

UNIVERSITY OF DELHI

MASTER OF BUSINESS ADMINISTRATION (INTERNATIONAL BUSINESS)

(To be effective from Academic Year 2014-15 and onwards)

Syllabus



**MBA (IB) Revised Syllabus as approved by Academic Council on 21st June, 2014 and
Executive Council on 19th July, 2014**

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I: PREAMBLE

The Department of Commerce at Delhi School of Economics, formally set up as a separate entity in 1967 takes pride to pioneer the two specialized courses, namely MIB and MHROD (now restructured and renamed as MBA (IB) and MBA (HRD)). Both the Courses have been well received by the industry since 1995 till date. In the backdrop of one-year Post-graduate Diploma in International Marketing (PGDIM) started during the year 1985-86, which was highly reckoned by the trade and industry, the department introduced the full time two-year Master's programme in International Business (MIB, now restructured and renamed as MBA-International Business as per the UGC Gazette Notification dated 5/11 July, 2014) laying special emphasis on aspects of international business operations including global marketing and international financial management, and MHROD (now restructured and renamed as MBA-Human Resource Development as per the UGC Gazette Notification in dated 5/11 July, 2014) laying emphasis on HR and OD aspects of a business organization. The main objective of the programme was to develop candidates suitable for entry level managerial positions in the field of domestic and international business management. The courses were designed in a manner so that the students gain an in-depth knowledge and analytical skills which will enable them to efficiently and effectively carry out various HR, OD, marketing and international business operations of an organisation in the emerging globalized environment.

The renamed Master of Business Administration (International Business) program, run by the Department of Commerce plays a pivotal role in equipping its students with the requisite skills to sculpt the face of the future arena of business. In 1985, the Ministry of Commerce, Government of India, and the International Trade Centre (ITC/ UNCTAD/GATT), Geneva identified the Faculty of Commerce and Business as a centre fit for conducting a specialized program in International Business and Trade, laying the foundation for MIB (now MBA(IB)). The course has been recognized with proven capability to continuously upgrade its knowledge base with a view to servicing the requirements of the government units, trade and industry. It is designed to enable students to bring success and add value to themselves as well as organizations in which they become stakeholders.

The Master of Business Administration (Human Resource Development) programme of the Department of Commerce has been designed to cater to the growing needs of industry and business for professionally qualified young man and women in the area of Human Resource and Organisational Development. In liberalized framework of the Indian economy, corporate experts in HRD will be amongst the key resource personnel needed for corporate strategic planning and control. Further, existing personnel specialists will need to develop fresh perspectives in order to cope with the changing role of personnel and industrial relations departments of corporate organisations. The objective of Master of Business Administration (Human Resource Development) is to provide quality education to highly motivated, bright young men and women so that they can provide professional expertise to business and industry in the area of human resource and organisational development.

Both the courses, viz. MIB (now restructured and renamed as MBA – International Business) & MHROD (now restructured and renamed as MBA – Human Resource Development) have been well received by the industry till date. However, in order to improve the course curriculum and impart the knowledge on contemporary developments taking place in the domain of International Business and Human Resources & Organizational Development, a need to revise the course structure was observed and executed. The revised syllabus, therefore, is mainly oriented towards professional augmentation taking place in the global as well as domestic business arena. In order to facilitate the course revision

process, a four member Committee was formed for proposing the new structure of the course. The committee held about half a dozen meetings in order to improve and create the new structure. A special meeting was arranged with the alumni of the department, well placed in industrial sector to seek their valuable inputs for the curriculum. The proposed structure was then vetted by an external member expert committee and their suggestions were incorporated before forwarding the proposed structure to other statutory committees of the University.

This syllabus intends to reduce the gap between industry and academia, with the right blend of theory and practice, furthering students to nurture their talent for becoming a good leader and an asset for an organization. The structure was approved by the Department Council and the Council approved the names of various area convenors as per their specialization for the formulation of course contents. The contents were decided by the working groups formed for various specialized areas such as Finance, Accounting, HR, IB, etc. which was presented in the Committee of Courses (Hons., P.G. and Research) meeting held on 5th May, 2014. The Committee of Courses discussed the structure and contents, threadbare and suggested a few changes. After incorporating the changes suggested by Committee of Courses, the draft was then placed for discussion in the Faculty of Commerce and Business. Further, the changes recommended by Faculty of Commerce and Business were adopted and the syllabus was approved in the meeting of the Faculty held on 10th May, 2014. In the Academic Council meeting held on 21st June, 2014 the syllabus was approved for its course contents.

In order to provide an equal footing to that of an MBA programme run by the premier business schools of the country, for change in course nomenclature, the Department and the University authorities have had various communications with the University Grants Commission vide Letter No. C-1/16/15/98/118 dated 17th December, 2003 from the Registrar to the Chairman, UGC, Letter No. C-I/16/15/156 dated 1st April, 2002, Letter No. C-I/16/15/98/119 dated 27th October, 1998 to the Chairman UGC. The Department also received the proposal from UGC, letter No. D.O. No. F.5-1/2010 (CPP-II) dated 30.05.2011 and letter No. F.5-1/99(CPP-II) dated 13.12.2011 for review of existing list of degrees and considering fresh proposals for specification of degrees under section 22 of the UGC Act, 1956. The letter informed that MBA is a UGC specified degree and university may award MBA degree with any specialization in parenthesis, for example, MBA (HR & OD) or MBA (IB). To resolve the issue of adding the parenthesis MBA (IB) and MBA (HRD) for the two year professional course of the Department, namely MIB and MHROD, a meeting of the Departmental Council was called upon on 1st July 2011 in the Department of Commerce. In respect of the specification of degrees, the following was resolved: (i) Master of International Business (MIB) be restructured as Master of Business Administration (International Business) – MBA (IB) and (ii) Master of Human Resource and Organizational Development (MHROD) be restructured as Master of Business Administration (HRD). This recommendation was also communicated to the University Grants Commission vide letter No. CD/7/70/2011, dated 18.11.2011 by the Department of Commerce. The said decision was reiterated by the subsequent Councils on the December 12, 2013 and March 14, 2014 and Faculty of Commerce and Business meeting dated 10th May, 2014. In the light of the UGC Gazette Notification dated 5/11 July 2014, the recommendations of Faculty was placed in the emergent meeting of Academic Council and Executive Council held on 19th July, 2014 and the nomenclature of MIB and MHROD was changed to Master of Business Administration(International Business) and Master of Business Administration (Human Resource Development) accordingly.

II: COURSE STRUCTURE

**Master of Business Administration (International Business)
MBA (IB)**

(As approved by Academic Council on 21st June, 2014 and Executive Council on 19th July, 2014)

Semester I	Semester II
111 - General Management	221 - Marketing Management
112 - Legal Framework of Business	222 - International Business Environment
113 - Accounting for Managers	223 - International Trade and Policy Framework
114 - Economics for Managers	224 - Operations Research for Business Decisions
115 - Entrepreneurship and New Venture Planning	225 - Corporate Finance
116 - Corporate Governance and Social Responsibility of Business	226 - International Financial System
117 - Business Statistics and Research Methodology	227 - Internet Security and Cyber Laws
Semester III	Semester IV
231 - International Marketing	241 - International Marketing Research
232 - International Trade Practices, Procedures and Documentation	242 - Global Strategic Management
233 - Service Marketing and Customer Relationship Management	243 - Cross- Cultural Consumer and Industrial Buyer Behaviour
234 - International Financial Management	244 - International Advertising and Brand Management
235 - International Supply Chain Management and Logistics	245 - International Human Resource Management
236 - Foreign Language for Business – I	246 - Foreign Language for Business – II
237 - Training Report	247 - Project Report

III: Scheme of Examination

The system of examination shall be as follows:

- (i) Excepting papers 237, 247 in MBA (IB) and 337 and 347 in MBA (HRD) each paper shall carry 100 marks of which 30 marks shall be reserved for internal assessment based on class room participation, seminar, term papers, study reports, tests, viva-voce and attendance. The weightage given to each of these factors shall be decided and announced at the beginning of the Semester. The remaining 70 marks in each paper shall be awarded on the basis of a written examination at the end of each semester. The duration of the written examination of each paper shall be three hours.
- (ii) Paper 237 and 337: Training Report: After the end of second semester, each student will go for summer training for a period of two months in a company. Immediately after the completion of the summer training, each student will submit a Training Report to the Department for evaluation in the beginning of the third semester. The evaluation of the Training Report shall be as follows:

Report evaluation - 70 marks

Report presentation and viva-voce - 30 marks

- (iii) Paper 247 and 347: Project Report : The scheme of evaluation for the Project Report shall be as follows:
 - (a) Project Report work shall begin from the third semester of Part – II. Students shall select topic of their project work at the commencement of Semester – III in consultation with the Faculty members. After approval of the project topics by the MBA (IB)/ MBA (HRD) Committee, they shall begin their work. At the completion of the project work, they shall submit three typed copies of their project report for evaluation before the commencement of the Semester – IV examination. Project report shall be a viva-voce examination at the end of Part-II and each candidate shall be evaluated out of 30 marks. The viva-voce examination shall be conducted by the internal and external examiners.
 - (b) Based on the project work shall be a viva-voce examination at the end of Part-II and each candidate shall be evaluated out of 30 marks. The viva-voce examination shall be conducted by the internal and external examiners.

Evaluation and span period

- (i) The minimum marks for passing the examination shall be 45% in each paper and 50% in the aggregate of the semester, student who fails to secure 45 percent marks in any of the papers, he/she can reappear in those paper/papers in the subsequent semesters.

If a candidate admitted to the examination in any semester secures the minimum marks to pass in each paper but fails to secure the minimum marks to pass in the aggregate, he/she may appear in any of the paper/s of the Semester concerned according to his/her choice in order to be able to secure the minimum marks prescribed to pass in the aggregate in each semester.

- (ii) If a student fails to appear in any of the papers in MBA (IB)/ MBA (HRD) Semester – I of Part-I of the University examination, he/she will be allowed to take examination in that paper/papers along with second semester examination of Part – I.

- (iii) Admission to Part-II of MBA (IB)/ MBA (HRD) Course shall be open to those who have cleared successfully at least 10 papers out of 14 papers offered for the MBA (IB)/ MBA (HRD) Part –I course comprising of Semesters I and II taken together. However, he/she would have to clear the remaining papers while studying in MBA (IB)/ MBA (HRD) Part – II in the second year.

- (iv) If a student fails or fails to appear in any of the papers in third semester examination of Part-II other than Training Report, he/she will be allowed to take the examination in the subjects along with examination in the subjects of fourth semester of Part-II Examination.

- (v) Only those candidates who have secured at least 45 per cent in each paper and 50 percent in aggregate in each of the semesters of the MBA (IB)/ MBA (HRD) course shall be eligible for the award of the Degree. Successful candidates will be classified on the basis of the combined results of Part – I and Part – II examination as follows.

Candidates securing 60% and above: I Division

All others: II Division

- (vi) Candidates who have already received the minimum pass marks in the Training Report/Project report at the University examinations shall not be allowed to reappear in the examination.
- (vii) The conditions of passing the course shall not be deemed to have been satisfied unless a student undergoes practical training under the supervision of the Department in approved organizations for at least two months.
- (viii) A candidate must qualify for the award of the Degree within four years of his/her admission to the MBA (IB)/ MBA (HRD) course.

- (ix) Candidates who fail or failed to appear the MBA (IB)/ MBA (HRD) examination after pursuing a regular course may be allowed to reappear at the examination on being enrolled as an ex-student as per the rules of the University. The old course will remain in force for ex-student only for a period of three years from the year in which the revised course introduced.
- (x) No candidate shall be considered to have pursued a regular course of study unless he/she is certified by the Department to have attended at least three-fourth of the total number of lectures, tutorials, special lectures and seminars conducted in each semester during his course of study. Provided that he/she fulfills other conditions, the Department may permit a student to proceed to the next semester who falls short of the required percentage of attendance by not more than 10% lectures, tutorials, special lectures and seminars conducted during the whole of that semester of the course but a student so permitted shall not be deemed to have completed a regular course of study in the next succeeding semester unless he/she makes up the shortage so condoned.
- (xi) No revaluation of answer books is permitted as per the rules of the University applicable to the professional courses.

**Master of Business Administration (International Business)
Semester I**

Course 111: GENERAL MANAGEMENT

Marks: 100 (Theory = 70, Internal Assessment = 30)

Objective: *The objective of this course is to develop an understanding of the processes of management related with the basic functions, and management challenges in the emerging perspective.*

Contents:

Unit I- Introduction: Concept, Nature, Process and Significance of Management; Managerial Roles (Mintzberg); An Overview of Functional areas of Management- Marketing, Finance, Production, HRM, IT, RandD; Development of Management Thought- Classical, Neo -classical, System and Contingency Approaches- An Overview.

Unit II -Planning and Control: Concept, Process and Types; Decision -making concept and process; Bounded rationality; Management by objectives; Corporate Planning- Environment analysis and Diagnosis, Strategy Formulations; Managerial Control- Concept and process; Designing an Effective Control System; Techniques- Traditional and Modern (PERT and CPM).

Unit III-Organising: Concept, nature, process and significance; Authority and Responsibility relationships- Delegation, Decentralisation; Departmentation basis and formats (Project and Matrix); Formal and Informal Organisation; Changing patterns in Organisation structures in the Knowledge economy.

Unit IV-Directing: Motivating and Leading People at work- basic concepts; Communication- nature, process, networks and barriers; Effective Communication.

Unit V-International Management Practices: A comparative study of management practices in India, Japan, USA and China with particular reference to Planning, Organising, Directing, Staffing and Controlling; Recent developments in the field of Management in a global perspective.

Note: Some cases of real business world are required to be discussed in each unit.

Suggested Readings:

1. Wehrich, Heing and Harold Koontz, *Management: A Global Perspective*, Mc-Graw Hill, New-Delhi.
2. Stoner, James A. F., A. E. Freeman, and D. A. Gilbert (Jr.), *Management*, Prentice Hall of India Pvt.Ltd.
3. Ivancevich, John M., J. H, Donnelly (Jr.), and J. L. Gibson, *Management: Principles and Functions*, AITBS, Delhi.
4. Luthans, Fred, *Introduction to Management* , McGraw Hill.
5. Jones, Gareth R. and Jennifer M. George, *Contemporary Management*, Tata McGraw Hill.
6. Ghuman, K. and K. Aswathappa, *Management: Concepts, Practice and Cases*, Tata McGraw Hill.
7. Charles Hill, W.L. and Steven L.McShane, *Principles of Management*, Tata McGraw Hill.
8. Singh, B.P. and and T.N. Chhabra, *Management Concepts and Practices*, Dhanpat Rai, New Delhi.

9. Singh, B.P. and A.K. Singh, *Essentials of Management*, Excel Books, N. Delhi.
10. R.S. Dwivedi, *Management – An Integrated Approach*, National Publishing House.

Note: Latest edition of the readings may be used.

**Master of Business Administration (International Business)
Semester I**

Course 112: LEGAL FRAMEWORK OF BUSINESS

Marks: 100 (Theory = 70, Internal Assessment = 30)

Objective: To acquire knowledge and understanding of major commercial and economic laws.

Contents:

Unit I- Law relating to Contract: Meaning and essentials of a valid contract; Legality of objects; special contracts (indemnity and guarantee, bailment and pledge, law of agency); contract of sale; conditions and warranties; Transfer of ownership of goods including sale by non-owners; e-contracts.

Unit II – Law relating to LLP: The Limited Liability Partnership Act, 2008; salient features of LLP; difference between LLP, partnership and a company; LLP agreement; nature of LLP; partners and designated partners; incorporation document; incorporation by registration; registered office of LLP and change therein; change of name; partners and their relations; extent and limitation of liability of LLP and partners; whistle-blowing; contributions, financial disclosures, annual return, taxation of LLP; conversion to LLP; winding up and dissolution.

Unit III-Law Relating to Information: Right to Information Act, 2005- Definitions; right to information; obligations of public authorities; request for obtaining information; disposal of request; exemption from disclosure of information; grounds for rejection to access in certain cases; severability; central information commission- its constitution, term of office, conditions of service and removal; Powers and functions of information commissions; appeals and penalties.

Unit IV: Law relating to Competition and Consumer Protection: Concept of competition; Competition Act, 2002 - anti competitive agreements, abuse of dominant position, combination, regulation of combinations; Competition Commission of India; compliance of competition law; Consumer Protection Act, 1986-consumer protection in India; rights of consumers; consumer disputes redressal agencies.

Unit V-Law Relating to Foreign Exchange: Objectives and definitions under FEMA, 1999; current account transactions and capital account transactions; foreign direct investment in India and abroad; acquisition and transfer of immovable property in India and abroad; establishment of branch, office etc. in India; realization and repatriation of foreign exchange; authorized person; penalties and enforcement; powers of central government; adjudication, appeal and compounding; offences and penalties.

Suggested Readings:

1. Lee Reach, *Business Laws*, Oxford University Press, UK
2. Singh, Avtar, *The Principles of Mercantile Law*, Eastern Book Company, Lucknow.
3. Sharma J. P., and Sunaina Kanojia, *Business Laws*, Ane Books Pvt. Ltd, New Delhi.
4. Bhandari, Munish, *Professional Approach to Corporate Laws and Practice*, Bharat Law House, New Delhi
5. *Handbook of Corporate Laws* by Bharat Law House, New Delhi

Note: Latest edition of the readings may be used.

**Master of Business Administration (International Business)
Semester I**

Course 113: ACCOUNTING FOR MANAGERS

Marks: 100 (Theory = 70, Internal Assessment = 30)

Objective: To acquaint students with Concepts of Financial, Cost and Management Accounting and their application in managerial decision making.

Contents:

Unit I - Financial Accounting: An introduction; Meaning of financial Accounting; Accounting as an Information System; Importance, Scope and limitations of financial accounting. Accounting Concepts and Principles; Accounting Equation, Capital and Revenue items; Generally Accepted Accounting Principles, Accounting Standards, and International Financial Reporting Standards (IFRS).

Unit II - Accounting Process: Recording of Transactions in Primary Books, Special Purpose Subsidiary Books; Cash Book; General Journals; Posting to Ledger Accounts, Preparation of Trial Balance; Preparation of Financial Statements including Corporate Entities.

Unit III - Financial Statement Analysis: Analyzing Financial Statements through Ratios: Liquidity analysis ratios; Profitability analysis ratios; Capital Structure; Activity analysis ratios; Coverage ratios, limitations of Ratio Analysis.

Analytical Comparative Statement; Cash Flow Statement.

Unit IV - Introduction to Cost Accounting: Objectives and importance of Cost Accounting; Cost concepts; Classification of Cost including Cost for Managerial Decision making; Elements of Cost; Cost Centre; Cost Unit; Cost Allocation, Cost Apportionment and Ascertainment; Cost Sheet; A brief Introduction of Methods of Costing (Theory Only); Cost Control and Cost Reduction.

Unit V - Cost Volume Profit Analysis: Marginal Cost Statement/Equation; P/V ratio; Break Even Point (BEP), Break Even Chart; Margin of Safety; Decisions relating to Key Factor, Price fixation, Export Order, Make or Buy, Deletion or Addition to Product/Services, Sell or Process Further, Continue or Shut down, etc.

Unit VI – Budgeting and Budgetary Control: Basic concepts of budgeting; Preparation of Functional Budgets, and Master Budget; and Flexible Budgets.

Responsibility Accounting and Divisional Performance.

Suggested Readings:

1. Lal, Jawahar, *Financial Accounting*, S. Chand & Company, New Delhi.
2. Lal, Jawahar, *Advanced Management Accounting*, Text and Cases, S. Chand & Company, New Delhi.
3. Horngren, Charles T., *Introduction to Management Accounting*, Prentice Hall of India Private Ltd., New Delhi.

4. Anthony Robert, and David Hawkins; *Accounting: Text and Cases*, McGraw-Hill.
5. Bhattacharya, S.K. and Jonn Dearden, *Accounting for Management*, Vikas Publishing House, New Delhi.
6. Jhamb, H. V., *Fundamentals of Management Accounting*, Ane Books Pvt. Ltd.
7. Meigs, R. F., et. al., *Accounting: The Basis for Business Decisions*, McGraw-Hill.
8. Garrison, R.H. and E.W. Norean, *Managerial Accounting*, McGraw-Hill.
9. Anthony, A., et. al., *Management Accounting*, Prentice Hall.

Note: Latest edition of the readings may be used.

**Master of Business Administration (International Business)
Semester I**

Course 114: ECONOMICS FOR MANAGERS

Marks: 100 (Theory = 70, Internal Assessment = 30)

Objective: The objective of the paper is to acquaint the students with the economic concepts and principles and to enable them to use them to address business problems in a globalized economic environment.

Unit I: Demand and The Firm: Demand and its Determination: Demand function; Determinants of demand; Demand elasticity – Price, Income and cross elasticity. Use of elasticity for analyzing demand, Demand estimation, Demand forecasting, Demand forecasting of new product.
Firm and its Organization: Nature of the Firm and types of organizations. The Corporation: Ownership and Control.

Unit II: Production, Cost and Market Forms: Production: Law of variable proportions. Production function: Concept of productivity and technology, Isoquants; Least cost combination of inputs, Producer's equilibrium; Return to scale; Estimation of production function, Relationship between cost and production function, Cost: Classification of costs; Short run and Long run cost functions.
Market Forms: Shapes of AR, MR curve and their relationship in different market forms. Market Imperfections–Monopolistic, Collusive oligopoly and price discrimination.

Unit III: Pricing: Pricing practices; Commodity Pricing: Economics of advertisement costs; Types of pricing practices. Factor Pricing: Demand and supply of factor of production; Collective bargaining, Concept of rent, profit, interest- Rate of return and interest rates; Real vs. Nominal interest rates. Basic capital theory–Interest rate and return on capital. Measurement of profit.

Unit IV: Macro-Economic Markets and Integration: Product market: Saving and Investment function, Consumption function, Aggregate supply and Aggregate demand, Investment multiplier, Foreign trade and budget multiplier.
Money market: Motive for holding money; Liquidity preference, Money demand, Money market equilibrium.
IS-LM Analysis: Derivation of nominal IS-LM and equilibrium.

Unit V: Trade Cycles and The Open Economy: Trade Cycles: Theories of trade cycles and Aggregate demand. Open economy macro economics: Determination of Exchange Rate. Effects of changes in trade on exchange rate. Purchasing Power Parity and Exchange Rates: Fixed and Flexible. Net Export and Output in an open economy. Impact of trade on GDP. Open economy multiplier.

Suggested Readings:

1. Dominick, S., *Managerial Economics a Global Economy*, McGraw Hill Inc., Princeton.
2. Dornbusch, R. and Stanley Fisher, *Macroeconomics*, McGraw Hill, New York.
3. Koutsoyiannis, A. *Modern Micro Economics*, Macmillian Press Ltd.
4. Paul A Samuelson. William D Nordhaus. *Economics*, (Indian adaptation by Sudip Chaudhuri and Anindya Sen), Tata McGraw Hill.

Note: Latest edition of the readings may be used.

**Master of Business Administration (International Business)
Semester I**

Course 115: ENTREPRENEURSHIP AND NEW VENTURE PLANNING

Marks: 100 (Theory = 70, Internal Assessment = 30)

***Objective:** This course aims to provide necessary input for entrepreneurial effort and planning the start of new venture to enable them to investigate, understand and internalize the process of setting up a business.*

Contents:

Unit I-Introduction: Concept of Entrepreneurship; Role of entrepreneurship in economic Development; Factors impacting emergence of entrepreneurship; Managerial vs. entrepreneurial approach; Types of Entrepreneurs. Characteristic of successful entrepreneurs; Entrepreneurship process; Women Entrepreneurs; Social entrepreneurship; Entrepreneurial challenges

Unit II-Entrepreneurship Development and Leadership: Types of startups; Entrepreneurial class Theories; Entrepreneurial training; EDP Programmes; Characteristics of entrepreneurial leadership, Components of Entrepreneurial Leadership; International Entrepreneurship- Opportunities and challenges; Entrepreneurial Challenges; Source of innovative ideas; Entrepreneurship and creativity; Techniques for generating ideas, Impediments to creativity.

Unit III- New Venture Planning: Methods to Initiate Ventures; Acquisition-Advantages of acquiring an ongoing venture and examination of key issues; Franchising- how a franchise works, franchising law, evaluating of franchising opportunities; Developing a Marketing plan-customer analysis, sales analysis and competition analysis, steps in marketing research, Marketing Mix; Business Plan-benefits of drivers, perspectives in business plan preparation, elements of a business plan; Business plan failures.

Unit IV- Financing Venture: Financing Stages; Sources of Finance; Venture Capital; Criteria for evaluating new venture proposals; Evaluating Venture Capital- process; Sources of financing for Indian entrepreneurs.

Unit V- Special Issues for Entrepreneurs: Legal issues – Forming business entity, considerations and criteria, requirements for formation of a Private/Public Limited Company, Intellectual Property Protection- Patents, Trademarks and Copyrights – importance for startups, Legal acts governing business in India; International entrepreneurship- opportunities and challenges; Intrapreneurship.

Suggested Readings:

1. Kumar, Arya, Entrepreneurship: Creating and Leading an Entrepreneurial Organization,
2. Pearson, India.
3. Hishrich., Peters, Entrepreneurship: Starting, Developing and Managing a New Enterprise, Irwin.

4. Allen, K.R., *Launching New Ventures: An Entrepreneurial Approach*, Cengage Learning.
5. Ramachandran, K., *Entrepreneurship Development*, Tata McGraw Hill, India.
6. Roy, Rajeev, *Entrepreneurship*, Oxford University Press.
7. Hisrich, Robert D., Michael Peters and Dean Shepherd, *Entrepreneurship*, Tata McGraw Hill, New Delhi.
8. Holt, David H., *Entrepreneurship: New Venture Creation*, PHI Learning.
9. Kuratko, D.F., and T. V. Rao, *Entrepreneurship: A South-Asian Perspective*, Cengage Learning.
10. Robert, H. M., Manimala, M. Peters, and D. Shepherd, *Entrepreneurship*, Tata McGraw Hill, India.
11. Barringer, B. R., and R. D. Ireland, *Entrepreneurship: Successfully Launching New Ventures*, Pearson Education, India
12. Natarajan., K and E. Gordon, *Entrepreneurship Development*, Himalya Publication, India.
13. Vasant., Desai, *Small- Scale Industries and Entrepreneurship*, Himalya Publication, India.

Note: Latest edition of the readings may be used.

**Master of Business Administration (International Business)
Semester I**

Course 116: CORPORATE GOVERNANCE AND SOCIAL RESPONSIBILITY OF BUSINESS

Marks: 100 (Theory = 70, Internal Assessment = 30)

***Objective:** To familiarize the students with the understanding of issues and practices of corporate governance in the global and Indian context.*

Contents:

Unit I-Conceptual Framework Of Corporate Governance: Meaning; theories and models of corporate governance; various approaches to business ethics; ethical theories; ethical governance; code of ethics; key managerial personnel (KMP); secretarial audit; class action; NCLT; insider trading; rating agencies; green governance/e-governance; shareholder activism.

Unit II-Corporate Governance Framework in India: Corporate boards and its powers, responsibilities and disqualifications; board committees and their functions- remuneration committee, nomination committee, compliance committee, shareholders grievance committee, investors relation committee, investment committee, risk management committee, and audit committee; regulatory framework of corporate governance in India; SEBI guidelines and clause 49; reforms in the Companies Act, 2013; corporate governance in PSUs and banks.

Unit III-An International Perspective on Corporate Governance: Legislative framework of corporate governance in United Kingdom, USA, Australia, China, Russia, South Africa; Sir Adrian Cadbury Committee (UK), 1992, OECD Principles of Corporate Governance, 1999; and Sarbanes-Oxley (SOX) Act, 2002 (USA).

Unit IV-Major Corporate Governance Failures: Bank of credit and commerce international (UK), Maxwell communication corporation and Mirror group newspapers (UK); Enron (USA); World.com (USA); Andersen worldwide (USA); Vivendi (France); News of the world (UK); Satyam computer services ltd (India); Sahara (India); Kingfisher ltd (India); common governance problems noticed in various corporate failures.

Unit V-Whistle-blowing and Corporate Governance: The Concept of whistle-blowing; types of whistle-blowers; whistle-blower policy; the whistle-blower legislation across countries; developments in India.

Unit VI-Corporate Social Responsibility (CSR): Meaning; corporate philanthropy; CSR-an overlapping concept; corporate sustainability reporting; CSR through triple bottom line; relation between CSR and corporate governance; environmental aspect of CSR; CSR models; drivers of CSR; major codes on CSR; initiatives in India.

Suggested Readings:

1. Mallin, Christine A., *Corporate Governance (Indian Edition)*, Oxford University Press, New Delhi.
2. Blowfield, Michael, and Alan Murray, *Corporate Responsibility*, Oxford University Press.

3. Francesco Perrini, Stefano, and Antonio Tencati, *Developing Corporate Social Responsibility-A European Perspective*, Edward Elgar.
4. Sharma, J.P., *Corporate Governance, Business Ethics and CSR*, Ane Books Pvt Ltd, New Delhi.
5. Sharma, J.P., *Corporate Governance and Social Responsibility of Business*, Ane Books Pvt. Ltd, New Delhi.

Note: Latest edition of the readings may be used.

**Master of Business Administration (International Business)
Semester I**

Course 117: BUSINESS STATISTICS AND RESEARCH METHODOLOGY

Marks: 100 (Theory = 70, Internal Assessment = 30)

***Objective:** The objective of the paper is to acquaint the students with important statistical techniques for managerial decision-making. The emphasis will be on their application to business and economic situations.*

Unit I: Probability and Probability Distributions: Nature of statistical data. Scales of measurement. Descriptive and inferential statistics. Approaches to calculation of probability. Marginal, joint and conditional probability. Probability rules. Bayes' theorem. Expected value and standard deviation of a probability distribution. Binomial, Poisson, and Normal distributions.

