

**CHAUDHARY RANBIR SINGH UNIVERSITY, JIND**  
**DEPARTMENT OF COMMERCE**  
Faculty of Commerce & Management

# **SYLLABUS AND SCHEME OF EXAMINATION**

for

## **MASTER OF COMMERCE (M. Com.)**

**Two-Year (Four-Semesters) Full Time Programme**

**w.e.f. Session-2017-18**

# FIRST SEMESTER

MCC 101  
ORGANISATIONAL BEHAVIOUR

**Note- Paper-setter will set 10 (Ten) questions in all (2 from each unit). Students are required to attempt five questions selecting one question from each unit. All questions carry equal marks.**

### **Unit-I**

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

### **Unit-II**

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

### **Unit-III**

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

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

### **Unit-IV**

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

### **Unit-V**

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

### **Suggested Readings:**

1. Robbins, Stephen P., Organizational Behaviour, Prentice-Hall of India Pvt. Ltd., New Delhi
2. Luthans, Fred, Organizational Behaviour, Irwin McGraw-Hill International edition, 8th ed.

3. Greenberg, Jerald and Baron, Robert A., Behaviour in Organizations, Prentice-Hall of India Private Ltd., New Delhi, 2003, 8th ed.

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

**MCC 102  
BUSINESS LAW**

**Time: 3 Hrs.**

**MM: 80**

**Note- Paper-setter will set 10 (Ten) questions in all (2 from each unit). Students are**

**required to attempt five questions selecting one question from each unit. All questions carry equal marks.**

#### **Unit I**

The Indian Contract Act, 1872: Contract – meaning, characteristics and Types; Essentials of valid contract – Offer and acceptance, consideration, contractual capacity, free consent, legality of objects;

#### **UNIT II**

Void agreement; Discharge of contract – modes of discharge including breach and its remedies. Contract of Indemnity and Guarantee: Contingent contracts; Quasi – contracts; Contract of Agency.

#### **Unit III**

Sale of Goods Act, 1930: Contract of Sale, meaning and difference between sale and agreement to sell; Conditions and warranties; Transfer of ownership in goods including sale by non-owners. Consumer Protection Act, 1986: Salient features; Definition of consumer Grievance redressal machinery; Foreign exchange management Act 2000: Definition and main provisions.

#### **Unit IV**

Law of Partnership: definition and nature of partnership; Formation of Partnership, duration of partnership, kinds of partners.

#### **Unit V**

Registration of partnership; Rights, duties and liabilities of partners; Dissolution of partnership firm.

#### **Suggested Readings:**

1. M. C. Kuchhal & V. Kuchhal: Business Law, Vikas Publishing House (P) Ltd., Noida
2. Avtar Singh: Business Law, Eastern Book Company, India
3. Gulshan & Kapoor: Business Law; New Age International (P) Ltd., New Delhi
4. Maheshwari & Maheshwari: Business Law, Himalaya Publishing House, Mumbai
5. Sushma Arora: Business Laws, Taxman

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

### **MCC- 103 MANAGERIAL ECONOMICS**

**Time: 3 Hrs.**

**MM: 80**

**Note- Paper-setter will set 10 (Ten) questions in all (2 from each unit). Students are required to attempt five questions selecting one question from each unit. All questions**

carry equal marks.

#### **Unit-I**

**Managerial Economics:** Nature and significance of managerial economics. Demand Analysis: Demand and Elasticity of Demand; Demand estimation for major consumer durable and non-durable products; Demand forecasting techniques.

#### **Unit-II**

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

#### **Unit-III**

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

#### **Unit-IV**

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

#### **Unit-V**

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

#### **Suggested Readings:**

1. Peterson, Lewis, *Managerial Economics*, Pearson Education, New Delhi.
2. Salvatore, *Managerial Economics in Global Economy*, Oxford University.
3. G.S Gupta, *Managerial Economics*, Tata McGraw hill, New Delhi.

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

### **MCC- 104 BUSINESS STATISTICS**

**Time: 3 Hrs.**

**MM: 80**

**Note- Paper-setter will set 10 (Ten) questions in all (2 from each unit). Students are required to attempt five questions selecting one question from each unit. All questions carry equal marks.**

