNIT II

Organizing- formal and informal organizations, process of organizing departmentation, Strategic Business Units (SBU), Line and staff concepts, centralization and decentralization. **Staffing-** System approach to Human Resource Management, Recruitment and Selection process. **Controlling-** control process, types of control – forward, concurrent, feedback, tools for monitoring and measuring organizational performance.

UNIT III

Managing Individual Behavior: Perception; Factors influencing perception, Attribution theory, applications in organization, Learning: Theories of learning ñ Implications for performance and satisfaction. Motivation: Theories of Motivation ñ Implications for performance and satisfaction in organizations.

UNIT IV

Managing Individual Behaviour: Personality; Concept, Theories, major personality attributes influencing O.B, Values attitudes and Job satisfaction. Individual decision-making and problem solving ñ Emotional intelligence and its applications in O.B, Organizational Commitment.

UNIT V

Group Dynamics & Team Management: Understanding and Managing group process, characteristics of work group, work group behavior and productivity. Teams in the Modern work place: Styles and skills in leadership and communication, Group decision making.

Suggested reading:

1. Koontz, Harold, Cyril O'Donnell, and Heinz Weichrich: *Essentials of Management*, Tata McGraw Hills, New Delhi.
2. Robbins, Stephen P, and Mary Coulter: *Management*, PHI, New Delhi.
3. Vashishth, Neeru: *Student's Guide to Management*, TAXMANN, New Delhi.
4. Luthans, Fred: *Organizational Behaviour*, McGraw-Hills, New York.
5. Robbins, Stephen P: *Organizational Behaviour*, Prentice Hall, New Delhi.
6. Pareek, U.: *Organizational Processes*, Oxford and IBH, New Delhi.
7. Robbins, S. P.: *Organizational Behavior*, Prentice Hall of India.
8. Aswathappa, K.: *Human Resource and Personnel Management* Tata McGraw Hill, New Delhi.
9. DeCenzo, D. A., Robbins, S.: *Personnel and Human Resource Management*, Prentice Hall of India, New Delhi.
10. Keith Davis, Newstrom, John W.: *Organizational Behavior*, Tata McGraw Hill, New Delhi.

SEMESTER - I
MEP 102 BUSINESS ENVIRONMENT

UNIT I

Concept, significance and nature of business environment, elements of environment-internal and external

UNIT II

Significance and elements of economic environment, planning in India, LPG, New Economic Policy

UNIT III

Socio-cultural environment, social responsibilities of business, Business Ethics Corporate Governance

UNIT IV

Political and legal environment, government policies; monetary, fiscal and industrial EXIM, licensing policies

UNIT V

Natural and technological environment, their impact on business, main features, management and status in India; international Business WTO, WEB, IMF, their importance in Indian business environment,

Suggested Readings :

1. *Aswathappa, K: Business Environment, Himalaya Publication, Delhi.*
2. *Dutta R. And Sundaram: Economic Environment, S Chand Publication, Delhi.*
3. *Cherunilam Francis: Business Environment.*
4. *Aswathappa, K: Legal Environment of Business, Himalaya Publication, Delhi.*
5. *Raj Agrawal and Parag Diwan: Business Environment; Excel Books, Delhi*

SEMESTER - I
MEP 103 MANAGERIAL ECONOMICS

UNIT I

Introduction to Managerial Economics: Nature and scope of Managerial Economics; Fundamentals of Managerial Economics.

UNIT II

Demand Analysis: Utility analysis; Indifference curves analysis; Individual and market demand functions, determinants of demand; Law of demand; Elasticity of demand.

UNIT III

Production Analysis; The production function; Isoquants; Production function with one variable; Production function with two variables, Returns to scale, Economies and diseconomies of scale; Concepts of cost: Short and long run costs; Concept of Profit Maximization.

UNIT IV

Pricing; Characteristics of different market structures: Price determination and Firms' equilibrium in short run and long run under perfect competition, Monopolistic competition, Oligopoly, Monopoly; Price discrimination; International Price Discrimination, Dumping; Market Penetration and Skimming.

UNIT V

Basic: National Income, GDP, GNP, NNP, Unemployment, Inflation, Balance of Payments, Savings and Investment.

Suggested Readings :

1. Adhikari, M.: *Managerial Economics, 3rd edition, Khosla Publishing House, New Delhi.*
2. Koutsonyinnis, A: *Modern Economics, McMillan, New York.*
3. Dwivedi, D. N.: *Managerial Economics, Vikas Publishing house, New Delhi.*
4. Maheshwari, Yogesh: *Managerial Economics, PHI, New Delhi.*
5. Prasad L.M. : *Text and Cases.*

SEMESTER - I
MEP104 ACCOUNTING FOR MANAGERS

UNIT I

Basic accounting concepts, preparation of journal, ledger, cash book, trial balance,

UNIT II

Rectification of errors, profit and loss account and balance sheet, Financial statement analysis, managerial form of P & L account and balance sheet, and ratio analysis

UNIT III

Cash flow analysis, Statement of changes in financial position. Working Capital Management, Reporting to management,

UNIT IV

Conceptual understanding of Cost Accounting, Marginal Costing, CVP analysis

UNIT V

Standard costing, budgetary control, pricing policy and decisions, Management Control Systems

Suggested Readings :

1. *Anthony, Robert: Management Accounting, Tarapore-wala, Mumbai.*
2. *Chandra, Prasanna: Financial Management, Tata McGraw Hill, Delhi.*
3. *Dearden, J. and S.K Bhattacharya: Accounting for Management, Vikas Publishing House, New Delhi.*
4. *Gupta, R.L: Advanced Financial Accounting, S. Chand & Co., New Delhi.*
5. *Horngrén, Charles, T., Gorge Foster and Srikant M. Datar: Cost Accounting: A Managerial Emphasis, Prentice Hall India, Delhi.*
6. *Horngran, C.T., Gray L. Sundem, and William O, Stratton: Introduction to Management Accounting, Prentice Hall, Delhi.*
7. *Khan MY, Jain PK: Financial Management; Tata Mc Graw Hill, New Delhi.*
8. *Lall. B.M. and I.C Jain: Cost Accounting: Principles and Practice, Prentice Hall, Delhi.*
9. *Maheshwari, S.N. and Maheshwari, S.K.: An Introduction to Accountancy, Vikas Publishing House, New Delhi.*
10. *Pandey, I.M: Financial Management, Vikas Publishing House, Delhi.*
11. *Pandey I.M: Management Accounting, Vani Publication, Delhi.*
12. *Shukla, M.C. and Grewal T.S.: Advanced Accounting, S. Chand & Co., New Delhi.*
13. *Van Horne, J.C. and J.M Wachowicz Jr.: Fundamentals of Financial Management, Prentice-Hall, Delhi.*
14. *Van Horne, James C: Financial Management and Policy, Prentice Hall, Delhi.*