Unit II: Statistical Decision Theory: Decision-making process. Decision rules under risk and uncertainty. Expected monetary value approach and EVPI. Marginal analysis. Decision-tree analysis.

Unit III: Sampling Distributions and Estimation: Sampling concepts. Sampling methods. Concepts of sampling distribution, its expected value and standard error. Sampling distribution of means. Central Limit Theorem. Sampling distribution of proportions. Point and interval estimation. Confidence intervals for means and proportions. Sample size determination for a mean.

Unit IV: Research Process: Research Methods- Field study, laboratory study, survey method, observational method, Existing data base; longitudinal studies; panel studies; Sample survey- sampling method and sample size; Measurement- unidimensional and multidimensional scales, Measurement scales- Nominal, Ordinal, Interval, Ratio; Ratings and Ranking scale, Likert and semantic differential scale.

Unit V: Hypothesis Testing: One and Two-sample Tests: General methodology of hypothesis testing. One and two-tailed tests. Type I and type II Errors. Power of a test.

One Sample Tests: Hypothesis testing of means when the population standard deviation is known and when it is not known. Hypothesis tests involving proportions.

Two-sample Tests: Tests for difference between means – when the population standard deviations are known and when they are not known. Inferences about difference between two means for matched samples.

Hypothesis testing of difference between two proportions.

Unit VI: Analysis of Variance and Chi-square Tests: One-factor ANOVA (Completely Randomised Model) and Two-factor ANOVA without replication (Randomised Block Model). Chi- square test for Independence and Goodness-of-fit.

Unit VII: Correlation and Regression Analysis: Simple linear correlation and regression analysis. Rank correlation. Multiple linear regression analysis, involving up to three variables.

Suggested Readings:

1. Levin, R.I. and D.S. Rubin, *Statistics for Management*, Prentice-Hall of India.
2. Aczel, Amir D., and Sounderpandian, J., *Complete Business Statistics*, Tata McGraw Hill Publishing.
3. Anderson, Sweeny and Williams, *Statistics for Business and Economics*, Cengage Learning, New Delhi
4. Vohra, N. D., *Business Statistics*, Tata McGraw Hill Publishing Company, New Delhi
5. Levine, D. M., et al., *Statistics for Managers*, Prentice-Hall of India.

Note: Latest edition of the readings may be used.

**Master of Business Administration (International Business)
Semester II**

Course 221: MARKETING MANAGEMENT

Marks: 100 (Theory = 70, Internal Assessment = 30)

***Objective:** To familiarize the students with the basic concepts and principles of marketing and to develop their conceptual and analytical skills to be able to manage marketing operations of a business firm.*

Contents:

Unit I-Introduction: Nature and Scope of Marketing; Core Marketing Concepts; Evolution of modern marketing concept; holistic marketing; Marketing Mix; Marketing management process-a strategic perspective; Marketing Information Systems; Marketing research-meaning and scope, types of marketing research.

Marketing Environment: Significance of scanning marketing environment; Analyzing macro environments of marketing-economic, demographic, socio-cultural, technological, political and legal; Impact of micro and macro environment on marketing decisions.

Consumer and industrial buying behaviour- An Overview.

Market Segmentation, Targeting and Positioning: Bases for segmenting a consumer market; Factors influencing selection of market segments; Criteria for effective market segmentation; Target market selection and strategies; Positioning – concept, bases and process.

Unit II-Product and Pricing Decisions: Product - concept and classification; Major product decisions; New product development; Packaging and labeling; Product -support services; Branding decisions; Product life cycle – concept and appropriate strategies to be adopted at different life cycle stages.

Pricing- Objectives, Factors affecting price of a product, Pricing policies and strategies. Ethical social and environmental concerns in product and pricing decisions.

Unit III-Distribution Decisions: Channels of distribution – concept and importance; Role of Channel intermediaries and their functions; Channel management; Distribution logistics – concept, importance and major logistics decisions; Channel integration and systems. Ethical, social and environmental concerns in distribution decisions.

Retailing and Wholesaling: Types of retail formats; Retailing strategies; Non-Store retailing; Wholesaling-nature and importance, types of wholesalers.

Unit IV-Promotion Decisions: Role of promotion in marketing; Promotion tools- their characteristics, relative merits and demerits; Integrated Marketing Communication – Concept; Communication process and promotion; Determining promotion mix; Personal selling- Types of selling, scientific selling process, Sales Planning, Organising and Control, Factors influencing promotion mix. Ethical, social and environmental concerns in promotion decisions.

Unit V-Legal aspects of marketing.

***NOTE:** Class discussions to be supported by relevant case studies.*

Suggested Readings:

1. Kotler, Philip; Keller, Kevin Lane; Koshy, Abraham, and Mithileshwar Jha, *Marketing Management: A South Asian Perspective*, Pearson.
2. Lamb, Charles W.; Hair, Joseph F., and Carl McDaniel, *Mktg*, Cengage Learning.
3. Etzel, Michael J., Walker, Bruce J., Staton, William J., and Ajay Pandit, *Marketing Concepts and Cases*, Tata McGraw Hill (Special Indian Edition).
4. Czinkota, Miachel, *Marketing Management*, Cengage Learning.
5. Kazmi, SHH, *Marketing Management Text and Cases*, Excel Books.
6. Zikmund, William G. and Michael D'Amico, *Marketing: Creating and Keeping Customers in an E-Commerce World*, South-Western College Pub.
7. Neelamegham, S., *Marketing in India: Text and Cases*, Vikas Publishing House.
8. Rajgopalan, *Marketing Management : Text and Cases*, Vikas Publishing House.

Note: Latest edition of the readings may be used.

**Master of Business Administration (International Business)
Semester II**

Course 222: INTERNATIONAL BUSINESS ENVIRONMENT

Marks: 100 (Theory = 70, Internal Assessment = 30)

***Objective:** The purpose of this paper is to enable the students learn nature, scope and structure of International Business, and understand the influence of various environmental factors on international business operations.*

Contents:

Unit I: Introduction to International Business: Importance, nature and scope of International business; Modes of entry into International Business; Internationalization process and managerial implications; Multinational Corporations and their involvement in International Business: Issues in foreign investments, technology transfer, pricing and regulations; International collaborative arrangements and strategic alliances.

Unit II: International Business Environment: Economic, Political, Cultural and Legal environments in International Business. Framework for analyzing international business environment.

Unit III: Balance of Payment Account: Concept and significance of balance of payments account; Current and capital account components and accounting system; Balance of payment deficits and correction policies.

Unit IV: Global Trading and Investment Environment: World trade in goods and services – Major trends and developments; World trade and protectionism – Tariff and non-tariff barriers; Foreign investments-Pattern, Structure and effects; Movements in foreign exchange and interest rates and their impact on trade and investment flows.

Unit V: International Economic Institutions and Agreements: WTO, WTO and Developing Countries, IMF, World Bank, UNCTAD, International commodity trading and agreements.

Unit VI: Regional Economic Groupings in Practice: Levels of Regional Economic Integration; Regionalism vs. Multilateralism; Important Regional Economic Groupings in the World.

Unit VII: Contemporary Issues in International Business: Labour and Environmental Issues.

Suggested Readings:

1. Bennet, Roger, *International Business*, Financial Times, Pitman Publishing, London.
2. Bhattacharya, B., *Going International: Response Strategies of the Indian Sector*, Wheeler Publishing, New Delhi.
3. Czinkota, Michael R., et. al., *International Business*, the Dryden Press, Fortworth.

4. Danoes, John D. and Radebaugh, Lee H., *International Business: Environment and Operations*, Addison Wesley, Readings.
5. Hill, Charles W. L., *International Business*, McGraw Hill, New York.

Note: Latest edition of the readings may be used.

**Master of Business Administration (International Business)
Semester II**

Course 223: INTERNATIONAL TRADE AND POLICY FRAMEWORK

Marks: 100 (Theory = 70, Internal Assessment = 30)

Objective: The paper aims at acquainting the students with the theoretical foundations of international trade and enabling them to learn the pattern, structure and policy framework of India's foreign trade.

Contents:

Unit I - Theoretical Foundations of International Trade: Reasons for international trade:

Mercantilist and neo-mercantilist view; Theories of international trade: Absolute and comparative advantage theories: Modern theories of trade; Gains from trade; Foreign trade multiplier; Terms of trade.

Unit II - Direct Investment: FDI in the world economy, The Political Economy of FDI, Cost and Benefit of FDI to Host and Home Countries, Government Policy Instruments and FDI; Foreign debt situation.

Unit III - Instruments of Commercial Policy: Tariffs quotas and other measures and their effects; Arguments for and against protection; Trade regulations and WTO; Trade policy and developing countries.

Unit IV - Factor Movements and International Trade in Services: Capital flows-Types and theories of foreign investments, Barriers to foreign investments; Labour migration; Theory of international trade in services.

Unit V – Regional Economic Integration: Levels of Regional Economic Integration; Free trade area, customs union, economic union, and common market; Trade creation and diversion effects, NAFTA, EU, SAARC, ASEAN.

Unit VI - Policy Framework and Promotional Measures: India's foreign trade and investment policy; Policy making body and mechanism; Export promotion measures and infrastructure support – export and trading, houses, export promotion schemes and incentives; Institutional arrangements for export promotion; Export processing/special economic zones, 100% EOUs.

Suggested Readings:

1. Economic Survey, Govt. of India.
2. Export-import Policy and Other Documents, Govt. of India.
3. Hazari, R. Bharat, *Micro Economic Foundations of International Trade*, Croom Helm, London and Sydney.
4. Letiche, John M., *International Economics: Policies and Theoretical Foundations*, Academic Press, New York.
5. Mannur, H.G., *International Economics*, Vikas Publishing House, New Delhi,
6. Salvatore, D., *International Economics*, John Wiley and Sons.
7. Sodersten, BO, *International Economics*, McMillan, London

Note: Latest edition of the readings may be used.

**Master of Business Administration (International Business)
Semester II**

Course 224: OPERATIONS RESEARCH FOR BUSINESS DECISIONS

Marks: 100 (Theory = 70, Internal Assessment = 30)

Objective: The objective of this paper is to acquaint the students with operations research techniques that play an important role in managerial decision-making.

Contents:

Unit I: Linear Programming and Theory of Games: Introduction to quantitative approach to managerial decision making.

Linear Programming; Formulation of linear programming problems. Solution by graphic method and by using Simplex algorithm including Big-M method. Unique and multiple optimal solutions. Cases of infeasibility and unbounded solutions. Degeneracy. Duality. Post-optimality analysis.

Two-person zero-sum games. Games of pure strategies and Games of mixed strategies. Rule of dominance. Graphic solution to games. Formulation of a game as an LPP.

Unit II: Transportation and Assignment Problems: Transportation problem: Initial feasible solution using North-west Corner Rule; Least Cost Method; and Vogel's Approximation Method. Testing optimality using MODI method. Unique and multiple optimal solutions. Cases of unbalanced problems, prohibited routes and degeneracy. Solution of problems with the 'maximisation' objective.

Assignment problem: Solution using Hungarian Assignment Method. Unique and multiple optimal solutions. Special cases of unbalanced problems, prohibited assignments and problems with maximisation objective.

Unit III: Project Scheduling: PERT/CPM: Project networks. Scheduling of projects with known activity times – Critical path and scheduling of activities. Total, free and independent floats. Project scheduling with uncertain activity times. Time-cost trade-off.

Unit IV: Inventory Control: Inventory decisions. Periodic review and Fixed order quantity systems. Economic order quantity (EOQ) models – classical, price-breaks, and gradual replenishment. Techniques of selective control. Determination of optimal level of safety stock and reorder level.

Unit V: Waiting Lines, and Markovian Analysis: Waiting Lines: General structure of a queuing system. Single-channel queuing model: Poisson-distributed arrivals and exponentially distributed service times with infinite source population. Economic analysis of queues.

Markov chains: Brand-switching analysis. Predicting future market shares. Equilibrium conditions.

Suggested Readings:

1. Anderson, David R., Dennis J. Sweeney and Thomas A. Williams, *An Introduction to Management Science*, South-Western.
2. Taha, Hamdy A, *Operations Research – An Introduction*, Prentice-Hall of India Private Ltd., New Delhi.
3. Hillier, Frederick S. and Gerald J. Lieberman, *Introduction to Operations Research*, McGraw Hill India (Pvt) Ltd.
4. Vohra, N.D., *Quantitative Techniques in Management*, McGraw Hill Education Private Limited, New Delhi.
5. Sharma, J. K., *Operations Research; Theory and Applications*, Macmillan Indian, New Delhi.
6. Winston, Wayne L., S. Christian Albright and Mark Broadle, *Practical Management Science*, Duxbury – Thompson learning, Australia.
7. Levin, Richard I., David S. Rubin, Goel P. Stinson and Everett S. Gardener *Quantitative Approaches to Management*, McGraw Hill Book Company, New York.

Note: Latest edition of the readings may be used.

**Master of Business Administration (International Business)
Semester II**

Course 225: CORPORATE FINANCE

Marks: 100 (Theory = 70, Internal Assessment = 30)

Objective: *The objective of this course is to familiarize the students with various tools and techniques, which can enhance their analytical power to make sound financial decisions in an organization.*

Contents:

Unit I- Introduction: Nature and scope of Financial Management. Objectives of Financial Management- Profit maximization vs. Wealth maximization, Stakeholders' Wealth Maximisation and EVA. Concept of Risk and Return; Time Value of Money. Financial Decisions. Role of a Finance Manager. Agency Problem. Instruments of financing short, medium, and long term funds. Recent trends and developments in capital market. Contemporary Issues in Finance.

Unit II- Investment Decision: Capital budgeting decision process. Estimation of cash flows. Capital budgeting techniques - Accounting Rate of Return, Pay Back Period, Net Present Value (NPV), Internal Rate of Return (IRR), MIRR and Profitability Index. Capital Budgeting under constraints (capital rationing and inflation). Techniques for incorporating uncertainty and risk in capital budgeting- RADR, Certainty Equivalent method, Simulation, Sensitivity Analysis and Scenario analysis. Mergers and acquisitions.

Unit III- Capital Structure Decision: Concept of capital structure. Nature and significance of Financial Plan. Cost of Capital - cost of equity shares (including CAPM), preference shares and debt. Weighted Average Cost of Capital (WACC). Capital Structure Theories – NI, NOI, MM hypothesis, Traditional Theory, Pecking Order Theory and Signalling Theory. Operating and Financial Leverage. Determinants of capital structure in practice.

Unit IV- Dividend Decision and Working Capital Management: Forms of dividends. Theories of dividend (Walter's Model, Gordon's Model and MM hypothesis). Types of dividend policies and dividend decision in practice. Concept and estimation of Working Capital. Determinants of Working Capital. Cash management, Inventory management and Receivables management (an Overview)

Unit V-Security Valuation: Bond Fundamentals, Types of Bonds, Valuation of Bonds, Bond Yields, Analysis of risks in bonds. Approaches to Equity Analysis. Fundamental analysis (EIC Framework). Equity Valuation Models (DDM and P/E Ratio Model). Technical Analysis. Efficient Market Hypothesis.

Some case studies related to above topics are required to be discussed.

Suggested Readings:

1. Van Horne, James C., *Financial Management and Policy*, Prentice Hall of India.
2. Pandey, I. M., *Financial Management*, Vikas Publishing.
3. Ross S.A., R.W. Westerfield and J. Jaffe, *Corporate Finance*, McGraw Hill.

4. Brealey R.A. and S.C. Myers, *Principles of Corporate Finance*, McGraw Hill.
5. Damodaran, A., *Corporate Finance: Theory and Practice*, John Wiley and Sons.
6. Chandra, P. *Financial Management*, Tata McGraw Hill.
7. Khan, M.Y and Jain, P.K *Financial Management: Text, Problems and Cases*, Tata McGraw Hill.
8. Ehrhardt, M. C. and Brigham E. F, *Corporate Finance*, Indian Edition, Cengage Learning
9. Srivastava, Rajiv and Misra. Anil, *Financial Management*, Oxford University Press.
10. Arthur J. Kewon, John H. Martin, J. William Petty and David F. Scott, *Financial Management: Principles and Application*, Pearson.
11. Meyer. et.al, *Contemporary Financial Management*, Cengage Learning.

Note: Latest edition of the readings may be used.

**Master of Business Administration (International Business)
Semester III**

Course 226: INTERNATIONAL FINANCIAL SYSTEM

Marks: 100 (Theory = 70, Internal Assessment = 30)

***Objective:** The objective of this paper is to equip the students with an understanding of the international financial system, its evolution and growing importance as well as challenges thrown up by increasing globalization of finance.*

Contents:

Unit I - Introduction: Growing importance of international finance, costs of international investment-crisis and contagion. Balance of Payments-current account, capital account, official reserve account, J curve, forex reserves-costs and benefits. BOP trends in major countries, persistent current account deficits and surpluses among nations (Global Imbalances) and their repercussions. Shifting global dominance of the U.S.A., Growing importance of a unified Europe and emerging Asia.

Unit II- International Monetary System: Evolution of the international monetary system, bimetallism, Gresham's Law, classical gold standard, its strengths and weaknesses, inter war period, Bretton woods system, Triffin's Paradox, special drawing rights, flexible exchange rate regime, present arrangements including dollarization.

The European Monetary Union and its costs and benefits.

Fixed versus floating exchange rate systems.

Unit III- Exchange Rate Determination and Forecasting: Measuring exchange rate movements and volatility, factors influencing exchange rates, Government intervention-direct and indirect intervention and sterilized and non-sterilized intervention.

Interest Rate Parity, covered and uncovered interest arbitrage, Purchasing Power Parity-absolute and relative, Fisher Effect and International Fisher Effect.

Forecasting Exchange Rates- Technical Approach, Fundamental Approach and Efficient Market Approach.

Unit IV- International Financial Markets: Forex Markets; spot market, direct and indirect exchange quotations, bid ask spread, cross exchange rates, forwards, futures and options market.

International money markets, international credit markets, international bond markets and international stock markets. Regulatory asymmetry and its implications.

Unit V- International Banking: Offshore banking and offshore currency trading, factors contributing to the growth of international banking and Eurocurrency trading, regulatory asymmetry, shadow banks. Bank failure and safety nets, Problem of moral hazard and systematically important financial institutions. Problems in regulating international banking, regulatory arbitrage. BIS and Basel Committee-issues and challenges.

Unit VI- Financial Crisis: Financial flows to developing countries, Problem of original sin, crisis in the Latin American countries, growth and crisis in Asia, contagion. Capital mobility-the trilemma of the exchange rate regime. Lessons from the crisis. Role of International financial institutions like IMF and World Bank. Securitization and the financial crisis of U.S.A. (2008-09), role of credit rating agencies. Euro zone crisis and other contemporary issues.

Suggested Readings:

1. Levi D, Maurice, *International Finance*, Routledge.
2. Krugman, Paul R., Obstfeld, Maurice and Melitz, Marc, *International Economics*, Pearson Education.
3. Madura, Jeff, *International Corporate Finance*, South-Western/Cengage learning.
4. Eun, Cheol S. and Resnick, Bruce G., *International Financial Management*, Tata McGraw- Hill.

Note: Latest edition of the readings may be used.

**Master of Business Administration (International Business)
Semester -- II**

Course 227: INTERNET SECURITY AND CYBER LAWS

Marks: 100 (Theory = 70, Internal Assessment = 30)

Objective: This course aims to familiarize the students with the application of cyber laws in e-business.

Contents:

Unit I-Basic Concepts: Evolution of computers; information technology; virus and worms; network security; online data; cyber space; cyber law; e business; e consumers; spam; phishing.

Unit II-Definition and Terminologies defined in the Information Technology Act, 2000: Concept of internet, internet governance, e-contract, e-forms, encryption, data security, cybercrime. access, addressee, adjudicating officer, affixing digital signatures, appropriate government, certifying authority, certification practice statement, computer, computer network, computer resource, computer system, cyber appellate tribunal, data, digital signature, electronic form, electronic record, information, intermediary, key pair, originator, public key, secure system, verify, subscriber.

Unit III-Regulatory Framework: Authentication of electronic records; legal recognition of electronic records; legal recognition of digital signatures; use of electronic records and digital signatures in government and its agencies; retention of electronic records; attribution, acknowledgement and dispatch of electronic records; secure electronic records and digital signatures; regulation of certifying authorities; appointment and functions of controller; license to issue digital signatures certificate; renewal of license; controller's powers; procedure to be followed by certifying authority; issue, suspension and revocation of digital signatures certificate, duties of subscribers; penalties and adjudication; appellate tribunal; offences.

Unit IV: Case Laws

1. **Communication Device-Section 2(ha)** of the Information Technology (Amendment) Act, 2008- 'State v Mohd. Afzal and others (2003), VIIAD (Delhi) 1, 107(2003) DLT385,2003(71) DRJ178, 2003(3) JCC1669'
2. **Computer Network-Section 2 (j)** of the Information Technology (Amendment) Act,2008 'Diebold System Pvt Ltd. v The Commissioner of Commercial Taxes, (2006), 144STC, 59 (Kar)'
3. **Electronic Record Sec. 2 (t)**- 'Dharambir v Central Bureau of Investigation 148 (2008) DLT 289'
4. **Time and Place of Dispatch and Receipt of Electronic Record-section 13**- 'P.R.Transport Agency v Union of India and others, AIR 2006 All 23, 2006(1) AWC 504, ALLHC'; 'Groff v America Online, Inc., 1998 WL 307001 (1998)'
5. **Penalty for Damage to Computer or Computer System- Section 43**- 'UmashankarSivasubramanian v ICICI Bank, 18.04.2010. (Petition No. 2462/2008)'
6. **Tampering with Computer Source Documents-Section 65**- 'Syed Asifuddin and Ors.vThe State of Andhra Pradesh andAnr. 2006 (1) ALD Cri 96, 2005 CriLJ 4314'
7. **Punishment for sending offensive messages-Sec. 66A**- 'SMC Pneumatics (India) Pvt.Ltd v JogeshKwatra', Suit No. 1279/2001'
8. **Punishment for Identity Theft-Section 66C**- 'CBI v ArifAzim Case Judicial Reports(Criminal) 2003 (2) page 272'

9. **Punishment for Cheating by Personating by using Computer Resource-section 66D-**‘National Association of Software and Service Companies (NAASCOM)v Ajay Sood.(2005) F.S.R. 38; 119 (2005) DLT 596, 2005 (30) PTC 437 Del’

10. **Punishment for Publishing or Transmitting Obscene Material in Electronic form- section67-**‘Avnish Bajaj v State (N.C.T.) of Delhi, (2005) 3 Comp, LJ 364 (Del),116(2005) DLT427, 2005(79) DRJ576’

11. **Punishment for Publishing or Transmitting of Material Containing Sexually ExplicitAct, etc., in Electronic Form-Section 67A-**‘R v Graham Waddon., Southwark [CrownCourt, 30/6/1999]’

Note: Upcoming case studies may be adopted year on year basis.

Suggested Readings:

1. Sharma J. P, and Sunaina Kanojia, *Cyber Laws*, Ane Books Pvt Ltd, New Delhi.
2. Painttal, D., *Law of Information Technology*, Taxmann Publications Pvt. Ltd., New Delhi.
3. Dietel, Harvey M., Dietel, Paul J., and Kate Steinbuhler., *E-business and E-commerce for managers*, Pearson Education.
4. Brian, Craig, *Cyber Law: The Law of the Internet and Information Technology*, Pearson Education
5. Taxmann Publications Pvt. Ltd., New Delhi, *Information Technology Rules 2000 andCyber Regulations Appellate Tribunal Rules 2000 with Information Technology Act 2000.*
6. Jyoti Rattan, *Cyber Laws and Information Technology*, Bharat Law House Pvt Ltd, New Delhi

Note: Latest edition of the readings may be used.

**Master of Business Administration (International Business)
Semester III**

Course 231: INTERNATIONAL MARKETING

Marks: 100 (Theory = 70, Internal Assessment = 30)

Objective: To familiarise the students with the concept and issues of international marketing and enable them to be able to analyse the foreign market environment and develop international marketing strategies for a business firm.

Contents:

Unit I-Introduction: Introduction to International Business- an overview; International marketing management process, International marketing information system.

International Marketing Environment: Influence of physical, economic, socio - cultural, political and legal environments on international marketing decisions; International marketing information system.

International Market Segmentation, Selection and Positioning; International market entry strategies – Exporting, licensing, contract manufacturing, joint venture, setting -up of wholly owned subsidiaries abroad.

Unit II-International Product Planning and Pricing decisions: Major Product decisions-product design, labeling, packaging, branding and product support services; Product standardization vs. adaptation; Managing product line; International trade product life cycle; New product development.

Pricing decisions for International Markets: Factors affecting international price determination; International pricing process and policies; Delivery terms and currency for export price quotations; Transfer pricing; Counter trade as a pricing tool- types and problems of counter trading.

Unit III-International Distribution Decisions: Distribution channel- from traditional to modern channel structures, Intermediaries for international markets-their roles and functions; Alternative middlemen choices, Factors affecting choice of channels; Locating, selecting and motivating channel members; International distribution logistics- Issues and Planning.

Unit IV-International Promotion Strategies: Communications across countries-complexities and issues; Country-of-origin effect; Sales promotions in international markets, trade fairs and exhibitions, International public relations, International Advertising decisions, Personal selling and sales management; Developing international promotion campaign.

Unit V-Emerging trends in International Marketing: International Marketing through Internet; Ecological concerns and international marketing ethics.

NOTE: Class discussions to be supported by relevant case studies.

Suggested Readings:

1. Keegan, Warran J. and Mark C. Green, *Global Marketing*, Pearson.
2. Cateora, Phillip R. ;Grahm, John L. and Prashant Salwan,*International Marketing*,Tata McGraw Hill.
3. Czinkota, Michael R. and Illka A. Ronkainon, *International Marketing*, Cengage Learning.
4. Terpstra, Vern; Foley, James and Ravi Sarathy, *International Marketing*, Naper Press.

5. Jain, Subash C., *International Marketing*, South-Western.
6. Kotabe, Masaaki and Kristiaan Helsen, *Global Marketing Management*, John Wiley and Sons.
7. Onkvist, Sak and John J. Shaw, *International Marketing; Analysis and Strategy*, Psychology Press.
8. Rajagopal, *International Marketing*, Vikas Publishing House.

Note: Latest edition of the readings may be used.

**Master of Business Administration (International Business)
Semester III**

**Course 232: INTERNATIONAL TRADE PRACTICES, PROCEDURES AND
DOCUMENTATION**

Marks: 100 (Theory = 70, Internal Assessment = 30)

Objective: The objective of this paper is to acquaint the students with the trade practices, procedures and documentation of international trade.

Contents:

Unit I: EXIM Policy Framework and Foreign Exchange Regulations: Legal framework, Objective of EXIM policy; Policy overview – Facilities and restrictions; Getting started in export business; Legal framework in India – FEMA- Origin and objectives, Main provision of FEMA; Other relevant acts.

Unit II: International Trade Terms and Trade Finance: Trade contract and trade terms; Trade terms and need for standardization; INCO terms, Concept of Contract and formation of contract; Sources and schemes of trade finance; Pre and post-shipment export credit schemes and methods of financing; Packing credit advance details; Post-shipment advance; Import financing.

Unit III: Export Payment Terms: Credit risk management and payment terms; Main features of payment terms-Advance payment, open account, documentary collection, documentary credit – Documentary collection –DP and DA process and operation; Letter of credit and parties involved; Process of opening and advising LC, Types of LC; Process and operation; UCPDC-Major clauses; Consignment sale.

Unit IV: EXIM Operations and Documentation: Trade operations and documentation; Documentation areas and dimensions; Nature and characteristic features of Exim documents; EDI and ADS documentation.

Unit V: Risk Management: Cargo Risk and Credit Risk: Nature of transit risk; Contract of cargo insurance; Parties involved – Insurer/assured, Indemnity and insurable value; Principles of Insurance; Perils and losses; Insurance policy and certificate; Cargo loss claims – Procedure and documentation; Export credit insurance – Concept and importance; Role of Export Credit Guarantee Corporation (ECGC); Covers issued by ECGC; Financial guarantees; Coverage of commercial and political risks – procedures and documentary requirements.

Unit VI: Export Clearance: Central Excise Clearance and Custom Clearance: Excise duty – Definition, rationale, stages of levying and collection; Meaning of manufacturing; Type of duties; Legal framework – Central Excise Act and Rules, Central Excise Tariff Act; Valuation; Options of refund and movement in bond – Rules 12, 13 and 14; Procedures and documentary requirements. Export Custom Clearance Procedure.

Unit VII: Import Custom Clearance: Legal framework – Customs Act 1962; Customs Tariff Act 1975; Foreign Trade (Development and Regulations) Act 1992; Valuation and types of duties and Harmonised System of Nomenclature; Documentation requirements and document processing; Physical examination of goods; Concept of Bills of Entry; EDI and customs operations.

Unit VIII: Export Incentives and Promotional Schemes: Duty Drawback: Concept and rationale; Monitoring authority; Types and mechanism; Settlement of claims under EDI and Manual System; Procedure and documentation; EPCG, Duty Exemption and Remission Schemes; Promotional Schemes like MDA/MAI/FMS/FPS, etc.

Suggested Readings:

1. Customs and Excise Law, various issues.
2. Excise Law Times, various issues.
3. IIFT, various publications.
4. IMPEX Times, various issues.
5. Ministry of Commerce, Export import Policy, Government of India, New Delhi.
6. Ministry of Commerce, Handbook of Procedures, Volumes I and II, Government of India, New Delhi.
7. Ram, Paras, Exports: What, Where and How? Anupam Publications, New Delhi.

Note: Latest edition of the readings may be used.

**Master of Business Administration (International Business)
Semester III**

**Course 233: SERVICES MARKETING AND CUSTOMER RELATIONSHIP
MANAGEMENT**

Marks: 100 (Theory = 70, Internal Assessment = 30)

Objective: To enable the students in evolving marketing strategies that meet the unique challenges and opportunities of the services sector. The course also aims at familiarising the students with the concept and techniques of customer relationship management (CRM) in different market situations, including international markets.