### **Unit-I**

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

### **Unit-II**

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

### **Unit-III**

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

### **Unit-IV**

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

### **Unit-V**

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

### **Suggested Readings:**

1. Chou-Ya-Lun: Statistical analysis, Holt, Rinchart and winslon.
2. Hooda, R.P: Statistics for Business and Economics, Macmillan India Ltd. New Delhi.
3. Heinz, Kohler: Statistics for Business & Economics, Harper Collins.
4. Hien, L.W: Quantitative approach to Managerial decisions, Prentice Hall, New Jesery. India, Delhi.
5. Lawrence B.Morse: Statistics for Business & Economics, Harper Collins.
6. Levin, Richard I and David S Rubin: Statistics for Management, Prentice Hallof India, Delhi.
7. Watsnam Terry J. and Keith Parramor: Quantitative Methods in Finance, International Thompson Business Press.
8. Ackaff,R.L. and Sasieni, M.W., Fundamentals of Operations Research, John Wiley and sons Inc., New York 1968.
9. Agee, M.H., Taylor, R.E. and Torgersen, P.E., Quantitative Analysis for Management Decisions, Prentice Hall Inc., Englewood Cliffs, N.J., 1976.

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

**MCF 105**  
**COMPUTER APPLICATION IN BUSINESS**

**Time: 3 Hrs.**

**Theory Max. Marks: 60**

**Max. Marks Practical MM: 40**

**Note- Paper-setter will set 10 (Ten) questions in all (2 from each unit). Students are required to attempt five questions selecting one question from each unit. All questions carry equal marks.**

***Theory***

**Unit-1**

Computer Hardware: computer system as information processing system; Computer system differences- types of computer systems, hardware options CPU, input devices, output devices, storage devices, communication devices, configuration of hardware devices and their applications.

**Unit-2**

Personal computers: PC and its main components, hardware configuration, CPU and clock speed, RAM and secondary storage devices, other peripherals used with PC; factors influencing PC performance; PC as a virtual office.

**Unit-3**

Modern Information Technology: Basic idea of Local Area Networks (LAN) and Wide Area Networks (WAN); E-mail; Internet technologies, access devices, concept of a World Wide Web and Internet browsing; Multimedia.

**Unit-4**

Introduction to database, tables, queries, reports and form generation, Fuzzy logic. Topologies, Electronic data processing: Intranet and extranet, Video conferencing, Broadband networks: Planning and designing web pages

**Unit-5**

Introduction to Operating systems: Software needs, operating systems, application software's, programming languages; DOS; Windows- window explorer, print manager., control panel, paintbrush, calculator, desk top, my computer, settings, find, run; UNIX.

***Practical***

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

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



## REFERENCES

Pradeep K Sinha, (2010) *Computer Fundamentals*,

Bajaj, Kamlesh K and Debjani Nag: *E-commerce – The Cutting Edge of Business*, Tata McGraw Hill (P) Ltd., New Delhi.

Greenstein, *Electronic Commerce*, Tata McGraw Hill, New Delhi

Leon, Alexis: *Fundamental of Information Technology*, Vikas Publication House (P)

Ltd., New Delhi Mansfield, Ron: *The Compact Guide to Microsoft Office*, BPB Publication, Delhi.

Norton, Peter: *Introduction to Computer 4/E*, Tata McGraw Hill (P) Ltd., New

**MCCOE 106**  
**ACCOUNTING FOR MANAGERIAL DECISIONS**

**Time: 3 Hrs.**

**MM: 80**

**Note- Paper-setter will set 10 (Ten) questions in all (2 from each unit). Students are required to attempt five questions selecting one question from each unit. All questions carry equal marks.**

### **Unit-I**

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

### **Unit-II**

**Responsibility Accounting and Divisional Performance Measurement:** Meaning, significance and fundamental aspects of responsibility accounting; Responsibility centers; Divisional performance evaluation: Measures of performance - Return on Investment vs. residual Income; Methods and Problem of transfer pricing. **Budgeting:** Essentials of budgeting; Kinds of budgets; Budgetary control; Zero-base budgeting.

### **Unit-III**

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

### **Unit-IV**

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

### **Unit-V**

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

#### **Suggested Readings:**

1. J.K. Aggarwal, R.K. Aggarwal, M.L. Sharma – Accounting for Managerial Decisions – Ramesh Book Depot., Jaipur.
2. R. Kishore – Advance Management Accounting – Taxam allied Services Pvt. Ltd.
3. M.Y. Khan, P.K. Jain – Management Accounting – Tata Mcgraw Hill.
4. Horngren, Sundem, Stratton – Introduction to Management Accounting - Pearson Education
5. S.N. Mittal – Accounting & Financial Management – Shree Mahavir Book Depot, NaiSarak, New Delhi.
1. Anthony, Robert N., Hawkins and Merchant Management Accounting

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

# SECOND SEMESTER

**MCC 201  
HUMAN RESOURCE MANAGEMENT**

**Time: 3 Hrs.**

**MM: 80**

**Note- Paper-setter will set 10 (Ten) questions in all (2 from each unit). Students are required to attempt five questions selecting one question from each unit. All questions carry equal marks.**

**Unit-I**

**Human Resource Management (HRM):** Concept, evolution, scope, importance, objectives and functions.

### **Unit-II**

**HRM in dynamic environment:** Building up skills for effective HR manager; Global HRM.

### **Unit-III**

**Human resource planning;** Human resource information system; Human Resource policy; Job analysis; Recruitment; Selection; Induction and Placement.