SEMESTER - I
MEP 105 BUSINESS COMMUNICATION

UNIT I

Introduction and conceptual understanding, communication and its types, Barriers to effective communication

UNIT II

Business Communication or skills (N.B. - the purpose of this unit is to enable the students/participants to learn the structure, strategy and skills of different modes of oral communicative skills in business). Communication: Meaning, importance, types, Channels and dimensions, Presentation, Interview, Group Discussion, Meeting.

UNIT III

Instruments of internal communication, report and proposal preparation

UNIT IV

Basic framework of preparing DPR, précis writing, business letters tenders, press communication, MoU

UNIT V

Comprehension of a long text [*My Experiments With Truth-by M.K. Gandhi: Part I only*]

Suggested Readings :

1. Luthan, F: *Organizational Behaviour*, McGraw Hill, New York.
2. Ashwathappa, K: *Organizational Behaviour*, Himalya Publishing House, Delhi.
3. Hunlock, Elizabeth B: *Personality Development*
4. Wren and Marten: *High School English grammar and Composition*, S. Chand & Co.
5. Thomson & Martinet: *A Practical English Grammar*, English language book society/OUP.
6. Allen, Mannard: *Living English Structure*, Orient Longman.
7. Sethi & Dhamija: *A Course in Phonetics and Spoken English*, Prentice Hall of India.
8. Balasubramaniam: *English Phonetics for Indian Students*, Macmillan India.
9. Aggarwal Rohini: *Business Communication and Organisation and Management*, Taxman Allied Services.
10. Bahl Sushil: *Business Communication Today*, Response Books.
11. Ludlow & Panton: *The Essence of Effective Communication*, Prentice Hall of India.
12. Wright Chrissie (ed): *Handbook of Practical Communication Skills*, Jaico Publishing house.

SEMESTER - I
MEP 106 COMPUTER APPLICATIONS IN MANAGEMENT

UNIT - I

What is Computer, Evolution of Computers, their classification & limitations, Generation of Computer, Uses of computers in modern society, Characteristics and Types of desktop, Laptop, Notebook, Palmtop, Workstation. Block diagram of computer processing system, CPU (Control Unit, ALU Registers) Introduction to number systems (Binary, Octal & Hexa decimal), Introduction to Software and types of Software.

UNIT - II

Input devices and functions-Keyboards, Mouse, Track ball, Joystick, Digitizer, Tablet, Scanners, Digital Camera, OMR, OCR, Barcode reader, Voice Input System Light pen, Touch Screen; Output Devices and Functions - Characteristic & Type of Monitor, VGA, SVGA, XVGA, LCD Screen etc. Printers - Impact & Non Impact Printers, Character Printer, Line Printer, Page Printer, Plotter

UNIT - III

Memory- Primary (RAM, Dynamic and Static RAM, ROM-PROM, EPROM, EEPROM, Cache) and Secondary Memory. Storage Devices - Function of Storage Devices - Magnetic Tape, Harddisk Drives, Pen Drives, Floppy Disk, CD, VCD, CDR, CD-RW, DVD, DVD-RW, Blu-Ray disc.

UNIT - IV

Internet : Internet working, Concepts, Internet Protocol Addresses, WWW Pages & Browsing, Security, Internet Applications, Analog & Digital Signals, Bandwidth, Network Topology, Packet Transmission, Long Distance communication, Network Applications. E-mail.

Suggested Readings :

1. *Habraken: Using Microsoft Office 2000, PHI.*
2. *R. Bangia: Learning Ms-office, Khanna Publications.*
3. *Davis: Essentials of Computers, McGraw-Hill Publication.*
4. *Computer Fundamentals by V. Rajaraman, EEE publication, New Delhi*
5. *Computer Fundamentals by B. Ram*

SEMESTER - II
MEP 201 HUMAN RESOURCE MANAGEMENT

UNIT I

Introduction: Definition, scope, importance and objectives, Human Resource Management and Personnel Management, HRM in the Indian and rural context.

UNIT II

Procurement and Placement: Human Resource Planning- Importance and techniques, Job analysis, Job description, Job specification, Job enlargement and enrichment, Recruitment: Objectives and sources, Process of recruitment, Selection, Placement, Induction.

UNIT III

Development and Maintenance of Human Resources: Training and Development-Need, importance and techniques, Performance Appraisal-Concept, importance, process and methods, Problems of Performance appraisal.

UNIT IV

Wage and Salary Administration: Devising a wage structure, Individual and group incentive plans, Employee benefits, Principle of employee benefit programmes.

Suggested Readings :

1. Dessler, G. "Human Resource Management" Prentice Hall of India, New Delhi.
2. Armstrong, M. "A Handbook of Personnel Management Practices" Kogan Page, New Delhi.
3. Deconzo, D.A. and Robbins, S.P. "Human Resource Management" Prentice Hall of India, New Delhi.
4. Mamoria, C.B., and Gankar, S.V. "Personnel Management" Himalaya Publishing House, New Delhi.
5. Ashwathappa, K. "Human Resource and Personnel Management" Tata McGraw Hill, New Delhi.
6. Jyothi, P. and Venkatech, D.N. "Human Resource Management" Oxford University Press, New Delhi.

SEMESTER - II
MEP 202 MARKETING MANAGEMENT

UNIT- I

Marketing: Introduction, Meaning/ definitions, Scope; Companies various orientation towards market; Core Marketing concepts; Market- various terms used; Concept of marketing mix

UNIT- II

Product Concepts and Pricing: Product- levels, hierarchy, classifications, Product mix; Product life cycle; Brand; New product development process; Pricing decisions; Determinants of price; Pricing process, Price adaptation and strategies.

