



**VEER NARMAD SOUTH GUJARAT UNIVETSITY
SURAT – 395 007**

MASTER OF BUSINESS ECONOMICS

**REVISED STRUCTURE AND SYLLABUS FOR MBE
PROGRAMME**

(To be operative from the Academic Year 2010-11)

MASTER OF BUSINESS ECONOMICS

REVISED STRUCTURE AND SYLLABUS FOR MBE PROGRAMME

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1st semester:	Paper No.	3rd semester:	Paper No.
• Microeconomic Analysis	I	• Principles of Management	XI
• Macro Economics	II	• Economics of Human Resources	XII
• Business Mathematics	III	• Principles of Marketing	XII
• Business Statistics	IV	• <u>Dual Specialization:</u>	XIV / XV
• Accounting for Business Analysis	V	• Marketing	• Banking
		• Insurance	• Finance
		• Operations Research	• HR
2nd Semester:	Paper No.	4th Semester:	Paper No.
• Business Organizations	VI	• International Business Environment	XVI
• Computer Application	VII	• Business Environment & Policy	XVII
• Business Finance	VII	• Principles of Economic Legislation	XVIII
• Taxation : Theory & Practice	IX	• <u>Dual Specialization:</u>	XIX & XX
• Banking & Insurance	X	• Marketing	• Banking
		• Insurance	• Finance
		• Operations Research	• HR
		• Dissertation project (2 months)	
		• Comprehensive viva	

- Students will choose any two subjects in Semester III for specialization subjects offered and that will be repeated for the next semester
- Each Paper will be evaluated for 100 Marks
- Computer based practical exam in the subject of Operations Research apart from Theory Exams
- Training Report at the end of Semester II
- Project Report at the end of Semester IV
- A need based non-credit course leading to capacity building in communication and soft skills will be conducted for the students irrespective of their semester.
- **At the end of Semester IV, the students will have to undergo training for the duration of 40 days. The training should lead to Project Report to be submitted to the Department**
 - i. Project Report 200 Marks
 - ii. Viva Voce 100 Marks
 - Total 300 Marks

**PAPER I:
FUNADAMENTALS OF MICRO ECONOMICS**

Module 1:

- i. Introduction
- ii. Wants and Scarcity:
 - Functions of Economic System -- Micro Economic Theory and Price System – The Margin : The Key concepts in Economics – Models, Methodology and Value Judgments
- iii. Demand & Supply Analysis:
 - Concept of Demand – Demand Function - Determinants of Demand – Elasticity of Demand – The measurements of Elasticity – Market Supply - Market Equilibrium – Market Clearing and Non-market Clearing

Module 2:

- iv. Theory of Production:
 - Production with one Variable Input – Total, Average and Marginal Product – Stages of Production - Production with Two Variable Inputs – Isoquants - Producer Equilibrium – Returns to Scale - Application for Business Analysis
- v. Cost Analysis:
 - Different Concepts of Cost – Classification of Costs – Cost Output Relationship – Cost Control

Module 3:

- vi. Market Structures:
 - Perfect Competition – Price and Output Decisions under Perfect Competition - Monopoly – Monopolistic Competition - Market Structure & Efficiency
 - Oligopoly – Price & Output Decision – Oligopoly Models – Profit Analysis _ Break Even Analysis

Module 4:

- vii. Pricing Policies:
 - Pricing Methods – Pricing Problems – Price Discounts & Differentials – Price Fixation – Price Fixation of Public Utilities – Case Studies

PAPER II:
MACRO ECONOMICS

Module 1:

- i. Macro Economics & Business Management:
 - Macro Economic Policy & Business Cycle
 - Fiscal & Monetary Policy
- ii. Interest Rate & AD/ AS Model:
 - Meaning – Real & Nominal Rate of Interest - Classical, Neo Classical & Keynesian Theory on Interest Rate – The IS/LM Model – Relative Effectiveness of Monetary & Fiscal Policies
 - Analytical Foundations of AD/AS Model – The Clash between Keynesian & Classical Views

Module 2:

- iii. National Income:
 - Definition – Importance – National Income Estimation in India – Concept associated with National Income – Gross & Net Income – Domestic & National Income
 - Market Prices & Factor Costs
 - Flow of Economic Activity
 - National Income & Business
- iv. Inflation:
 - Definition – Types – Effects – Control of Inflation – Deflation – Inflationary Gap & Deflationary Gap – Stagflation - Phillips Curve Hypothesis – The Natural Rate of Unemployment – Short Run & Long Run Phillips Curve – Adaptive & Rational Expectation

Module 3:

- v. Consumption Function:
 - Consumption Hypothesis – Average & Marginal Propensity to Consume – Consumption Income Relationship – Absolute Income Hypothesis – Relative Income Hypothesis – Permanent Income Hypothesis – Policy Implications
- vi. Investment Function:
 - Investment & Rate of Interest – Return on Investment – Marginal efficiency of Capital – Investment & the Level of National Income – Empirical Investment Functions

Module 4:

- vii. Demand for Money:
 - Meaning – Function – Classical Approach to Demand for money – Fisher's Equation – Cambridge Quantity Theory – Keynesian Liquidity Preference Approach – Friedman & Modern Quantity Theory
- viii. Supply of Money:
 - Meaning – Determinants of Money Supply – Different Approaches regarding Measures of Money Supply – RBI Approach to Money Supply – Factor affecting Money Supply – High Powered Money & Money Multiplier – Control of Money Supply

**PAPER III:
BUSINESS MATHEMATICS**

Module 1:

i. Elementary Mathematics:

- Linear, Quadratic & Simultaneous Equations (in two unknowns) and their Solutions – Applications in Economics & Business – Market Equilibrium in a Single Market – Analysis of Taxation – Market Equilibrium in the Two Related Markets – Applications in Macro Economic Models

ii. Functions & Graphs:

- Linear, Quadratic & Cubic Functions & Their Graphs, Various Types of Functions – Functions in Economics – Budget Line, Iso Cost Line, Iso Revenue Line – Break Even Analysis

Module 2:

iii. Introduction to Differential Calculus:

- Concepts of Limits & Continuity of Functions – Differentiation of Functions of a Single Variable
- Definition, Interpretations, Rules of Derivatives - Elasticity – Application in Economics
- Maximization & Minimization of Functions – Applications in Economics & Business Analysis – Partial Derivatives – Optimization of Functions of more than One Variable – Applications in Economics & Business

Module 3:

iv. Arithmetic & Geometric Progressions:

- Applications in Economics & Business
- Mathematics of Finance & Investment – Simple & Compound Interest – Depreciation – Annuities their Present Value – Sinking Fund

v. Linear Programming:

- Introduction – Graphical Solution – Revised Simplex Method – Applications in Economics & Business Analysis

Module 4:

vi. Elemental Game Theory:

- Definition – Two Person Zero Sum Games – Pure Strategies – Solution – Mixed Strategies – Mini-Max Principle – Applications in Economic Analysis

**PAPER IV:
BUSINESS STATISTICS**

Module 1:

i. Role of Statistics in Business Decision:

- Definition, Functions & Limitations of Statistics - Presentation of Data – Frequency Distribution & Graphs – Lorenz Curve & Gini Coefficient – Measures of Central Tendency – Mean – Median – Mode – Weighted Mean – Geometric Mean & Harmonic Mean – Application in Economics & Business – Measures of Variation & Skewness – Applications in Economics & Business

Module 2:

ii. Correlation & Regression Analysis:

- Correlation & Regression Coefficients & Interpretation of the Estimated Regression Coefficients
- Interpretation of R^2 – Application in Business Forecasting

Module 3:

iii. Elementary Probability Theory:

- Theorems on Probability - Conditional Probability – Bayes Theorem – Applications in Business – Random Variable – Mathematical Expectation – Application in Decision – Theoretical Probability Distribution

Module 4:

iv. Statistical Inference – Tests of Hypothesis – z, t, F & X^2 tests & their Applications in Business

PAPER V:
ACCOUNTING FOR BUSINESS ANALYSIS

Module 1:

i. Introduction:

- Accounting as an Information System – Overview of Branches of Accounting & its role – Relationship of Accounting & Economics

Module 2:

ii. Corporate Financial Reporting and Usage in Business Analysis :

- Annual Report Overview
- Understanding Preparation of Financial Statements
- Broad Understanding of Accounting Standards (without specific Accounting Standards)
- Overview of Various Techniques of Financial Statement Analysis
- Ratio Analysis
- Fund Flow Statement
- Cash Flow Statement
- Account Software – Tally

iii. Performance Measurement Systems

- ROCE
- EVA
- BALANCED SCORE CARD

Module 3:

iv. Planning & Control Techniques:

- Budgetary Control
- Standard Costing – emphasis on Overhead Sales Profit Variance
- Responsibility Accounting & Transfer Price

v. Decision Making Techniques

- Marginal Costing & CVP Analysis, Cost – Volume Profit
- Capital Budgeting

Module 4:

vi. Strategic Cost Management

- Meaning, Importance & Overview of Various Techniques
- Activity Based Management

**PAPER VI:
BUSINESS ORGANISATION**

Module 1:

i. Organization:

- Concept & Organization of a Firm – Ownership, Control & Objectives of the firm – Passive & Active Behavior of the Firm – Theories of Firm- Modern Contractual Approach – Classification of Industries

Module 2:

ii. Market Structure:

- Seller's Concentration – Product Differentiation – Entry Conditions – Economies of Scale and Scope – Market Structure & Profitability – Market Structure & Innovation – Indian Industrial Structure – Recent Trends in Indian Industrial Growth

iii. Market Conduct:

- Product Pricing : Theory & Evidence – Theories & Empirical Evidence on Merger & Acquisitions (M&As) and Diversification – Research & Development - Advertising – Vertical Restraints

Module 3:

iv. Market Performance:

- Growth & Profitability of the Firm – Constraints on Growth – Productivity – Efficiency & Capacity Utilization – Concept & Measurement in Indian Industry.