Contents:

Section A: Service Marketing

Unit I-Services Marketing: Trends and developments in service sector; Meaning and nature of services; Distinctive characteristics of services; Classification of services and its marketing implications; Concept of services marketing; Services marketing trilogy; Services marketing mix; Strategic issues in marketing of services.

Unit II–Assessing Business Opportunity: Analysing services marketing environment; Segmenting and targeting the service market; Positioning the service.

Understanding Service Customers –Buying influences and decision making process; Customer expectations and perceptions; Service Quality – determinants of service quality; Gap model.

Unit III-Services Marketing Decisions: Developing Services product-New service development, Core and supplementary services, Branding; Service distribution - through physical and electronic channels (E-services), Challenges in distributing services in domestic and international markets; Physical evidence –role of servicescape; People – employee role in service delivery, service failure and recovery, matching demand with service capacity; Service process- developing service blueprint, Self-service technologies.

Section B: Customer Relationship Management

Unit IV–Customer Relationships: Rise of relationship marketing; Nature of customer relationships; Theories of customer relationships; Firm and customer motivations for relationships; relationship development process; Attributes and determinants of relational exchanges; networking and its significance in marketing; Customer life cycle and customer lifetime value; Customer acquisition, retention and development; Supplier relationships.

Unit V–Customer Relationship Management (CRM): Definition; Levels of CRM; Technology and CRM; Customer loyalty management.

Unit VI–Implementation of CRM: Information management for building relationship; Sales Force Automation (SFA); E-CRM; Integrating CRM with SCM, SRM and ERP; Ethical issues in CRM; Relational exchanges in international markets.

NOTE: Class discussions to be supported by relevant case studies.

Suggested Readings:

1. Christopher, H. Lovelock, *Services Marketing*, Prentice Hall International, New Jersey.
2. Payne, Adrian, *The Essence of Services Marketing*, Prentice Hall of India Ltd.
3. Shankar, Ravi, *Services Marketing: The Indian Experience*, South Asia Publications, New Delhi.
4. Zeithmal, V.A. and Bitner, M.J., *Services Marketing*, McGraw Hill.
5. Verma, Harsh V., *Services Marketing: Text and Cases*, Pearson.
6. Barnes, James G., *Secrets of Customer Relationship Management*, McGraw Hill, New York.
7. McKenna, Regis, *Relationship Marketing: Successful Strategies for the Age of the Customers*, Addison Wesley Publishing Company.
8. Seth, Jagdish N., Parvatar, Atul and S hainesh, G., *Customer Relationship Management: Emerging Concepts, Tools, and Applications*, Tata McGraw Hill.
9. Stone, Merlin and Wood rock, Neil, *Relationship Marketing*, Kogan Page, London.
10. Godson, Mark, *Relationship Marketing*, Oxford, Indian Edition
11. Sainesh G., Sheth Jagdish, *Customer Relationship Management - A Strategic Perspective*, Mcmillan India,

Note: Latest edition of the readings may be used.

**Master of Business Administration (International Business)
Semester III**

Course 234: INTERNATIONAL FINANCIAL MANAGEMENT

Marks: 100 (Theory = 70, Internal Assessment = 30)

***Objective:** The course aims to acquaint the students with complexities and issues in financial management of a multinational firm. This course will help students to understand various analytical tools and techniques for financial decision making in a global setting.*

Contents:

Unit-I: Introduction: Globalisation and the multinational firm. Complexities and issues in financial decisions of a multinational firm. Foreign investment decision; exchange rate movement and decision to invest; foreign direct investment theories and strategies. Greenfield investment Vs. Cross border MandAs. Foreign exchange market-spot and forward market, Participants in foreign exchange market. Arbitrage, hedging and speculation, covered interest arbitrage. Contemporary issues in international financial management.

Unit-II: International Capital Budgeting Decision: Estimation of cash flows from cross border investment projects. Valuation techniques including Adjusted Present Value method. Risks in cross border investment decision- currency risk, political risk, country risk, inflation risk etc. Techniques for incorporating risks in cross border investment decision. Assessment and management of political risk. Country risk analysis.

Unit-III: Financing Decision, Dividend Policy and Working Capital Management in a Multinational firm: International capital structure and cost of capital. Determinants of capital structure of MNEs. Financing of foreign subsidiaries or projects- Internal and External sources, Parent Debt and Parent Equity, Bank Guarantees etc. Dividend policy of MNEs. International working capital management- Cash management, inventory management and receivables management.

Unit-IV: Currency Risk and Interest rate Risk Management: Types of risk exposure- Transaction exposure, Economic exposure and Translation exposure. Management of currency risk using currency forwards, currency futures, currency options and currency swaps. Assessment of interest rate risk. Management of interest rate risk using Interest rate futures, interest rate swaps and other financial swaps.

Unit-V: International Diversification and Portfolio Investment: Risk factors in international investing. International diversification- risk and return aspects. International CAPM. Identification of optimal portfolio.

Unit-VI: International Accounting and International Taxation: Foreign currency translation; Multinational transfer pricing and performance measurement; consolidated financial statements; International accounting standards and practices. Relevant accounting standard in India (AS-11). International tax environment; Bilateral tax treaties and tax heavens. Impact of taxation on cross-border investment decisions.

Class discussions to be supported by relevant case studies.

Suggested readings:

1. Eun, Cheol S. and Resnick, Bruce G., '*International Financial Management*', Tata McGraw- Hill.
2. Apte P.G., '*Multinational Financial Management*', Tata -McGraw Hill, New Delhi.
3. Bekaert, Greet and Hodrick, Robert J., '*International Financial Management*', Prentice Hall.
4. Madura, Jeff, '*International Financial Management*', Cengage Learning.
5. Shapiro, Alan C., '*Multinational Financial Management*', John Wiley.
6. Levi D, Maurice, '*International Finance*', Routledge.
7. Sharan, V., '*International Financial Management*', PHI Learning Pvt. Ltd.

Note: Latest edition of the readings may be used.

**Master of Business Administration (International Business)
Semester III**

Course 235: INTERNATIONAL SUPPLY CHAIN MANAGEMENT AND LOGISTICS

Marks: 100 (Theory = 70, Internal Assessment = 30)

Objective: The objective of this paper is to acquaint the students with the concepts and tools of supply chain management and logistics as relevant for an international firm.

Contents:

Section A: Supply Chain Management

Unit I-Basic Framework: Concept of supply chain management (SCM); SCM and trade Logistics; Business view of SCM; Push and pull of SCM; Decision phases; Impellers and drivers in SCM Process views of SCM, planning and operations

Unit II-Integrated SCM: Concept, span and process of integrated SCM; Competitive strategy and strategic fit; Demand forecasting; Methods of demand forecasting.; Risk management in demand forecasting; Supply chain metrics (KPIs), performance measurement and continuous improvement; Supply chain modeling; Challenges to achieving and maintaining strategic fit

Unit III-Managing Relationship: Role of Relationship marketing in SCM; Managing relationships with suppliers and customers; Role of on-line sales and supply chain. Designing strategic distribution network. Factors influencing distribution network.

Unit IV-Supply Chain and Information Management Systems: Purchasing Process- Strategic role of purchasing in the supply chain and total customer satisfaction; Types of purchases; Purchasing cycle; Supplier selection and evaluation; Vendor development.

Importance of information management; Distribution and sharing of information; Information technology as a platform for effective and efficient supply chain management; Functional application of TRADITIONAL ERP, SPECIAL ERP, MR, DRP, PDM, EIP, CPFR, WMS, TMS, RFID, GPS, GIS; Re-engineering the supply chain: Future directions.

Section B: Trade Logistics

Unit V-Logistic System: Concept, objectives and scope of logistics; System elements; Inbound and Out bound logistics. Reverse inventory. Value added role of logistics. Logistics interface with manufacturer and marketing. Packing, Marking, Just in time concept; Third party logistic outsourcing–challenges and future directions.

Unit VI-Transportation: Importance of effective transportation system; Service choices and their characteristics; inter-modal services; Transport cost characteristics and rate fixation; In-company management vs. out –sourcing; Implementation and continuous improvement; Carrier selection determinants and decision.

Structure of Shipping: World sea borne trade; international shipping - characteristics and structure; Liner and tramp operations; Liner freighting; Chartering-Types, principles and practices; Charter, party agreement; Development in sea transportation-Unitization, containersation, inter and multimodal transport; CFC and ICD; Indian shipping – growth, policy and problems; Ports and port trust.

International Air transport: International set up for air transport: Freight rates; India's exports and imports by air – Problems and prospects.

Carriage of Goods by sea, sea and combined transport; international conventions and Indian law; Maritime frauds and unethical practices—causes and protection; Role and types of cargo intermediaries.

Unit VII-Warehousing and Inventory Management: Warehousing and marketing strategy; Objectives and functions of warehousing; Warehouse strategies; Material handling equipment and material mobility Warehousing evaluation and requirements. Inventory management-inventory categories, EOQ, LT, ICC; Inventory levels; Material planning and sourcing of procurement; Methods of cost reduction.

Suggested Readings:

1. Ballau, R.H., *Business Logistics Management*, Prentice Hall, Englewood Cliffs.
2. Bes, J., *Chartering Practices*.
3. Bes, J., *Dictionary of Shipping and chartering Practices*.
4. Christopher, M., *Logistics and Supply Chain Management*, Prentice Hall.
5. *ICAO Journal*, New York., various issues.
6. *Indian Shipping and Transport*, Mumbai, Various issues.
7. Murphy, Paul R. and Donald F. Wood, *Contemporary Logistics*, Prentice Hall.
8. Marks, Daniel, *Shipping Cartels*.
9. Shapiro, R., *Logistics Strategy: Cases and Concepts*, West Publishing, St. Paul.
10. [Coughlan, A.](#), [Anderson, E.](#) and Louis W. [Stern](#), *Marketing Channels*, Prentice Hall.
11. *The Marine Times*, Mumbai, various issues.
12. Jhon J Coyle, C. Jhon and Langley, Brian J Gibbs, *Logistics approach to Supply Chain Management*, Cengage Learning.
13. Burt, Dobler and Starling, *World Class Supply Management*, Tata McGraw Hill.
14. Bowersor, Donald J and David J Closs, *Logistics management and Integrated Supply Chain Management*, Tata McGraw Hill.

Note: Latest edition of the readings may be used.

**Master of Business Administration (International Business)
Semester III**

Course 236: FOREIGN LANGUAGE FOR BUSINESS – 1

Marks: 100 (Theory = 70, Internal Assessment = 30)

Objective: The purpose of this paper is to equip the students with foreign language skills at least to that extent that is required for conducting international business

Contents:

- A: FRENCH FOR INTERNATIONAL BUSINESS – 1
- B: GERMAN FOR INTERNATIONAL BUSINESS – 1
- C: SPANISH FOR INTERNATIONAL BUSINESS – 1
- D: JAPANESE FOR INTERNATIONAL BUSINESS – 1
- E: ARABIC FOR INTERNATIONAL BUSINESS – 1
- F: RUSSIAN FOR INTERNATIONAL BUSINESS – 1
- G– J: Other foreign Languages for International Business – 1

Foreign Language Knowledge Relating To:

Unit I: Social and Professional Relations:

- Wishing, thanking and congratulating somebody and to take leave
- Talking about his work, his experiences and his professional plans
- Introducing his colleagues and the people with whom he is collaborating
- Introducing a company, its organization, its activities, its market, its trade policy, its financial and trade positions as well as its result and experience all these quantitatively and indicate also their evolution and make comparisons, interpret and comment on tables and graphs.

Unit II: Professional Environment:

- Talking about the framework of professional environment, its working conditions, the posts, the timings, Salaries leave, holidays and language learner's relationship with other colleagues.
- Organizing the time table
- Reading, writing and understanding classified ads, a curriculum vitae, and application for a post so that the student can look for a job or a training programme.
- Interviewing another person and handle a job interview.

Unit III: Functions of the Company:

- Understanding and explaining the manufacturing process and understand the directions for use.
- Asking and giving information on a product and on a service.
- Obtaining and providing information on the price, the modes and conditions of payment.
- Noting down and convey requests and claims of the clients.

- Placing orders.

Unit IV: Administrative functions:

- Welcoming visitors and clients and to provide them with necessary information, orient them, scan the visitors and also to be able to make them wait.

Unit V: Official tours

- Obtaining information on timings, tariffs
- Making and canceling reservation at the airport, railway station, travel agency, hotel in a restaurant and to be able to manage at a post office.
- Organizing meetings and participate in meetings.
- Organizing different events, for example, an appointment, a meeting, a seminar, a fair or an exhibition and also be able to fix up, confirm, postpone or cancel an appointment or a programme.

Unit VI: Telephonic conversation

- Receiving or send simple telephonic message
- Identifying the person on phone and his/her request
- Spelling, repeating, reformulating, concluding, taking leave.

Unit VII: Writing Communication

- Reading simple and commonly used documents in professional and day-to-day life.
- Filling up forms in professional or day to day life situation.
- Taking down notes.
- Writing (from indications given) about messages, telegram, notes, as well as informal and formal specifically formatted letters, such as business letters act.

Note: The exact topic wise coverage along with the reading list will be decided from time to time by the Foreign Instruction Committee. The Committee will consist of Head of the Commerce Department, Head of the Department of the concerned Foreign Language Department of the University of Delhi, MBA (IB) Programme Co-Programme Co-coordinator and the concerned foreign language teacher (s).

The internal weight age to be given to each topic will also be decided by the committee and communicated to the students. Moreover, the division of the course contents for each language to be thought in the semester, viz., Semesters III and IV, shall be decided by the Commit too.

**Master of Business Administration (International Business)
Semester III**

Course 237: TRAINING REPORT

After the end of second semester, each student shall go for a summer training for a period of four to six weeks in a company. Immediately after the completion of the summer training, each student shall submit a training Report to the Department for evaluation in the third semester. The evaluation of the Training Report be as follows:

Report evaluation – 70 marks

Report presentation – 30 marks

**Master of Business Administration (International Business)
Semester IV**

Course 241: INTERNATIONAL MARKETING RESEARCH

Marks: 100 (Theory = 70, Internal Assessment = 30)

Objective: *The objective of this paper is to acquaint the students with the tools and techniques of international marketing research so as to develop a rational marketing strategy in the area of international business.*

Contents:

Unit I-Introduction: Nature and scope of marketing research; Marketing research in international context - Importance, complexities and issues; Organizational framework for international marketing research; International marketing information system (IMIS); Framework for international marketing research.

Unit II-Marketing Research Process: An overview- Problem identification and setting objectives; Preparing research proposal; Exploratory, descriptive and experimental research designs; International secondary data sources; Primary data collection methods and complexities of data collection in international marketing research; Online data sources and research.

Unit III-Measurement Instruments and Sampling: Measurement scales- Four levels of measurement; Ranking and Rating scales; Attitude measurement and scaling techniques- Likert scale, Semantic differential scale and stapel scale; Reliability and validity in measurement; Product research; Advertising research; Behavioural and motivational research; Etic and emic dilemma; Questionnaire design; Sampling techniques-Probability and non-probability sampling techniques and sample size determination; Fieldwork and data collection; Sampling and non-sampling errors.

Unit IV-Multi-Country Data Analysis and Interpretation: Data editing and coding preliminary data analysis; Univariate and multivariate data analysis techniques – Analysing differences and associations ('t'-test and χ^2 -test), Analysis of variance and Analysis of Covariance, Multiple Regression analysis, Discriminant analysis, Factor analysis, Cluster analysis and Conjoint analysis (using statistical software like SPSS); Issues in multi-country data analysis - Data comparability and validity problems; Report preparation and presentation.

Unit V-Cross-Cultural Consumer Research: International market opportunity analysis; Ethical issues in international marketing research.

Suggested Readings:

1. Malhotra N. K., and Dash, S., *Marketing research: An applied orientation*, Pearson Education, India.
2. Feinberg, F.M., Kinnear, T. and Taylor, J. R., *Modern marketing research*, Cengage Learning Publication.
3. Aaker, D. A., Kumar, V., and George S. D., *Marketing research*, Wiley India.
4. Hair, J.F., Black, W.C. et al., *Multivariate data analysis*, Pearson Education, New Delhi.
5. Craig, C.S., and Douglas, S.P., *International marketing research*, John Wiley, New York.
6. Nargundkar, R., *Marketing research: Text and cases*, Tata McGraw-Hill.
7. Malhotra, N. K., *International marketing research - An applied orientation*, Person Education.

8. Kumar, V., *International marketing research*, PHI Learning.
9. Zikmund, W. and Babin, B., *Essential of marketing research*, South-Western, Cengage Learning.
10. Schmidt, M.J., Hollensen, S., *Marketing research: An international approach*, Prentice Hall.

Note: Latest edition of the readings may be used.

**Master of Business Administration (International Business)
Semester IV**

Course 242: GLOBAL STRATEGIC MANAGEMENT

Marks: 100 (Theory = 70, Internal Assessment = 30)

Objective: To help students understand strategy making process that is informed integrative and responsive to rapid changes in an organization's globally oriented environment and also to help them understand tasks of implementing strategy in a global market.

Contents:

Unit I-Introduction: Concept and Role of Strategy; The Strategic Management Process; Approaches to Strategic Decision Making; Strategic Role of Board of Directors and Top Management; Strategic Intent; Concept of Strategic Fit, Leverage and Stretch; Global Strategy and Global Strategic Management; Strategic flexibility and learning organization.

Unit II-Environmental Analysis: Analysis of Global Environment- Environmental Profile; Constructing Scenarios; Environmental scanning techniques- ETOP, PEST and SWOT (TOWS) Matrix; Michael Porter's Diamond Framework; Analysis of Operating Environment - Michael Porters Model of Industry Analysis; Strategic Group Analysis; International Product Life Cycle (IPLC)
Analysis of Internal Environment- Resource Audit; Resource Based View (RBV), Global Value Chains Systems; Core and Distinctive Competencies; From Sustainable Competitive Advantage to Transient Competitive Advantage.

Unit III-Strategic Choice: Strategic options at Corporate Level – Growth, Stability and Retrenchment Strategies; Corporate Restructuring Strategic options at Business Level- Michael Porters' Competitive Strategies and Cooperative Strategies; Evaluation of Strategic Alternatives – Product Portfolio Models (BCG matrix, GE Matrix, etc.)

Unit IV-Situation Specific Strategies: Strategies for situation like competing in emerging industries, maturing or declining industries, fragmented industries, hyper –competitive industries and turbulent industries; Strategies for industry leaders, runner -up firms and weak businesses.

Unit V-Strategic Issues and Alternatives in Globally Competitive Markets: Reasons and process of firms internationalization; International entry options; Multi-country and global strategies; Outsourcing strategies.

Unit VI-Strategy Implementation and Control: Interdependence of Formulation and Implementation of Strategy; Issues in global strategy implementation- Planning and allocating resources; Organisation Structure and Design; Budgets and support system commitment; culture and leadership. Strategy evaluation and control.

Unit VII-Ethical and Social considerations in Global Strategic Management: Corporate Governance in Global Context.

Note: Case studies and problems involving issues in global strategy are required to be discussed.

Suggested Readings

1. Hill, Charles W.L. and Gareth R. Jones, *Strategic Management: An Integrated Approach*, Cengage Learning, India.
2. Ungson, G.R. and Yim-Yu-Wong, *Global Strategic Management*, M.E. Sharpe.
3. Davidson, W.H., *Global Strategic Management*, John Wiley, New York.
4. Thompson, Arthur A. and A. J. Strickland, *Strategic Management*, McGraw Hill, New York.
5. Hitt, Michael A., Ireland, R. D., Hokisson, Robert E. and S. Manikutty, *Strategic Management: A South- Asian Perspective*, Cengage Learning, India
6. Bartlett, C.A., Ghoshal, S. and P. Beamish, *Transnational Management: Text, Cases, and Readings in Cross-Border Management*, McGraw Hill.
7. Porter, Michael E., *Competition in Global industries*, Harvard University Press, New York, 1986.
8. Porter, Michael E., *The Competitive Advantage of Nations*, Macmillan, London, 1990.
9. Frynas, J.G. and K. Mellahi, *Global Strategic Management*, Oxford University Press.
10. Henry, Anthony E., *Understanding Strategic Management*, Oxford University Press, New York.
11. Wheelen, Thomas L., Hunger, J. David, Hoffman, Alan N. and Charles E. Bamford, *Strategic Management and Business Policy: Globalization, Innovation and Sustainability*, Prentice Hall, New Jersey.
12. Sengupta, N. and J.S. Chandan, *Strategic Management: Contemporary concepts and Cases*, Vikas Publishing.
13. Ghosh, P.K., *Strategic Management- Text and Cases*, Sultan Chand and Sons.
14. Nag, A., *Strategic Management- Analysis, Implementation, Control*, Vikas Publishing.

Note: Latest edition of the readings may be used.

**Master of Business Administration (International Business)
Semester IV**

Course 243: CROSS-CULTURAL CONSUMER AND INDUSTRIAL BUYER BEHAVIOUR

Marks: 100 (Theory = 70, Internal Assessment = 30)

Objectives: To help students develop basic understanding of the concepts and theories of consumer and industrial buyer behaviour and their applications in marketing decision making. Students will also be exposed to globalisation of consumer markets and international dimensions of consumer and industrial buying behaviour and their marketing implications.

Contents:

Unit I-Consumer Behaviour: Theory and its Application to Marketing Strategy; Consumer Buying Process: Extensive, Limited and Routine Problem Solving Behaviours.

Unit II-Internal Determinants of Buying Behaviour: Individual differences among customers and market segmentation; Needs, motivation and involvement; information processing and consumer perception; Learning; Attitudes and attitude change; Personality and psychographics (values and life style analysis).

Unit III-External Determinants of Buying Behaviour: Family and household influence; Reference groups and social class; Culture and subcultures.

Unit IV-Models of Consumer Behaviour: Organisational Buying Behaviour: Process, Influences and model.

Unit V-Cross-Cultural Consumer and Industrial Buying Behaviour: Economic demographic and socio-cultural trends and consumer behaviour; Globalisation of consumer markets and its implications for international marketing.

Unit VI-Innovation Diffusion and Consumer Adoption Process; Diffusion of Innovation Across Nations/Cultures; Consumer Satisfaction and Other Feedbacks; Cross-Cultural Consumer Research – Complexities and issues.

Suggested readings:

1. Assael, H., *Consumer Behaviour and Marketing Action*, South Western Publishing Company, Ohio.
2. Block and Roering, *Essentials of Consumer Behaviours*, Dryden Press. Chicago.
3. Engel, James F., Roser D. Blackwell, and Paul W. Miniard, *Consumer Behaviour*, Dryden Press, Chicago.
4. Hawkins, Dal I., Roger J. Best and Kenneth A. Coney, *Consumer Behaviour Implication for Marketing Strategy*, McGraw Hill.
5. Hoyer, Wayne D. and Debovar J. Macinnis, *Consumer Behaviour*, Cengage Learning.
6. Peter. J. Paul and Jerry C. Oison, *Consumer Behaviour and Marketing Strategy*, Richard D. Irwin, Illinois.
7. Schiffan, Leon G. and Kanuk, Lealie. Lazar, *Consumer Behaviour*, Prentice Hall.
8. Wikie, William L, *Consumer Behaviour*, John Wiley and Sons, New York.

Note: Latest edition of the readings may be used.

**Master of Business Administration (International Business)
Semester IV**

Course 244: INTERNATIONAL ADVERTISING AND BRAND MANAGEMENT

Marks: 100 (Theory = 70, Internal Assessment = 30)

***Objective:** To expose students to the rigors of advertising and brand management and equip them to be able to manage the advertising and branding activities in the international markets.*

Contents:

Section A: International Advertising

Unit I-International Advertising: Its importance and nature; International Communication model; Meaning and nature of advertising; International advertising complexities and issues; Major international advertising decisions and influencing factors; Determination of target audience in international markets; Determining advertising international objectives; DAGMAR Approach; Determining advertising budget.

Unit II-Developing International Advertising Campaign: Determining international advertising message and copy - Headline, body copy, logo, illustration and layout; Creative styles and advertising appeals; International Media planning –Types of media, media selection and scheduling Advertising through Internet.

Unit III- Evaluation and Organization of International Advertising Efforts: In-house arrangements; Using advertising agencies – selection, compensation and appraisal of advertising agency; Evaluating Advertising Effectiveness - Before and after advertising tests and techniques.

Unit IV-International Advertising of Indian Products: Complexities and issues; Ethical issues in international advertising; Integrated international marketing communications.

Section B: International Brand Management

Unit V-Basics of Branding: Importance of branding; Basic branding concepts -Brand personality, brand image, brand identity, brand equity and brand loyalty; Product vs. corporate branding; Major branding decisions.

Unit VI-Brand Creation and Development: Identifying and selecting brand name; Building brand personality; International Brand positioning and re-launch; Brand extension; Enhancing brand image through sponsorship and event management; Building brands through Internet.
Brand Building in Different Sectors- Customers, industrial, retail and service brands.

Unit VII-Developing International Brands: Local, foreign and global brands; Pre-requisites and process; Country-of-origin effects and global branding; Building Indian brands for global markets.

Suggested Readings:

1. Aaker, David A. and Alexander L. Biel, *Brand Equity and Advertising: Advertising's Role in Building Strong Brands*, Psychology Press.

2. Mooij, Marieke de, *Global Marketing and Advertising: Understanding Cultural Paradoxes*, Sage Publications
3. Aaker, David A., Rajeev Batra and John G. Mayers, *Advertising Management*, Prentice Hall of India.
4. Belch. George and Michael Belch, *Advertising and Promotion: An Integrated Marketing Communications Perspective*, McGraw Hill Education.
5. Bergh, Bruce, Vanden, G. and Katz, Helen, *Advertising Principles: Choice Challenge, and Change*, NTC Business Books, Illinois, 1999.
6. Dunn, S. W. and Barbar, A. M., *Advertising: Its Role in Modern Marketing*, Dryden Press.
7. Aaker, David A., *Managing Brand Equity*, Simon and Schuster.
8. Arnold, David, *The Handbook of Brand Management*, Addison-Wesley
9. Kapferer, Jean Noel, *Strategic Brand Management: New Approaches to Creating and Evaluating Brand Equity*, Simon and Schuster.
10. Moorthi, Y.L.R., *Brand Management – The Indian Context*, Vikas Publishing House.
11. SenguptaSubroto, *Brand Positioning: Strategies for Competitive Advantage*, Tata McGraw Hill Education.
12. Upsaw; Lynn B., *Building Brand identity: A Strategy for Success in a Hostile Market place*, Wiley.
13. Kumar, Ramesh, *Managing Indian Brands*, Vikas Publishing House.

Note: Latest edition of the readings may be used.

**Master of Business Administration (International Business)
Semester IV**

Course 245: INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Marks: 100 (Theory = 70, Internal Assessment = 30)

Objective: *Liberalisation and globalisation have led to new challenges in the area of human resource management. Today international human resource management has developed as a distinct field of specialisation. International HRM is an important lever to achieve integration of different units operating in multiple national locations. This paper intends to acquaint the students with the concepts and strategies of international human resource management and to enhance their skill to effectively manage human resource in international perspective.*

Contents:

Unit I-Introduction: Concept and objectives of human resource management; Traditional and modern perspectives in HRM; Themes in HRM; Contemporary global trends in HRM.

Unit II-International Context of HRM: Introduction to IHRM; Human Resource Management in the International Firm- The Framework; Cross national differences in personnel and organisations- Cultural factor in human resource policies; Complexities and issues in managing human resource across countries; International HRM department and functions; Models of international HRM.

Unit III-International Staffing: Hiring– sources of international human resource power; Staffing for international operations; Selection strategies for overseas assignments; Hiring HCN's and TCN's; International transfers; Expatriate Management- Problems of repatriation of overseas expatriates and strategies to tackle these problems.

Unit IV-Training, Development and Compensation in International Perspective: Training and development for expatriates; Training and development for international staff; Compensation in International Perspective- Factors, package, methods and trends; International reward system; Motivation in cross-cultural context.

Unit V-Direction and Control: Issues and strategies for directing in international context; Enhancing interpersonal communication; Multinational performance appraisal – Criteria and process, Performance management; International control mechanism.

Unit VI- Industrial Relations and Other Issues in IHRM: A framework for international industrial relations; Employees participation – Practices in various countries; Cross border ethics management; Designing organisations for dynamic international environment; Comparative study of HRM practices in major global economies; HRM in cross border mergers and acquisitions; Joint ventures, alliances and SMEs; IHRM trends- Complexities, challenges, and choices in future.

Note: Class discussions to be supplemented with the case studies.

Suggested Readings:

1. Dowling P. J., *International human resources management*, Cengage EMEA.
2. Harzing, A. W. and Pinnington, A., *International human resource management*, Sage Publication, London.
3. Saini, D. S. and Sami A. K., *Human resource management – Perspectives for the new era*, Response Books (A Division of Sage), New Delhi.
4. Aswathappa, K. and Dash, S., *International human resource management*, McGrawHill Education India.
5. Hollinshead, G., *International and comparative human resource management*, McGrawHill Education India.
6. Evans, P., Pucik, V. and Bjorkman, I., *The global challenge: International human resource management*, McGrawHill Education India.
7. Tayeb, M.H., *International human resource management*, Oxford University Press, India.
8. Dessler, G., and Varkkey, B., *Human resource management*, Pearson Education, Delhi.
9. Decenzo, D.A., and Robbins, S. P., *Fundamentals of human resource management*, Wiley, India.
10. Rao, V. S. P., *Human resource management: Text and cases*, Excel Books.

Note: Latest edition of the readings may be used.

**Master of Business Administration (International Business)
Semester IV
Course 246: FOREIGN LANGUAGE FOR BUSINESS –II**

Marks: 100 (Theory = 70, Internal Assessment = 30)

Objective: The purpose of this paper is to equip the students with a foreign language skill at least to that extent that is required for conducting international business.