UNIT- III

Promotion and Channel decisions: Communication process; Steps in developing effective communications; Communication mix- Promotion tools (advertising, personal selling, publicity and sales promotion) and their characteristics; determinants

UNIT- IV

Emerging trends and issues in marketing – Consumerism, Rural Marketing, Social Marketing; Direct and Online Marketing;

Suggested Readings :

1. Kotler, Philip: *Marketing Management, 11th Ed., Prentice Hall of India, Pvt. Ltd., New Delhi.*
2. Baker, Michael J.: *Marketing: An Introductory Text, McMillan Press Ltd..*
3. Czinkota, Michael R., Massaki, Kotabe and David Mercer B.: *Marketing Management: Text and Cases, Blackwell Publishers, Massachusetts.*
4. Kotler, Philip: *Marketing Management: Analysis Planning, Implementation and Control, 9th Ed., Prentice Hall of India Pvt. Ltd. , New Delhi.*
5. Kotler, Philip and Armstrong, Gary: *Principles of Marketing, 6th Ed., Prentice Hall of India, Pvt. Ltd., New Delhi.*
6. Ena, Rajan: *Marketing Management, Tata McGraw Hill Publishing Company, New Delhi.*

SEMESTER - II
MEP 203 FINANCIAL MANAGEMENT

UNIT-I

Introduction- Meaning and Approaches to Finance Function, Meaning of Financial Management, Features, Nature, Objectives or Goals of Financial Management, General Responsibilities of Finance Executive, Significance of Financial Management, Organisation of Finance function. Financial planning- Meaning, types and Need of financial Planning, Features of sound Financial Planning, Factors Affecting the Financial Plan, Limitation of Financial Planning.

UNIT -II

Capitalization- Meaning, Cost Theory and Earning Theory of Capitalization, Over Capitalization - Causes, Effects and Remedy, under capitalization-cause, effects and remedy, over V/S under capitalization, optimum capitalization. **Capital Structure-** meaning, difference between capitalization and capital structure factors affecting capital structure, optimum capital structure. **Cost of Capital (numerical)** - Meaning, importance, Measurement – cost of Borrowed capital, cost of Preference Share Capital, cost of equity share Capital, Cost of Retained earnings, weighted average cost of Capital.

UNIT - III

Dividend Policy- meaning and types of Dividend, Provisions of the Indian companies Act 1956 in respect of Dividend, Dividend policy- Meaning, types , advantage of stable Dividend policy, factors affecting dividend policy, essential of sound dividend policy, Walter's model of Dividend Policy, Gordon's model of dividend policy, Analysis of M.M. Model.

UNIT - IV

Working Capital Management : Concept, Factor determining the working Capital, Techniques of forecasting working capital- operating cycle method, estimating current Assets & liabilities method, cash forecasting method, projected Balance Sheet Method, P&L adjustment Method, Analysis of Working capital.

UNIT -V

Capital budgeting (Numerical)= meaning, objects, need & scope of Capital budgeting, nature of capital budgeting problem, limitations of Capital budgeting, techniques of capital budgeting, Project Appraisal methods – Pay Back period method, discounted Pay Back period method, post pay back profitability, index of post pay back profitability, ROI method, ARR method, NPV method and PV index method.

Suggested Readings :

1. *Prasanna Chandra: Financial Management (TMH), 7/e*
2. *I.M. Pandey - Financial Management (Vikas), 9/e*
3. *M.Y. Khan & P.K. Jain - Financial Management (TMH), 5/e*

SEMESTER - II
MEP 204 PRODUCTION MANAGEMENT

UNIT –I

Production Planning and Control: Production system, Types of production, replanning and control functions.

UNIT – II

Plant Location and Layout: Choice and selection of Plant location, Plant design, Plant layout: product layout and process layout, Criteria for a good layout.

UNIT -III

Plant Maintenance and Materials Handling : Types of maintenance – preventive, predictive and overhaul, Methods of Materials handling.

UNIT –IV

Work Study : Method Study, Motion Study, Work measurement, Performance rating, Work sampling, Time Study, Inspection and Quality Control : Types and criteria of inspection, Signature of quality control,

UNIT -V

Forecasting Technique: Moving Average Method, Weighted Moving Average Method. Subjective techniques: Delphi, Jury of Executive Opinion , Poll of Sales force Opinion

Suggested Readings :

1. *S. N. Chary : Production and Operations Management: Tata McGraw Hill.*
2. *Bedi, Production and Operations Management, OUP*
3. *Panneersavam, Production and Operations Management, PHI*
4. *Adam, Production and Operations Management , Pearson Education/PHI*
5. *Altekar, Production Management , Jaico*
6. *Gaither, Operations Management, 9th ed, Thomson Learning*
7. *N. G. Nair : Production and Operations Management:: Tata McGraw Hill*
8. *Morton, Production and Operations Management, Vikas*
9. *L.C. Jhamb, Production (Operations) Management, EPH*
10. *A. Muhlemann, J. Oakland & K. Lockyer : Production and Operations Management : McMillan.*
11. *E. S. Buffa & R. K. Sarin : Modern Production/Operations Management, : John Wiley.*
12. *R. B. Chase & N. J. Aquilano : Production and Operations Management: Irwin.*

SEMESTER - II
MEP 205 E-COMMERCE

UNIT - I

Introduction to e-Commerce and its applications, types of e-Commerce Solutions, e-Commerce Framework, Categorization (B2B, B2C, C2C, G2B, G2C)

UNIT - II

Introduction to e-Commerce Laws, Transactions Security, Digital documents

UNIT – III

Electronic Data Interchange (EDI), EDI applications in Business, Electronic Payment Systems: Introduction to banking network in online commerce, Digital economy, Electronic Funds Transfer (EFT), SWIFT, Smart Cards, Bar Coding.

UNIT - IV

Consumer Search, Information Search and retrieval, Information Filtering, Digital Copyrights, Public Policy Issues, Internet Service Providers, Internet Connectivity Options.