### **Unit-IV**

**Work Force:** Promotion, transfer and separation; Employee training and executive development; Career planning and development; performance and potential appraisal; Empowerment, quality of work life.

### **Unit-V**

**Compensation:** nature and significance; Incentives and employee benefits; Job satisfaction; Job stress management.

### **Suggested Readings:**

1. Rao.P.Subba, Essentials of Human Resource Management, Himalaya Publishing House, Bombay.
2. Robins A. David, Human Resource Management, Prentice Hall of India, New Delhi.
3. Flippo, Edwin B, Principles of Personnel Management; McGraw Hill Book Co. New York.
4. Ganguli, H.C. Industrial Productivity and Motivation, Asia Publishing House, Bombay.
5. Yoler, Dale, Personnel Management and Industrial Relations, Prentice Hall of India, New Delhi.
6. Bowley, AM Handbook of Salary and Wage System, Grover press, Essex.
7. Tracy, W.R. Designing, Training and Development Systems, American Management Association, New York.
8. Yoder, D. Maheman, H.G. Turnbule J.G. and Stone, C. Handbook of Personnel Management and Industrial Relations McGraw Hill Book Co. New York.
9. Memoria, C.B. Personnel Management, Himalaya Publishing House, Bombay.
10. Indian Journal of Industrial Relations, Shri Ram Center for Industrial Relations, New Delhi.
11. Industrial Relations, Institute of Industrial Relations, University of California, Berkley. California.

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

**MCC-202**  
**COMPANY LAW**

**Time: 3 Hrs.**

**MM: 80**

**Note- Paper-setter will set 10 (Ten) questions in all (2 from each unit). Students are required to attempt five questions selecting one question from each unit. All questions carry equal marks.**

**Unit-I**

**Company Law:** History and administration; Meaning, characteristics & types of companies; Promotion and incorporation of companies; Memorandum of Association: clauses and procedure for alteration, Doctrine of Ultra Vires.

## **Unit-II**

**Articles of Association:** Adoption of Table A, Doctrine of indoor management, Prospectus: Powers of SEBI, contents and liability for misleading statements.

## **Unit-III**

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

## **Unit-IV**

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

## **Unit-V**

**Winding up of companies;** Reconstruction and Amalgamation; Prevention of oppression and mismanagement.

### **Suggested Readings:**

1. Kuchal M.C., *Modern India Company Law*: Shri Mahavir Books, Noida. Majumdar,
2. A.K. Kapoor, G.K., *Company Law and Practice*.
3. Singh Avtar, *Company Law*: Eastern Book Co., Luck

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

**MCC 203**  
**FINANCIAL MANAGEMENT**

**Time: 3 Hrs.**

**MM: 80**

**Note- Paper-setter will set 10 (Ten) questions in all (2 from each unit). Students are required to attempt five questions selecting one question from each unit. All questions carry equal marks.**

**Unit-I**

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

**Unit-II**

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

**Unit-III**

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

**Unit-IV**

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

**Unit-V**

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

**Suggested Reading:**

1. Khan, M. Y. and Jain ,P.K.: *Financial Management*, Tata McGraw Hill, New Delhi
2. Prasanna, Chandra: *Financial Management*, Tata McGraw Hill, New Delhi.
3. Ravi M. Kishore: *Financial Management*, Taxmann Publications Pvt. Ltd., New Delhi.
4. Pandey I M, *Financial Management* Vikas Publication, New Delhi.

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

**MCC- 204**  
**MARKETING MANAGEMENT**

**Time: 3 Hrs.**

**MM: 80**

**Note- Paper-setter will set 10 (Ten) questions in all (2 from each unit). Students are required to attempt five questions selecting one question from each unit. All questions carry equal marks.**

**Unit I**

**Marketing:** meaning, scope and importance; Evolution of marketing; Understanding marketing in new perspective; Managing the marketing mix, Marketing environment.

**Unit II**

**Marketing Information System and Marketing Research:** importance, scope and steps of marketing research process; Understanding consumer behaviour, analyzing business markets; Customer relationship management.