Contents:

A: FRENCH FOR INTERNATIONAL BUSINESS – I and II
B: GERMAN FOR INTERNATIONAL BUSINESS – I and II
C: SPANISH FOR INTERNATIONAL BUSINESS – I and II
D: JAPANESE FOR INTERNATIONAL BUSINESS – I and II
E: ARABIC FOR INTERNATIONAL BUSINESS – I and II
F: RUSSIAN FOR INTERNATIONAL BUSINESS – I and II
G –J: Other foreign Languages for International Business I and II

Foreign Language Knowledge Relating To:

Unit I: Social and Professional Relations:

- Wishing, thanking and congratulating somebody and to take leave
- Talking about his work, his experiences and his professional plans
- Introducing his colleagues and the people with whom he is collaborating
- Introducing a company, its organization, its activities, its market, its trade policy, its financial and trade positions as well as its results and express all these quantitatively and indicate also their evolution and make comparisons, interpret and comment on tables and graphs.

Unit II: Professional Environment:

- Talking about the framework of professional environment, its working conditions, the posts, the timings, salaries, leave, holidays and language learner's relationship with other colleagues.
- Organizing the time table
- Reading writing and understanding classified ads, a curriculum vitae, and application for a post so that the student can look for a job or a training programme.
- Interviewing another person and handle a job interview.

Unit III: Functions of the Company:

- Understanding and explaining the manufacturing process and understand the directions for use.
- Asking and giving information on a product and on a service.
- Obtaining and providing information on the price, the modes and conditions of payment.
- Noting down and convey requests and claims of the clients.
- Placing orders.

Unit IV: Administrative functions:

- Welcoming visitors and clients and to provide them with necessary information, orient them, scan the visitors and also to be able to make them wait.

Unit V: Official tours:

- Obtaining information on timings, tariffs.
- Making and cancelling reservation at the airport, railway station, travel agency, hotel in a restaurant and to be able to manage at a post office.
- Organizing meeting and participate in meetings.
- Organizing different events, for example, an appointment, a meeting, a seminar, a fair or an exhibition and also be able to fix up, confirm, postpone or cancel an appointment or a programme.

Unit VI: Telephonic conversation:

- Receiving or send simple telephonic message.
- Identifying the person on phone and his/her request.
- Spelling, repeating, reformulating, concluding, taking leave.

Unit VII: Writing Communication

- Reading simple and commonly used documents in professional and day -to- day life.
- Filling up forms in professional or day -to-day life situation.
- Taking down notes.
- Writing (from indications given) about messages, telegram, notes, as well as informal and formal specifically formatted letters, such as business letters act.

Note:

The exact topic wise coverage along with the reading list will be decided from time to time by the Foreign language instruction Committee. The Committee will consist of Head of the Commerce Department, Head of the Department of the concerned Foreign Language Department of the University of Delhi, MBA (IB) Programme Co-ordinator and the concerned foreign language teacher(s).

The internal weightage to be given to each topic will also be decided by the Committee and Communicated to the students. Moreover, the division of the course contents for each language to be taught in the two semester, viz., Semesters III and IV, shall be decided by the Committee.

**Master of Business Administration (International Business)
Semester IV**

Course 247: PROJECT REPORT

Evaluation of Project Report shall be as follows:

Report evaluation by internal and external examiners of 35 marks each - 70 Marks

Viva Voce examination- 30 Marks

Project Report work shall begin from Semester III (Part II). Students shall select topic of their project work at the commencement of Semester – III in consultation with faculty members. Students are free to choose any topic relating to the course, which is contemporary, application oriented and having significance to the business firms. The project may be secondary data based or may involve survey work/field work. Ideally, the project work should be the one, which involves use of both the desk and field researches, and is able to delve into managerial implications and business significance of the issue under investigation. After approval of the project topics by the MBA (IB) Committee, they shall begin their work. At the completion of the project work, they shall submit three typed copies of their project report for evaluation before the commencement of the Semester – IV examination. Project report shall be evaluated for 70 marks by the external and internal examiners (35 marks each) at the end of the fourth semester.

UNIVERSITY OF DELHI

MASTER OF BUSINESS ADMINISTRATION (HUMAN RESOURCE DEVELOPMENT)

(To be effective from Academic Year 2014-15 and onwards)

Syllabus



MBA (HRD) Revised Syllabus as approved by Academic Council on 21st June, 2014
and Executive Council on 19th July, 2014

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I: PREAMBLE

The Department of Commerce at Delhi School of Economics, formally set up as a separate entity in 1967 takes pride to pioneer the two specialized courses, namely MIB and MHROD (now restructured and renamed as MBA (IB) and MBA (HRD)). Both the Courses have been well received by the industry since 1995 till date. In the backdrop of one-year Post-graduate Diploma in International Marketing (PGDIM) started during the year 1985-86, which was highly reckoned by the trade and industry, the department introduced the full time two-year Master's programme in International Business (MIB, now restructured and renamed as MBA-International Business as per the UGC Gazette Notification dated 5/11 July, 2014) laying special emphasis on aspects of international business operations including global marketing and international financial management, and MHROD (now restructured and renamed as MBA-Human Resource Development as per the UGC Gazette Notification in dated 5/11 July, 2014) laying emphasis on HR and OD aspects of a business organization. The main objective of the programme was to develop candidates suitable for entry level managerial positions in the field of domestic and international business management. The courses were designed in a manner so that the students gain an in-depth knowledge and analytical skills which will enable them to efficiently and effectively carry out various HR, OD, marketing and international business operations of an organisation in the emerging globalized environment.

The Master of Business Administration (Human Resource Development) programme of the Department of Commerce has been designed to cater to the growing needs of industry and business for professionally qualified young man and women in the area of Human Resource and Organisational Development. In liberalized framework of the Indian economy, corporate experts in HRD will be amongst the key resource personnel needed for corporate strategic planning and control. Further, existing personnel specialists will need to develop fresh perspectives in order to cope with the changing role of personnel and industrial relations departments of corporate organisations. The objective of Master of Business Administration (Human Resource Development) is to provide quality education to highly motivated, bright young men and women so that they can provide professional expertise to business and industry in the area of human resource and organisational development.

Both the courses, viz. MIB (now restructured and renamed as MBA – International Business) & MHROD (now restructured and renamed as MBA – Human Resource Development) have been well received by the industry till date. However, in order to improve the course curriculum and impart the knowledge on contemporary developments taking place in the domain of International Business and Human Resources & Organizational Development, a need to revise the course structure was observed and executed. The revised syllabus, therefore, is mainly oriented towards professional augmentation taking place in the global as well as domestic business arena. In order to facilitate the course revision process, a four member Committee was formed for proposing the new structure of the course. The committee held about half a dozen meetings in order to improve and create the new structure. A special meeting was arranged with the alumni of the department, well placed in industrial sector to seek their valuable inputs for the curriculum. The proposed structure was then vetted by an external member expert committee and their suggestions were incorporated before forwarding the proposed structure to other statutory committees of the University.

This syllabus intends to reduce the gap between industry and academia, with the right blend of theory and practice, furthering students to nurture their talent for becoming a good leader and an asset for an organization. The structure was approved by the Department Council and the Council approved the

names of various area convenors as per their specialization for the formulation of course contents. The contents were decided by the working groups formed for various specialized areas such as Finance, Accounting, HR, IB, etc. which was presented in the Committee of Courses (Hons., P.G. and Research) meeting held on 5th May, 2014. The Committee of Courses discussed the structure and contents, threadbare and suggested a few changes. After incorporating the changes suggested by Committee of Courses, the draft was then placed for discussion in the Faculty of Commerce and Business. Further, the changes recommended by Faculty of Commerce and Business were adopted and the syllabus was approved in the meeting of the Faculty held on 10th May, 2014. In the Academic Council meeting held on 21st June, 2014 the syllabus was approved for its course contents.

In order to provide an equal footing to that of an MBA programme run by the premier business schools of the country, for change in course nomenclature, the Department and the University authorities have had various communications with the University Grants Commission vide Letter No. C-1/16/15/98/118 dated 17th December, 2003 from the Registrar to the Chairman, UGC, Letter No. C-I/16/15/156 dated 1st April, 2002, Letter No. C-I/16/15/98/119 dated 27th October, 1998 to the Chairman UGC. The Department also received the proposal from UGC, letter No. D.O. No. F.5-1/2010 (CPP-II) dated 30.05.2011 and letter No. F.5-1/99(CPP-II) dated 13.12.2011 for review of existing list of degrees and considering fresh proposals for specification of degrees under section 22 of the UGC Act, 1956. The letter informed that MBA is a UGC specified degree and university may award MBA degree with any specialization in parenthesis, for example, MBA (HR & OD) or MBA (IB). To resolve the issue of adding the parenthesis MBA (IB) and MBA (HRD) for the two year professional course of the Department, namely MIB and MHROD, a meeting of the Departmental Council was called upon on 1st July 2011 in the Department of Commerce. In respect of the specification of degrees, the following was resolved: (i) Master of International Business (MIB) be restructured as Master of Business Administration (International Business) – MBA (IB) and (ii) Master of Human Resource and Organizational Development (MHROD) be restructured as Master of Business Administration (HRD). This recommendation was also communicated to the University Grants Commission vide letter No. CD/7/70/2011, dated 18.11.2011 by the Department of Commerce. The said decision was reiterated by the subsequent Councils on the December 12, 2013 and March 14, 2014 and Faculty of Commerce and Business meeting dated 10th May, 2014. In the light of the UGC Gazette Notification dated 5/11 July 2014, the recommendations of Faculty was placed in the emergent meeting of Academic Council and Executive Council held on 19th July, 2014 and the nomenclature of MIB and MHROD was changed to Master of Business Administration (International Business) and Master of Business Administration (Human Resource Development) accordingly.

II: COURSE STRUCTURE

**Master of Business Administration (Human Resource Development)
MBA (HRD)**

(As approved by Academic Council on 21st June, 2014 and Executive Council on 19th July, 2014)

Semester I	Semester II
111 - General Management	321 - Human Resource Management
112 - Legal Framework of Business	322 - Human Resource Development
113 - Accounting for Managers	323 - Organisational Behaviour
114 - Economics for Managers	324 - Organisational Development
115 - Entrepreneurship and New Venture Planning	325 - Labour and Social Security Laws
116 - Corporate Governance and Social Responsibility of Business	326 - Marketing Concepts and Principles
117 - Business Statistics and Research Methodology	327 - Economic and Accounting Aspects of Human Capital
Semester III	Semester IV
331 - Management of Industrial Relations	341 - Management of Transformation
332 - Performance Management and Talent Management	342 - Cross Cultural Management
333 - Training and Development	343 - Strategic Management
334 - Compensation Management and Employee Welfare Laws	344 - Finance for Decision Making
335 - Negotiations and Union Management Relations	345 - E-business and Cyber Laws
336 - Management Information System and HR Analytics	346 - Social Security and Participative Management
337 - Training Report	347 - Project Report

III: Scheme of Examination

The system of examination shall be as follows:

- (i) Excepting papers 237, 247 in MBA (IB) and 337 and 347 in MBA (HRD) each paper shall carry 100 marks of which 30 marks shall be reserved for internal assessment based on class room participation, seminar, term papers, study reports, tests, viva-voce and attendance. The weightage given to each of these factors shall be decided and announced at the beginning of the Semester. The remaining 70 marks in each paper shall be awarded on the basis of a written examination at the end of each semester. The duration of the written examination of each paper shall be three hours.
- (ii) Paper 237 and 337: Training Report: After the end of second semester, each student will go for summer training for a period of two months in a company. Immediately after the completion of the summer training, each student will submit a Training Report to the Department for evaluation in the beginning of the third semester. The evaluation of the Training Report shall be as follows:

Report evaluation - 70 marks

Report presentation and viva-voce - 30 marks

- (iii) Paper 247 and 347: Project Report : The scheme of evaluation for the Project Report shall be as follows:
 - (a) Project Report work shall begin from the third semester of Part – II. Students shall select topic of their project work at the commencement of Semester – III in consultation with the Faculty members. After approval of the project topics by the MBA (IB)/ MBA (HRD) Committee, they shall begin their work. At the completion of the project work, they shall submit three typed copies of their project report for evaluation before the commencement of the Semester – IV examination. Project report shall be a viva-voce examination at the end of Part-II and each candidate shall be evaluated out of 30 marks. The viva-voce examination shall be conducted by the internal and external examiners.
 - (b) Based on the project work shall be a viva-voce examination at the end of Part-II and each candidate shall be evaluated out of 30 marks. The viva-voce examination shall be conducted by the internal and external examiners.

Evaluation and span period

- (i) The minimum marks for passing the examination shall be 45% in each paper and 50% in the aggregate of the semester I, student fails to secure 45 percent marks in any of the papers, he/she can reappear in those paper/papers in the subsequent semesters.

If a candidate admitted to the examination in any semester secures the minimum marks to pass in each paper but fails to secure the minimum marks to pass in the aggregate, he/she may appear in any of the paper/s of the Semester concerned according to his/her choice in order to be able to secure the minimum marks prescribed to pass in the aggregate in each semester.

- (ii) If a student fails to appear in any of the papers in MBA (IB)/ MBA (HRD) Semester – I of Part-I of the University examination, he/she will be allowed to take examination in that paper/papers along with second semester examination of Part – I.

- (iii) Admission to Part-II of MBA (IB)/ MBA (HRD) Course shall be open to those who have cleared successfully at least 10 papers out of 14 papers offered for the MBA (IB)/ MBA (HRD) Part –I course comprising of Semesters I and II taken together. However, he/she would have to clear the remaining papers while studying in MBA (IB)/ MBA (HRD) Part – II in the second year.

- (iv) If a student fails or fails to appear in any of the papers in third semester examination of Part-II other than Training Report, he/she will be allowed to take the examination in the subjects along with examination in the subjects of fourth semester of Part-II Examination.

- (v) Only those candidates who have secured at least 45 per cent in each paper and 50 percent in aggregate in each of the semesters of the MBA (IB)/ MBA (HRD) course shall be eligible for the award of the Degree. Successful candidates will be classified on the basis of the combined results of Part – I and Part – II examination as follows.

Candidates securing 60% and above: I Division

All others: II Division

- (vi) Candidates who have already received the minimum pass marks in the Training Report/Project report at the University examination shall not be allowed to reappear in the examination.
- (vii) The conditions of passing the course shall not be deemed to have been satisfied unless a student undergoes practical training under the supervision of the Department in approved organizations for at least two months.
- (viii) A candidate must qualify for the award of the Degree within four years of his/her admission to the MBA (IB)/ MBA (HRD) course.

- (ix) Candidates who fail or failed to appear the MBA (IB)/ MBA (HRD) examination after pursuing a regular course may be allowed to reappear at the examination on being enrolled as an ex-student as per the rules of the University. The old course will remain in force for ex-student only for a period of three years from the year in which the revised course introduced.
- (x) No candidate shall be considered to have pursued a regular course of study unless he/she is certified by the Department to have attended at least three-fourth of the total number of lectures, tutorials, special lectures and seminars conducted in each semester during his course of study. Provided that he/she fulfills other conditions, the Department may permit a student to proceed to the next semester who falls short of the required percentage of attendance by not more than 10% lectures, tutorials, special lectures and seminars conducted during the whole of that semester of the course but a student so permitted shall not be deemed to have completed a regular course of study in the next succeeding semester unless he/she makes up the shortage so condoned.
- (xi) No revaluation of answer books is permitted as per the rules of the University applicable to the professional courses.

**Master of Business Administration (Human Resource Development)
Semester I**

Course 111: GENERAL MANAGEMENT

Marks: 100 (Theory = 70, Internal Assessment = 30)

Objective: *The objective of this course is to develop an understanding of the processes of management related with the basic functions, and management challenges in the emerging perspective.*

Contents:

Unit I- Introduction: Concept, Nature, Process and Significance of Management; Managerial Roles (Mintzberg); An Overview of Functional areas of Management- Marketing, Finance, Production, HRM, IT, R&D; Development of Management Thought- Classical, Neo -classical, System and Contingency Approaches.

Unit II -Planning and Control: Concept, Process and Types; Decision -making concept and process; Bounded rationality; Management by objectives; Corporate Planning- Environment analysis and Diagnosis, Strategy Formulations; Managerial Control- Concept and process; Designing an Effective Control System; Techniques - Traditional and Modern (PERT and CPM).

Unit III-Organising: Concept, nature, process and significance; Authority and Responsibility relationships- Delegation, Decentralisation; Departmentation basis and formats (Project and Matrix); Formal and Informal Organisation; Changing patterns in Organisation structures in the Knowledge economy.

Unit IV-Directing: Motivating and Leading People at work- basic concepts; Communication- nature, process, networks and barriers; Effective Communication.

Unit V-International Management Practices: A comparative study of management practices in India, Japan, USA and China with particular reference to Planning, Organising, Directing, Staffing and Controlling; Recent developments in the field of Management in a global perspective.

Note: Some cases of real business world are required to be discussed in each unit.

Suggested Readings:

1. Wehrich, Heing and Harold Koontz, *Management: A Global Perspective*, Mc-Graw Hill, New-Delhi.
2. Stoner, James A. F., A. E. Freeman, and D. A. Gilbert (Jr.), *Management*, Prentice Hall of India Pvt.Ltd.
3. Ivancevich, John M., J. H. Donnelly (Jr.), and J. L. Gibson, *Management: Principles and Functions*, AITBS, Delhi.
4. Luthans, Fred, *Introduction to Management*, McGraw Hill.
5. Jones, Gareth R. and Jennifer M. George, *Contemporary Management*, Tata McGraw Hill.
6. Ghuman, K. and K. Aswathappa, *Management: Concepts, Practice and Cases*, Tata McGraw Hill.
7. Charles Hill, W.L. and Steven L.McShane, *Principles of Management*, Tata McGraw Hill.
8. Singh, B.P. & and T.N. Chhabra, *Management Concepts and Practices*, DhanpatRai, New Delhi.
9. Singh, B.P. and A.K. Singh, *Essentials of Management*, Excel Books, N. Delhi.
10. R.S. Dwivedi, *Management – An Integrated Approach*, National Publishing House.

Note: Latest edition of the readings may be used.

**Master of Business Administration (Human Resource Development)
Semester I**

Course 112: LEGAL FRAMEWORK OF BUSINESS

Marks: 100 (Theory = 70, Internal Assessment = 30)

Objective: To acquire knowledge and understanding of major commercial and economic laws.

Contents:

Unit I- Law relating to Contract: Meaning and essentials of a valid contract; legality of objects; special contracts (indemnity and guarantee, bailment and pledge, law of agency); contract of sale; conditions and warranties; transfer of ownership of goods including sale by non-owners; e-contracts.

Unit II – Law relating to LLP: The Limited Liability Partnership Act, 2008; salient features of LLP; difference between LLP, partnership and a company; LLP agreement; nature of LLP; partners and designated partners; incorporation document; incorporation by registration; registered office of LLP and change therein; change of name; partners and their relations; extent and limitation of liability of LLP and partners; whistle-blowing; contributions, financial disclosures, annual return, taxation of LLP; conversion to LLP; winding up and dissolution.

Unit III-Law Relating to Information: Right to Information Act, 2005- Definitions; right to information; obligations of public authorities; request for obtaining information; disposal of request; exemption from disclosure of information; grounds for rejection to access in certain cases; severability; central information commission- its constitution, term of office, conditions of service and removal; the powers and functions of information commissions; appeals and penalties.

Unit IV: Law relating to Competition and Consumer Protection: Concept of competition; Competition Act, 2002 - anti competitive agreements, abuse of dominant position, combination, regulation of combinations; Competition Commission of India; compliance of competition law; Consumer Protection Act, 1986-consumer protection in India; rights of consumers; consumer disputes redressal agencies.

Unit V-Law Relating to Foreign Exchange: Objectives and definitions under FEMA, 1999; current account transactions and capital account transactions; foreign direct investment in India and abroad; acquisition and transfer of immovable property in India and abroad; establishment of branch, office etc. in India; realization and repatriation of foreign exchange; authorized person; penalties and enforcement; powers of central government; adjudication, appeal and compounding; offences and penalties.

Suggested Readings:

1. Lee Reach, *Business Laws*, Oxford University Press, UK
2. Singh, Avtar, *The Principles of Mercantile Law*, Eastern Book Company, Lucknow.
3. Sharma J. P., and Sunaina Kanojia, *Business Laws*, Ane Books Pvt. Ltd, New Delhi.
4. Bhandari, Munish, *Professional Approach to Corporate Laws and Practice*, Bharat Law House, New Delhi
5. *Handbook of Corporate Laws* by Bharat Law House, New Delhi

Note: Latest edition of readings may be used.

**Master of Business Administration (Human Resource Development)
Semester I**

Course 113: ACCOUNTING FOR MANAGERS

Marks: 100 (Theory = 70, Internal Assessment = 30)

Objective: To acquaint students with Concepts of Financial, Cost and Management Accounting and their application in managerial decision making.

Contents:

Unit I - Financial Accounting: An introduction; Meaning of financial Accounting; Accounting as an Information System; Importance, Scope and limitations of financial accounting. Accounting Concepts and Principles; Accounting Equation, Capital and Revenue items; Generally Accepted Accounting Principles, Accounting Standards, and International Financial Reporting Standards (IFRS).

Unit II - Accounting Process: Recording of Transactions in Primary Books, Special Purpose Subsidiary Books; Cash Book; General Journals; Posting to Ledger Accounts, Preparation of Trial Balance; Preparation of Financial Statements including Corporate Entities.

Unit III - Financial Statement Analysis: Analyzing Financial Statements through Ratios: Liquidity analysis ratios; Profitability analysis ratios; Capital Structure; Activity analysis ratios; Coverage ratios, limitations of Ratio Analysis.

Analytical Comparative Statement; Cash Flow Statement.

Unit IV - Introduction to Cost Accounting: Objectives and importance of Cost Accounting; Cost concepts; Classification of Cost including Cost for Managerial Decision making; Elements of Cost; Cost Centre; Cost Unit; Cost Allocation, Cost Apportionment and Ascertainment; Cost Sheet; A brief Introduction of Methods of Costing (Theory Only); Cost Control and Cost Reduction.

Unit V - Cost Volume Profit Analysis: Marginal Cost Statement/Equation; P/V ratio; Break Even Point (BEP), Break Even Chart; Margin of Safety; Decisions relating to Key Factor, Price fixation, Export Order, Make or Buy, Deletion or Addition to Product/Services, Sell or Process Further, Continue or Shut down, etc.

Unit VI – Budgeting and Budgetary Control: Basic concepts of budgeting; Preparation of Functional Budgets, and Master Budget; and Flexible Budgets.

Responsibility Accounting and Divisional Performance.

Suggested Readings:

1. Lal, Jawahar, *Financial Accounting*, S. Chand & Company, New Delhi.
2. Lal, Jawahar, *Advanced Management Accounting*, Text and Cases, S. Chand & Company, New Delhi.
3. Horngren, Charles T., *Introduction to Management Accounting*, Prentice Hall of India Private Ltd., New Delhi.

4. Anthony Robert, and David Hawkins; *Accounting: Text and Cases*, McGraw-Hill.
5. Bhattacharya, S.K. and Jonn Dearden, *Accounting for Management*, Vikas Publishing House, New Delhi.
6. Jhamb, H. V., *Fundamentals of Management Accounting*, Ane Books Pvt. Ltd.
7. Meigs, R. F., et. al., *Accounting: The Basis for Business Decisions*, McGraw-Hill.
8. Garrison, R.H. and E.W. Norean, *Managerial Accounting*, McGraw-Hill.
9. Anthony, A., et. al., *Management Accounting*, Prentice Hall.

Note: Latest edition of the readings may be used.

**Master of Business Administration (Human Resource Development)
Semester I**

Course 114: ECONOMICS FOR MANAGERS

Marks: 100 (Theory = 70, Internal Assessment = 30)

Objective: *The objective of the paper is to acquaint the students with the economic theory and its use in business decision-making. The effort is to enable them to use various concepts for business problems in a globalized economic environment.*

Contents:

Unit I: Demand and The Firm:

Demand and its Determination: Demand function; Determinants of demand; Demand elasticity – Price, Income and cross elasticity.

Firm and its Organization: Nature of the Firm and types of organizations. The Corporation: Ownership and Control.

Unit II: Production, Cost and Market Forms:

Production: Law of variable proportions. Production function: Concept of productivity and technology. Producer's equilibrium; Return to scale.

Cost: Classification of costs; Short run and Long run cost functions.

Market Forms: AR-MR. Price taker and Monopoly power. Market Imperfections–Monopolistic, Collusive oligopoly and price discrimination.

Unit III: Pricing:

Commodity Pricing: Economics of advertisement costs; Types of pricing practices.

Factor Pricing: Demand and supply of labour; Collective bargaining, Concept of rent, Profit- Rate of return and interest rates; Real vs. Nominal interest rates. Basic capital theory–Interest rate and return on capital.

Unit IV: Macro-Economic Markets and Integration:

Product market: Saving and Investment function, Consumption function, Aggregate supply and Aggregate demand, Investment multiplier, Foreign trade and budget multiplier.

Money market: Motive for holding money; Liquidity preference, Money demand, Money market equilibrium.

IS-LM Analysis: Derivation of nominal IS-LM and equilibrium.

Unit V: Trade Cycles and The Open Economy:

Trade Cycles: Theories of trade cycles and Aggregate demand.

Open economy macro economics: Determination of Exchange Rate. Effects of changes in trade on exchange rate. Purchasing Power Parity and Exchange Rates: Fixed and Flexible. Net Export and Output in an open economy. Impact of trade on GDP. Open economy multiplier.

Suggested Readings:

1. Dominick, S., *Managerial Economics a Global Economy*, McGraw Hill Inc., Princeton.
2. Dornbusch, R., and Stanley Fisher, *Macroeconomics*, McGraw Hill, New York.

3. Koutsoyiannis, A., *Modern Micro Economics*, Macmillian Press Ltd.
4. Paul A Samuelson., William D Nordhaus. *Economics*, (Indian adaptation by Sudip Chaudhuri and Anindya Sen), Tata McGraw Hill.

Note: Latest edition of the readings may be used.

**Master of Business Administration (Human Resource Development)
Semester I**

Course 115: ENTREPRENEURSHIP AND NEW VENTURE PLANNING

Marks: 100 (Theory = 70, Internal Assessment = 30)

***Objective:** This course aims to provide necessary input for entrepreneurial effort and planning the start of new venture to enable them to investigate, understand and internalize the process of setting up a business.*

Contents:

Unit I-Introduction: Concept of Entrepreneurship; Role of entrepreneurship in economic Development; Factors impacting emergence of entrepreneurship; Managerial vs. entrepreneurial approach; Types of Entrepreneurs. Characteristic of successful entrepreneurs; Entrepreneurship process; Women Entrepreneurs; Social entrepreneurship; Entrepreneurial challenges

Unit II-Entrepreneurship Development and Leadership: Types of startups; Entrepreneurial class Theories; Entrepreneurial training; EDP Programmes; Characteristics of entrepreneurial leadership, Components of Entrepreneurial Leadership; International Entrepreneurship- Opportunities and challenges; Entrepreneurial Challenges; Source of innovative ideas; Entrepreneurship and creativity; Techniques for generating ideas, Impediments to creativity.

Unit III- New Venture Planning: Methods to Initiate Ventures; Acquisition-Advantages of acquiring an ongoing venture and examination of key issues; Franchising- how a franchise works, franchising law, evaluating of franchising opportunities; Developing a Marketing plan-customer analysis, sales analysis and competition analysis, steps in marketing research, Marketing Mix; Business Plan-benefits of drivers, perspectives in business plan preparation, elements of a business plan; Business plan failures.

Unit IV- Financing Venture: Financing Stages; Sources of Finance; Venture Capital; Criteria for evaluating new- venture proposals; Evaluating the Venture Capital- process; Sources of financing for Indian entrepreneurs.

Unit V- Special Issues for Entrepreneurs: Legal issues – Forming business entity, considerations and criteria, requirements for formation of a Private/Public Limited Company, Intellectual Property Protection- Patents, Trademarks and Copyrights – importance for startups, Legal acts governing business in India; International entrepreneurship- opportunities and challenges; Intrapreneurship.

Suggested Readings:

1. Kumar, Arya, *Entrepreneurship: Creating and Leading an Entrepreneurial Organization*, Pearson, India.
2. Hishrich., Peters, *Entrepreneurship: Starting, Developing and Managing a New Enterprise*, Irwin.

3. Allen, K.R., *Launching New Ventures: An Entrepreneurial Approach*, Cengage Learning.
4. Ramachandran, K., *Entrepreneurship Development*, Tata McGraw Hill, India.
5. Roy, Rajeev, *Entrepreneurship*, Oxford University Press.
6. Hisrich, Robert D., Michael Peters and Dean Shepherd, *Entrepreneurship*, Tata McGraw Hill, New Delhi.
7. Holt, David H., *Entrepreneurship: New Venture Creation*, PHI Learning.
8. Kuratko, D.F., and T. V. Rao, *Entrepreneurship: A South-Asian Perspective*, Cengage Learning.
9. Robert, H. M., Manimala, M. Peters, and D. Shepherd, *Entrepreneurship*, Tata McGraw Hill, India.
10. Barringer, B. R., and R. D. Ireland, *Entrepreneurship: Successfully Launching New Ventures*, Pearson Education, India
11. Natarajan., K and E. Gordon, *Entrepreneurship Development*, Himalya Publication, India.
12. Vasant., Desai, *Small- Scale Industries and Entrepreneurship*, Himalya Publication, India.

Note: Latest edition of the readings may be used.

**Master of Business Administration (Human Resource Development)
Semester I**

Course 116: CORPORATE GOVERNANCE AND SOCIAL RESPONSIBILITY OF BUSINESS

Marks: 100 (Theory = 70, Internal Assessment = 30)

Objective: To familiarize the students with the understanding of issues and practices of corporate governance in the global and Indian context.

Contents:

Unit I-Conceptual Framework Of Corporate Governance: Meaning; theories and models of corporate governance; various approaches to business ethics; ethical theories; ethical governance; code of ethics; key managerial personnel (KMP); secretarial audit; class action; NCLT; insider trading; rating agencies; green governance/e-governance; shareholder activism.