UNIT - V

Internet Marketing, Commercial Issues, Infrastructure Issues, Social and Cultural Issues, Dot Coms, Emerging Trends

Suggested Readings :

1. *e-Commerce, A manager guide to e-Business by Parag Diwan and Anil Sharma, Excel Books.*
2. *Electronic Commerce, A managers guide by Ravi Kalakota and Andrew B. Whinston, Addison Wesley (Pearson Publication).*
3. *Frontiers of e-Commerce by Kalakota and Whinston, Pearson Publication.*
4. *e-Commerce by Murthy, Himalaya Publication House, New Delhi.*

SEMESTER - II
MEP 206 BUSINESS RESEARCH METHODOLOGY

UNIT – I

Research and scientific method; Research and decision making, Importance of research in business

UNIT – II

Research process; concept and issues Research proposal, Ethical issues.

UNIT – III

Types of data: Primary and Secondary data; sources use and benefits, Survey methods, Experimentation.

UNIT - IV

Measurement and its limitations, Measurement scales, Attitude measurement and scales, Questionnaire designing and testing, Sample design,

UNIT – V

Data analysis and interpretation : Data editing and coding, Representation of data, Hypothesis testing, , Report preparation and presentation (written and oral).

Suggested Readings :

1. *Cooper and Schindler - Business Research Methods, Tata McGraw Hill, 9th Edition.*
2. *Saunders - Research Methods for Business students, Pearson Education, 2nd Edition, 2007.*
3. *Panneer Selvam - Research Methodology, Prentice Hall of India, Edition 2008.*
4. *Gravetter - Research Method for Behaviourial Sciences, Cengage Learning.*
5. *Beri G.C - Marketing Research, Tata McGraw Hill, 4th Edition.*
6. *Kothari C R – Research Methodology Methods & Techniques, New Age International Publishers, 2nd Edition, 2004.*

SEMESTER - III
Compulsory Paper:
MEP 301 STRATEGIC MANAGEMENT

UNIT I

Introduction to Strategy and Strategic Management, Long Range Planning and Strategic Planning, Characteristics of Strategic Decisions, Levels of Strategy,

UNIT II

The Process of Strategic Management. Strategic Intent – Concept & Comparative Analysis of Objective, Mission and Vision, Planning Process, Strategic Planning Process.

UNIT III

Corporate Level Strategies: Grand, Stability, Expansion, Retrenchment, Defensive and Combination.

UNIT IV

Implementation of Strategy: Concept and Significance; Structural Implementation Consideration, Organizational Design and Changes;, Values and Ethics,

UNIT V

Strategic Evaluation and Control- an overview, Strategic Control, Role of Organizational Systems in Evaluation.

Suggested Readings :

1. Kazmi Azhar: *Business Policy and Strategic Management*, 2nd Edition, Tata McGraw-Hill Co., Delhi.
2. Miller, A & Dess, G.G.; *Strategic Management*, 2nd ed., New York, Tata McGraw Hill, 1996.
3. Banerjee, B.P.; *Corporate Strategies*, New Delhi, Oxford University Press, 1999.
4. Pearce, J.A. & Robinson, R.B.; *Strategic Management*, 3rd ed., New Delhi, ATTBS, 1997.

SEMESTER - III
Compulsory Paper:
MEP 302 INTERNATIONAL TRADES AND BUSINESS

UNIT-I

Management of international trade: Introduction, meaning, need, difference between domestic and international trade, international business (Trade) theories-classical, Neo-Classical Modern and need for separate theory of international Trade, the Balance of Payments, Gain from trade and terms of trade, trade policies-free vs. protection.

UNIT-II

Mechanism of international payments and control: Instruments of external payments, foreign exchange market, causes of fluctuations in exchange rates, need for exchange control, Techniques and methods of exchange control.

UNIT-III

Management process and control of international Trade/Business: Management of Human resources in MNCs, International production and Logistic System, Multinational corporate culture, Information and control system, Measurement methods and evaluation of performance.

UNIT-IV

International financial institutions: IMF, IBRD, IDA, IFC, Organization of European Union and its impact, Euro-Dollar exchange market.

Suggested Readings :

1. *Bhalla, V.K. & Shiva Rama International Business; Environment and Management.*
2. *Verma, M.L. Foreign Management.*
3. *International Trade, Francis Cherunilam (Tata McGraw Hill)*
4. *International Business, Francis Cherunilam (PHI)*
5. *International Trade, Raj Agarwal (Excel Publications)*
6. *International Business, V. Sharma, Pearson Education.*

SEMESTER - III
Compulsory Paper:
MEP 303 CORPORATE LEGAL FRAMEWORKS

Unit-I

Incorporation of a company- Memorandum of Association and Articles of Association, Doctrine of Indoor Management, Principle of Constructive Notice, Kinds of Companies.

Unit - II

Issue of Shares Prospectus, Statement in Lieu of Prospectus, Directors

Unit - III

Company Secretary- Status, Qualifications, Functions and Duties, Liabilities, Powers, Secretarial work relating to incorporation of company, Drafting of Memorandum of association, Procedure for alteration of the Memorandum of Association and the Articles of Association.

Unit - IV

Secretarial work relating to Issue and allotment of shares. Drafting of letters of allotment, Regret Letter, Call notice, Forfeiture of Share, Issues of Share certificates and share Warrants Procedure of Issuing duplicate share certificates, Secretarial work relating to transfer and transmission of shares, Declaration and payment of Dividends.

Unit - V

Meeting, kinds of meetings, law relating to meetings, Drafting of notice and agenda, various types of Resolutions:

Secretarial work relating to:

- (a) Annual General Meeting.
- (b) Extra-ordinary General Meeting
- (c) Statutory Meeting.
- (d) Board Meeting.

and the drafting for important Documents and Reports connected thereto.

Suggested Readings :

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| 1. | <i>Kuchhal. M.C.</i> | <i>Company Law</i> |
| 2. | <i>Sherlekar. S.A</i> | <i>Company Law and Secretarial Practice</i> |
| 3. | <i>Singh. Avtar</i> | <i>Company Law</i> |
| 4. | <i>Agrwal. R.C.</i> | <i>Company Law and Secretarial Practice</i> |
| 5. | <i>Tandon. B.N.</i> | <i>Manual of Secretarial Practice</i> |
| 6. | <i>Shukla & Gulshan</i> | <i>Secretarial Practice</i> |

SEMESTER - III
Elective -1 (Human Resources Management)
MEP 305 (EH-1) TRAINING AND DEVELOPMENT

UNIT- I

Training process - an overview; Role, Responsibility and Challenges of training managers.