Module 4:

v. Market Policies:

- Industrial Policy in India – Role of Public & Private Sectors – MNCs.& Transfer of Technology – Liberalization – Impact of Privatization / Deregulation on Cost – Productivity & Pricing – Exit Policy & Social Security & Labour Market Reforms

PAPER VII: COMPUTER APPLICATION

Module 1:

- i. Fundamental of Computer
- ii. Windows, MS-Office & Business Applications
- iii. Use of Microsoft Excel in Business Analysis
- iv. Use of Power Point

Module 2:

- v. Use of SPSS (Statistical Package for Social Science):
 - Overview of SPSS – Frequency Distribution – Descriptive (Measure of Central Tendency, Measure of Dispersion) – Cross Tabulation (along with Chi-Square Analysis)
 - Compare Mean
 - One Sample t-Test – Independent Sample t-Test – Paired Sample t-Test
 - One Way ANOVA
 - Correlation (Bivariate) – Regression (Linear) – Multiple Regression
 - Nonparametric Tests
 - Data Reduction Technique (Factor Analysis)

Module 3:

- vi. Use of GRETL
 - Basic Feature – Regression – Time Series Analysis (Depersonalizing Time Series) – Autoregressive Process (AR) – Moving Average Process (MA) – ARMA & ARIMA Process – Stationary of Time Series – Forecasting – Granger Causality

Module 4:

- vii. Internet
- viii. Digital Information:
 - Bibliography & Literature Search – Statistical Information on Web Nad CSs-E-Groups Discussion Forums

ASSIGNMENT

Assessment will be done on the basis of Term Paper & a Project
Total Marks : 150 (50 Internal Evaluation + 100 External Evaluation)

Internal Evaluation: Practical /Class Presentation : 25Marks
Term Paper: 25 Marks

External Evaluation: Practical / Viva : 50 Marks
Project: 50 Marks

**PAPER VIII:
BUSINESS FINANCE**

Module 1:

- i. Corporate Finance:
 - Nature & Scope
- ii. Valuation of the Firm
 - Dividend Valuation Model

Module 2:

- iii. Investment Decision
 - Investment Analysis – Risk Analysis – Probability Approach
- iv. Financing Decision
 - Cost of Capital – Cost of Various Sources of Finance –

Module 3:

- v. Working Capital Management
- vi. Capital Structure
 - Determination, Equity & Debt Forms

Module 4:

- vii. Dividend Policies
 - Walter Model – Gordon Model - Payment Ratio – Dividend as a Residual Payment – M.M. Irrelevance Doctrine

PAPER IX:
TAXATION : THOERY & PRACTICE

Module 1:

i. The Fundamentals of Taxation:

- Categories of Revenue – Direct & Indirect – Types & Kinds – Merit & Demerits – Progressive, Regressive & Proportional Tax Systems –Principles of Taxation (Cost, Benefit & Ability) – Incidence, Impact & Shifting of Tax & Factors affecting it – Various Effects of Taxation

Module 2:

ii. Framework of Direct Tax Laws in India

- Main Provisions of Income Tax Act – Law & Procedure of Assessment – Corporate Tax – Capital Gains – Reforms in Direct Taxes (in brief)

iii. Tax Planning

- Meaning – Devices – Incentives – Exemptions – Rebates – Deductions under Various Sections

Module 3:

iv. Framework of Indirect Tax Laws

- Forms of Sales Tax – Single Point, Multipoint Sales Tax – Main Provisions of Central Sales Tax Act – VAT – MODVAT- CENVAT – Service Tax - Reforms in Indirect Taxes (in brief)