Unit II-Corporate Governance Framework in India – Corporate boards and its powers, responsibilities, disqualifications; board committees and their functions- remuneration committee, nomination committee, compliance committee, shareholders grievance committee, investors relation committee, investment committee, risk management committee, and audit committee; regulatory framework of corporate governance in India; SEBI guidelines and clause 49; reforms in the Companies Act, 2013; corporate governance in PSUs and banks.

Unit III-An International Perspective on Corporate Governance: Legislative framework of corporate governance in United Kingdom, USA, Australia, China, Russia, South Africa; Sir Adrian Cadbury Committee (UK), 1992, OECD Principles of Corporate Governance, 1999; and Sarbanes-Oxley (SOX) Act, 2002 (USA).

Unit IV-Major Corporate Governance Failures –Bank of credit and commerce international (UK), Maxwell communication corporation and Mirror group newspapers (UK); Enron (USA); World.com (USA); Andersen worldwide (USA); Vivendi (France); News of the world (UK); Satyam computer services ltd (India); Sahara (India); Kingfisher ltd (India); common governance problems noticed in various corporate failures.

Unit V-Whistle-blowing and Corporate Governance – The Concept of whistle-blowing; types of whistle-blowers; whistle-blower policy; the whistle-blower legislation across countries; developments in India.

Unit VI-Corporate Social Responsibility (CSR) –Meaning; corporate philanthropy; CSR-an overlapping concept; corporate sustainability reporting; CSR through triple bottom line; relation between CSR and corporate governance; environmental aspect of CSR; CSR models; drivers of CSR; major codes on CSR; initiatives in India.

Suggested Readings:

1. Mallin, Christine A., *Corporate Governance (Indian Edition)*, Oxford University Press, New Delhi.
2. Blowfield, Michael, and Alan Murray, *Corporate Responsibility*, Oxford University Press.
3. Francesco Perrini, Stefano, and Antonio Tencati, *Developing Corporate Social Responsibility-A European Perspective*, Edward Elgar.

4. Sharma, J.P., *Corporate Governance, Business Ethics & CSR*, Ane Books Pvt Ltd, New Delhi.
5. Sharma, J.P., *Corporate Governance and Social Responsibility of Business*, Ane Books Pvt. Ltd, New Delhi.

Note: Latest edition of the readings may be used.

**Master of Business Administration (Human Resource Development)
Semester I**

Course 117: BUSINESS STATISTICS AND RESEARCH METHODOLOGY

Marks: 100 (Theory = 70, Internal Assessment = 30)

Objective: *The objective of the paper is to acquaint the students with important statistical techniques for managerial decision-making. The emphasis will be on their application to business and economic situations.*

Contents:

Unit I: Probability and Probability Distributions: Nature of statistical data. Scales of measurement. Descriptive and inferential statistics. Approaches to calculation of probability. Marginal, joint and conditional probability. Probability rules. Bayes' theorem. Expected value and standard deviation of a probability distribution. Binomial, Poisson, and Normal distributions.

Unit II: Statistical Decision Theory: Decision-making process. Decision rules under risk and uncertainty. Expected monetary value approach and EVPI. Marginal analysis. Decision-tree analysis.

Unit III: Sampling Distributions and Estimation: Sampling concepts. Sampling methods. Concepts of sampling distribution, its expected value and standard error. Sampling distribution of means. Central Limit Theorem. Sampling distribution of proportions. Point and interval estimation. Confidence intervals for means and proportions. Sample size determination for a mean.

Unit IV: Hypothesis Testing: One and Two-sample Tests: General methodology of hypothesis testing. One and two-tailed tests. Type I and type II Errors. Power of a test. One Sample Tests: Hypothesis testing of means when the population standard deviation is known and when it is not known. Hypothesis tests involving proportions. Two-sample Tests: Tests for difference between means – when the population standard deviations are known and when they are not known. Inferences about difference between two means for matched samples. Hypothesis testing of difference between two proportions.

Unit V: Analysis of Variance and Chi-square Tests: One-factor ANOVA (Completely Randomised Model) and two-factor ANOVA without replication (Randomised Block Model). Chi- square test for Independence and Goodness-of-fit.

Unit VI: Correlation and Regression Analysis: Simple linear correlation and regression analysis. Rank correlation. Multiple linear regression analysis, involving up to three variables.

Suggested Readings:

1. Levin, R.I. and D.S. Rubin, *Statistics for Management*, Prentice-Hall of India.
2. Aczel, Amir D., and Sounderpandian, J., *Complete Business Statistics*, Tata McGraw Hill Publishing.

3. Anderson, Sweeny and Williams, *Statistics for Business and Economics*, Cengage Learning, New Delhi
4. Vohra, N. D., *Business Statistics*, Tata McGraw Hill Publishing Company, New Delhi
5. Levine, D. M., et al., *Statistics for Managers*, Prentice-Hall of India.

Note: Latest edition of the readings may be used.

**Master of Business Administration (Human Resource Development)
Semester II**

Course 321: HUMAN RESOURCE MANAGEMENT

Marks: 100 (Theory = 70, Internal Assessment = 30)

Objective: *The objective of the course is to familiarise the students about the different aspects of managing people in the organisations from the stage of acquisition to development and retention.*

Contents:

Unit I- Introduction: Conceptual foundations; Human aspect of management, Human Relations; Human Resource Management- Concept, Scope and Importance; Competencies of HR Manager: Employer branding and Competency mapping; Changing role of HRM- Workforce diversity, Technological change, Restructuring and rightsizing, Empowerment; TQM, Managing ethical issues.

Unit II- Human Resource Planning, Job Analysis, and Job Design: Assessing Human Resource requirements; Human resource forecasting; Work load analysis ; Job analysis; Job description and specifications; Job design; Job characteristic approach to job design.

Unit III- Recruitment, Selection, Training, and Development: Factors affecting recruitment; Sources of recruitment (internal and external); Basic selection model; Psychological tests for selection; Interviewing; Placement and Induction; Job Changes- Transfers, Promotions, and Separations; An overview of Training and Development; Emerging trends in Recruitment, Selection, and development.

Unit IV- Compensation Management, Performance Appraisal, and Audit: Compensation Management- Job Evaluation, Base Compensation and Supplementary Compensation; Innovations in Compensation Management- Pay Band System, ESOP, Flexi-time Schedules, etc. Performance Appraisal- Concept, Objectives and Methods; Traditional and Modern Methods- MBO, 360 Degree Appraisal, Behaviourally Anchored Rating Scale, Potential Appraisal, Human Resource Audit.

Unit V- International HRM and Emerging Horizons of HRM: Concept, importance, and models of International HRM; Challenges of International HR Managers; Global HR practices; E-HRM; HRIS (Human Resource Information System); Measuring intellectual capital; Impact of HRM practices on organisational performance; contemporary issues in Human Resource Management.

Case Studies: Some cases of real business world to supplement learning from the course.

Suggested Readings:

1. D'Ceazo, David A., Stephen P. Robbins, and Susan L. Verhulst, *Human Resource Management*, John Wiley and Sons, NewDelhi.
2. Gomez-Mejia, Luis R., D. B. Balkin, and R. L. Cardy, *Managing Human Resources*, Prentice Hall, NewJersey.
3. Ian, Beardwell, and Len Holden, *Human Resource Management*, Prentice Hall.
4. Dessler, Garry, *Human Resource Management*, Prentice Hall of India.

5. Saiyadain, Mirza S., *Human Resource Management*, Tata McGraw-Hill Pub. Co. Ltd., New Delhi.
6. Noe, Raymond A., John R. Hollenbeck, Barry Gerhart and Patrick M. Wright, *Human Resource Management*, Tata McGraw Hill.
7. Chhabra T. N., *Human Resource Management*, Dhanpat Rai and Co. Pvt. Ltd. New Delhi.
8. Aswathappa, K., *Human Resource Management-Text and Cases*, Tata McGraw Hill
9. Bernardin, H. John, *Human Resource Management*, Tata McGraw Hill.
10. Singh B. P. and T. N. Chhabra, *Personnel Management & Industrial Relations*, Dhanpat Rai and Co. Pvt. Delhi.
11. Flippo, Edwin B., *Principles of Personnel Management*, McGraw Hill, New York.
12. Harzing, A. W. and Joris Van Ruysseveldt, *International Human Resource Management: An Integrated Approach*, Sage Publication, London.
13. Dowling, Peter J., D.E. Welch and R. S. Schuller, *International Human Resource Management: Managing People in a Multiple Context*, South Western College Publishing, Cincinnati .

Note: Latest edition of the readings may be used.

**Master of Business Administration (Human Resource Development)
Semester II**

Course 322: HUMAN RESOURCE DEVELOPMENT

Marks: 100 (Theory = 70, Internal Assessment = 30)

Objective: *The objective of the course is to make student aware of the concepts, techniques and practices of human resource development. This course is intended to make students capable of applying the principles and techniques as professionals for developing human resources in an organization.*

Contents:

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; 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.

Unit V-HRD in Organisations: Selected cases covering HRD practices in government organisations, manufacturing and service industries and MNCs; International experiences of human resource development.

Note: Lectures should be supplemented with the case studies.

Suggested Readings:

1. Werner J. M., DeSimone, R.L., *Human resource development*, South Western.
2. Nadler, L., *Corporate human resources development*, Van Nostrand Reinhold.
3. Mankin, D., *Human resource development*, Oxford University Press India.
4. Haldar, U. K., *Human resource development*, Oxford University Press India.
5. Rao, T.V., *Future of HRD*, Macmillan Publishers India.
6. Rao, T.V., *HRD Score Card 2500: Based on HRD audit*, Response Books, SAGE Publications.
7. Rao, T.V., *Hurconomics for talent management: Making the HRD missionary business-driven*, Pearson Education.
8. Curtis, B., Hefley, W. E., Miller, S. A., *The people capability maturity model: Guidelines for improving workforce*, Pearson Education.

9. Kaplan, R.S., and Norton, D.P. 1992, The Balanced Scorecard: Measures that drive performance, *Harvard Business Review*.

Note: Latest edition of the readings may be used.

**Master of Business Administration (Human Resource Development)
Semester II**

Course 323: ORGANISATIONAL BEHAVIOUR

Marks: 100 (Theory = 70, Internal Assessment = 30)

Objective: *To acquaint the student with the determinants of intra -individual, inter-personnel and inter-group behaviour in organisational setting and to equip them with behavioural skills in managing people at work.*

Contents:

Unit I Introduction: Organisational Behaviour- Concept and Emergence of OB Concept; Nature and Theoretical frameworks; Disciplines contributing to the field of OB; Historical Background- Hawthorne Studies, Psychological foundations; Models of Organisational Behaviour, Challenges and Opportunities for Organisational Behavior; Ethics and Organisational Behaviour.

Unit II Individual Behaviour: Personality, Learning, Values and Attitudes, Perception, Learning-Behaviourist, cognitive and social learning; Stress at work.

Management's assumptions about people- McGregor's Theory X and Theory Y; Chris Argyris Behaviour Patterns.

Motivation - Maslow's Need Hierarchy, Herzberg's Two Factors Theory, Vroom's Expectancy Theory; Theory of Intrinsic Motivation by Ken Thomas; Work –Designing for creating motivating Jobs; OB Mod.

Unit III-Inter-personal Behaviour: Interpersonal communication and Feedback; Transactional Analysis (TA); Johari Window. Managing misbehaviour at work- Sexual abuse, Substance abuse, cyberslacking, Aggression, and Violence.

Unit IV- Group Behaviour: Group Dynamics, Cohesiveness and Productivity; Management of Dysfunctional groups; Group Decision Making; Organisational Politics.

Leadership- Concept and Styles; Fielder's Contingency Model; House's Path -Goal Theory; Leadership Effectiveness; Sources, patterns, levels, and types of conflict; Traditional and modern approaches to conflict; Functional and dysfunctional conflicts; Resolution of conflict.

Unit V- Organisational Processes: Organisational Climate- Concept, Determinants, and OCTAPACE model; Organisation Culture- Concept, Forming, Sustaining, and Changing a Culture, Organisational effectiveness- concept and measurement; Organisational change- resistance and management.

Case Studies: Some cases of real business world to supplement learning from the course.

Suggested Readings:

1. Robbins, Stephen P. and Timothy A. Judge, *Organisational Behaviour*, Prentice -Hall, New Delhi.
2. Luthans, Fred, *Organizational Behaviour*, McGraw-Hill, New York.
3. Gregory, Moorhead and Ricky W. Griffin, *Managing Organizational Behaviour*, Thomson South Western Publication.
4. Newstorm, John W., *Organizational Behaviour: Human Behaviour at work*, Tata McGraw- Hill Pub. Co. Ltd. New Delhi.
5. Hersey, Paul, Dewey E. Johnson, and Kenneth H. Blanchard, *Management of Organisational Behaviour*, Prentice-Hall of India, New Delhi.
6. Terrance R. Motchell, *People in Organization An Introduction to Organisational Behaviour*, McGraw-Hill, New York .
7. Mullins, Laurie J., *Management and Organisational Behaviour*, Prentice Hall.
8. Singh, B. P. and T. N. Chhabra, *Organisation Theory and Behaviour*, DhanpatRai and Co. P. Ltd., New Delhi, 2000.
9. Sharma, R. A., *Organisational Theory and Behaviour*, Tata McGraw -Hill Publishing Co. Ltd.
10. Sekaran, Uma, *Organisational Behaviour: Text and Cases*, Tata McGraw-Hill Publishing Co. Ltd.
11. Aswathappa, K., *Organisation Behaviour*, Himalaya Publishing House, New Delhi.
12. Singh, K., *Organizational Behaviour: Text and Cases*, Pearson.
13. Pareek, U. and Khanna, S., *Understanding Organizational Behaviour*, Oxford University Press.

Note: Latest edition of the readings may be used.

**Master of Business Administration (Human Resource Development)
Semester II**

Course 324: ORGANISATIONAL DEVELOPMENT

Marks: 100 (Theory = 70, Internal Assessment = 30)

Objective: *To prepare the students as organisational change facilitators using the knowledge and techniques of behavioural sciences. Case studies involving the learning from the course and to understand the applicability of OD interventions are required to be discussed.*

Contents:

Unit 1-Introduction: Organisation development- Concept and process; Assumptions and values underlying organisation development (OD); Foundations of organisation development, Emergence of OD as an applied behavioural science; Role of top management and organization development practitioners.

Unit II-Organisational Diagnosis: Techniques of organisational diagnosis- Questionnaires, interviews, workshops, task -forces and other methods; Collecting and analysing diagnostic information; feeding back diagnostic information.

Unit III-Organisational Change, Renewal, and Development: Planned change; Organisational growth and its implication for change; Kurt Lewin's model of change; Force field analysis; Change cycles- Power and participative types; Organisational renewal and re –energising; Institution building; Creativity and innovation.

Unit IV-OD Interventions: Change agents- Role, skills and styles of change agents; Relation with the client system; Designing interventions; Evaluating and institutionalizing interventions; Action research; Structural interventions- Work redesign, work modules, Quality of work life (QWL), Quality circles(QC); Behavioural interventions- Management by objectives (MBO), Sensitivity training, Transactional analysis; Career planning; Inter-group interventions- team building, survey feedback, Grid OD; Techno-structural interventions- Restructuring organizations, Employee involvement.

Unit V-Trends in Organization Development: OD-HRD interface; OD in global settings; OD research and practice in perspective; Challenges and future of OD.

Suggested Readings:

1. French, W.L. and Bell, C.H., *Organisation development*, Prentice-Hall, New Delhi.
2. Hackman, J.R. and Suttle, J.L., *Improving life at work: Behavioural science approach to organisational change*, Goodyear, California.
3. Harvey, D.F. and Brown, D.R., *An experimental approach to organization development*, Prentice-Hall, Englewood Cliffs, N.J.
4. Hersey P., and Blanchard, H.B., *Management of organisational behaviour: Utilising human resources*, Prentice Hall, New Delhi.
5. Pareek U., Rao, T.V. and Pestonjee, D.M., *Behavioural processes in organisations*, Oxford and IBH., New Delhi.
6. Cummings, T. G., *Theory of organization development and change*, South Western.

Note: Latest edition of the readings may be used.

**Master of Business Administration (Human Resource Development)
Semester II**

Course 325: LABOUR AND SOCIAL SECURITY LAWS

Marks: 100 (Theory = 70, Internal Assessment = 30)

Objective: To familiarize the students with the understanding and provisions of industrial and labour related social security laws. Case studies and problems involving issues in industrial laws are required to be discussed.

Contents:

Unit I-The Employees Provident Fund & Miscellaneous Provisions Act, 1952: Definitions; Schemes under the act – Employees’ provident fund scheme, Employees’ pension scheme, 1995, Employees’ deposit linked insurance scheme; Case laws.

Unit II-Employees State Insurance Act, 1948: Objectives and applicability of the scheme; Definitions: personal injury, factory, manufacturing process, wages, partial and permanent disablement; ESI corporation, standing committee and medical benefit council; contributions; adjudication of dispute and claims, benefits; Case laws.

Unit III-Factories Act, 1948: Definitions; Authorities under the factories Act; Health; Safety; Provisions relating to hazardous processes; Welfare; Working hours of adults; Employment of young persons; Annual leave with wages; Penalties and procedure.

Unit IV-Payment of Gratuity Act, 1972: Applicability and non- applicability of the Act; Definitions-employee, employer, continuous service; Payment of gratuity; Forfeiture of gratuity; Employer’s duty to determine and pay gratuity; Recovery of gratuity; Penalties; Case laws.

Unit V-Employee’s Compensation Act, 1923: Definitions: Dependent, employer, partial and total disablement, workmen, injury, accident; employer’s liability for compensation; amount of compensation; Contracting; Commissioner; Case laws.

Suggested Readings:

1. Malik, K.L., *Industrial Laws and Labour Laws*, Eastern Book Company, Lucknow.
2. Kumar, H.L., *Digest of Labour Cases*, Universal Law Publishing Co P Ltd, New Delhi
3. Srivastava, S.C., *Industrial Relations & Labour Laws*, Vikas Publishing House (P) Ltd.
4. Sharma, J.P., *Simplified Approach to Labour Laws*, Bharat Law House (P) Ltd., New Delhi.
5. Sharma, J.P., *Industrial Laws*, Ane Books Pvt. Ltd, New Delhi.

Note: Latest edition of the readings may be used.

**Master of Business Administration (Human Resource Development)
Semester II**

Course 326: MARKETING CONCEPTS AND PRINCIPLES

Marks: 100 (Theory = 70, Internal Assessment = 30)

Objective: *To develop among the students the underlying concepts, strategies and issues involved in the marketing of products and to develop insights into emerging trends in marketing of products.*

Contents:

Unit I-Introduction: Nature, scope and importance of Marketing; Core marketing concepts; Company orientation towards the market place- production concept, product concept, selling concept, marketing concept, holistic marketing concept; Marketing mix; Marketing management process- a strategic perspective.

Marketing Environment: Marketing information system; Analysing macro marketing environment; impact of micro and macro marketing environment on marketing decisions.

Buyer behaviour: Need for studying buyer behaviour; Consumer vs. business buying behaviour; Consumer buying decision process and influences; Industrial buying process.

Market Segmentation: Bases for segmenting a consumer market and business market; Criteria for effective market segmentation; Evaluating and selecting target market; Positioning – concept, bases and process.

Unit II-Product and Pricing Decision: Product-concept and classification; Major product decisions; New product development; Product life cycle – concept and marketing strategies for different life cycle stages; Packaging and labeling; Product support services; Branding decisions; Pricing – Objectives, Factors affecting price of a product; steps in setting price, pricing policies and strategies; Ethical issues concerning product and pricing decisions.

Unit III-Distribution and Promotion Decisions: Channels of distribution – concept and importance; Different types of distribution channels; Channel management decisions; Channel integration and systems; Distribution logistics – concept, importance and major logistics decisions.

Promotion Decisions: Meaning and importance of promotion; Promotion tools and their characteristics; Determining optimal promotion mix; Integrated Marketing Communications – Concept and importance; Developing and implementing promotional programme; Ethical issues concerning distribution and promotion decisions.

Unit IV-Services Marketing: Concept; Nature & Classification of services; Characteristics of services & their marketing implications; Managing service quality.

Customer Relationship Management: Concept, Nature and Relevance of CRM and e-CRM in the globalised economy; Dimensions of CRM from the perspective of Internal and External Customers; Developing and Managing Relationship.

Unit V-Trends in Marketing: Social Media Marketing; Green Marketing; Internal Marketing; Socially Responsible Marketing; Cause relating Marketing; Social Marketing; Other emerging trends.

NOTE: *Class discussions to be supported by relevant case studies.*

Suggested Readings:

1. Kotler, Philip; Armstrong, Gary; Agnihotri, Prafulla Y. and Ehsan Ul Haque, *Principles of Marketing: A South Asian Perspective*, Pearson.
2. Lamb, Charles W.; Hair, Joseph F., and Carl McDaniel, *Mktg*, Cengage Learning.
3. Etzel, Michael J., Walker, Bruce J., Staton, William J., and Ajay Pandit, *Marketing Concepts and Cases*, Tata McGraw Hill (Special Indian Edition).
4. McCarthy, E. Jerome; Cannon, Joseph and William D. Perreault, *Basic Marketing*, McGraw-Hill Education.
5. Armstrong, Gary and Philip Kotler, *Marketing: An Introduction*, Pearson.
6. Chhabra, T.N., *Principles of Marketing*, Sun India Publication.
7. Kazmi, SHH, *Marketing Management Text and Cases*, Excel Books.
8. Zikmund, William G. and Michael D'Amico, *Marketing: Creating and Keeping Customers in an E-Commerce World*, South-Western College Pub.
9. Neelamegham, S., *Marketing in India: Text and Cases*, Vikas Publishing House.
10. Rajgopalan, *Marketing Management: Text and Cases*, Vikas Publishing House.

Note: Latest edition of text book may be used.

**Master of Business Administration (Human Resource Development)
Semester II**

Course 327: ECONOMIC AND ACCOUNTING ASPECTS OF HUMAN CAPITAL

Marks: 100 (Theory=70, Internal Assessment=30)

Objective: *The course provides detailed framework of all aspects on the economics of labour and the accounting aspects of Human Capital. It will also provide relevant knowledge to the learners in order to solve specific labour economics problems.*

Contents:

Unit I- Economic theories of Human Capital: Nature and Role of Human Capital; The Human Capital Model; Predictions of Human Capital Approach; Socio-economic relevance of labour problems in changing scenario; Evolution of organized labour; Industrialization and Development of Labour Economy; Growth of Labour Market in India in the globalised setting.

Unit II-Theories of Wage Determination: Theory of Individual and Household Labour Supply; Life-cycle Approach to Labour Supply; Empirical Aspects of Labour Supply; Limitations, Concept, Assumptions and Problems of Wage Determination; Market Forces of demand and supply of Labour; Nature and Extent of Labour Exploitation; Wage Structure and Wage Analysis; Pattern and Behaviour of wage differentials; Principle of Equal Pay for Equal Work; Overview of Incentive Wage Plans; Objectives of Wage Policy in Developing Economy; Impact of Industrial Policy on Wage Policy; Economic Impact of Labour Legislation in India.

Unit III-Accounting Aspects of Human Capital – Cost Based Models: Meaning, Basic Premises, Need and Significance of HRA, Advantages and Limitation of HRA; Monetary and Non-Monetary Models; Cost Based Models- Acquisition Cost Method, Replacement Cost Model, Opportunity Cost Method, standard cost method, Current Purchasing Power Method (C.P.P.M.); Comparison of Cost incurred on Human capital and the contributions made by them in the light of productivity and other aspects.

Unit IV-Accounting Aspects of Human Capital – Value Based Models: Value Based Models - Hermanson's Unpurchased Goodwill Method, Hermanson's Adjusted Discount Future Wages Model, Lev and Schwartz Present Value of Future Earnings Model, Flamholtz's Stochastic Rewards Valuation Model, Jaggi and Lau's Human Resource Valuation Model, Robinson's Human Asset Multiplier Method, Watson's Return on Effort Employed Method, Brummet, Flamholtz and Pyle's Economic Value Method of Group Valuation, Morse's Net Benefit Method; Recent developments in the field of Human Asset/Capital Accounting.

Unit V-WTO and Intellectual Capital: Emergence of WTO and patenting regime; Trade Related Intellectual Property Rights (TRIPS) and implications for India; Recent developments in India and other selected countries with regard to TRIPS both at the macro and micro level; Progress in the WTO Doha Round and Trans Pacific Partnership (TPP) trade negotiations.

Suggested Readings:

1. I.L.O., Social & Labour aspects of Economic Development, Geneva
2. Report of the National Commission on Labour
3. Patterson & Schol., *Economic Problems of Modern Life*. Mc-Graw Hill Book Company.
4. Walter Hageabuch, *Social Economics*, Cambridge University Press.
5. S. Howard Patterson, *Social Aspects of Industry*.
6. Millis and Montgonery, *Labours Progress and some Basic Labour Problems*. Mc -Graw Hill Book Company.
7. Flamholtz, Eric, *Human Resource Accounting*, Dickenson Publishing Co., Califf.
8. Hermanson, Roger H. *Accounting for Human Assets*, Occasionals Paper No.14, Graduate School of Business Administration, Michigan State University.
9. Flamholtz, Eric G., *Human Resource Accounting: Advances in Concepts, Methods and Applications*, Jossey Eass Publishers, San Francisco, London.
10. Likert, Rensis, *The Human Organisation: Its Management and Value*, McGraw Hill Book Co., New York, N.Y.
11. Ganguli, Prabuddha, *Intellectual Property Rights: Unleashing the Knowledge Economy*, Tata McGraw-Hill Publishing Co. Ltd., New Delhi.
12. Chakraborty, S.K., *Human Asset Accounting: The Indian Context in Topics in Accounting and Finance*, Oxford University Press.

Note: Latest edition of the readings may be used.

**Master of Business Administration (Human Resource Development)
Semester III**

Course 331: MANAGEMENT OF INDUSTRIAL RELATIONS

Marks: 100 (Theory = 70, Internal Assessment = 30)

Objective: *This course deals with analyzing both the traditional pluralistic perspectives of industrial relations (IR) as they have evolved over the years and the transformation that the subject has undergone at the global level. The course emphasizes various issues in management of IR in the HRM-dominated context of the modern business environment and developing in the participants' skills in managing these issues in general and in the Indian context in particular.*

Contents:

Unit I- Structure and Evolution of Industrial Relations: Concept, Nature and models of IR- Unitarist, Pluralist, Dunlop's and Marxist perspectives of IR; Industrial relations system in India: Structure and its evolution; Major contemporary developments in global economy and polity and their impact on industrial relations scenario in India.

Unit II- Industrial Conflict and Disputes Resolution: Industrial Relations Machinery in India; Provisions under the Industrial Disputes Act, 1947- Authorities under the Act, Reference of disputes to boards, courts or Tribunals, Procedures, Powers and duties of authorities, Strikes, Lockouts, Layoff and retrenchments, unfair labour Practices, Penalties.; Methods of industrial disputes resolution; Forms of industrial conflicts; Labour turnover; workplace practices and cooperation; Dynamics of conflict and collaboration; Trends in industrial conflict; Nature, causes and types of industrial disputes-handling interest and rights disputes, Statutory and Non-statutory.

Unit III- Trade Unionism, Negotiations and Collective bargaining: Provisions of Trade Union Act, 1926- Definitions, Legislations of Trade unions, rights and Liabilities of Registered Trade Union, Regulations, Penalties and procedure; Management of labour; Management control strategies; Business strategies and industrial relations; Role of market conditions; Structure for management of Industrial relations; Concept, Nature, functions and Types of Collective bargaining; Collective bargaining in the Indian context; Negotiating a collective bargaining agreement.

Unit IV- Industrial Relations, Discipline and HRM performance: Unions and productivity; Union, industrial relations climate and performance; the conciliation and arbitration system and performance; labour market and economic performance; Nature of grievances and grievance procedures; Handling employee grievances. Industrial indiscipline- An overview of Disciplinary enquiries, Salient features of Industrial Employment (Standing Orders) Act, 1946; Disciplinary action and termination of employment contract. Linking IR Strategy and HRM strategy.

Unit V- Industrial Democracy: Concept and scope of industrial democracy, Workers' participation- Strategy, practices, behavioural science input/contribution and models; Rationale for participation, Issues in participation, strategies for making participation effective; Emerging trends in Union-Management relations; Technology and industrial relations; Principles and variables of comparative analysis (culture, values, ideologies, politico-economic structure); Experience of UK, Yugoslavia, West Germany, Scandinavian countries and Japan.

Case Studies: Use Cases to supplement learning from the course.

Suggested Readings:

1. Venkataratnam, C. S. *Industrial Relations: Text and Cases*. Delhi. Oxford University Press.
2. Michael Salamon, *Industrial Relations—Theory & Practice*. London. Prentice Hall.
3. Bray, M, Deery.S, Walsh.J, and Waring P, *Industrial Relations: A Contemporary Approach*, Tata Mc Graw Hill.
4. Dwivedi, R.S., *Managing Human Resources: Industrial Relations in Indian Enterprises*, New Delhi, Galgotia Publishing Company.
5. Edwards, P. *Industrial Relations: Theory and Practice in Britain*. U.K. Blackwell Publishing.
6. Kaufman, B. *The global evolution of industrial relations: events idea and the IIRA*. Geneva: International Labour Office.
7. Singh, P., & Kumar, N. *Employee Relations Management*. New Delhi: Pearson Education India.
8. Ramaswamy, E.A. *The Rayon Spinners —Strategic Management of Industrial Relations*, New Delhi. Oxford University Press.
9. Mamoria C.B. & S. Mamoria: *Dynamics of Industrial Relations in India*. Mumbai. Himalaya Publishing House.
10. Niland R. et. al . *The Future of Industrial Relations*, New Delhi. Sage.
11. Sen, R. *Industrial relations: text and cases*, New Delhi. Macmillan Publishers.
12. Rowley, C., & Warner, M. *Globalizing international human resource management*. New York: Routledge.
13. . Zeytinoglu, I. U. *Effects flexibility in workplace on workers: Work environment and the unions*. Geneva: International Labour Office.
14. www.workersparticipation.eu
15. www.ilo.org

Note: Latest edition of the readings may be used.