UNIT- II

Organization and Management of training function; training needs assessment, instructional objectives and lesson planning.

UNIT- III

Learning process; principles of learning, learning and behaviour, training climate and pedagogy.

UNIT- IV

Developing training modules; training methods and techniques.

UNIT- V

Training evaluation, training and development in India.

Suggested Readings :

1. *Andersen, Alan H., Successful Training Practice for managers. Beacon Books, New Delhi.*
2. *Beunet, Roger ed., Improving Training effectiveness, Aldershof Gower.*
3. *Bienvenll, B.J., New priorities in training 1969, American Management Association.*
4. *Binsted, Don Development in Interpersonal Skills Training, Gorwer, London.*
5. *Brinkorhaff, Robert O, Achieving Results from training : How to evaluate HRD to strengthen Programms and Increase Impact, Jossey Bass, Sun Francisco.*

SEMESTER - III
Elective -1 (Human Resources Management)
MEP 306 (EH- 2) INDUSTRIAL RELATIONS

UNIT I

Overview of Industrial Relations : Concept of Industrial Relations; Nature of Industrial Relations; Objectives of IR; Evolution of IR in India ; Role of State; Trade Union; Employers' Organisation; ILO in IR.

UNIT II

Trade Unionism : Trade Union : origin and growth, unions after independence, unions in the era of liberalization; concept, objectives, functions and role of Trade Unions in collective bargaining; problems of Trade Unions. Industrial Disputes – Impact – Causes – Strikes – Prevention – Industrial Peace – Government Machinery- – Conciliation – Arbitration – Adjudication.

UNIT III

Concept – Objectives – Scope – Need – Voluntary Welfare Measures – Statutory Welfare Measures – Labour – Welfare Funds – Education & Training Schemes.

UNIT IV

Industrial Safety-Causes of Accidents – Prevention – Safety Provisions – Industrial Health and Hygiene – Importance – Problems – Occupational Hazards – Diseases – Psychological problems – Counseling – Statutory Provisions.

UNIT V

Welfare of Special Categories of Labour- Child Labour – Female Labour – Contract Labour – Construction Labour – Agricultural Labour – Differently abled Labour –BPO & KPO Labour - Social Assistance – Social Security – Implications.

Suggested Readings :

1. *Mamoria C.B. and Sathish Mamoria, Dynamics of Industrial Relations, Himalaya Publishing House, New Delhi, 2007.*
2. *C.S.Venkata Ratnam, Globalisation & Labour Management Relations, Response Books*
3. *Ratna Sen, Industrial Relations in India, Shifting Paradigms, Macmillan India Ltd.*
4. *Subba Rao , Essentials of Human Resource Management & Industrial relations (Text & Cases), Himalaya Publications, 2007.*

SEMESTER - III
Elective -2 (Marketing)
MEP 307 (EM-1) CONSUMER BEHAVIOUR

UNIT- I

Consumer: Concept, Consumer Behavior: Definition and scope, Importance, Customer: value, satisfaction and retention, Determinants of Consumer Behavior, Market Segmentation: Concept, Basis, Benefits, Criteria for Targeting.

UNIT- II

Factors affecting consumer behavior: **Motivation**: as psychological force, The Dynamic nature of motivation, Type and systems of need; **Personality**: Introduction, Nature, Theories - Freudian, Trait - as an aid in consumer behavior. **Perception**: Elements, Dynamics of perception, Consumer's Perception of elements of marketing mix.

UNIT- III

Learning: Elements, Theories: Behavioral (Classical and Instrumental conditioning); Cognitive and Involvement. **Attitude Formation And Change**: Concept and characteristics of attitudes and their formation, Strategies to Change. **Communication**: Concept, Component, Process, Persuasive communication

UNIT- IV

Reference Groups: Introduction, Factors affecting their influence, Application of consumer related reference groups- Celebrity, expert, common man, executive. **Social Class**: Concept, Measurement, Life-style profiles social class, applications of social class. **Culture**: Concept, Characteristics; Subculture: Introduction, Basis (National, Religion, Sex, Geographical, Racial, Age).

UNIT- V

Opinion leaders: Concept, Dynamics of opinion leadership, Measurement; **Innovation**-introduction and its diffusion, Process of diffusion; **Decision making process/models**: Concept, Levels of decision making, Models of consumer decision making, Relationship marketing.

Suggested Readings :

1. *Schiffman and Kanuk: Consumer Behaviour.*
2. *Bennett P.D. and Kassasrjian: Consumer Behaviour.*
3. *Shenth Jagdish N: Models of Buyer Behaviour.*
4. *Walters: Consumer Behaviour.*
5. *Nicosia Hrancesco M: Customer Decision Process.*

SEMESTER - III
Elective -2 (Marketing)
MEP 308 (EM-2) ADVERTISING & SALES MANAGEMENT

UNIT -I

Advertising Management: Introduction, Nature and Scope, Role, Social and Legal Aspects of Advertising.

UNIT – II

Advertising & Consumer Behaviour : The Marketing Communication Process, Communication Mix, Attitude Measurement, Problems in Measuring & Scaling.

UNIT - III

Message Strategy: Advertising Plan, Media Mix, Media Selection, Advertising Copy, Message Tactics, Creative Approach, Measuring Advertising Effectiveness.

UNIT - IV

Sales Management: Definition & Objective, Theories of Selling, Personal Selling Process, The Sales Organisation : Purpose & Types, Techniques for Setting up a Sales Organisation, Role & Responsibilities of a Sales Manager.

UNIT - V

Sales Force Management:Recruitment, Selection & Training, Controlling using Territories & Quotas, Sales Meetings & Contests, Evaluation & Supervision of Salesperson.

Suggested Readings :

1. *Advertising Management; Chunnawala & Sethia.*
2. *Advertising Management; Mohan Mahendroo.*
3. *Sales Management; Richard R. Still, Edward W. Cundiff; Norman A.P. Govoni.*

SEMESTER – III
Elective -3 (Finance)
MEP 309 (EF-1) PROJECT MANAGEMENT

UNIT I

Basics of entrepreneurship, thinking like an entrepreneur, fundamentals of business success, generation and screening of project ideas, importance and difficulties, writing a business plan.