Module 4:

v. Filling of Returns

- Rights of Assesses - Compliances

**PAPER X:
BANKING AND INSURANCE**

Banking	Insurance
<p>Unit-I:</p> <ul style="list-style-type: none"> a) Principal of Banking b) Evolution of Banks c) Sources and Uses of funds in Banks d) Banker Customer <p>Unit-II: Forms of Banking</p> <ul style="list-style-type: none"> a) Branch Banking b) Unit Banking c) Group Banking d) Chain Banking e) Corresponding Banking <p>Unit-III: Banking & Financial Institutions in India</p> <ul style="list-style-type: none"> a) Commercial Banks b) Co-Operative Banks c) Region Rural Banks d) Agriculture & Rural Development <p>Unit-IV: RBI</p> <p>Unit-V: Service Provided by banks (ATM, Safe Custody, Remittance, Credit Cards, EFT)</p> <p>Unit-VI: M/S in Banks</p> <p>Unit-VII: Current Developments in Banking Industry</p> <p>Unit-VIII: Case Studies</p>	<p>Unit-I:</p> <ul style="list-style-type: none"> a) Principle of Insurance b) Insurance & Social Security c) Insurance & Economics Development d) Business Environment & Insurance <p>Unit-II: Classification of Insurance</p> <ul style="list-style-type: none"> a) Business point of view b) Risk point of view <p>Unit-III: Process of Insurance: Life, Fire and Marine</p> <p>Unit-IV: Underwriting in life Insurance</p> <p>Unit-V : Health Insurance</p> <p>Unit-VI: Project Insurance</p> <p>Unit-VII: Retirement Plans & Pension plans Products</p> <p>Unit-VIII: Growth of Insurance in India</p> <ul style="list-style-type: none"> a) LIC b) GIL

**PAPER XI:
PRINCIPLES OF MANAGEMENT**

Module 1:

- i. Nature of Management
 - Basic Concepts of Management – Element of Management – Levels of Management & Their Respective Functions – Management & External Environment – The Social Responsibility of Manager – Professionalism in Management
- ii. The Evaluation of Modern Management Thoughts
 - Fredrick Taylor & Scientific Management – Henry Fayol – General Principles of Management – Elements of Management – Coordination as an Essence of Management

Module 2:

- iii. Planning
 - Basic Planning Process – Types of Plans – Concept of Management by Objectives – Management by Reception – Process Strategies & Implementation

Module 3:

- iv. Decision Making
 - Delegation of Authority – Centralization & Decentralization of Authority – Fine & Staff Relationship – Conflict & Coordination – Concept of Staffing & Directing – Motivational Theories & Techniques
- v. Organizational Structures & Its Types – Communication & Barriers – Management Control & Process – Management Audit – Special Audit – Leadership & Applicability in Organization

Module 4:

- vi. International Management
 - Concept of International Management – International Contemporary Issue – Globalization & Global Business Practice

**PAPER XII:
ECONOMICS OF HUMAN RESOURCES**

1. Role of Human Resources in Business
2. Nature and Scope of Economics of Human Resources
3. Definition and Problem of unemployment- Types of Unemployment- Causes and remedies of the Problem in India Employment Policy in India.
4. MAIN CHARACTERISTICS OF THE INDIAN LABOUR FORCE: Characteristics of the Indian Labour Market- Urbanization-Migration-Labour reforms in India.
5. TRADE UNION MOVEMENT-Types of Trade Unions- Weaknesses of trade unions in India Remedies- View of National Commissions on Labour- Importance of Social Security – Type and schemes implemented by the Government of India – Industrial Disputes- Causes-Method to solve industrial disputes.
6. TRAINING-Types of Training – OJT Importance of Manpower Planning
7. OCCUPATIONAL HAZARDS: Definition-types-chemical, biological, physical, Mechanical, Psychological: measures for preventing them
8. BUSINESS ENVIRONMENT-Business- Environment-Business interlinks: Types of pollution.

**PAPER XIII:
PRINCIPLES OF MARKETING**

Module 1:

- i. Concept of Marketing
 - Nature & Scope of Marketing – Core Concept of Marketing
- ii. Planning for Market Process
 - Analyzing Marketing Opportunities – Marketing Environment

Module 2:

- iii. Consumer Behavior
 - Meaning & Definition – Importance – Factors influencing the Consumer Buying Process

Module 3:

- iv. Industrial Marketing
 - Marketing Research – Market Segmentation – Targeting & Positioning – Developing Marketing Strategies
- v. Rural Marketing – Online Marketing – Relationship Marketing

Module 4:

- vi. International Management
 - Concept of International Management – International Contemporary Issue – Globalization & Global Business Practice

PAPER XIV / XV: MARKETING

Module 1:

- i. Advertising & Sales Promotion Management
 - Role & Importance of Advertising – Dimensions of Advertising – Concepts & Advertising Management
- ii. Advertising & Marketing Mix
 - Purpose of Advertising – Planning & Objective Setting – Framework of Planning Process – Other Promotional Tools – Advertising Types for Products & Services

Module 2:

- iii. Media Planning Strategy – Types of Media – Selection Criteria
- iv. The Advertising Industry
 - Media Planning – Media Objectives – Ethical Aspects of Advertising – Internet Advertising – Research & Evaluation of Advertising Campaign – Nature & Type of Sales

Module 3:

- v. Communication & Persuasion Process
 - DAGMAR Approach & Positional Planning of an Advertising Campaign – Copywriting Creative Execution – Message Strategy – Copy Testing

Module 4:

- vi. Consumer Analysis & Marketing Research
 - Nature & Scope – Problem Formulation – Research Process
- vii. Research Design:
 - Exploratory – Descriptive & Experimental Research – Methods of Data Collection – Observational & Survey Methods
- viii. Questionnaire Design
 - Attitude Measurement Techniques – Administration of Surveys – Sample Design : Field Work & Tabulation of Data – Analysis of Data

**PAPER XIV / XV:
BANKING**

<u>SECTION I</u>	<u>SECTION II</u>
<p>Unit 1: Bank Balance Sheet</p> <ul style="list-style-type: none"> a) Assets & Liabilities b) Profitability c) Banking Regulation Act, 1949 <p>Unit 2: M/S and E-business</p> <ul style="list-style-type: none"> a) Meaning b) M/S in Banks c) E-Business <p>Unit 3: Performance Budgeting</p> <ul style="list-style-type: none"> a) Meaning b) Importance c) Application <p>Unit 4: Banking Services</p> <ul style="list-style-type: none"> a) Remittance b) Safe Custody c) Safe Deposit Vaults d) ATM e) Credit Cards etc. <p>Unit 5: Credit Appraisal Techniques</p> <ul style="list-style-type: none"> a) Financial Analysis for Lending b) Assessment of Credit c) Monitoring of Advance d) Nursing for Sick Units <p>Unit 6: Lending Schemes</p> <ul style="list-style-type: none"> a) Agricultural b) SSI c) Retailer Lending d) Housing Finance <p>Unit 7: Movement of Interest Rates and their Causes</p> <p>Unit 8: Case Studies</p>	<p>Unit 1: Retailer Banking & Corporate Banking:</p> <ul style="list-style-type: none"> a) Deposit Product b) Supply Chain Management c) Case Management Services d) Real Time Gross Settlements e) Merchant Banking f) Venture Capital g) DICGC <p>Unit 2: Banking Sector Reforms: Recommendations of</p> <ul style="list-style-type: none"> a) Narsinmha Committee b) Basel Committee c) COSO's Risk Management framework <p>Unit 3: Rating System for Banks</p> <p>Unit 4: Role of Private Banks in India</p> <ul style="list-style-type: none"> a) Nationalization b) Customer Centric Organization c) Stock-holders Expectations d) Challenges ahead <p>Unit 5: Bank Audit</p> <ul style="list-style-type: none"> a) Audit under Computer Environment <p>Unit 6: Management of NPAs.</p> <ul style="list-style-type: none"> a) Causes, Classifications, Provisions b) Effects on Profitability c) Strategies for NPA Reduction d) Role of Asset Reconstruction Companies e) Securitization Act <p>Unit 7: CRR, SLR & CRAR</p> <ul style="list-style-type: none"> a) Cash Reserve Ratio b) Statutory Liquidity Ratio c) Capital to Risk Weighted Assets Ratio <p>Unit 8: Lead Bank Scheme</p>

PAPER XIV / XV: **INSURANCE**

General Insurance – Personal

- Principles of General Insurance
- Personal General Insurance Products like Fire, Personal Liability, Home Owners, Personal- Motor and Misc. Insurance
- Terminology
- Perils, Clauses & Covers, Risk Assessment
- Underwriting & Ratemaking
- Product Design, Development & Evaluation
- Loss Prevention & Control
- Claims Management
- Reinsurance
- Marketing & Servicing
- IT Applications
- Legal Framework & Documentation
- Case Studies

General Insurance – Commercial

- Commercial General Insurance Products like Fire, Motor, Aviation, Engineering, Agriculture, Marine,
- Credit Risk, Liability, Bonding, Surety, Workers Compensation & Misc. Insurance
- Terminology
- Perils, Clauses & Covers, Risk Assessment
- Underwriting & Ratemaking
- Product Design, Development & Evaluation
- Loss Prevention & Control
- Claims Management
- Reinsurance
- Marketing & Servicing
- IT Applications
- Legal Framework & Documentation
- Case Studies

**PAPER XIV / XV:
FINANCE**

Module 1:

- i. Money Market & Capital Market:
 - Role, functions and classification of financial markets & Financial Reforms
 - Money markets in India
 - Capital market in India
 - Capital market instruments
 - Capital market intermediaries
- ii. Stock Exchange Operations & Regulatory Framework:
 - Functions & significance of stock exchange operations
 - Trading mechanism - Settlement of securities
 - SEBI & Its Role in Indian Capital Market
 - Investor's Protection
- iii. Secondary Market Institutions

Module 2:

- iv. Leasing Finance , Venture Capital,

Module 3:

- v. Derivatives Market

Module 4:

- vi. Credit Rating & Financial Institutions – Indian & International

PAPER XIV / XV:
HUMAN RESOURCE DEVELOPMENT

Labour & Industrial Laws:

- i. Introduction:
 - Labour Policy in India
 - Principles of Labour Legislation
 - Growth of Labour Legislation in India
- ii. The Industrial Dispute Act, 1947
 - Object of the Act & its Applicability
 - Authorities under the Act
 - Strikes, Lockouts, Layoffs & Retrenchment
 - Penalties & others
- iii. The Factories Act, 1948
 - Definition of Factory
 - Health, Safety, Welfare & Employment of Young Person
 - Women Employment
 - Penalties & Others
- iv. The Employees' Provident Funds & Miscellaneous Provisions Act, 1952
 - Application of the Act
 - Various PF Schemes
 - Officers & Staff
 - Rules regarding Benefits
 - Penalties
- v. The Employees' State Insurance Act, 1948
 - Application of the Act
 - Definitions, Administration of Schemes
 - Officers & Staff
 - Rules regarding Benefits
 - Penalties
- vi. The Payment of Gratuity Act, 1972
 - Meaning, Payment & Forfeiture
 - Determination
 - Recoveries
 - Offences & Penalties
- vii. Minimum Wages Act, 1948
 - Object
 - Fixation & Revision of Wages
 - Advisors Board
 - Offences & Penalties
- viii. The Payment of Gratuity Act, 1972
 - Main Features & Application of the Act
 - Rules for Payment of Wages & Deduction from Wages
 - Offences & Penalties
- ix. The Workmen's Compensation Act, 1923
 - Scope & Coverage
 - Rules regarding the Workmen Compensation

**PAPER XIV / XV:
OPERATIONS RESEARCH**

Module 1:

- i. Introduction , Decision Analysis; Decision tree, Applications

Module 2:

- ii. Individual Preferences and Multiple objectives under uncertainty: Utility functions and Preferences , Certainty Monetary Equivalent (CME) , Hedging, Applications to portfolio Analysis

Module 3:

- iii. Information Systems Analysis:-
- iv. Information analysis and Decision Analysis , Applications to Market Research, Accounting applications

Module 4:

- v. Mathematical Programming
 - Computer based solutions and Algorithms
 - Pure Integer Programming Problems
 - Mixed Integer Programming Problems
 - Non-Linear Programming ; Dynamic Programming
 - Goal Programming and Multi Objectives , Scope and Advantages
 - Graphic and Computer based Solutions.

**PAPER XVI:
INTERNATIONAL BUSINESS ENVIRONMENT**

Module 1:

- i. International Business:
 - An Overview – Types of International Business -
 - Economic, Political, Social & Technological Environment
- ii. Influence on Trade & Investment Pattern:
 - Recent Investment Trends
 - WTO
 - Tariff & Non Tariff Barriers
 - Regional Blocks

Module 2:

- iii. Role of World Bank
- iv. Export Import Management
- v. India's Share in World Trade and Current Events that affect the International Business
- vi. International Standards Organization
- vii. Doing Business Report 2007 and Indicators

Module 3:

- viii. Internationalization of Service Firms
- ix. Forms of Entry into Other Countries
- x. International Human Resource Development
- xi. Globalization with Social Responsibility

Module 4:

- xii. Offshore Financial Centers
- xiii. International Banks
- xiv. Euro Currency Markets
- xv. World Stock Markets
- xvi. Euro Bonds
- xvii. Foreign Exchange Market Mechanism, Currency Rate & their Determination

**PAPER XVII:
BUSINESS ENVIRONMENT AND POLICY**

Module 1:

ECONOMIC ENVIRONMENT - Concepts and significance of Economics environment, components of economics environment, types of economics system like mixed economy, socialism and capitalism. National income and distribution, and its implications on Business. Monetary policy and Fiscal policy. Industrial policy and five years plans.

Module 2:

SOCIAL ENVIRONMENT - Concept and significance of social environment. Interdependence of business and society. Culture and organization, social responsibility of business and trusteeship management, business ethics, management education in India, Problems and challenges before Indian manger. Chambers of Commerce.

Module 3:

TECHNOLOGICAL ENVIRONMENT – concept and significance, impact of technology on firm and country, total quality management (TQM), International Organization for Standardization (ISO), Technological choice and the impact of technology on ecology, usefulness of technology for the growth of mankind. Role of Government, Business and Society, Social Responsibility of Business.

Module 4:

POLITICAL ENVIRONMENT – concept and significance, impact of political environment on Business.