**Master of Business Administration (Human Resource Development)
Semester III**

Course 332: PERFORMANCE MANAGEMENT AND TALENT MANAGEMENT

Marks: 100 (Theory = 70, Internal Assessment = 30)

Objective: *This course aims to impart the understanding about the performance management system and strategies adopted by the organizations to manage employees' performance. This course also intends to give insights on how to identify, integrate, and retain talent in an organization to deliver high performance.*

Contents:

Unit I-Conceptual Framework of Performance Management: Performance management process; Objectives of performance management system; Historical development in India; Performance management and performance appraisal; Linkage of performance management system with other HR practices.

Unit II-Components of Performance Management System: Performance planning; Ongoing support and coaching; Performance measurement and evaluation; Performance management and appraisal; Methods of performance appraisal; Appraisal Communication; Counselling, Identifying potential for development; Linking pay with performance.

Unit III-Implementation and Issues in Performance Management: Implementing performance management system- Strategies and challenges; Characteristics of effective performance metrics; Role of HR professionals in performance management; Performance management as an aid to learning and employee empowerment; Performance management documentation; Performance management audit; Ethical and legal issues in performance management; Use of technology and e-PMS, Performance management practices in Indian organizations.

Unit IV-Talent Management: Concept and approaches; Framework of talent management; Talent identification, integration, and retention.

Unit V- Talent Management Practices and Process: Building the talent pipeline; Managing employee engagement; Key factors and different aspects of talent management; Using talent management processes to drive culture of excellence; Talent management in India; Future directions in talent management practice and research.

Note: Lectures should be supplemented with the case studies.

Suggested Readings:

1. Armstrong, M. & Baron, A., *Performance management and development*, Jaico Publishing House, Mumbai.
2. Armstrong, M., *Performance management: Key strategies and practical guidelines*, Kogan Page, London.
3. Bagchi, S. N., *Performance management*, Cengage Learning India.
4. Bhattacharyya, D.K., *Performance management systems and strategies*, Pearson Education.
5. Robert B., *Performance management*, McGraw-Hill Education India.
6. ASTD, *Talent management: Strategies for success from six leading companies*, Cengage Learning.

7. Rao, T.V., *Hurconomics for talent management: Making the HRD missionary business-driven*, Pearson Education.
8. Berger, L. A. and Berger, D. R., *The talent management handbook*, McGraw-Hill Education India.
9. Rao, T.V., *Performance management and appraisal systems: HR tools for global competitiveness*, Response Books: A division of Sage Publications.
10. Shukla, R., *Talent management: Process of developing and integrating skilled worker*, Global India Publications, New Delhi.
11. Silzer, R. and Dowell, B.E. (eds.), *Strategy drive talent management: A leadership imperative*, Publication of the Society for Industrial and Organizational Psychology.
12. Hasan, M., Singh, A. K., Dhamija, S. (eds.), *Talent management in India: Challenges and opportunities*, Atlantic Publishers & Distributors.

Note: Latest edition of the readings may be used.

**Master of Business Administration (Human Resource Development)
Semester III**

Course 333: TRAINING AND DEVELOPMENT

Marks: 100 (Theory = 70, Internal Assessment = 30)

***Objective:** The course aims at exposing the learner to the Concept and practice of training and development in the modern organisational setting through the pedagogy of case discussions and recent experiences.*

Contents:

Unit I-Introduction: Concepts and Rationale of Training and Development; overview of training and development systems; organizing training department; training and development policies; linking training and development to company's strategy; Requisites of Effective Training ; Role of External agencies in Training and Development.

Unit II- Training Needs Assessment (TNA): Meaning and purpose of TNA, TNA at different levels, Approaches for TNA, output of TNA, methods used in TNA.

Unit III- Training and Development Methodologies : Overview of Training Methodologies- Logic and Process of Learning; Principles of Learning; Individual differences in learning, learning process, learning curve, learning management system; Criteria for Method Selection; Skills of an Effective Trainer; Use of Audio-Visual Aids in training; Computer Aided Instructions- Distance Learning, Open Learning, E- Learning; Technologies Convergence and Multimedia Environment.

Development Techniques for enhancing decision-making and interpersonal skills, Case-study, in-basket exercise, special projects, multiple management Programme Learning, Action learning, Syndicate Work, Games, Action Maze, Role Play; Demonstration and Practice Monitoring; Coaching; Self Diagnostic Skills, Experience Learning, Discovery Learning, Brain Storming, Counselling, Position Rotation, Team Building, and Sensitivity Training .

Unit IV-Designing Training and Development Programs: Organisation of Training and Development programs, Training design, kinds of training and development programs- competence based and role based training; orientation and socialization; diversity training, choice of training and development methods, Preparation of trainers; developing training materials; E-learning environment; Flexible learning modules; Self development; Training process outsourcing.

Unit V-Evaluation of Training and Development: Reasons for evaluating Training and development programs, Problems in evaluation; Evaluation planning and data collection, different evaluation frameworks, Problems of Measurement and Evaluation; Costing of training, measuring costs and benefits of training program, obtaining feedback of trainees; Methods of evaluating effectiveness of Training Efforts ; Kirkpatrick

Model of Training Effectiveness; Training issues resulting from the external environment and internal needs of the company.

Unit VI-Emerging Trends in Training and Development: Gamification, team training and six sigma training; Electronic Enabled Training Systems (EETS)-Concept and types, benefits and challenges in using EETS; concerns in implementation of EETS – availability, incorporation, extension, and learning renewals for EETS; use of EETS and its up scalability; follow up activities; Training and development initiatives of some selected companies from private and public sectors and MNCs.

Case Studies: Some cases of real business world to supplement learning from the course.

Suggested Readings:

1. Prior, John, *Handbook of Training and Development*, Jaico Publishing House, Bombay.
2. Trvelove, Steve, *Handbook of Training and Development*, Blackwell Business.
3. Warren, M.W. *Training for Results*, Massachusetts, Addison-Wesley.
4. Craig, Robert L., *Training and Development Handbook*, McGraw Hill.
5. Garner, James, *Training Interventions in Job Skill Development*, Addison-Wesley.
6. Kenney, John; Donnelly, Eugene L. and Margaret A. Reid, *Manpower Training and Development*, London Institute of Personnel Management.
7. Noe, Raymond A., and Amitabh Deo Kodwani, *Employee Training and Development*, Tata McGraw Hill.
8. Blanchard, P. Nick, James W. Thacker and V. Anand Ram, *Effective Training: Systems, Strategies, and Practices*, Dorling Kindersley (India) Pvt. Ltd.
9. Rolf, P., and Udai Pareek, *Training for Development*, Sage Publications Pvt. Ltd.
10. Michalak, Donald, and Edwin G. Yager, *Making the Training Process Work*, Writers Club Press.
11. Jack J. Phillips, *Hand book of Training Evaluation and Measurement Methods*, Routledge.
12. Dayal, Ishwar, *Management Training in Organisations*, Prentice Hall.

Note: Latest edition of the readings may be used.

**Master of Business Administration (Human Resource Development)
Semester III**

Course 334: COMPENSATION MANAGEMENT AND EMPLOYEE WELFARE LAWS

Marks: 100(Theory= 70, Internal Assessment=30)

Objective: *The course is designed to promote understanding of issues related to compensation management in corporate sector and public services and to impart skill in designing compensation management system, policies and strategies, apart from promoting understanding of legal issues in the administration of compensation, welfare and social security.*

Contents:

Unit I- Compensation Management: Compensation management process, Forms of pay, Financial and non-financial compensation. Compensation Strategies, Assessing job values & relativities; Pay structures; Designing pay levels, mix and pay structures, construction of optimal pay structure. Paying for performance, skills and competence. International pay systems: comparing costs and systems; Strategic market mind set; Expatriate pay. Concept and Rationale of Employees Welfare.

Unit II-The Payment of Bonus Act, 1965: Objects; Scope and Application; Definitions; Calculation of amount payable as Bonus; Eligibility and Disqualifications for Bonus; Minimum & maximum Bonus; Set on & Set off of Allocable Surplus; Application of Act in Establishment in Public Sector; Bonus linked with Production or Productivity

Unit III- The Payment of Wages Act, 1936: Objects; Application; Responsibility for payment of wages; Fixation of wage periods; time-limits; Deduction from wages; Remedies available to worker, Powers of authorities, Penalty for offences.

Unit IV-The Minimum Wages Act, 1948: Objects; Application; Minimum Fair and Living Wages; Determination of minimum wage; Taxation of minimum wage; Advisory Board; Remedy to worker for non-payment of minimum wages.

Unit V- The Maternity Benefit Act, 1961: Definitions, Employment of, or work by, women prohibited during certain periods, right to payment of maternity benefits, notice of claim of maternity benefit and payment thereof, Leaves, Dismissal in absence during pregnancy, forfeiture of maternity benefits.

Case laws in respect of recent trends and administration of the Acts are required to be done in all units.

Suggested Readings:

1. Belchor, David W. *“Compensation Administration”*, Prentice Hall, Englewood Cliffs. NT.
2. Henderson, R.I. *Compensation Management in a Knowledge Based World*. New Delhi: Pearson Education

3. Milkovich.G; Newman.J and Ratnam, C.S.V, *Compensation*, Tata Mc Graw Hill, Special Indian Edition.
4. Armstrong, M. & Murlis, H. *Reward Management: A Handbook of Salary administration*, London: Kegan Paul
5. Sharma, J.P. *An Easy Approach To Company And Compensation Laws*. New Delhi: Ane Books Pvt Ltd.
6. Malik, P.L. *Handbook of Labourer and Industrial Law*, Eastern Book company.
7. Government of India Report of the National Commission on Labour Ministry of Labour and Employment, New Delhi.(latest)

Relevant bare Acts and Rules.

Note: Latest edition of the readings may be used.

**Master of Business Administration (Human Resource Development)
Semester III**

Course 335: NEGOTIATIONS AND UNION MANAGEMENT RELATIONS

Marks: 100(Theory= 70, Internal Assessment=30)

Objective: *To familiarize the learners with the dynamics of collective bargaining in the industrial relations environment in the country and to impart them relevant skills in effective negotiations so as to help in managing unions effectively.*

Contents:

Unit I- Introduction: Concept, History and Significance of Collective Bargaining; Impact of technological and political changes; Approaches to collective Bargaining; Theories of Collective Bargaining-Hick's Analysis of Wages Setting under Collective Bargaining, Conflict-choice Model of Negotiation, Behavioural Theory of Labour Negotiation.

Unit II- Negotiation and persuasion: Negotiation Process; Levels of Negotiation; Issues for Negotiation; Preparation for Negotiations; Ethics in negotiation; Cultural differences in negotiation styles; Gender in negotiations; Context of mediation; Negotiation as persuasion; Principles of persuasion; Persuasion Strategy and its effectiveness.

Unit III- Negotiation Skills for Effectiveness: Negotiation skills; Effective Presentation of Demands, Strategies and Tactics Employed; Closing of Negotiation and Drafting the Agreement; Memorandum of Understanding (MOU); Communication and Administration of Negotiation Agreement; Interpretation of clauses of Agreement and related problems; Breakdown of Negotiation: Causes and Consequences; Third Party Intervention; Adjudication; Effective Negotiation: Mutual Trust and Understanding; Accommodation; Experiences in Negotiation: Public, Private and Multinational enterprises; Impact of cross-cultural differences; Recent Trends in Negotiation Challenges in Future.

Unit IV- Trade Union Management: Issues and perspectives: Concept, Nature, Functions, Types and Structure of Trade Union; Theories of Unionism; Union Leadership; Managerial Unionism; Role of ILO; Employees' Associations - Functions and Role; Growth and Development of Trade Union Movement in India. Problems of Unions; Workers' Education; Role of Trade Union in mergers and acquisitions; Recognition of Unions; Unions and Politics. Management Vs. Union Rights; Unions and Strikes; Unfair Labour Practices; Economic and Technological Changes and role of Union; NCL Recommendations; Conflictive pattern of industrial relations- Trade Unions and Government, Bipartite and Tripartite Forums at Industry and National levels; The Role of Trade Unions.

Unit V- Unions in Public Sector and Other Issues: Unions in Public Sector: NCL Recommendationson Labour problems in Public Sector; Unions in Banks, Insurance, Railways and Civil Services; Unions in Public sector Industrial Undertakings; Unions and Productivity; Comparative study with Unions in Private Sectors.

Suggested Readings:

1. Carrell. *Negotiating Essentials: Theory, Skills, and Practices*. New Delhi: Pearson Education India.

2. Cohen, S. *Negotiating Skills for Managers*. McGraw Hill Professional.
3. Arthur D. Butler, *Labour Economics and Institutions*, American Publishing Co., New York.
4. Bray M, Deery.S, Walsh.J, and Waring P, *Industrial Relations: A Contemporary Approach*, Tata Mc Graw Hill.
5. Davery, Harold, W., *Contemporary Collective Bargaining*, Prentice -Hall, Englewood Cliffs, N.J.
6. Dunlop, John T., and Chamberlin, Neil N., *Frontiers of Collective Bargaining* Henry Holt & Co., New York.
7. Flanders A., *Collective Bargaining*, Penguin Books, Middlesex, England.
8. International Labour Office, *Collective Bargaining*, Workers Education Manual Series, Geneva.
9. Brett, J. M. *Negotiating globally: How to negotiate deals, resolve disputes, and make decisions across cultural boundaries*. San Francisco: Jossey Bass.
10. Cialdini, R. *Influence: The psychology of persuasion*. New York: Morrow.
11. Fisher, R., Ury, W., & Patton, B. *Getting to yes: Negotiating agreement without giving In*. New York: Penguin Books.
12. Kolb, D., & Williams, J. *The Shadow Negotiation*. UK: Simon & Schuster.
13. Korobkin, R. *Negotiation theory and strategy*. Aspen Publisher.
14. Simons, H. W. *Persuasion in society*. New Delhi: Sage.
15. Thompson, L. L. *The mind and heart of the negotiator* .Prentice Hall.New Delhi.
16. Watkins, M. *Shaping the game: The new leader's guide to effective negotiating*. USA: HBS Press.
17. Ury, W. *Getting past no: Negotiating with difficult people*. New York: Bantam Books.

Note: Latest edition of the readings may be used.

**Master of Business Administration (Human Resource Development)
Semester III**

Course 336: MANAGEMENT INFORMATION SYSTEM AND HR ANALYTICS

Marks: 100 (Theory = 70, Internal Assessment = 30)

Objective: The objective of the course is to acquaint the students about the concept of information systems, internet, World Wide Web, and HR analytics and their application in H.R.D. and O.D.

Contents:

Unit I- Introduction: Need, Purpose, Objective and role of MIS in organisation. Location of MIS in organisation-Concept and design. meaning and role of MIS with respect to management levels. MIS growth and development. Decision Support System (DSS) Executive Information System (EIS). Information for decision making in MIS.

Unit II- Information Concepts and Information Technology: Definition and difference between data and information. Relevance of information to Decision making. Source and types of information. Quality of information. Relevance of information in MIS. Assessing information Needs of the organisation. Trends in information technology-Hardware and Software, Data-Communication Concepts. Centralised and Decentralised Processing. Multimedia approach to information Processing. Decision of appropriate information technology for proper MIS. Computer Networks.

Unit III- System Development and Applications of MIS: Systems definition-types of systems - open, closed, deterministic, probabilistic, etc. Relevance of choice of System in MIS. Integration of organisation systems and information systems. System Development Life Cycle (SDLC). MIS applications in HRD & O.D. in manufacturing R&D, Public Transport, Hospitals, Hotels and service industries.

Unit IV- Internet and World Wide Web: History and Future of Internet and WWW. Web -client and web servers. Web page and web site. Web site strategies and Web site design principles. Domain Name System (DNS). Web based HR Applications. HR Portals.

Unit V- Issues in MIS: Information Security and Control – Quality Assurance -Ethical and Social Dimensions - Intellectual Property Rights as related to IT Services / IT Products - Managing Global Information Systems

Unit VI- Basics of HR Analytics: Concept and Evolution of HR Analytics & data sources. HCM: 21Model. Use of workforce analytics to improve decision making. Analytics and Prediction. Introduction to HR Metrics and predictive analytics. Importance of HR Analytics. Data Analytic techniques using software packages. Future of Human Resource Analytics.

Suggested Readings:

1. Robert G. Murdick, Joel. E. Ross, and James R. Clugett, *Information System for Modern Management*, Prentice Hall of India, New Delhi.
2. Jerome Kanter, *Managing With Information*, Prentice Hall of India, New Delhi,

3. Gordon B. Davis and Margreth H. Olson, *Management Information System*, McGraw -Hill, New Delhi.
4. Laudon, *Management Information System*, Pearson, India.
5. Brien, James A. O., *Management Information System*, Tata McGraw Hill, New Delhi.
6. Jawadekar, W. S., *Management Information System*, Tata McGraw Hill, New Delhi.
7. Applegate, L. M., et. al., *Corporate Information System Management*, McGraw Hill, New Delhi.
8. Jac Fitz-Enz , *The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments*, Amacom.
9. Gene Pease, Boyce Byerly and Jac Fitz-enz, *Human Capital Analytics: How to Harness the Potential of Your Organization's Greatest Asset*, John Wiley & Sons.

Note: Latest edition of the readings may be used.

**Master of Business Administration (Human Resource Development)
Semester III**

Course 337: TRAINING REPORT

After the end of second semester, each student shall go for summer training for a period of four to six weeks in a company. Immediately after the completion of the summer training, each student shall submit a training Report to the Department for evaluation in the third semester. The evaluation of the Training Report be as follows:

Report evaluation – 70 marks

Report presentation – 30 marks

**Master of Business Administration (Human Resource Development)
Semester IV**

Course 341: MANAGEMENT OF TRANSFORMATION

Marks: 100 (Theory = 70, Internal Assessment = 30)

Objective: *The objective of the course is to make the students develop the art of unlearning for thinking afresh to provide new solutions to the problems.*

Contents:

Unit I Introduction: Concept, nature and process of planned change. Resistance to change. Emerging Horizons of Management in changing Environment. Transformation: concept and significance. Transformation vs. change.

Unit II Culture management: Cultural values and the impact of culture on management, Cross-cultural management models, Personal Intercultural Awareness Profile. Organisational culture and impact on leading change, Culture management in Downsizing, Mergers, and Acquisitions.

Unit III Change management: Cross-cultural and change management models, Change management simulation, Informal networks and managing beyond hierarchy, Communication strategies in Post Merger Integration,

Unit IV Business Process Reengineering: BPR as a tool of Managing Transformation: BPR – An imperative for survival. Reengineering imperative in USA, Reengineering scenario in Europe, Reengineering imperative in India, Instances of reengineering in Indian organisations (Case studies). Five steps methodology to implement BPR. Potential HR interventions for Downsizings, Mergers, and Acquisitions

Unit V Leadership in Transformation: Transformational Leadership, role of transformational leaders in downsizing, mergers and acquisitions, Developing a personal leadership approach for today's global business, Post Merger Integration leadership case with peer-to-peer feedback

Unit VI Management of Transformation: through New Technology and Innovations: Technological revolution – adoption and adaptation of technology (problems of technology transfer). Innovative Technology –autonomous vs. induced inventions. Management of New Technology in relation to organisational productivity and quality of work life. Learning experiences from real life case studies.

Suggested Readings:

1. Kelly, James N. and Francis J. Gouillart, *Transforming the Organisation*, McGraw -Hill, New York.
2. Sawhney, Mohan and Jeff Zabin, *The Seven Steps to NIRVANA: Strategic Insights into e –Business Transformation*, Tata McGraw-Hill, New Delhi.
3. Coulson Thomas, C., *Transforming the Company*, London: Kogan Page.

4. Bender, Peter Urs, *Leadership from Within*, Macmillan India Ltd., Delhi.
5. Hammer, M. and J. Champy, *Reengineering the Corporation*, Nicholas Brearley Publishing, London.
6. Jayaraman, M.S., Ganesh Natarajan and A. V. Rangaramanujan, *Business Process Reengineering*, Tata McGraw-Hill Publishing Co. Ltd., New Delhi.
7. Noori, H. and Radford, *Readings and Cases in Management of New Technology*, Prentice Hall, New York.
8. Whitekar, D. H., *Managing Innovations*, Cambridge University Press, Cambridge.

Note: Latest edition of the readings may be used.

**Master of Business Administration (Human Resource Development)
Semester IV**

Course 342: CROSS CULTURAL MANAGEMENT

Marks: 100 (Theory = 70, Internal Assessment = 30)

Objective: *The objective of this course is to develop a diagnostic and conceptual understanding of the cultural and related behavioural variables in the management of global organizations.*

Contents:

Unit I - International Cultural Environment: The Concept of Culture, Comparison of Cross-cultural Behaviour, Self-reference Criterion and Ethnocentrism: Major Obstacles in International Business Decisions, Cultural Orientation in International Business, Emic vs. Etic Dilemma: Cultural Uniqueness vs. Pan-culturalism.

Unit II - Global Business, Growth and Evolution: Environmental Variables in Global Business; Human and Cultural Variables in Global Organizations; Cross Cultural Differences and Managerial Implications; Cross Cultural Research Methodologies and Hofstede's Hermes Study; Structural Evolution of Global Organizations.

Unit III - Cross Cultural Leadership and Decision Making: Cross Cultural Communication and Negotiation; Process and International Negotiation hurdles; Human Resource Management in Global Organizations; Ethics in International Business; Western and Eastern Management Thoughts in the Indian Context.

Unit IV - Diversity at Work: Managing diversity: Causes of diversity, the paradox of diversity, diversity with special reference to handicapped, women and aging people, intra company cultural difference in employee motivation.

Unit V - International Business Intelligence: Information Requirements, Sources of Information, Types of Research, Phases of a Research Project, Methods of Data Collection, Sampling, Research Agencies, Problems in International Research.

Suggested Readings:

1. Barlett, Christopher and Sumantra Ghoshal, *Managing Across Borders: The Transnational Solution*, Harvard Business School Press, 1998.
2. Leaptrott, Nan, *Rules of the Games: Global Business Protocol*, Thomson Executive Press, 1996.
3. Mary O'Hara-Deveraux and Robert Johnson, *Global Work: Bridging Distance, Culture and Time*, Jossey Bass Publishers, San Francisco, USA, 1994.
4. Adler, N J. *International Dimensions of Organisational Behaviour*. Boston, Kent, 1991.

Note: Latest edition of the readings may be used.

**Master of Business Administration (Human Resource Development)
Semester IV**

Course 343: STRATEGIC MANAGEMENT

Marks: 100 (Theory = 70, Internal Assessment = 30)

Objective: *To develop the perspective for the overall management of the enterprise from the point of view of top management, keeping in view the opportunities and threats posed by the environment.*

Contents:

Unit I-Introduction: Concept and Role of Strategy; The Strategic Management Process; Approaches to Strategic Decision Making; Strategic Role of Board of Directors and Top Management; Strategic Intent – Corporate Mission, Vision, Objectives and Goals; Concept of Strategic Fit, Leverage and Stretch; Strategic flexibility and learning organization; Blue Ocean Strategy.

Unit II-Environmental Analysis: Environmental Profile; Constructing Scenarios. Environmental scanning techniques- ETOP, QUEST and SWOT (TOWS). Analysis of Operating Environment - Michael Porters Model of Industry Analysis. Analysis of Internal Environment– Resource Audit; Resource Based View (RBV); Value Chain Analysis; Core and Distinctive Competencies; From Sustainable Competitive Advantage to Transient Competitive Advantage.

Unit III-Strategic Choice: Strategic options at Corporate Level –Growth, Stability and Retrenchment Strategies; Strategic options at Business Level- Michael Porters’ Competitive Strategies and Cooperative Strategies; Evaluation of Strategic Alternatives – Product Portfolio Models (BCG matrix, GE Matrix, etc.); Concept of Corporate Restructuring.

Unit IV-Situation Specific Strategies: Strategies for situation like competing in emerging industries, maturing or declining industries, fragmented industries, hyper –competitive industries and turbulent industries; Strategies for industry leaders, runner -up firms and weak businesses.

Unit V-Implementation of Strategy: Interdependence of Formulation and Implementation of Strategy; Issues in strategy implementation- Planning and allocating resources; Organisation Structure and Design; Budgets and support system commitment; culture and leadership; Strategy evaluation and control.

Unit VI-Strategic HRM: Concept and Importance of Strategic HRM in the Modern Business World. Investment Perspective of Human Resource; Understanding the success and failure of strategies adopted by organisations in India and other countries through case analysis with particular reference to HRM.

Unit VII-Ethical and Social considerations in Strategic Management.

Note: *Case studies and problems involving issues in strategy formulation and implementation are required to be discussed.*

Suggested Readings:

1. Hill, Charles W.L. and Gareth R. Jones, *Strategic Management: An Integrated Approach*, Cengage Learning, India.
2. Thompson, Arthur A. and A. J. Strickland, *Strategic Management*, McGraw Hill, New York.
3. Hitt, Michael A., Ireland, R. D., Hokisson, Robert E. and S. Manikutty, *Strategic Management: A South- Asian Perspective*, Cengage Learning, India
4. Porter, M.E., *Competitive Strategy*, The Free Press, New York, 1980.
5. Porter, M.E., *The Competitive Advantage*, The Free Press, New York, 1985.
6. Henry, Anthony E., *Understanding Strategic Management*, Oxford University Press, New York.
7. Wheelen, Thomas L., Hunger, J. David, Hoffman, Alan N. and Charles E. Bamford, *Strategic Management and Business Policy: Globalization, Innovation and Sustainability*, Prentice Hall, New Jersey.
8. McCarthy, Minichiello, Robert J. and Joseph R. Curran, *Business Policy and Strategy: Concepts and Readings*, Richard D. Irwin and AITBS, Delhi.
9. Jauch and Glueck, *Business Policy and Strategic Management*, McGraw -Hill.
10. Kazmi, Azhar, *Strategic Management and Business Policy*, Tata McGraw –Hill.
11. Sengupta, N. and J.S. Chandan, *Strategic Management: Contemporary concepts and Cases*, Vikas Publishing.
12. Ghosh, P.K., *Strategic Management- Text & Cases*, Sultan Chand & Sons.
13. Nag, A., *Strategic Management- Analysis, Implementation, Control*, Vikas Publishing.

Note: Latest edition of text book may be used.

**Master of Business Administration (Human Resource Development)
Semester IV**

Course 344: FINANCE FOR DECISION MAKING

Marks: 100 (Theory = 70, Internal Assessment = 30)

Objective: To develop a conceptual framework of finance function and to acquaint the students with the tools, techniques and processes of financial management in the realm of financial decision-making.

Contents:

Unit I-Introduction: Nature and scope of Financial Management, objectives of Financial Management-profit maximisation vs. wealth maximization, stakeholders' wealth maximisation and EVA. Concept of Risk and Return. Time Value of Money. Organization of finance function. Role of a finance manager. Financial decisions. Instruments of financing- Short, medium, and long term funds. Institutional sources of financing. An overview of new issue market, Stock market and financial institutions in India.

Unit II-Investment Decision: Capital Investment Decisions: Nature of Investment Decision. Techniques for evaluation of Investment Projects - Accounting Rate of Return, Pay Back Period, Net Present Value (NPV), Profitability Index Method, Internal Rate of Return (IRR) and MIRR.

Unit III-Capital Structure Decision: Nature and Significance of Financial Plan. Cost of Capital - Cost of Equity Shares, Preference Shares and Debt. Weighted Average Cost of Capital. Capital Structure Theories - NI Approach, NOI Approach, MM Approach, Traditional Approach, Pecking order Theory and Signalling Theory. Operating and Financial Leverage.

Unit IV-Working Capital Management: Concept and Estimation of Working Capital. Determinants of working Capital. Components of working capital management-Cash Management, Inventory Management and Receivables Management.

Unit V-Dividend Decision and Emerging areas of Finance: Types of Dividend Policies, Theories of Dividend – Walter's Model, Gordon's Model and MM Hypothesis. Dividend Decision in Practice. Lintner's Model on corporate dividend behaviour. Leasing, Mergers and Acquisitions, Venture capital. Recent trends and development in capital Market, new financial instruments like ADRs, GDRs, IDRs, IIBs, NCDs, Euro Bonds etc.

Some case studies related to these topics are required to be discussed.

Suggested Readings:

1. Van Horne, James C., *Financial Management and Policy*, Prentice Hall of India.
2. Pandey, I. M., *Financial Management*, Vikas Publishing.
3. Ross S.A., R.W. Westerfield and J. Jaffe, *Corporate Finance*, McGraw Hill.
4. Brealey R.A. and S.C. Myers, *Principles of Corporate Finance*, McGraw Hill.
5. Damodaran, A., *Corporate Finance: Theory and Practice*, John Wiley & Sons.
6. Chandra, P. *Financial Management*, Tata McGraw Hill.

7. Khan, M.Y & Jain, P.K *Financial Management: Text, Problems and Cases*, Tata McGraw Hill.
8. Ehrhardt, M. C. & Brigham E. F, *Corporate Finance*, Indian Edition, Cengage Learning
9. Srivastava, Rajiv and Misra. Anil, *Financial Management*, Oxford University Press.
10. Arthur J. Kewon, John H. Martin, J. William Petty & David F. Scott, *Financial Management: Principles & Application*, Pearson.
11. Meyer. et.al, *Contemporary Financial Management*, Cengage Learning.

Note: Latest edition of the readings may be used.

**Master of Business Administration (Human Resource Development)
Semester IV**

Course 345: E-BUSINESS AND CYBER LAWS

Marks: 100 (Theory = 70, Internal Assessment = 30)

Objective: This course intends to create an understanding towards e-business and its ideals. Further, it aims to familiarize the students with the application of cyber laws in e-business.