UNIT II

Use of MS-Excel spread sheet for project appraisal, Selected Excel commands-finance functions, one and two-way data tables, VLOOKUP, Pivot tables, Goal seeker, Solver, Preparation of Table of Parameters

UNIT III

Risk analysis of projects by using computer, Social cost benefit analysis, Environmental appraisal of projects, case studies on Project Appraisal and Financing.

UNIT IV

Effective project planning and management-setting project goals, drawing a picture of the project schedule, motivating project team, communication in projects, conflict management in projects, empowerment and creativity in projects, Network techniques for Project Management

Suggested Readings :

1. *Project Planning, Analysis, Selection, Implementation and Review (IVth Edition); Prasanne Chandra; TMH.*
2. *Project Management - Patel, Vikas Publishing House.*
3. *Project Management - Desai, Himalaya Publication.*

SEMESTER - III
Elective -3 (Finance)
MEP 310 (EF-2) MANAGEMENT OF FINANCIAL SERVICES

UNIT I

Concept of service: service as a product, types of service, Management of Financial Services.

UNIT II

Insurance service: Introduction, Insurance Act 1938, General Insurance Reinsurance, Registration of Indian Insurance Companies.

UNIT III

Housing finance: Introduction, National Housing Bank, NHB's Housing Finance Companies Directions

UNIT IV

Mergers / amalgamations and acquisitions / takeovers: Introduction, Mergers / amalgamations, acquisitions/takeovers.

UNIT V

Stock Broking: Introduction, stock brokers, sub brokers, foreign brokers, stock market trading.

Suggested Readings :

1. Khan Y.M. "*Financial Services*", 3rd edition, TMH
2. *The Indian Financial System*; Vasant Desai; (Himalaya Publication House)
3. *Management of Indian Financial Institutions*; R.M. Srivastava; (Himalaya Publication House)
4. *Indian Financial Management* by Khan & Jain.

SEMESTER - IV
Compulsory Papers
MEP 401 ENTREPRENEURSHIP & SMALL BUSINESS MANAGEMENT

Unit-I

Introduction : The new concept of entrepreneur, Entrepreneurial functions, Entrepreneurial skills, Nature and importance, Types of entrepreneurs, Women entrepreneurs.

Unit - II

Entrepreneurship : Theories, Environment, Strategies and barriers of entrepreneurship: Creativity and innovation; Entrepreneurship Development Programme.

Unit - III

Establishing small scale enterprise : Opportunities scanning, Market assessment for small scale enterprise, selection of site and choice of technology: Project formulation and project report.

Unit - IV

Small scale sector in India: SSI Sector Committee Reports, Govt. policy initiatives; Reservation of items in SSI sector; Infrastructure facilities.

Unit - V

Institutional support for SSI; Incentives & subsidies for small units; Technological upgradation, Marketing & Financial Management in small enterprises, Sickness in SSI sector.

Suggested Readings :

1. Shukla, M.B. "Entrepreneurship and Small Business Management" Kitab Mahal, Allahabad.
2. Sali, Bhanu, "Entrepreneurship Development".
3. Desai, Vasant, "Management of Small Industry".
4. Desai, Vasant, "Dynamics of Entrepreneurial Development and Management".

SEMESTER - IV
Elective -1 (Human Resources Management)
MEP 403 (EH-3) COMPENSATION MANAGEMENT

UNIT I

Compensation and Organisational Strategy – Lifestyle and Compensation – Pay and Social Class – Reward System – Compensation System – Compensation Dynamics – Rates of Pay – Compensation Program – Jobs and Pay in India

UNIT II

Strategic and Tactical Compensation Issues – Employees - a Critical Resource – Division of Labour – Pay Relationships – Legislation and Compensation – Indian Legal System – Minimum Wages Act, Employee Compensation Act, Apprenticeship Act, Bonus Act

UNIT III

Job Analysis – Gaining Employee Acceptance – Collecting and Describing Job Data – Job Facts – Job Contract – Elements of Job Descriptions – Job Requirements and Pay – Job Evaluation – Job Ranking – Market Pricing Approach – Maturity Curve Method.

UNIT IV

Point Factor Method of Job Evaluation – Job Evaluation Committee – Determining the Need for a Survey – Preparing for the Survey – Identifying Survey Methods – Designing the Survey – Using Third Party Surveys

UNIT V

Pay Structure Architecture – Pay for Performance – Application of Motivation Theories – Merit Pay – Performance Appraisal Issues and Opportunities – Designing a Pay Structure – Short Term Incentives – Premium and Differentials – Individual Based Bonus and Rewards-Long Term Incentive and Deferred Compensation Plan – Executive Compensation – International Competition – Benefits Administration – Employee Benefits – QWL and Pay Administration

Suggested Readings :

1. *Richard I. Derson, "Compensation Management", Pearson Education,*
2. *Gerhart, B. and Rynes, L. Sara, "Compensation" Sage South Asia , New Delhi*
3. *Armstrong, M. and Murlis, H. "Reward Management" Kogan Page India Private Limited, New Delhi*

SEMESTER - IV
Elective -1 (Human Resources Management)
MEP 404 (EH-4) HUMAN RESOURCE DEVELOPMENTS

UNIT I

Introduction to Human Resource Development: Concept; Relationship between human resource management and human resource development; HRD mechanisms, processes and outcomes; HRD matrix; HRD interventions; Roles and competencies of HRD professionals; Challenges in HRD.

UNIT II

HRD Process: Assessing need for HRD; Designing and developing effective HRD programs; Implementing HRD programs; Evaluating effectiveness of HRD Programs; HRD audit and accounting; HRD culture and climate.

UNIT III

HRD Activities: Employee development activities- Approaches to employee development, leadership development, action learning, assessment and development centres; Intellectual capital and HRD; HRD mechanisms for workers; Role of trade unions; Industrial relations and HRD; Influence of motivation on development activities.

UNIT IV

HRD Applications and Trends: Coaching and mentoring; Career management and development; Employee counselling; Competency mapping; PCMM, Balanced Score Card, Appreciative inquiry; Integrating HRD with technology, Employer branding and other emerging trends.