**Unit III**

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

**Unit IV**

**Place and Promotion:** Distribution logistics and supply chain management; Marketing channels, Retailing, Wholeselling and physical distribution; advertising, sales promotion, public relations, publicity and personal selling;

**Unit V**

**Contemporary Issues in Marketing:** Social, ethical and legal aspects of marketing; Marketing and information economy; Direct and online marketing.

**Suggested Readings:**

1. Kotler, Philip, Kevin Lane Keller; *Marketing Management*; Pearson Education.
2. Etzel, Michael J, Bruce J. Walker, William J. Stanton and Ajay Pandit; *Marketing Concepts and Cases*; McGraw Hill, New Delhi.
3. Cundiff, Still and Govoni; *Fundamentals of Marketing Management*; Prentice Hall of India, New Delhi.
4. Grewal, Dhruv and Michael Levy; *Marketing*; Tata McGraw Hill.
5. Lancaster, Geoff and Lester Massingham; *Essentials of Marketing*; McGraw Hill International Ed.

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



**Note- Paper-setter will set 10 (Ten) questions in all (2 from each unit). Students are required to attempt five questions selecting one question from each unit. All questions carry equal marks.**

**Unit-I**

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

**Unit-II**

**Online marketing:** Web-based advertising – concept, advantages; Types of online advertisements; Search engine – as an advertising media, search engine optimisation – concept and techniques; Email marketing;

**Unit-III**

**Social Networking and marketing:** promotion, opinion formulation, etc.; Viral Marketing,

**Unit-IV**

**E-retailing-concept:** advantages, limitations; CRM and Information Technology, Tools to conducting online research – secondary research, online focus groups, web based surveys, data mining from social networking sites;

**Unit-V**

**Cloud Computing:** Concept, uses in business; Enterprise Resource Planning; Security issues in e-commerce - Online frauds, Privacy issues; Cyber laws including Information Technology Act.

**Suggested Reading**

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

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

**MCE-206**  
**BUSINESS ENVIRONMENT**

**Time: 3 Hrs.**

**MM: 80**

**Note- Paper-setter will set 10 (Ten) questions in all (2 from each unit). Students are required to attempt five questions selecting one question from each unit. All questions carry equal marks.**

**Unit-I**

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

**Unit-II**

**Economic planning in India:** objectives, strategies and problems; Privatization; Globalization; Disinvestment in Public Sector Units.

**Unit-III**

**Business Ethics:** meaning and importance of business ethics; Corporate Governance; Social responsibility of Business.

**Unit-IV**

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

**Unit-V**

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

**Suggested Readings:**

1. Adhikary, Manag; Global Business Management, Macmillan, New Delhi.
2. Bhattacharya B: Going International-Response Strategies for Indian Sector. Wheeller Publishing Co., New Delhi.
3. Black and Sundaram: International Business Environment, Prentice Hall of India, New Delhi.
4. Buckley, Ardin: The Essence of international Moiney, Prentice Hall of India, New Delhi.
5. Gosh, Biswanath, Economic Environment of Business, South Asia Book, New Delhi.
6. Letiche, John M: International Economics Policies and Theoretical Foundations, Academic Press, New York.
7. Sodersten, B.O.: International Economics, MacMillan London.
8. Tayeb, Monis H: The Global Business Environment-An Introduction, Sage Publication, New Delhi.
9. Parves Asheghian and Bahman Ebrahim: International Business; Harper Colins, London.
10. Peter H Linder: Innternatioal Economics : Richard D. Irwin Illinois

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

# THIRD SEMESTER

MCC-301  
Security Analysis and Portfolio Management

Time: 3 Hrs.

MM: 80

**Note- Paper-setter will set 10 (Ten) questions in all (2 from each unit). Students are required to attempt five questions selecting one question from each unit. All questions carry equal marks.**

### **Unit-I**

Investment Alternatives, Investment attributes, Investment Vs. Speculation Vs. Gambling, Primary and Secondary market and its operations, NSE and BSE, Buying and Selling shares, Stock market Indices. Corporate Debt Market and Money market. Risk and Return- Risk and Return of a single asset and portfolio, CAPM (Practical Problems)

### **Unit-II**

Basic valuation model:- valuation of Bonds/Debentures, YTM, Bond Duration. Valuation of Preference Shares, Valuation of Ordinary Shares. Other approaches to valuation of shares. (Practical Problems)

### **Unit-III**

Fundamental Analysis- Macroeconomic Analysis, Industry Analysis, Company Analysis. Technical Analysis- Charting technique, Technical Indicators, Trading Rules. Efficient Market Hypothesis- Random Walk and search for theory, efficient market, weak form, semi strong form and strong form efficient market Hypothesis.