Contents:

Unit I-Introduction to E-business: Meaning and importance, Models based on the relationships of transacting parties (B2B, B2C, C2C, and C2B) and transaction types: (Manufacture Model, Advertising Model, Value Chain Model, and Brokerage Model). Electronic fund transfer; Automated Clearing House; Automated Ledger posting; Electronic Money transfer E- Cheques, ATM and Tele-banking.

Unit II-Definition and Terminology: Concept of Internet, Internet Governance, E-Contract, E-Forms, Encryption, Data Security, Cyber Crime. Access, Addressee, Adjudicating Officer, Affixing Digital Signatures, Appropriate Government, Certifying Authority, Certification Practice Statement, Computer, Computer Network, Computer Resource, Computer System, Cyber Appellate Tribunal, Data, Digital Signature, Electronic Form, Electronic Record, Information, Intermediary, Key Pair, Originator, Public Key, Secure System, Verify, Subscriber as defined in the Information Technology Act, 2000.

Unit III-Regulatory Framework: Authentication of Electronic Records; Legal Recognition of Electronic Records; Legal Recognition of Digital Signatures; Use of Electronic Records and Digital Signatures in Government and its Agencies; Retention of Electronic Records; Attribution, Acknowledgement and Dispatch of Electronic Records; Secure Electronic Records and Digital Signatures. Regulation of Certifying Authorities; Appointment and Functions of Controller; License to issue Digital Signatures Certificate; Renewal of License; Controller's Powers; Procedure to be Followed by Certifying Authority; Issue, Suspension and Revocation of Digital Signatures Certificate, Duties of Subscribers; Penalties and Adjudication; Appellate Tribunal; Offences

Unit IV: Case Laws

1. **Communication Device-Section 2(ha)** of the Information Technology (Amendment) Act, 2008- 'State v Mohd. Afzal and others (2003), VIIAD (Delhi) 1, 107(2003) DLT385, 2003(71) DRJ178, 2003(3) JCC1669'
2. **Computer Network-Section 2 (j)** of the Information Technology (Amendment) Act, 2008 'Diebold System Pvt Ltd. v The Commissioner of Commercial Taxes, (2006), 144STC, 59 (Kar)'
3. **Electronic Record Sec. 2 (t)**- 'Dharambir v Central Bureau of Investigation 148 (2008) DLT 289'
4. **Time and Place of Dispatch and Receipt of Electronic Record-section 13**- 'P.R. Transport Agency v Union of India & others, AIR 2006 All 23, 2006(1) AWC 504, ALLHC'; 'Groff v America Online, Inc., 1998 WL 307001 (1998)'
5. **Penalty for Damage to Computer or Computer System- Section 43**- 'Umashankar Sivasubramanian v ICICI Bank, 18.04.2010. (Petition No. 2462/2008)'
6. **Tampering with Computer Source Documents-Section 65**- 'Syed Asifuddin and Ors. v The State of Andhra Pradesh & Anr. 2006 (1) ALD Cri 96, 2005 CriLJ 4314'

7. **Punishment for sending offensive messages-Sec. 66A-**‘SMC Pneumatics (India) Pvt.Ltd v JogeshKwatra’, Suit No. 1279/2001’
8. **Punishment for Identity Theft-Section 66C-**‘CBI v ArifAzim Case Judicial Reports (Criminal) 2003 (2) page 272’
9. **Punishment for Cheating by Personating by using Computer Resource-section 66D-**‘National Association of Software and Service Companies (NAASCOM) v Ajay Sood. (2005) F.S.R. 38; 119 (2005) DLT 596, 2005 (30) PTC 437 Del’
10. **Punishment for Publishing or Transmitting Obscene Material in Electronic form section 67-**‘Avnish Bajaj v State (N.C.T.) of Delhi, (2005) 3 Comp, LJ 364 (Del), 116(2005) DLT427, 2005(79) DRJ576’
11. **Punishment for Publishing or Transmitting of Material Containing Sexually Explicit Act, etc., in Electronic Form-Section 67A-**‘R v Graham Waddon., Southwark [Crown Court, 30/6/1999]’

Note: Upcoming case studies may be adopted year on year basis.

Suggested Readings:

1. Efraim Turban, Jae Lee, King, David, and HM Chung, *Electronic Commerce-A managerial Perspective*, Pearson
2. Joseph, P.T., *E-Commerce-An Indian Perspective*, PHI
3. Chaffey, Dave, *E-business and E-commerce Management*, Pearson Education.
4. Painttal, D., *Law of Information Technology*, Taxmann Publications Pvt. Ltd., New Delhi.
5. Dietel, Harvey M., Dietel, Paul J., and Kate Steinbuhler., *E-business and E-commerce for managers*, Pearson Education.
6. Brian, Craig, *Cyber Law: The Law of the Internet and Information Technology*, Pearson Education
7. Sharma J. P, and Sunaina Kanojia, *Cyber Laws*, Ane Books Pvt Ltd, New Delhi.
8. Taxmann Publications Pvt. Ltd., New Delhi, *Information Technology Rules 2000 & Cyber Regulations Appellate Tribunal Rules 2000 with Information Technology Act 2000.*
9. Jyoti Rattan, *Cyber Laws & Information Technology*, Bharat Law House Pvt Ltd, New Delhi

Note: Latest edition of readings may be used.

**Master of Business Administration (Human Resource Development)
Semester IV**

Course 346: SOCIAL SECURITY AND PARTICIPATIVE MANAGEMENT

Marks: 100(Theory= 70, Internal Assessment=30)

Objective: *The Course attempts to acquaint students about Social security and participation processes and practices for effective mobilisation of Human Resources towards attainment of organisational objectives.*

Contents:

Unit I- Introduction: Brief history of Social Security, Institutional predecessors of social security, Social Assistance and Social Insurance-ESIC, Distinction between traditional bureaucracy and liberated organisation. External Commitment vs. Internal Commitment.

Unit II- Social Security: Concept, Objectives and Forms of social security; implications of various social security laws and their impact on management, union, workers and the economy. The Macro sociological approach to study social security, Meaning, object and salient features of Child Labour (Prohibition & Regulation) Act, 1986, The Mahatma Gandhi National Rural Employment Guarantee Act, 2005, and The National Food Security Act, 2013.

Unit III- Employee Participation: Essence of participation, Evolution of participative management and its determinants, Institutional Framework: Evolution and working of Participative Management Schemes in Industry in India. Suggestion Schemes in Organisations. Board Level Employee Participation in Banks. Workers' Cooperatives. Empowerment and participation.

Unit IV- Employee Stock Ownership Plan (ESOP): Evolution in India, Scope and legal/institutional Provisions including current developments and working of such schemes in diverse organisations. Provisions of ESOP as per Companies Act 2013 and SEBI guidelines. Computation of option value.

Unit V- International Experiences: Review of International experiences based on studies of social security and Worker Participation Schemes in selected countries using the case studies. Re-inventing social security in the times of crisis. Global Capitalism.

Suggested Readings:

1. Brown, Rob and Margaret Brown. *Empowered! A Guide to Leadership in the Liberated Organisation*, Research Press, New Delhi.
2. Ken B. Conrand, John P. Carlos and Alan Rendelph, *The 3 Key s to Empowerment*, Magna Publishing Company, Mumbai.
3. Argyris, C. (MAY– JUNE 1998). *Empowerment: The Emperor's New Clothes*. Harvard Business Review.
4. Conger J.A. & Kumango R.N. The Empowerment Process; Integrating Theory and Practice *Academy of Management Review*, 13 (3) pp. 471 -482, 1988.

5. Gianni Arrigo, Giuseppe Casale. (2010). *A comparative overview of terms and notions on employee participation*. Labour Administration and Inspection Programme, International Labour Office, Geneva.
6. Sen, D. R. (2012, August). *Employee Participation in India*. International Labour Office.
7. Bray, M, Deery.S, Walsh.J, and Waring P, *Industrial Relations: A Contemporary Approach*, Tata Mc Graw Hill.
8. J.R. Carley, Hall, *Worker's Participation in Europe*, Crom Helm, London.
9. N.R. Sheth, *The Joint Management Council: Problems and Prospects*, Sri Ram Centre for Industrial Relations and Human Resources, New Delhi.
10. J.S. Sodhi, *In Search of Participation: A Study of Some Successful Companies*, Sri Ram Centre for Industrial Relations and Human Resources, New Delhi, 1995.
11. The Companies Act, 2013.
12. SEBI Guidelines, 1999.(with amendments)
13. Sharma, A.M. *Aspects of labour Welfare and Social Security*, Himalaya Publishing House.

Note: Latest edition of the readings may be used.

**Master of Business Administration (Human Resource Development)
Semester IV**

Course 347: PROJECT REPORT

Evaluation of Project Report shall be as follows:

Report evaluation by internal and external examiners of 35 marks each - 70 Marks

Viva Voce examination- 30 Marks

Project Report work shall begin from the third semester of Part – II. Students shall select topic of their project work at the commencement of Semester – III in consultation with faculty members. Students are free to choose any topic relating to the course, which is contemporary, application oriented and having significance to the business firms. The project may be secondary data based or may involve survey work/field work. Ideally, the project work should be the one, which involves use of both the desk and field researches, and is able to delve into managerial implications and business significance of the issue under investigation. After approval of the project topics by the MBA (HRD) Committee, they shall begin their work. At the completion of the project work, they shall submit three typed copies of their project report for evaluation before the commencement of the Semester – IV examination. Project report shall be evaluated for 70 marks by the external and internal examiners (35 marks each) at the end of the fourth semester.

UNIVERSITY OF DELHI

MASTER OF COMMERCE (M.COM)

(To be effective from Academic Year 2014-15 and onwards)

Syllabus



**M.Com. Revised Syllabus as approved by Academic Council on 21st June, 2014 and
Executive Council on 19th July, 2014**

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I. PREAMBLE

The Department of Commerce was established in 1967 with the renowned flagship post-graduate programme-Masters in Commerce (M.Com). Apart from the other post-graduate and research courses M.Com is the most exalted two year full time post-graduate programme in commerce. The course provides an extreme and rigorous base for teaching, research and allied business administration. The programme is well received in the industry and for years had been serving the needs of managerial cadre in Indian Inc. The course serves the needs of academics and prepares students for research and teaching. The Alumni of this course are well placed in business, academics and administration in the country as well as abroad.

In the year 2009, this course was changed from annualized to semester mode dividing the whole course into 4 semesters. During the semesterization of the course, the then existing curriculum (annual mode) was adopted for semester mode, without any change. Moreover, in the light of augmentation in the field of commerce and business, the syllabi have not been updated since long. Thus, in view of widening the scope and depth of the course and inclusion of research paradigms of commerce stream, the overall structure of the course has been changed. Further, the overall structure has been improved to provide an insight of research in commerce and interdisciplinary areas and to facilitate those students aspiring for direct Ph.D. admissions.

In order to facilitate the course revision process, the Departmental Council constituted a Committee which proposed various changes in the structure and content of the course. The committee met about half a dozen times in order to improve and create the new structure and discussed numerous propositions threadbare. Further, a special meeting was arranged with the alumni of the department, who are well placed in industrial sector to seek their valuable inputs for the curriculum. The structure was then presented in and approved by the Department council along with the names of various area convenors as per their specialization for the formulation of course contents. The proposed structure was then vetted by an external member expert committee and their suggestions were incorporated before finalizing the proposed structure. The contents were decided by the working groups formed for various specialized areas such as Finance, Accounting, Marketing, Human Resource and OB, Laws, Economics, etc. The working groups in consultation with the respective convenors proposed the course contents which was presented in the Committee of Courses (Hons., P.G. and Research) meeting held on 5th May, 2014. The Committee of Courses discussed the structure and contents, threadbare and suggested a few changes. After incorporating the changes suggested by Committee of Courses, the draft was then placed for discussion in the Faculty of Commerce and Business. The changes recommended by Faculty of Commerce and Business were adopted and the syllabus was approved in the meeting held on 10th May, 2014. Further, in the Standing Committee meeting on academic affairs held on 20th June, 2014, Academic Council meeting held on 21st June, 2014 and Executive Council meeting held on 19th July, 2014 the syllabus was approved for its course contents.

As per the new structure, there are 5 papers in each semester. In the second year, there are 2 compulsory papers in each semester. As per the area of interest, the students are required to choose two optional groups- one major group and one minor group, in the beginning of 2nd year. The major group shall consist of 4 papers and minor group of 2 papers to be studied in 3rd and 4th semester. The structure for the groups has been designed with intent to provide advanced level specialization in the respective field.

II: M.Com. Programme Structure

AFFILIATION

The programme shall be governed by the Department of Commerce, Faculty of Commerce and Business, University of Delhi, Delhi – 110007

Programme Structure

The M.Com. Programme is divided into two parts as under. Each Part will consist of two semesters.

		<i>Semester</i>	<i>Semester</i>
Part - I	First Year	Semester I	Semester II
Part – II	Second Year	Semester III	Semester IV

* There will be 4 lecture hours of teaching per week for each paper

* Duration of examination of each paper shall be 3 hours.

* Each paper will be of 100 marks out of which 70 marks shall be allocated for semester examination and 30 marks for internal assessment.

The schedule of papers prescribed for various semesters shall be as follows:

Part I: Semester I

PAPERS		Marks		Total Marks	Duration (Hrs.)	Credit (Hrs.)
Paper No.	Title	Written	Internal Assessment			
4101	Business Statistics	70	30	100	3	4
4102	Managerial Economics	70	30	100	3	4
4103	Managerial Accounting	70	30	100	3	4
4104	Financial Planning	70	30	100	3	4
4105	Organisational Theory and Behaviour	70	30	100	3	4
TOTAL				500		20

Part I: Semester II

PAPERS		Marks		Total Marks	Duration (Hrs.)	Credit (Hrs.)
Paper No.	Title	Written	Internal Assessment			
4201	Quantitative Techniques for Business	70	30	100	3	4
4202	Financial management and Policy	70	30	100	3	4
4203	Marketing Management	70	30	100	3	4
4204	Legal Aspects of Business	70	30	100	3	4
4205	International Business	70	30	100	3	4
TOTAL				500		20

Part II: Semester III

PAPERS		Marks		Total Marks	Duration (Hrs.)	Credit (Hrs.)
Paper No.	Title	Written	Internal Assessment			
4301	Global Strategic Management	70	30	100	3	4
4302	Entrepreneurship	70	30	100	3	4
-----	Major Group (Paper 1)	70	30	100	3	4
-----	Major Group (Paper 2)	70	30	100	3	4
-----	Minor Group (Paper 1)	70	30	100	3	4
TOTAL				500		20

Part II: Semester IV

PAPERS		Marks		Total Marks	Duration (Hrs.)	Credit (Hrs.)
Paper No.	Title	Written	Internal Assessment			
4401	Corporate Governance, Ethics and Social Responsibility of Business	70	30	100	3	4
4402	Business Research	70	30	100	3	4
-----	Major Group (Paper 3)	70	30	100	3	4
-----	Major Group (Paper 4)	70	30	100	3	4
-----	Minor Group (Paper 2)	70	30	100	3	4
TOTAL				500		20
GRAND TOTAL (4 Semesters)				2000		80

Elective Groups

Two groups (one Major and one Minor) from the available electives are to be selected at the commencement of M. Com. Part II - Semester III.

Notes:

1. The elective groups in the Semester IV will remain the same as the ones selected in Semester III.
2. Once a group has been selected, no change in selected groups will be allowed later.
3. While the first two papers of selected major group and first paper of selected minor group will be taught in Semester III, the next two papers of selected major group and second paper of selected minor group will be taught in Semester IV.

List of Elective Groups

The Department will announce in the beginning of the respective semester, the list of elective groups which will be offered during the semester depending upon the availability faculty members and the demand of electives.

Group A: Finance

Paper MJ301: Financial Institutions and Markets
Paper MJ302: Security Analysis and Portfolio Management
Paper MJ403: International Financial System
Paper MJ404: International Financial Management

Group B: Marketing

Paper MJ311: International Marketing
Paper MJ312: Advertising and Sales Management
Paper MJ413: Consumer Behaviour
Paper MJ414: Supply Chain Management and Logistics

Group C: Human Resource Management

Paper MJ321: Human Resource Development
Paper MJ322: Management of Industrial Relations
Paper MJ423: Strategic Human Resource Management
Paper MJ424: Compensation Management and Employee Welfare Laws

Minor Groups

Group A: Taxation

Paper MN331: Principles and Practice of Taxation and Indian Tax System
Paper MN432: Corporate Tax Structure and Planning

Group B: Law

Paper MN341: Corporate Law
Paper MN442: Industrial Law

Group C: Accounting

Paper MN351: Strategic Cost Management
Paper MN452: Accounting Theory and Financial Reporting

Group D: International Business

Paper MN361: India's Foreign Trade and Investment
Paper MN462: Management of International Business Operation

Teaching

The faculty of the Department is primarily responsible for organizing lecture work for M.Com. The instructions related to tutorials are provided by the respective registering units under the overall guidance of the Department. Faculty from some other Departments and constituent colleges are also associated with lecture and tutorial work in the Department.

III. Scheme of Examinations

1. English shall be the medium of instruction and examination.
2. Examinations shall be conducted at the end of each Semester as per the Academic Calendar notified by the University of Delhi
3. The system of evaluation shall be as follows:
 - 3.1 Each paper will carry 100 marks, of which 30 marks shall be reserved for internal assessment based on a combination of tutorials, classroom participation, project work, seminar, term papers, tests, and attendance. The weightage given to each of these components in a combination shall be decided and announced at the beginning of the semester by the Department in consultation with the teachers. The system so decided will be communicated by the Department to respective colleges.
 - 3.2 The remaining 70 marks in each paper shall be awarded on the basis of a written examination at the end of each semester. The duration of written examination for each paper shall be three hours.
4. Examinations for courses shall be conducted only in the respective odd and even Semesters as per the Scheme of Examinations. Regular as well as ex-students shall be permitted to appear/reappear/improve in courses of Odd Semesters only at the end of Odd Semester and courses of Even Semesters only at the end of Even Semesters.

❖ Pass Percentage & Promotion Criteria

- a. The minimum marks required to pass any paper in a semester shall be 40% in each paper and 40% in aggregate of a semester.

However, a candidate who has secured the minimum marks to pass in each paper but has not secured the minimum marks to pass in aggregate may reappear in any of the paper/s of his choice in the concerned semester in order to be able to secure the minimum marks prescribed to pass the semester in aggregate.

No student would be allowed to avail of more than 3 chances to pass any paper inclusive of first attempt.

- b. **Semester to Semester Promotion:** Students shall be required to fulfil the Part to Part promotion criteria. Within the same Part, students shall be allowed to be promoted from a semester to the next semester, provided s/he has passed at least half of the courses of the current semester.

Part I to Part II Promotion: Admission to Part- II of the Programme shall be open to only those students who have successfully passed at least 75% papers offered for the Part-I courses comprising of I and II Semester taken together. However, he/she will have to clear the remaining papers while studying in the 2nd year of the programme.

- c. Students who do not fulfil the promotion criteria (c) above shall be declared failed in the Part concerned. However, they shall have the option to retain the marks in the papers in which they have secured Pass marks as per Clause (a) above.
- d. A student who has to reappear in a paper prescribed for Semester I/III may do so only in the odd Semester examinations to be held in November/December. A student who has to reappear in a paper prescribed for Semester II/IV may do so only in the even Semester examinations to be held in April/May.

❖ **Division Criteria**

Successful candidates will be classified on the basis of the combined results of Part-I and Part-II examinations as follows:

Candidates securing **60% and above**: I Division

Candidates securing **50% or more but less than 60%**: II Division

Candidates securing **40% or more but less than 50%**: III Division

❖ **Span Period**

No student shall be admitted as a candidate for the examination for any of the Parts/Semesters after the lapse of **four** years from the date of admission to the Part-I/Semester-I of the M. Com. Programme.

❖ **Attendance Requirement**

Attendance in tutorials, seminars etc. arranged by the Department/ College from time to time, is mandatory according to the Internal Assessment requirement as per University rules.

Guidelines for Award of Internal Assessment Marks for the M.Com course (Semester)

As per the decision of Department Council meeting held on 27th July, 2009, the following are the guidelines for the award of Internal Assessment marks to the students admitted to M.Com Semester-based Course Scheme:-

- ❖ For each paper, there are 30 marks allocated for internal assessment and 70 marks for the Annual Examination. Out of 30 marks allocated for internal assessment for each paper:
 - 20 marks are to be assigned for class test
 - 5 marks are to be assigned for assignment
 - 5 marks are to be assigned for attendance
- ❖ A class test of 20 marks in each paper will be conducted by the teachers teaching the paper at the Department of Commerce. The date and time of the class test will be notified to the students by the respective teachers-in-charge of (M.Com) course at the Department of

Commerce.

- ❖ Five marks are to be awarded for assignment based work by the college/institution where the students are enrolled. The marks to be awarded on the basis of student's performance in any one or combination of assignments/activities such as presentation, participation in seminar/workshop, case study discussion, and submission of written assignments as part of their continuous evaluation. The composition of assignments/activities for each paper will be decided by the concerned college/ institution in advance and will be notified to the students.

- ❖ Five marks are to be awarded for attendance in the assignment/activities mentioned above by the college/institution where students are enrolled. The marks shall be awarded on the basis of existing norms for award of marks for attendance as per the Internal Assessment Scheme of University. The marks for attendance shall be as follows:
 - i) More than 67% but less than 70% 1 Marks**

 - ii) 70% or more but less than 75% 2 Marks**

 - iii) 75% or more but less than 80% 3 Marks**

 - iv) 80% or more but less than 85% 4 Marks**

 - v) 85% and above 5 Marks**

IV: COURSE CONTENTS AND READING LISTS OF M.COM. PROGRAMME

Master of Commerce Semester I

Course 4101: BUSINESS STATISTICS

Marks: 100 (Theory = 70, Internal Assessment = 30)

Objective: *The objective of this paper is to equip students with some of the important statistical techniques for managerial decision making and to provide ground for learning advanced analytical tools used in research.*

Contents:

Unit I: Theory of Probability and Probability Distributions: Approaches to calculation of probability. Marginal, joint and conditional probabilities. Probability rules. Bayes' theorem. Expected value and standard deviation of a probability distribution. Standard probability distributions - Binomial, Poisson, Hypergeometric, and Normal.

Unit II: Statistical Decision Theory: Decision-making process. Payoff and Regret tables. Decision rules under risk and uncertainty. Expected value approach and EVPI. Marginal analysis. Decision-tree analysis.

Unit III: Sampling Distributions and Estimation: Sampling concepts. Sampling methods. Concept of sampling distribution, its expected value and standard error. Sampling distribution of means and Central Limit Theorem. Sampling distribution of proportions. Point and interval estimation; Properties of a good estimator. Confidence intervals for means (a) when σ is known, and (b) when σ is not known. Sample size determination for a mean. Confidence intervals for proportions.

Unit IV: Hypothesis Testing: One and Two-sample Tests: General methodology of hypothesis testing. One and two-tailed tests. Type I and type II Errors. Power of a test. Calculation and use of p -value.
One Sample Tests: Hypothesis testing of means when the population standard deviation is known and when it is not known. Hypothesis tests concerning proportions.
Two-sample Tests: Tests for difference between means – when population standard deviations are known, and when they are not known. Inferences about difference between two means for matched samples. Testing of difference between two proportions.

Unit V: Analysis of Variance and Non-parametric Tests: F-test of equality of variances. One-factor ANOVA (Completely Randomised Model) and Two-factor ANOVA without replication (Randomised Block Model).. Chi – square test for Independence and for Goodness-of-fit. Sign test, One-sample runs test and Rank correlation test.

Unit VI: Correlation and Regression Analysis: Simple, multiple and partial correlation analysis. Rank correlation. Simple and Multiple linear regression analysis (involving up to three variables). Multiple regression analysis using MS Excel.

Suggested Readings:

1. Levin, R.I. and D.S. Rubin, *Statistics for Management*, Prentice-Hall of India.
2. Aczel, Amir D., and Sounderpandian, J., *Complete Business Statistics*, Tata McGraw Hill Publishing.
3. Anderson, Sweeny and Williams, *Statistics for Business and Economics*, CENGAGE Learning, New Delhi
4. Kazmeir Leonard J., *Business Statistics*, Tata McGraw Hill Publishing Company, New Delhi
5. Vohra, N. D., *Business Statistics*, Tata McGraw Hill Publishing Company, New Delhi
6. Freund, J. E. And F. J. Williams, *Elementary Business Statistics – The Modern Approach*, Prentice Hall of India Private Ltd., New Delhi.

Note: Latest edition of the readings may be used.

**Master of Commerce
Semester I**

Course 4102: MANAGERIAL ECONOMICS

Marks: 100 (Theory = 70, Internal Assessment = 30)

Objective: *The objective of the course is to acquaint students with the basic principles of micro and macro-economics for developing the understanding of theory of the firm, markets and the macro environment, which would help them in managerial decision making processes.*

Contents:

Part A: Firm and Market

Unit I: Demand and The Firm: Consumer Behaviour: Cardinal and ordinal approaches to the derivation of the demand function. Revealed preference approach. Theory of attributes – Demand for consumer durables. Firm Theory: Objectives of the firm; Theory of the growth of the firm: Marris and Penrose.

Unit II: Production and Cost: Production: Law of variable proportion. Returns to scale. Production function: Concept of productivity and technology. Producer's Equilibrium. Isoquants ridge lines, Isoclines, Isocost lines.
Cost function: Classification of costs, Short run cost functions, Relationship between return to scale and return to a factor, Long run cost functions.

Unit III: Market and Pricing: Market forms: AR-MR. Price taker; Monopoly power. Oligopolistic behavior: Cournot and Stackelberg models. Factor Pricing: Demand and supply of factors of production. Euler's theorem.

Part B: Macroeconomic environment

Unit IV: Product and Asset Market Equilibrium: Product Market: Derivation of IS function. Demand for real cash balances: Tobin's Portfolio theory. Endogenous money supply and Asset market equilibrium. Derivation of real LM function. Real IS-LM framework.

Unit V: Aggregate Demand and Aggregate Supply: Modern aggregate demand function. Demand Management. Philips Curve. Aggregate supply and the price level.

Unit VI: Trade Cycles and The Open Economy: Real Business Cycles. Exchange rate, trade balance, net saving, Macroeconomic movements in an open economy.

Suggested Reading:

1. Koutsiyannis, A., *Modern Microeconomics*, Macmillan Press Ltd.
2. Varian, *Micro-Economic Analysis*, Norton.
3. Pindyck Robert S., Daniel L. Rubinfeld and Prem L. Mehta, *Micro Economics*, Pearson Education Asia, New Delhi.

4. Branson William H., *Macro Economics Theory and Policy*, First East – West Press.
5. Dornbusch, R. and S. Fischer *Macro Economics* , Publisher Tata McGraw Hill.
6. Oliver Blanchard *Macro Economics*, Pearson Education, LPE.
7. Mankiw, N. Gregory, *Macro Economics*, Macmillan.

Note: Latest edition of the readings may be used.

**Master of Commerce
Semester I**

Course 4103: MANAGERIAL ACCOUNTING

Marks: 100 (Theory = 70, Internal Assessment = 30)

***Objective:** The objective of the course is to enable students to acquire knowledge of concepts, methods and techniques of management accounting and to make the students develop competence with their usage in managerial decision making and control.*

Contents:

Unit I: Management Accounting – Nature and Functions; Financial vs. Management Accounting; Cost vs. Management Accounting; Role of Management Accountant.
Cost Concepts and Classifications.

Unit II: Activity Based Costing (ABC) – Concept and uses; Flow of Costs in ABC; Emerging Costing Approaches; Traditional Costing System vs. ABC.

Unit III: Variable and Absorption Costing - Concept, Comparison, Applications of Variable Costing, Preparation of Income Statements.
Cost-Volume-Profit (CVP) Analysis - Contribution Margin; Break – Even Analysis; Profit Volume (P/V) Analysis; Multiple-Product Analysis; Optimal use of Limited Resources.

Unit IV: Relevant Information and Short-Run Managerial Decisions – Managerial Decision Making; Decision Making Process; Differential Analysis; Types of Managerial Decisions – Make/Buy, Add/Drop, Sell/ Process Further, Operate/Shutdown, Special Order, Product-Mix, Pricing Decisions.

Unit V: Budgeting – Nature and functions; Preparation of Different Types of Budgets, Fixed Versus Flexible Budgeting.
Standard Costing – Concept, Advantages; Types of Standards; Variance Analysis; Materials, Labour, Overhead; Managerial Uses of Variances.

Unit VI: Responsibility Accounting and Divisional Performance Measurement – Advantages and Disadvantages of Divisionalisation; Concept of Responsibility Accounting; Responsibility Centres – Cost Centre, Revenue Centre, Profit Centre, Investment Centre, Responsibility Performance Reporting, Financial Measures of Performance, Non- Financial Performance Measures.
Transfer Pricing: Concept; Objectives; requisites; Methods of Transfer Pricing; Transfer Pricing in Multinational Companies.

Performance Measurement: Traditional Performance Measures; Balanced Scorecard- Meaning, Perspectives in Balanced Scorecard, Weighting Performance Measures; Requisites of Balanced Scorecard.

Suggested Readings:

1. Atkinson Anthony A., Rajiv D. Banker, Robert Kaplan and S. Mark Young, *Management Accounting*, Prentice Hall.
2. Horngreen Charles T., and Gary L. Sundem and William O. Stratton, *Introduction to Management Accounting*, Prentice Hall of India.
3. Drury Colin, *Management and Cost Accounting*, Thomson Learning.
4. Garison R.H. and E.W. Noreen, *Managerial Accounting*, McGraw Hill.
5. Ronald W. Hilton, *Managerial Accounting*, McGraw Hill Education.
6. Jawahar Lal, *Advanced Management Accounting, Text, Problems and Cases*, S.Chand & Co., New Delhi.

Note: Latest edition of the readings may be used.