Suggested Readings :

1. Mankin, D., *Human resource development*, Oxford University Press India, New Delhi
2. Rao, T.V., *Future of HRD*, Macmillan Publishers India, New Delhi
3. Rao, T.V., *HRD Score Card 2500: Based on HRD audit*, Response Books, SAGE Publications, New Delhi
4. Curtis, B., Hefley, W. E., Miller, S. A., *The people capability maturity model: Guidelines for improving workforce*, Pearson Education, New Delhi

SEMESTER - IV
Elective -1 (Human Resources Management)
MEP 405 (EH-5) LABOUR LAWS

UNIT I

Definition- importance- Evolution- Legal Provision relating to Wages- Working Conditions - Labour Welfare- Industrial Relations- Social Security

UNIT II

Definition, Scope, Important provisions and Case laws related to The Factories Act, 1948- The Trade Unions Act, 1926 -The Payment of Wages Act, 1936 - The Minimum Wages Act, 1948-The Industrial Disputes Act, 1947- The Workmen's Compensation Act, 1923 2

UNIT III

Definition, Scope, Important provisions and Case laws related to The Payment of Gratuity Act, 1972 -The Payment of Bonus Act, 1965-The Employee's Provident Fund & Misc. Act, 1952 -The Employees State Insurance Act, 1948.

UNIT IV

Definition, Scope, Important provisions and Case laws related to The Industrial Employment (Standing Orders) Act, 1946-The Apprentices Act, 1961-The Equal Remuneration Act, 1976- The Maternity Benefit Act, 1961.

UNIT V

Definition, Scope, Important provisions and Case laws related to Contract Labour Regulations and Abolition Act, 1970-The Child Labour Prevention and Regulation Act, 1986 – Application of Labour Laws in Special Economic Zones- Issues-Challenges and strategies

Suggested Readings :

1. *Padhi P.K., Industrial Laws, PHI, 2008.*
2. *Kapoor N. D , Elements of Mercantile Law, Sultan Chand, 2008.*
3. *Tax Mann, Labour Laws, 2008.*
4. *Sinha D. R. N., Indu Balasinha & Semma Priyadarshini Shekar, Industrial Relation, Trade unions and Labour Legislation, 2004.*

SEMESTER - IV
Elective -2 (Marketing)
MEP 406 (EM-3) AGRICULTURAL AND RURAL MARKETING

Unit-I

Concept and Scope of Rural Market, Characteristics of rural markets, Environmental factors: Micro and Macro marketing environment, Marketing planning process, Introduction to services marketing.

Unit-II

Rural Consumer Behaviour: Meaning and definition, importance, different buying roles, consumer buying decision process, factors influencing consumer behaviour, Rural consumer vs. urban consumers: a comparison, Relevance of marketing mix for rural markets and consumers.

Unit-III

Market Segmentation: Meaning and concept, Benefits of segmentations, Bases of segmentation, Targeting and positioning for rural markets, Pricing strategies, Promotional strategies and distribution strategies for rural customers, Product life cycle concept, New product development.

Unit-IV

Agricultural Markets: Nature and scope, objectives of agricultural marketing, Challenges in agricultural marketing, Agricultural marketing and its economic importance, Agricultural produces and their market.

Suggested Readings :

1. Kotler, P. Kosshy, A., and Jha, M. "Marketing Management-A South Asian Perspective" Pearson, New Delhi
2. Ramswamy, V.S., and Namakumari, S. "Marketing Management" Macmillan, New Delhi
3. Panda, T. "Marketing Management: Text and Cases"Excel Books, New Delhi
4. Karunakaran, K. "Marketing Management" Himalaya Publishing House, Mumbai.
5. Saxena, A., Harsh, S., and Rahman.,M. "Rural Marketing: Thrust and Challenges" National Publishing House, New Delhi
6. Gopal, R. "Rural Marketing Management "Discovery, New Delhi

SEMESTER – IV
Elective -2 (Marketing)
MEP 407 (EM-4) RETAIL MANAGEMENT

UNIT-I

Marketing Channels & Supply Chains: Emergence, role and types of marketing channels , channel members and their characteristics , choosing various channel options , factors affecting the choice. Supply chain management (SCM) - advantages gained, physical flow of merchandise, logistics of e-retailing.

UNIT-II

Retailing:Nature and Importance of retailing, wheel of retailer, Types of retailing- ownership based, store based, non-store based, web based. Retail management decisions, Recent Trends in retailing.

UNIT-III

Strategic Planning in Retailing:Situation analysis, objectives, identification of consumers and positioning, overall strategy , specific activities and control. Identifying & understanding consumer – Consumer demographics & life styles, consumer needs & desires, consumer shopping attitude, consumer decision process, retailers action.

UNIT-IV

Location, Operation & Merchandise Management :Trading Area Analysis, site selection, store formation size and space allocation, store security and credit management. Merchandise plans- forecasts, innovativeness, assortment decisions, brand decisions, timing and allocation, merchandise pricing.

UNIT-V

Retail Promotion: Building retail store image, atmosphere, layout planning, Retail promotional mix strategy, Retail store sales promotional schemes.

Suggested Readings :

1. *Berman , Barry and Joel Evans Retail Management*
2. *Cooper, J. Strategy planning in Logistics and Transportation*
3. *Cox, Roger and Paul Brittain Retail Management*
4. *Levy & Weitz Retailing Management*
5. *Kotter , Philip Marketing Management*

SEMESTER – IV
Elective -2 (Marketing)
MEP 408 (EM-5) MARKETING OF SERVICES

UNIT- I

Introduction to Services, its Marketing and difference with Goods Marketing; Services Marketing Mix. Role of Culture in services. Service Expectations- Meaning, Type, Determinants and Model. Customer Perception of Satisfaction (determinants) and Quality (dimensions).

UNIT- II

Using Market Research to understand Customer Expectations- Research Objectives, Criteria and the program; Elements in an effective service MR program. Relationship Marketing- Goals, Benefits; foundation strategies and levels of strategies. Service Recovery- impact of failure and recovery; Customer Response and Expectations in the event of failure Service Recovery Strategies; Guarantees.

UNIT- III

Services Development and Design- Challenges; Stages; types of New Services; QFD. Services Standard- Determinants; Customer Defined standards; Process. Physical Evidence and Servicescape- Concept, Types and Roles.