### **Unit-IV**

Traditional and Modern portfolio management. Portfolio Risk and return, Portfolio Diversification, Optimal portfolio, CAPM- Basic assumptions, CML, SML. Arbitrage pricing theory. (Numerical Problems)

### **Unit-V**

Specification of Investment objectives and constraints, Formulation of Portfolio strategy, Selection of securities, Portfolio execution, Portfolio Revision, Performance Evaluation- Sharpe, Treynor, Jensen and fama measures.

### **SUGGESTED READINGS:**

1. Chandra P - Investment Analysis and Portfolio Management (Tata Mc Graw Hill, 2008)
2. Ranganatham - Investment Analysis and Portfolio Management (Pearson Education, 1st Ed.)
3. Pandian P - Security Analysis and Portfolio Management (Vikas, 1st Ed.)
4. Vishwanath, R and Krishna Murthi C., *Investment Management*, Springer
5. Fischer, Donald E. and Ronald J. Jordan, *Security Analysis and Portfolio Management*, PHI Learning.
6. Elton, E. and Gruber, M, *Modern Portfolio Theory and Investment Analysis*, John Wiley and Sons.
7. Damodaran, A., *Investment Valuation*, John Wiley & Sons.
8. Sharpe William F, and Bailey Jeffery V, Alexander Gordon J, *Investments*, PHI Learning.
9. Bhalla, V. K., *Investment Management*, S. Chand & Company Ltd.

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

**MCC 302  
MARKETING RESEARCH**

**Time: 3 Hrs.**

**MM: 80**

**Note- Paper-setter will set 10 (Ten) questions in all (2 from each unit). Students are required to attempt five questions selecting one question from each unit. All questions carry equal marks.**

**Unit I**

**Marketing Research:** Introduction to Marketing Research: Nature, scope and importance; Marketing research process. Formulating the Problem.

### **Unit II**

**Research Design:** Research Design: Exploratory, experimental and descriptive research.

### **Unit III**

**Sampling:** Sampling design; Sources of information; Designing questionnaire; Methods of data collection; Scaling techniques; Sampling and non-sampling errors.

### **Unit IV**

**Qualitative Research:** Meaning, process and methodologies, Qualitative Research Techniques: Observation, Survey.

### **Unit V**

**Report Preparation and Presentation:** report writing, importance, process, report format, report presentation.

#### **Suggested Readings:**

1. Naresh K. Malhotra and Satyabhusan Das: Pearson education, New Delhi
2. Churchill, A. Gilbert Jr.: *Marketing Research – Methodological Foundations*, The Dryden Press, Orlando.
3. Beri, G.C.: *Marketing Research*, Tata McGraw Hill, New Delhi.
4. Green and Tull: *Research for Marketing Decisions*, Prentice Hall of India (P) Ltd., New Delhi.
5. Luck, David J., Wales, Taylor & Rubin: *Marketing Research*, Prentice Hall of India, New Delhi.
6. Nargundkar, R., *Marketing Research*, Tata McGraw Hill Company Ltd., New Delhi.
7. Aaker, David A., V. Kumar and George S. Day: *Marketing Research*, John Wiley & Sons Inc., New York.

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

## **MCC 303**

### **BUSINESS ETHICS AND SOCIAL RESPONSIBILITY**

**Time: 3 Hrs.**

**MM: 80**

**Note- Paper-setter will set 10 (Ten) questions in all (2 from each unit). Students are required to attempt five questions selecting one question from each unit. All questions carry equal marks.**

### **Unit I**

**Ethics:** Concept and principles, relationship with morality, values, and law, moral reasoning. Stages of moral and ethical development.

## **Unit II**

**Ethical theories in relation to business:** egoism, utilitarianism, Kant's ethics. Religion and ethics; Ethical Dilemma: causes and resolution. Ethical decision making in business –models and processes, personal and corporate values and ethical decision making.

## **Unit III**

Creating an ethical organization: Globalization and business ethics, corporate governance, corporate culture, CSR, code of conduct. Business ethics and consumer protection; Business ethics and environment protection; maintaining ecological balance, Business ethics and human resources; workplace issues, privacy

## **Unit IV**

**Role of outside stakeholders on ethics:** media, public, Judiciary; IT and ethics Sustainable development. Social responsibility; meaning and importance. Socially responsible consumption, Social responsibility of business.

## **Unit V**

**Corporate Social Responsibility:** fundamentals and evolution; Approaches to CSR – Freeman's approach, Gandhian trusteeship principle, Stakeholder approach, Triple bottomline; CSR and philanthropy, Advantages and disadvantages of CSR; CSR and corporate strategy; CSR and profitability, Implementing CSR programmes.