PAPER – XVIII
ECONOMIC LEGISLATION

Module 1:

- i. INDIAN CONTRACT ACT. 1872 – Essential of Valid Contract, Void Agreement, Performance of Contracts , Breach of Contract and its Remedies, Quasi Contracts, Offer, Acceptance, Lapse of offer. Lapse of Acceptance, Parties competent. Law of Agency, Bailment (new)

Module 2:

- ii. SALE OF GOODS ACT, 1930 – Introduction, Definitions, Types of Goods, Essentials of Valid sale contract. Difference between Sale and Agreement to sale. Conditions and warranties, Unpaid seller and his rights.

Module 3:

- iii. INDIAN PARTNERSHIP ACT, 1932 – Essential of Partnership, rights and duties of partners, major as a partner, Partnership properties, resolution of partnership.

Module 4:

- iv. COMPANIES ACT, 1956 – History of Companies Act, Meaning of Company, types of companies. Formation of Companies, Promoters and their duties. Memorandum of Association, Articles of Association, Doctrine of Indoor management. Doctrine of Ultra virus. Prospectus, Directors and their duties and liabilities. Winding up. Meetings and their Resolutions, Conversion of Companies.

Module 5:

- v. CONSUMER PROTECTION ACT 1986 – History of consumer protection Act, right and duties of a consumer, consumer redressal agencies, forms of consumer exploitation, recent amendment in the act, Consumerisms movement in India. IPS, Environmental Acts, IPRs and Laws, E.P Act (New)

PAPERS XIX AND XX MARKETING

Service Marketing:

Emergence of Service Economy, Nature of Services, Goods & Services Marketing, Marketing Challenges in Service Business, Marketing Framework for Service Business, The Service Classification, Service Product Development, Service Visions & Service Strategy, Quality Issues & Quality Models, Demand Supply Management, Advertising, Branding & Packaging of Services, Recovery Classification of Services, Marketing of Financial Services, The Indian Scene, Designing of Service Strategy

Brand Management:

Concept of Brand, Understanding Brand Concept of Brand Knowledge, Brand Personality, Brand Equity, Brand Positioning Strategy, Measuring Brand Equity, Extension of Brand, New Brand Development, Product Offering, Differentiating the Process, Setting Objectives, Market Dynamics, Launching New Brands, Role of Promotional Tools like Advertising, Sales Promotion, Direct Marketing in Brand Building, Net Branding, Brand Leadership, Brands as Intellectual Property, Branding the Corporate, Brand Revitalization, Branding in different Sectors: Customer, Industrial, Retail & Service

PAPERS XIX AND XX
BANKING

<u>SECTION: I</u>	<u>SECTIONS-II</u>
<p>Unit –I: Treasury Management</p> <ol style="list-style-type: none"> 1. Scope & Functions 2. Responsibility of a Treasurer <p>Unit –II: Time value of Money</p> <ol style="list-style-type: none"> 1. Rational 2. Future Value 3. Present Value 4. Practice Application <p>Unit-III : Risk and Returns</p> <ol style="list-style-type: none"> 1. Meaning 2. Risk & Return of a Single asset 3. Risk & Return of portfolio 4. CAPM (Capital Asset Pricing Model) <p>Unit-IV: Electronic Banking</p> <ol style="list-style-type: none"> 1. Information Technology 2. Data Communication 3. Security in EC 4. Core Banking 5. Credit Cards, etc <p>Unit-V: Foreign Exchange</p> <ol style="list-style-type: none"> 1. Meaning & principles 2. Foreign Transactions of Banks <p>Unit-VI: International Banking</p> <ol style="list-style-type: none"> 1. Features 2. Bank Agencies 3. Payment Mechanism 4. Recent Trends <p>Unit-VII: Case Studies</p>	<p>Unit-I: Role of International Organizations</p> <ol style="list-style-type: none"> 1. IMF 2. IBRD <p>Unit-II: Euro Currency loan: Recent Issues & Problems</p> <p>Unit-III: EXIM Bank</p> <ol style="list-style-type: none"> 1. Export Promotion Schemes 2. Management & Operation 3. Export Credit guarantee Corporation of India (ECGC) 4. Foreign Exchange & Export Finance 5. International Liquidity <p>Unit-IV: Merchant Banking</p> <ol style="list-style-type: none"> 1. Fund Raising 2. Capital Structuring 3. Corporate Advising 4. Mergers, acquisitions <p>Unit-V: Ethics and Corporate governance</p> <ol style="list-style-type: none"> 1. Code of Ethics in Banks 2. New Basel accord & CG <p>Unit-VI: Bank Management</p> <ol style="list-style-type: none"> 1. Portfolio Management 2. Risk Management 3. Customer Relationship Management 4. Total Quality Management 5. Knowledge Management 6. Performance & Bench

PAPERS XIX AND XX
INSURANCE

- i. Introduction to Risk and Insurance - Risk identification and Risk Evaluation - Selection and Implementation Techniques, Risk - management Techniques - Principles of Insurance and Insurance Contract - Risk Management and Insurance Industry - Principles of Management - Practice of Management - Effective management of Insurance organizations.
- ii. Leadership, Entrepreneurship. Globalization - Performance and Benchmarking - Customer Centric Organization - Knowledge Management - Management Information System - Convergence of Financial Service Markets - Stockholders Expectations - Enterprise Risk Management - Ethics and Code of conduct .
- iii. Information Theory and its Application to Insurance.