UNIT- IV

Performing service: Employees' role- Importance, Role and Strategies for closing gap; Customers' Role- Importance, Role and Strategies for enhancing participation. Delivery of Service Using Intermediaries and e-channels- Concepts and Issues; key players and Demand Patterns, Strategies for matching capacity and Demand.

UNIT - V

Integrated Services Marketing Communication- Need, Problems, Strategies to match Promise with Quality and exceeding expectations. Pricing- Customer Perception; various Approaches, Strategies to link pricing with value definition. The GAPS model of Service Quality.

Recommended Reading :

1. *Services Marketing: VA Zeithaml and M J Bitner, TMH, New Delhi.*
2. *Services Marketing : S.N. Jha.*

SEMESTER – IV
Elective -3 (Finance)
MEP 409 (EF-3) SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Unit - I

Investment - Meaning - Classification - Features - Investment, Speculation and gambling - Factors influencing Investment - Investment Avenues in India. - Tax planning and Investment - Risk and Return - Systematic and unsystematic Risk - measurement of Risk and Return - Return on Investment.

Unit - II

Valuation of securities - concept of valuation - Going concern value – Bond valuation - Equity valuation - Time Value of Money -Options and futures - Valuation of options - Warrants and Convertibles - Mutual Funds.

Unit - III

Fundamental Analysis - Economic, Industry, and Company analysis – Trading in stock market - Depository System - Stock Exchanges - Indices - SEBI – Functions and regulations.

Unit - IV

Technical Analysis - Features - Tools for analysis of individual security - Tools for market analysis - Charts - Dow Theory – Efficient Market Hypothesis - Forms of market efficiency - Random Walk Theory.

Unit - V

Portfolio Management - Principles - Policies - Diversification – Modern portfolio Theory - An optimum portfolio - portfolio selection. The Efficient frontier - leveraged and unleveraged portfolio - CAPM - Assumptions - Determinants of expected return - Security Market Line - Reward to Risk ratio - Markowitz Model - Share's Portfolio Model - Arbitrage Pricing Theory – Portfolio Measurement models – Sharpe, Treynor and Jensen's measures

Suggested Readings :

1. *Fischer and Jordan, Security Analysis and Portfolio Management , 2004*
2. *Jack Clark Francis, Investments McGraw Hill International Edition, 1991.*
3. *Kevin S. Portfolio Management PHI 2001.*
4. *Natarjan L., Investment Management, Margham, 2005.*
5. *Punithavathy Pandian, Security Analysis and Portfolio Management, Vikas, 2001.*
6. *Sharpe, Alexander and Bailey, Investments, PHI, 1999.*

SEMESTER – IV
Elective -3 (Finance)
MEP 410 (EF-4) WORKING CAPITAL MANAGEMENT

Unit I

Introduction to Working Capital Management-Definitions and Types of Working Capital – The Working Capital Cycle – Factors Determining Working Capital – Estimating the amount of Working Capital –Management of Cash – Management of Inventories - – Operating Cycle – Sources of Working Capital

Unit II

Introduction to Cash Management – Motives of Holding Cash – Objectives – Cash Management Models — Preparation of Cash Budget – Reasons for Holding Marketable Securities–GAAP treatment of Marketable Securities.

Unit III

Management of Receivables- Meaning and Features of Receivables Management – Costs Associated with Maintaining Receivables – Objectives – Credit Management – Credit Evaluation – Methods for Monitoring Accounts Receivables

Unit IV

Inventory Management- Nature of Inventories – Need for Holding Inventory – Materials System and Related Costs – Deterministic Materials Models – Material Control Decisions – Inventory Control Decisions

Unit V

Working Capital Finance and Banking Policy- Instruments for Short Term Financing – Commercial Papers, Certificate of Deposits - Bank Credit - Letter of Credit – Bill Financing - Committees on Working Capital Finance – Factoring

Suggested Readings :

1. *Sekhar Satya G.V. (2014). Working Capital Management, 1/e; New Delhi: Wiley*
2. *Bhalla V. K. (2014). Working Capital Management, 1/e; New Delhi: S. Chand Publishing*
3. *Sagner James S. (2015). Working Capital Management, Applications and Cases,1/e; New Delhi: Wiley*

SEMESTER – IV
Elective -3 (Finance)
MEP 411 (EF-5) INTERNATIONAL FINANCIAL MANAGEMENT

Unit – I

Foundations of International Financial Management: Balance of Payments-Current account and Capital account-Forex Reserves. Functions and Structure of Forex market-Forex market Participants-Correspondent Banks-Nostro and Vostro accounts. Bid-Ask rates-Spot and Forward Transactions Forward Premium and Discount-Arbitrage-Exchange Rate theories-Purchasing Power Parity, Interest Rate parity-Fisher Effects

Unit – II

International Markets: International Financial Management - an overview. Globalization-Multinational Corporations-Foreign Direct Investment-Methods of raising Funds in International Markets. ADRs and GDRs-International Bond Market and Equity Market-Euro Dollar/Euro currency Market-External Commercial Borrowings (ECB)-Instruments in International Financial Markets-Offshore Banking-Tax-havens.

Unit – III

Foreign Exchange Exposure and Management: Management of Transaction Exposure, Translation Exposure and Economic Exposure - Methods of hedging the exposures-Overview of Derivatives in hedging the risks-Forward Contracts, Swaps, Options and Futures.

Unit – IV

International Financial System: International Monetary System-Bretton Woods System-Flexible Exchange Rate system Fixed and Floating rate system-World Bank and its affiliates-International Monetary Fund-special drawing Rights.

Unit – V

Financing of International Trade-Indian Perspectives: International methods of Payments and settlements - Letter of Credit - Provisions of UCPDC - Exports and Imports - Exchange control requirements - Pre-shipment and Post Shipment finance- Factoring and Forfeiting services - Role of Exam Bank and ECGC

Suggested Readings :

1. *Apte.P.G. - International Financial Management - Tata McGraw Hill Publishing Company Ltd, 2002*
2. *Cheol S. Eun and Bruce G. Resnick - International Financial Management - Tata McGraw Hill Publishing Company Ltd, 2005*
3. *Eun, Cheol S.; Rooke, David Percy; Resnick, Bruce G.; - International financial Management – Irwin/McGraw-Hill, 2003*