### **Suggested Readings:**

1. Fernando A.C.: *Business Ethics: An Indian Perspective*, Pearson Education, New Delhi
2. William H. Shaw (2010) *Business Ethics*, Cengage Learning, Boston (USA).
3. Philip Kotler & Nancy Lee, *Corporate Social Responsibility*, Wiley-India Edition, New Delhi.
4. Kolja Paetzold, *Corporate Social Responsibility: An International Marketing Approach*, Diplomica Verlag, GmbH, Hamburg, Germany.
5. William B. Werther Jr. & David Chandler, *Strategic Corporate Social Responsibility*, Sage Publications, California.

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

**MCC 304**  
**INCOME TAX LAWS AND PRACTICE**

**Time: 3 Hrs.**

**MM: 80**

**Note- Paper-setter will set 10 (Ten) questions in all (2 from each unit). Students are required to attempt five questions selecting one question from each unit. All questions carry equal marks.**

**Unit-I**



**Basic concept:** Income, agricultural income, person, assessee, assessment year, previous year, gross total income, total income, Maximum marginal rate of tax. Permanent Account Number (PAN) Residential status; Scope of total income on the basis of residential Status Exempted income under section 10

### **Unit-II**

**Computation of income under different heads:** Salaries, Income from house property

### **Unit-III**

**Computation of income under different heads** Profits and gains of business or profession, Capital gains, Income from other sources

### **Unit-IV**

**Computation of total income and tax liability:** Income of other persons included in assessee's total income, Aggregation of income and set-off and carry forward of losses, Deductions from gross total income, Rebates and reliefs, Computation of total income of individuals, HUF and firms, Tax liability of an individual and firm, Five leading cases of Supreme Court.

### **Unit-V**

**Preparation of return of income:** Manually, On-line filing of Returns of Income & TDS. Provision & Procedures of Compulsory On-Line filing of returns for specified assesses.

#### **Suggested readings:**

1. Ahuja, Girish and Ravi Gupta. *Systematic Approach to Income Tax*. Bharat Law House, Delhi.
2. Direct Tax Law & Practice: Dr V.K.Singhania and Dr.KapilSinghania, Taxmann Publications.
3. Income Tax Law & Practice: Dr.H.C.Mehrotra&Dr.S.P.Goyal, SahityaBhawan Agra.

#### **Journals**

1. Income Tax Reports  
Company Law Institute of India Pvt. Ltd., Chennai.
2. Taxman, Taxman Allied Services Pvt. Ltd., New Delhi.
3. Current Tax Reporter, Current Tax Reporter, Jodhpur.

#### **Software**

1. Vinod Kumar Singhania, e-filing of Income Tax Returns and Computation of Tax, Taxmann Publication Pvt. Ltd, New Delhi. Latest version
2. Excel Utility' available at [incometaxindiaefiling.gov.in](http://incometaxindiaefiling.gov.in)

#### **Text Book**

1. BoS Knowledge Portal ,Final Course ,Study Material , GROUP – II , Paper – 7 :  
Direct Tax Laws ICAI
2. Study Material Executive Programme Tax Laws And Practice Module- I and Paper- 4  
ICSI
3. Direct taxation study material intermediate paper-7,ICMAI

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

**MCF-305**  
**APPLICATIONS OF STATISTICAL METHODS IN BUSINESS**

**Time: 3 Hrs.**

**MM: 80**

**Note-** Paper-setter will set 10 (Ten) questions in all (2 from each unit). Students are required to attempt five questions selecting one question from each unit. All questions carry equal marks.

**Unit-I**

**Sampling:** Probability and non-probability methods; Sampling and non-sampling errors, precision

and accuracy; Efficiency of sampling methods; Law of large numbers, central limit theorem and sampling distributions.

### **Unit-II**

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

### **Unit-III**

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

### **Unit-IV**

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

### **Unit-V**

**Advanced Statistical Techniques:** ANOVA, discriminate analysis, factor analysis & cluster analysis.Importance of SPSS in Statistics

### **Suggested Readings:**

1. Heinz, Kohler: *Statistics for Business & Economics*, Harper Collins.
2. Lawrence B. Morse: *Statistics for Business & Economics*, Harper Collins
3. Levin, Richard I.& David S Rubin: *Statistics for Management*, Prentice Hall of India, Delhi.
4. Chou-Ya-Lun: *Statistical Analysis*, Holt, Rinchart and Winslon.