**PAPERS XIX AND XX
FINANCE**

Module 1:

- i. Portfolio Management:
 - Introduction to Portfolio Management -An Optimum Portfolio Selection Problem - Markowitz Model - Sharpe Model - Risk & Return Analysis -Types of Risk -Portfolio of Two Securities & More than Two Securities -Efficient Frontier -Relationship between Leveraged & Unleveraged Portfolio
 - Capital Asset Pricing Model

Module 2:

- ii. Portfolio Investment Process:
 - Bond Portfolio Management Strategies -Investment Timing & Evaluation of Portfolio - Corporate Portfolio - Management in India
 - International Diversification -International Portfolio Management

Module 3:

- iii. Mutual Funds:
 - History - Meaning –Types - Advantages - Limitations -New Innovative Mutual Funds Products
 - Scenario of Indian Mutual Funds Industry - World Mutual Funds Scenario
- iv. Financial Planning Role in Mutual Funds:
 - Risk & Return Analysis
- v. Regulatory Framework
 - Role of RBI & SEBI in Development of Mutual Funds
 - Recent Developments

Module 4:

- vi. Treasury & Forex Management:
 - Basics

PAPERS XIX AND XX
ECONOMICS & MANAGEMENT OF HUMAN RESOURCE DEVELOPMENT

Module 1:

- i. The Concept of Human Resource Development (HRD) and Human Development (HD)
 - Human Capital vs. Physical Capital
 - Role of Human Resources in Economic Development
 - Objectives & Functions of HRD Department

Module 2:

- ii. Labour Market Signals – Screening – Productivity
- iii. Types of Wages – Wage Determination – Wage Differentials – Wage & Income Policy

Module 3:

- iv. Nature & Scope of Human Resource Management – Human Resource Portfolio – Human Resource Planning – Human Resource Audit

Module 4:

- v. Importance & Types of Training – Motivation – Performance Appraisal – Promotion – Organisation Health Profiles – Organisation Behavior – Stress Management
- vi. Selection – Recruitment - Participative Management – Virtual Organisation
- vii. Case Studies

**PAPERS XIX AND XX
OPERATIONS RESEARCH**

Module 1:

- i. Queuing Theory:-
 - Scientific approach to waiting lines
 - Arrival and service time Distributions
 - Basic waiting line Theory for single channel
 - Multi channel systems
 - Single channel Poisson Arrival systems applications.

Module 2:

- ii. Transportation problem and Applications
 - The Fundamental Algorithm – North west corner solutions,
 - Shuffleboard Model, Alternate optimum solutions, Degeneracy Extensions of Transportation problem : Network Analysis

Module 3:

- iii. The Assignment Problem:
 - The MODI method – when supply and Demand is not Balance – shipping through time – sensitivity Analysis

Module 4:

- iv. Inventory Management :
 - When the Demand is Certain, Uncertain demand – Single Period System, Multi Period System; Unknown Stock Out Cost , Inventory System for Dependent Demand, Basic MRP Procedure Computer based MRP

Suggested Reading:-

1. Churchman ,c.w., Ackoff, R.L. and Arnoff , E.L.:- Introduction to Operation. Research, WILE , NEW YORK
2. Hillier , F.S . and Lieberman , G.J.: “ Introduction to Operation Research , Holden-Day, San Francisco.
3. Wagner , H.M. “ Principles of Operations REasearch “ Prentice Hall.
4. Chernoff, H. and Moses L.E.: “ Elementary Decision Theory , Wiley, New York.
5. Keeney, R.L. and Raiffa, H. : “ Decisions with Mutiple Objectives: Preferences and Value Trade offs” Wiley, New York.

6. Schlafer, R : “ Analysis of Decisions under Uncertainty” Mcgrow –Hill , New York.
7. Charnes, A. , and coopev , W.W. : “ Management Models and Industrial Applications of Linear Programming “ Wiley ,New York.

8. Dantzing , G.B.: “ Linear Programming and Extensions” Princeton University Press.

9. Conway . R.W. , Maxwell , W.L. and Miller , L.W. “ Theory of Scheduling “ Addition – Wesley, Reading, Mass.

10. Vazsonyi A. and Spiver , H.F. : “ Quantitative Analysis for Business “ Eastern Economy Edition , Prentice Hall of India, New York.

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