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

## **MCCOE-306**

### **ENTREPRENEURSHIP DEVELOPMENT**

**Time: 3 Hrs.**

**MM: 80**

**Note- Paper-setter will set 10 (Ten) questions in all (2 from each unit). Students are required to attempt five questions selecting one question from each unit. All questions carry equal marks.**

### **Unit-I**

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

### **Unit-II**

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

### **Unit-III**

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

### **Unit-IV**

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

### **Unit-V**

**Environmental considerations:** concept of ecology and environment, air, water and noise pollution standards and control. Personal Protection Equipment (PPEs) for safety at work places.

#### **Suggested Readings:**

1. Rathore, BS and JS Saini, *A Handbook of Entrepreneurship (Ed.)*, Aapga Publications, Panchkula (Haryana)
2. Gupta, CB and P Srinivasan, *Entrepreneurship Development*, Sultan Chand and Sons, New Delhi
3. S Anil Kumar, S C Poornima, Mini K Abraham and K Jayashree, *Entrepreneurship Development*, New Age International Publisher, N Delhi.
4. Dhamija, Suresh K, *Environmental Engineering and Management*, SK Kataria and Sons, New Delhi
5. Sharma, BR, *Environmental and Pollution Awareness*, Satya Prakashan New Delhi
6. Thakur Kailash, *Environmental Protection Law and policy in India*: Deep and Deep Publications, NewDelhi
7. Bhandari, PM, *Handbook of Small Scale Industry*
8. Sharma, DD, *Total Quality Management*, Sultan Chand and Sons, New Delhi.
9. M.D.Bryce, *Industrial Development*
10. Prasanna Chandra, *Projects*

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



# FOURTH SEMESTER

## MCC-401 CORPORATE TAX PLANNING AND MANAGEMENT

**Time: 3 Hrs.**

**MM: 80**

**Note- Paper-setter will set 10 (Ten) questions in all (2 from each unit). Students are required to attempt five questions selecting one question from each unit. All questions carry equal marks.**

### **Unit-I**

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

### **Unit-II**

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

### **Unit-III**

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

### **Unit-IV**

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

### **Unit-V**

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

#### **Suggested Readings:**

1. Singhanian, Vinod K. and Singhanian, Monica: *Corporate Tax Planning and Business Tax Procedures*, Taxmann Publication, New Delhi
  2. Ahuja G.K. and Gupta, Ravi : *Systematic Approach to Income Tax and Central Sales Tax*, Bharat LawHouse, New Delhi.
  3. Mehrotra, H. C. and Goyal, S.P., *Corporate Tax Planning and Management* , Shahitya Bhawan, Agra.
  4. Singhanian, Vinod K.: *Direct Tax Planning and Management*, Taxmann Publication, Delhi.
- Note: Latest edition of the readings may be used.**

## **MCC-402 CONSUMER BEHAVIOUR**

**Time: 3 Hrs.**

**MM: 80**

**Note- Paper-setter will set 10 (Ten) questions in all (2 from each unit). Students are required to attempt five questions selecting one question from each unit. All questions carry equal marks.**

### **Unit I**

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

### **Unit II**

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

### **Unit III**

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

### **Unit IV**

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

## **Unit V**

Models of buyer behavior: the economic model, Howard Sheth model, the Engel-Kollat-Blackwell model, the Sheth model of industrial buying.

### **Suggested Readings:**

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

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

## **MCC-403 CORPORATE GOVERNANCE**

**Time: 3 Hrs.**

**MM: 80**

**Note- Paper-setter will set 10 (Ten) questions in all (2 from each unit). Students are required to attempt five questions selecting one question from each unit. All questions carry equal marks.**

### **Unit-I**

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

### **Unit-II**

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

### **Unit-III**

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

### **Unit-IV**

Banks, Financial Institutions and Corporate governance: Corporate governance in banks; Corporate governance: Contemporary issues in banking industry.

## **Unit V**



Corporate governance in mutual funds; Depository system: a step towards effective corporate governance.

**Suggested Readings:**

1. Robert A. G. Monks, Nell Minow, *Corporate Governance*, 4th Ed Blackwell.
2. S K Bhatia, *Business Ethics and Corporate Governance*, Deep & Deep Publication New Delhi.
3. John Colley, Jacqueline Doyle, Wallace Stettinius, George Logan, *Corporate Governance*.
4. P.P. Arya, B.B. Tandon, A. K. Vashit, *Corporate Governance*, Deep & Deep Publication Pvt Ltd, 2006.

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

**MCC-404  
STOCK MARKET OPERATIONS**

**Time: 3 Hrs.**

**MM: 80**

**Note- Paper-setter will set 10 (Ten) questions in all (2 from each unit). Students are required to attempt five questions selecting one question from each unit. All questions carry equal marks.**

**Unit-I**

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

**Unit-II**

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

**Unit-III**

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

**Unit-IV**

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

**Unit-V**

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

**Suggested Readings:**

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

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

**MCF-405  
INTERNATIONAL BUSINESS**

**Time: 3 Hrs.**

**MM: 80**

**Note- Paper-setter will set 10 (Ten) questions in all (2 from each unit). Students are required to attempt five questions selecting one question from each unit. All questions carry equal marks.**

**Unit-I**

**Introduction and International Business Environment:** International Business - Importance, nature and scope; Globalization; Drivers of Globalization. Basic Entry Decisions; Modes of entry into international business, selecting an Entry Strategy; IT and international business, India's involvement in International Business, Political, Legal, Economic, and Cultural environment and associated risks; Framework for analyzing international business environment.

**Unit-II**

**International Trade:** Reasons for international trade; Theories of international trade; Foreign trade multiplier; World trading environment – Pattern and structure of world trade in goods and services; Government intervention in International Trade: Arguments for Government intervention; Instruments of Commercial Policy: Tariffs, quotas and other measures and their effects. **World Trade and Protectionism:** GATT, The Uruguay Round, WTO, Evaluation of WTO, Important Agreements of WTO – Agriculture Agreements; SPS, TBT, GATS, TRIPS; WTO and Developing Countries, WTO and India.

**Unit-III**

**Balance of Payment Account:** Components of BOP: Current Account, Capital Account, Official Reserve Account; Disequilibrium in BOP; Correction of Disequilibrium.

**Unit-IV**

**International Economic Institutions and Financial Environment:** IMF, World Bank, UNCTAD, International commodity trading and agreements - India's involvement and

consequences; International Financial Environment: International Monetary System; Exchange rate mechanism and arrangement; Types of Exchange rate systems in the world; International money and capital markets; Movements in foreign exchange and interest rates. Foreign Direct Investment: Types of FDI; Theories of FDI, Cost and Benefit of FDI to Host and Home Countries, Government Policy Instruments and FDI, Trends in FDI.

### **Unit-V**

**Regional Economic Integration and Contemporary Issues in International Business:** Levels of Regional Economic Integration: Free trade area, customs union, economic union, common market, political union; Trade creation and diversion effects; Regionalism vs. Multilateralism; Structure and functioning of EU and NAFTA, SAARC. Environmental and Labour issues in International Business.

#### **Suggested Readings:**

1. Daniels, John D., Radebaugh, Lee H., *Sullivan, Daniel P. and Salwan, P., International Business: Environment and Operations.*
2. Griffin, Ricky W. and Pustay, Michael W, *International Business: A Managerial Perspective*, Prentice Hall.
3. Hill, Charles, W.L., *International Business*, McGraw Hill Company, New York.
4. Cherunilam, F., *International Business Text and Cases*, PHI.
5. Bhasin, N., *Foreign Direct Investment in India: Policies, Conditions and Procedures*, New Century Publications.
6. Ball, Donald, Wendall H. McCulloch, Miachel Geringer, Michael S. Minor and Jeanne M. McNett, *International Business: The Challenge of Global Competition*, McGraw Hill Co.

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

**MCCOE-406**  
**FINANCIAL INSTITUTIONS AND MARKETS**

**Time: 3 Hrs.**

**MM: 80**

**Note- Paper-setter will set 10 (Ten) questions in all (2 from each unit). Students are required to attempt five questions selecting one question from each unit. All questions carry equal marks.**

**Unit-I**

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

**Unit-II**

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

**Unit-III**

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

**Unit-IV**

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

**Unit- V**

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

**Suggested Readings:**

1. Avdhani : Investment and Securities Markets in India, Himalaya Publications, Delhi.
2. Bhole, L.M.: Financial Markets and Institution, Tata McGraw Hill, Delhi.
3. Ghosh, D: Planning Policy in India, Allied Publications, Delhi.
4. Giddy, I.H.: Global Financial Markets, A.I.T.B.S. Delhi.
5. Khan, M.Y: Indian Financial System, Tata McGraw Hill, Delhi.
6. Reserve Bank of India, Various Reports, RBI Publications, Mumbai.

7. Vashney, P.N.: Indian Financial System, Sultan Chand & Sons, New Delhi
8. Averbach, Robert D: Money, Banking and Financial Markets; MacMillan, London.
9. Srivastava R.M.: Management of Indian Financial Institution; Himalaya Publishing House, Mumbai.
10. Verma JC Guide to Mutual Funds and Investment Portfolio, Bharat Publishing House, New Delhi

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