**Master of Commerce
Semester I**

Course 4104: FINANCIAL PLANNING

Marks: 100 (Theory = 70, Internal Assessment = 30)

Objective: *The objective of this course is to acquaint the students with essentials of finance so that they have requisite knowledge, skills and confidence to take charge of their financial future. Further, this paper intends to foster critical thinking skills for personal financial planning and handling financial market constraints.*

Contents:

Unit I: Introduction to Financial Planning: Globally accepted six steps financial planning process; General principles of cash flow planning, budgeting, legal aspects of financial planning. Overview of risk management: investments, insurance, retirement solutions, tax and estate planning.

Unit II: Investment Environment: Types of investment options available to an individual investor - bonds, equity shares, mutual funds, fixed deposits, PPF, financial derivatives, commodity derivatives, gold and bullion, ETFs, REITs, real estate etc. Objectives and rewards of investing. Investment constraints (tax considerations, unique needs etc.). Impact of inflation and indexation. Sources of financial information. Understanding mutual funds (Schemes, NAV calculation, load structure, Systematic Investment Plans, Systematic withdrawal plan etc.)

Unit III: Return-Risk Assessment: Risk aversion and risk profiling. Concept, types and calculation of returns. Assessment of risks in various financial instruments. Power of compounding and Time value of money. Rupee cost averaging. Concept of Portfolio and Diversification. Basics of Portfolio risk and return (two assets case). Tactical and strategic asset allocation.

Unit IV: Personal Financial Planning: Personal financial planning process. Setting personal financial goals. Life cycle approach to financial planning. Components of financial plan; developing financial plan; Using time value concept to estimate savings. Evaluation of tax saving instruments. Objectives of will and creating a valid will; living will and power of attorney. Planning for life insurance and health insurance. Primary clauses in Insurance agreement. Main contents of healthcare insurance.

Unit V: Credit Planning and Retirement Planning: Assessment of credit - types, advantages, disadvantages. Consumer and housing finance planning. EMI calculations - methods and implications. Reverse mortgage. Education loan. Credit card management; credit limits, overdraft protection, grace period. Credit Bureaus - individual credit history and ranking, identity theft and protection against identity thefts. Retirement planning and pension plans. Impact of taxes and inflation.

Unit VI: Investor Protection: Role of SEBI. Investor grievances and redressal system in India.

Note: Some case studies on the above topics are required to be discussed.

Suggested Readings:

1. Madura, Jeff, *Personal Finance*, Pearson.
2. Kapoor, J R, Dlabay & Hughes R, *Personal Finance*, McGraw Hill.
3. Keown, A J, *Personal Finance – Turning money into wealth*, Pearson Publication.
4. Bajtelsmit, [Vickie L.](#) & [Rastelli](#) Linda G., *Wiley Pathways Personal Finance*, Wiley.
5. Rachel Siegel & Carol Yacht, *Personal Finance*, Saylor Foundation, Flat World Knowledge.

Note: Latest edition of the readings may be used.

**Master of Commerce
Semester I**

Course 4105: ORGANISATIONAL THEORY AND BEHAVIOUR

Marks: 100 (Theory = 70, Internal Assessment = 30)

Objective: *The objective of the course is to enable students to develop a theoretical understanding about organisation structure and its behaviour over time. The course will also make them capable of realizing the competitiveness for firms.*

Contents:

Unit I- Conceptual Foundations of Organisation Theory and Behaviour: Organisational Theories - Classical, Neo-classical and Contemporary; Authority, Power, status, formal and informal structure; Bureaucratic structure; Boundary Less organisation; Flat and Tall structures; Impact of Environment on Organisational Design .

Organisational Behaviour (OB)- concept, determinants, models; challenges and opportunities of OB; Transaction cost; Disciplines contributing to the field of OB; Individual Behaviour- Foundations of individual behaviour, values, attitudes, personality, and emotions ; Perceptual process and Learning ; Management assumptions about people-McGregor's Theory X and Theory Y, Chris Argyris behaviour patterns.

Unit II- Group Decision making and Communication: Concept and nature of decision making process; Individual versus group decision making; Nominal group technique and Delphi technique; communication effectiveness in organisations; Feedback, Improving Inter-personal Communication- Transactional Analysis and Johari Window.

Unit III- Motivation: Content Theories- Maslow's Need Hierarchy, Herzberg's Two factor theory; Contemporary theories of motivation (ERG, Cognitive evaluation, goal setting, equity, Intrinsic Motivation Theory by Ken Thomas), expectancy model; Behaviour modification; Motivation and organisational effectiveness.

Unit IV - Leadership, Power and Conflict: Concept and theories of leadership- Behavioural approach, Situational approach, Leadership effectiveness; Leadership across cultures; Power- Bases of Power, power tactics; Conflicts- sources, patterns, levels and strategies.

Unit V- Organisational Culture, Organisational Development and Stress Management: Concept and determinants of organisational culture, creating sustaining and changing organisational culture. Managing misbehaviour at work- Aggression and Violence, Sexual abuse, Substance abuse, Cyberslacking. Organisational Development- concept, values, and intervention techniques; Appreciative Inquiry.

Individual and organisational stressors; consequences of stress on individual and organisation; management of stress.

Note: Some cases of real business world to supplement learning from the course.

Suggested Readings:

1. Robbins, Stephen P. and Timothy A. Judge, *Organizational Behaviour*, Prentice -Hall, New Delhi.
2. Robins S.P., and Mathew, M., *Organisational Theory: Structure, Design and Application*, Prentice Hall of India Pvt. Ltd.
3. Luthans, Fred, *Organizational Behaviour*, McGraw-Hill, New York.
4. Sekaran, Uma, *Organisational Behaviour: Text and Cases*, Tata McGraw-Hill Publishing Co. Ltd.
5. Aswathappa, K., *Organisation Behaviour*, Himalaya Publishing House, New Delhi.
6. Singh, K., *Organizational Behaviour: Text and Cases*, Pearson.
7. Pareek, U. and Khanna, S., *Understanding Organizational Behaviour*, Oxford University Press.
8. Newstorm, John W., *Organizational Behaviour: Human Behaviour at work*, Tata McGraw- Hill Pub. Co. Ltd. New Delhi.
9. Hersey, Paul, Dewey E. Johnson, and Kenneth H. Blanchard, *Management of Organisational Behaviour*, Prentice-Hall of India, New Delhi.
10. Terrance R. Motchell, *People in Organization An Introduction to Organisational Behaviour*, McGraw-Hill, New York .

Note: Latest edition of the readings may be used.

Master of Commerce
Semester II

Course 4201: QUANTITATIVE TECHNIQUES FOR BUSINESS DECISIONS

Marks: 100 (Theory = 70, Internal Assessment = 30)

Objective: *The objective of this paper is to acquaint the students with quantitative techniques that play an important role in managerial decision-making.*

Contents:

Unit I – Fundamental of decision making: Types of decisions; Steps in decision making; Quantitative analysis and decision making; Different types of models and their uses; Model building steps.

Unit II - Linear Programming: Basic concepts; mathematical formulation and applications; Solution of LP problem using graphic and simplex method; Use of artificial variables; Sensitivity analysis and interpretation of solution; Duality in linear programming – formulation and solution; Integer linear programming – solution.

Unit III – Transportation, Assignment and Trans-shipment: Formulation; Solving transportation and assignment problems; Dealing with exceptional cases of transportation and assignment problems.

Unit IV - Inventory and Queuing Management: Concepts of inventory management; Inventory models – classical EOQ, EOQ with price breaks, EOQ model for production runs, planned shortage model- deciding optimum safety stock and reorder level, probabilistic model; Techniques of selective control.

Queuing models: Elements of a queuing system; Models with Poisson arrival and Exponential services rates- single server and infinite and finite population; Cost behavior analysis.

Simulation: Monte Carlo Simulation, Application of simulation in inventory management and queuing situation.

Unit V – Project Scheduling: Concepts of PERT & CPM techniques and their applications; Network analysis- scheduling activities, determining critical path, calculation of floats; Time-cost trade-off; Resource allocation and resource levelling.

Unit VI- Markov Chains and Theory of Games: Markov Chains- decision processes; Market share analysis; Account receivable analysis.

Game Theory- Pure strategy games; Mixed strategy games; Value of the game; Rules of Dominance.

Suggested Readings:

1. Levin, R.I., D.S. Rubin and J.P. Stingson, *Quantitative Approaches to Management*, McGraw - Hill.

2. Vohra N.D., *Quantitative Techniques in Management*, The McGraw Hill companies
3. Bierman H. Jr, C.P. Bonini and W.H. Hausman, *Quantitative Analysis for Business Decisions*, Homewood, Ill., Irwin.
4. Anderson, *Quantitative Methods for Business*, CENGAGE.
5. Gupta and Khanna, *Quantitative Techniques for Decision Making*, Prentice Hall of India.
6. Kapoor V.K., *Operations Research: Concepts, Problems and Solutions*, Sultan Chand & Sons.
7. Swarup Kanti, P K Gupta, Manmohan, *Operations Research*, Sultan Chand & Sons.

Note: Latest edition of the readings may be used.

**Master of Commerce
Semester II**

Course 4202: FINANCIAL MANAGEMENT AND POLICY

Marks: 100 (Theory = 70, Internal Assessment = 30)

Objective: *To make students understand various issues involved in financial management of a firm and equip them with advanced analytical tools and techniques that are used for making sound financial decisions and policies.*

Contents:

Unit I- Introduction: Nature, scope and objectives of financial management. Financial decision making and types of financial decisions. Finance as a strategic function. Role of finance manager. Agency problem. Stock price maximization and agency costs. Alternatives to stock price maximization. Stakeholders' wealth maximization. Risk-return framework for financial decision making.

Unit II- Capital Budgeting: Nature, significance and kinds of capital budgeting decisions. Cash flow estimation. Capital budgeting techniques- ARR, Payback period, Discounted payback period, NPV, Equivalent annual NPV, IRR, Incremental IRR and Modified IRR. Capital budgeting decisions under constraints and with multiple objectives using mathematical programming models (Linear programming and Integer Programming). Capital rationing. Capital budgeting decision under inflation. Capital budgeting decision under uncertainty. Techniques for incorporating risk and uncertainty in capital budgeting decisions- RADR, Certainty equivalent method, DCF Break even analysis, Simulation method, Probability distribution method, Decision tree analysis, Sensitivity analysis and Scenario analysis. Real options.

Unit III- Capital Structure: An overview of cost of capital- Specific and WACC. Financial leverage and evaluation of financial plans (EBIT-EPS analysis). Theories of capital structure- NI, NOI, MM Hypothesis without and with corporate taxes, Merton Miller argument with corporate and personal taxes, Trade off theory, Pecking order theory, Signaling theory and effect of information asymmetry on capital structure. Optimal capital structure. Determinants of Capital structure in practice.

Unit IV- Dividend Policy: Forms of dividends. Theories of relevance and irrelevance of dividend in firm valuation (Walter's model, Gordon's Model, MM Hypothesis, Bird-in-hand theory and Dividend signaling theory). Relevance of dividend policy under market imperfections. Traditional and Radical position on dividend. Issues in dividend policy. Types of dividend policies in practice (constant rupee dividend policy, constant dividend payout policy, smooth stream dividend policy etc.) Determinants of dividend policy. Lintner's Model on corporate dividend behavior.

Unit V- Working Capital Planning and Management: Concept and types of working capital. Operating and cash cycle. Estimation of working capital requirement. Working capital financing. Determinants of working capital. Components of working capital management. Cash management- Baumol's Model and

Miller-Orr Model of managing cash. Receivables management- dimensions of credit policy of a firm and evaluation of credit policies; credit analysis. Inventory management.

Unit VI- Corporate Restructuring and Contemporary Issues in Financial Management: Corporate restructuring. Mergers and Acquisitions- types, sources of takeover gains, valuation and financing of M&As. Leveraged buyouts; Spin offs; demerger. Contemporary issues in financial management.

Note: Use relevant case studies to supplement class discussions.

Suggested Readings:

1. Van Horne, James C., *Financial Management and Policy*, Prentice Hall of India.
2. Pandey, I. M., *Financial Management*, Vikas Publishing.
3. Ross S.A., R.W. Westerfield and J. Jaffe, *Corporate Finance*, McGraw Hill.
4. Brealey R.A. and S.C. Myers, *Principles of Corporate Finance*, McGraw Hill.
5. Damodaran, A., *Corporate Finance: Theory and Practice*, John Wiley & Sons.
6. Chandra, P. *Financial Management*, Tata McGraw Hill.
7. Khan, M.Y & Jain, P.K *Financial Management: Text, Problems and Cases*, Tata McGraw Hill.
8. Ehrhardt, M. C. & Brigham E. F, *Corporate Finance*, Indian Edition, Cengage Learning
9. Srivastava, Rajiv and Misra. Anil, *Financial Management*, Oxford University Press.
10. Arthur J. Kewon, John H. Martin, J. William Petty & David F. Scott, *Financial Management: Principles & Application*, Pearson.
11. Meyer. et.al, *Contemporary Financial Management*, Cengage Learning.

Note: Latest edition of the readings may be used.

**Master of Commerce
Semester II**

Course 4203: MARKETING MANAGEMENT

Marks: 100 (Theory = 70, Internal Assessment = 30)

Objective: *To familiarize the students with the basic concepts and principles of marketing and to develop their conceptual and analytical skills to be able to manage marketing operations of a business firm.*

Contents:

Unit I-Introduction: Nature and Scope of Marketing; Core Marketing Concepts; Evolution of modern marketing concept; Modern marketing concepts; Marketing Mix; Marketing management process-a strategic perspective; Customer quality, value and satisfaction; Planning and control.

Marketing Environment: Significance of scanning marketing environment; Analyzing macro environment of marketing-economic, demographic, socio-cultural, technological, political and legal segments; Impact of micro and macro environment on marketing decisions.

Buyer behaviour: Need for studying buyer behaviour; Consumer vs. business buying behaviour; Consumer buying decision process and influences; Industrial buying process.

Market Segmentation, Targeting and Positioning: Bases for segmenting a consumer market; Levels of market segmentation; Factors influencing selection of market segments; Criteria for effective market segmentation; Target market selection and strategies; Positioning – concept, bases and process.

Unit II-Product and Pricing Decisions: Product - concept and classification; Major product decisions; New product development; Packaging and labelling; Product support services; Branding decisions; Product life cycle – concept and appropriate strategies adopted at different stages.

Pricing- Objectives, Factors affecting price of a product, Pricing policies and strategies. Ethical issues in product and pricing decisions.

Unit III-Distribution Decisions: Channels of distribution – concept and importance; Different types of distribution middlemen and their functions; Channel management, selection, motivation and performance appraisal of distribution middlemen; Distribution logistics – concept, importance and major logistics decisions; Channel integration and systems. Ethical issues in distribution decisions.

Retailing and Wholesaling: Types of retail formats; Retail theories; Retailing strategies; Non-Store retailing; Wholesaling-nature and importance, types of wholesalers; Developments in retailing and wholesaling in Indian perspective.

Unit IV-Promotion Decisions: Role of promotion in marketing; Promotion methods; Integrated Marketing Communication – Concept; Communication process and promotion; Determining promotion mix; Factors influencing promotion mix; Developing advertising campaigns. Ethical issues in promotion decisions.

Unit V- Marketing Planning, Organising and Control: Marketing planning process; Different ways of organising marketing department; Sales, cost and profit analysis.

Unit VI-Trends in Marketing: Service Marketing, Social Media Marketing, Green Marketing, Customer Relationship Management, Rural marketing, other emerging trends.

Note: *Class discussions to be supported by relevant case studies.*

Suggested Readings:

1. Kotler, Philip; Keller, Kevin Lane; Koshy, Abraham, and Mithileshwar Jha, *Marketing Management: A South Asian Perspective*, Pearson.
2. Lamb, Charles W.; Hair, Joseph F., and Carl McDaniel, *Mktg*, Cengage Learning.
3. Etzel, Michael J., Walker, Bruce J., Staton, William J., and Ajay Pandit, *Marketing Concepts and Cases*, Tata McGraw Hill (Special Indian Edition).
4. Czinkota, Miachel, *Marketing Management*, Cengage Learning.
5. Kazmi, SHH, *Marketing Management Text and Cases*, Excel Books.
6. Kumar, Arun and N. Meenakshi, *Marketing Management*, Vikas Publishing House.
7. Zikmund, William G. and Michael D'Amico, *Marketing: Creating and Keeping Customers in an E-Commerce World*, South-Western College Pub.

Note: Latest edition of the readings may be used.

**Master of Commerce
Semester II**

Course 4204: LEGAL ASPECTS OF BUSINESS

Marks: 100 (Theory = 70, Internal Assessment = 30)

Objective: *The course aims to acquaint the students with knowledge and understanding of major business laws.*

Contents:

Unit I-Law relating to Transfer of Property: Important definitions; types of properties; movable and immovable property; properties which cannot be transferred; rule against perpetuities; lis pendens; provisions relating to sale; mortgage, charge, lease, gift and actionable claim.

Unit II-Law relating to Societies and Trusts: General concept relating to registration of societies; property of societies; suits by and against societies; enforcement of judgment against societies; dissolution of societies; general concept relating to trusts; creation of a trust; duties and liabilities of trustees; rights and powers of trustees, disabilities of trustees; rights and liabilities of the beneficiary.

Unit III-Law relating to Intellectual Property: Concept and development of intellectual property law in India; law and procedure relating to patents, trademarks and copyrights; geographical indications; design act; overview of laws relating to other intellectual property rights; intellectual property appellate board.

Unit IV-Law relating to Competition and Consumer Protection: Concept of competition; Competition Act, 2002 - anti competitive agreements, abuse of dominant position, combination, regulation of combinations, competition commission of India; compliance of competition law; Consumer protection in India- Consumer Protection Act, 1986; rights of consumers; consumer disputes redressal agencies.

Unit V-Law Relating to Information: Right to Information Act, 2005- Definitions, right to information, obligations of public authorities, request for obtaining information, disposal of request, exemption from disclosure of information, grounds for rejection to access in certain cases, severability; central information commission- its constitution, term of office, conditions of service and removal; powers and functions of Central Information Commissions, appeals and penalties.

Unit VI-Law relating to Pollution Control and Environmental Protection: Concept of sustainable development, biodiversity and carbon credit; government policy regarding environment; law relating to prevention and control of air pollution and water pollution; Environment (Protection) Act, 1986; national green tribunal.

Suggested Readings:

1. Singh, Avtar, *The Principles of Mercantile Law*, Eastern Book Company, Lucknow.
2. Sharma J. P., and Sunaina Kanojia, *Business Laws*, Ane Books Pvt. Ltd, New Delhi.

3. Bhandari, Munish, *Professional Approach to Corporate Laws and Practice*, Bharat Law House, New Delhi.
4. *Handbook of Corporate Laws*, Bharat Law House, New Delhi
5. Sir Dinshaw Fardunji Mulla, revised by Dr. Poonam Pradhan Saxena, *Mulla's The Transfer of Property Act*
6. Sanjiva Row, revised by Justice K. Shanmukham & Shrinivas Gupta, *Transfer of Property Act (with Model Forms of Sale Deed, Agreement to Sell, Mortgage, Lease Deed, Gift Deed, Partition Deed, Assignment of Actionable Claim etc.) (in 2 Vols)*
7. *Bare Acts on Societies and Trusts*
8. *Bare Act on Competition Law*
9. *Bare Act on Consumer Protection Law*
10. *Bare Act on Pollution Control and Environmental Protection*
11. *Bare Act on Right to Information Act Law*

Note: Latest edition of the readings may be used.

**Master of Commerce
Semester II**

Course 4205: INTERNATIONAL BUSINESS

Marks: 100 (Theory = 70, Internal Assessment = 30)

***Objective:** The purpose of this course is to acquaint the students with nature, scope, structure and operations of international business and familiarize them with trends and developments in International Business Environment and policy framework.*

Contents:

Unit I – Introduction: 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

Unit III - International Business Environment: 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 IV - Balance of Payment Account: Components of BOP: Current Account, Capital Account, Official Reserve Account; Disequilibrium in BOP; Correction of Disequilibrium.

Unit V - 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 VI - Regional Economic Integration: 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.

Unit VII - Contemporary Issues in International Business: 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.

**Master of Commerce
Semester III**

Course 4301: GLOBAL STRATEGIC MANAGEMENT

Marks: 100 (Theory = 70, Internal Assessment = 30)

Objective: To help students understand strategy making process that is informed integrative and responsive to rapid changes in an organization's globally oriented environment and also to help them understand tasks of implementing strategy in a global market.

Contents:

Unit I-Introduction: Concept and Role of Strategy; The Strategic Management Process; Approaches to Strategic Decision Making; Strategic Role of Board of Directors & Top Management. Strategic Intent; Concept of Strategic Fit, Leverage and Stretch; Global Strategy and Global Strategic Management; Strategic flexibility and learning organization.

Unit II-Environmental Analysis: Analysis of Global Environment- Environmental Profile; Constructing Scenarios; Environmental scanning techniques- ETOP, PEST and SWOT (TOWS) Matrix; Michael Porter's Diamond Framework; Analysis of Operating Environment - Michael Porters Model of Industry Analysis; Strategic Group Analysis; The International Product Life Cycle (IPLC) Analysis of Internal Environment– Resource Audit; Resource Based View (RBV), Global Value Chains Systems; Core and Distinctive Competencies; From Sustainable Competitive Advantage to Transient Competitive Advantage.

Unit III-Strategic Choice: Strategic options at Corporate Level – Growth, Stability and Retrenchment Strategies; Corporate Restructuring; Strategic options at Business Level- Michael Porters' Competitive Strategies and Cooperative Strategies. Evaluation of Strategic Alternatives – Product Portfolio Models (BCG matrix, GE Matrix, etc.)

Unit IV-Situation Specific Strategies: Strategies for situation like competing in emerging industries, maturing and declining industries, fragmented industries, hyper –competitive industries and turbulent industries; Strategies for industry leaders, runner -up firms and weak businesses.

Unit V-Strategic Issues and Alternatives in Globally Competitive Markets: Why & how firms internationalize; International entry options; Joint Ventures, Foreign Technology Agreements, Mergers and Acquisitions; Multi-country and global strategies; Outsourcing strategies.

Unit VI-Strategy Implementation and Control: Interdependence of Formulation and Implementation of Strategy; Issues in global strategy implementation- Planning and allocating resources; Organisation Structure and Design; Budgets and support system commitment; culture and leadership. Strategy evaluation and control.

Unit VII-Ethical and Social considerations in Global Strategic Management: The Global Context of Corporate Governance.

Note: Case studies and problems involving issues in global strategy are required to be discussed.

Suggested Readings

1. Hill, Charles W.L. and Gareth R. Jones, *Strategic Management: An Integrated Approach*, Cengage Learning, India.
2. Ungson, G.R. and Yim-Yu-Wong, *Global Strategic Management*, M.E. Sharpe.
3. Davidson, W.H., *Global Strategic Management*, John Wiley, New York.
4. Thompson, Arthur A. and A. J. Strickland, *Strategic Management*, McGraw Hill, New York.
5. Hitt, Michael A., Ireland, R. D., Hokisson, Robert E. and S. Manikutty, *Strategic Management: A South-Asian Perspective*, Cengage Learning, India
6. Bartlett, C.A., Ghoshal, S. and P. Beamish, *Transnational Management: Text, Cases, and Readings in Cross-Border Management*, McGraw Hill.
7. Porter, Michael E., *Competition in Global industries*, Harvard University Press, New York, 1986.
8. Porter, Michael E., *The Competitive Advantage of Nations*, Macmillan, London, 1990.
9. Frynas, J.G. and K. Mellahi, *Global Strategic Management*, Oxford University Press.
10. Henry, Anthony E., *Understanding Strategic Management*, Oxford University Press, New York.
11. Wheelen, Thomas L., Hunger, J. David, Hoffman, Alan N. and Charles E. Bamford, *Strategic Management and Business Policy: Globalization, Innovation and Sustainability*, Prentice Hall, New Jersey.
12. Sengupta, N. and J.S. Chandan, *Strategic Management: Contemporary concepts and Cases*, Vikas Publishing.
13. Ghosh, P.K., *Strategic Management- Text & Cases*, Sultan Chand & Sons.
14. Nag, A., *Strategic Management- Analysis, Implementation, Control*, Vikas Publishing.

Note: Latest edition of the readings may be used.

**Master of Commerce
Semester II**

Course 4302: ENTREPRENEURSHIP

Marks: 100 (Theory = 70, Internal Assessment = 30)

Objective: This Course Aims at Instituting Entrepreneurial skills in the students by giving an overview of who the entrepreneurs are and what competences are needed to become an entrepreneur.

Contents:

Unit I-Introduction: Concept and Definitions, Entrepreneur v/s Intrapreneur; Role of entrepreneurship in economic development; Entrepreneurship process; Factors impacting emergence of entrepreneurship; Managerial versus entrepreneurial Decision Making; Entrepreneur v/s Investors; Entrepreneurial attributes and characteristics; Entrepreneurs versus inventors; Entrepreneurial Culture; Women Entrepreneurs; Social Entrepreneurship; Classification and Types of Entrepreneurs; EDP Programmes; Entrepreneurial Training; Traits/Qualities of an Entrepreneurs.

Unit II- Creating Entrepreneurial Venture: Generating Business idea- Sources of Innovation, methods of generating ideas, Creativity and Entrepreneurship; Challenges in managing innovation; Business planning process; Drawing business plan; Business plan failures; Entrepreneurial leadership- components of entrepreneurial leadership; Entrepreneurial Challenges; Legal issues – forming business entity, considerations and Criteria, requirements for formation of a Private/Public Limited Company, Intellectual Property Protection- Patents Trademarks and Copyrights – importance for startups, Legal Acts Governing Business in India.

Unit III-Functional plans: Marketing plan– for the new venture, environmental analysis, steps in preparing marketing plan, marketing mix, contingency planning; Organizational plan – designing organization structure and Systems; Financial plan – pro forma income statements, pro forma cash budget, funds Flow and Cash flow statements; Pro forma balance sheet; Break Even Analysis; Ratio Analysis.

Unit IV- Entrepreneurial Finance: Debt or equity financing, Sources of Finance- Commercial banks, private placements, venture capital, financial institutions supporting entrepreneurs; Lease Financing; Funding opportunities for Startups in India.

Unit V- Enterprise Management: Managing growth and sustenance- growth norms; Factors for growth; Time management, Negotiations, Joint ventures, Mergers & acquisitions.

Suggested Readings:

1. Kumar, Arya, *Entrepreneurship: Creating and Leading an Entrepreneurial Organization*, Pearson, India.
2. Hishrich., Peters, *Entrepreneurship: Starting, Developing and Managing a New Enterprise*, Irwin
3. Taneja, *Entrepreneurship*, Galgotia Publishers.
4. Barringer, Brace R., and R. Duane Ireland, *Entrepreneurship*, Pearson Prentice Hall, New Jersey (USA)
5. Hisrich, Robert D., Michael Peters and Dean Shepherd, *Entrepreneurship*, Tata McGraw Hill, New Delhi
6. Lall, Madhurima, and Shikha Sahai, *Entrepreneurship*, Excel Books, New Delhi
7. Charantimath, Poornima, *Entrepreneurship Development and Small Business Enterprises*, Pearson Education, New Delhi
8. Natarajan., K and E. Gordon, *Entrepreneurship Development*, Himalya Publication, India.
9. Vasant, Desai., *Small- Scale Industries and Entrepreneurship*, Himalya Publication, India.
10. Kuratko, D.F., and T. V. Rao, *Entrepreneurship: A South-Asian Perspective*, Cengage Learning

Note: Latest edition of the readings may be used.

**Master of Commerce
Semester IV**

**Course 4401: CORPORATE GOVERNANCE, ETHICS AND SOCIAL RESPONSIBILITY OF
BUSINESS**

Marks: 100 (Theory = 70, Internal Assessment = 30)

***Objective:** To familiarize the students with the knowledge of ethics, emerging trends in good governance practices and corporate social responsibility in the global and Indian context.*

Contents:

Unit I-Business Ethics: The concept of ethics; 'ethics' and related connotations; business values and ethics; concept of business ethics; various approaches to business ethics; ethical theories; ethical governance; social responsibility—an extension of business ethics; the concept of corporate ethics; benefits of adopting ethics in business; ethics programme; code of ethics; ethics committee.

Unit II-Conceptual Framework Of Corporate Governance: Evolution of corporate governance; developments in India; regulatory framework of corporate governance in India; SEBI guidelines and clause 49; reforms in the Companies Act; secretarial audit; class action; NCLT; insider trading; rating agencies; green governance/e-governance; shareholders' activism; corporate governance in PSUs and banks; legislative framework of corporate governance –an international perspective (United Kingdom, USA, Australia, China, Russia, South Africa).

Unit III-Corporate Management: Management vs. Governance; internal constituents of the corporate governance; key managerial personnel (KMP); chairman- qualities of a chairman, powers, responsibilities and duties of a chairman; chief executive officer (CEO), role and responsibilities of the CEO; separation of roles of chairman and CEO; CFO; manager; company secretary; auditor.

Unit IV-Role and Functions of Board Committees: Standing committees, ad-hoc committees, task force committees, advisory committees; powers, functions and duties of board committees; enhanced performance of board committees; limitations of board committees; statutory committees of board- audit committee, remuneration committee, nomination committee, compliance committee, shareholders grievance committee, investors relation committee, investment committee, risk management committee, other committees.

Unit V-Major Corporate Failures –Bank of credit and commerce international (UK), Maxwell communication corporation and Mirror group newspapers (UK), Enron (USA), World.com (USA), Andersen worldwide (USA), Vivendi (France), News of the world (UK); Satyam computer services ltd (India); Sahara (India); Kingfisher ltd (India); common governance problems noticed in various corporate failures; policy actions including major codes and standards.

Unit VI-Whistleblowing and Corporate Governance – The Concept of Whistle-Blowing; Types of Whistle-blowers; Whistle-blower Policy; the Whistle-Blower Legislation across Countries; developments in India.

Unit VII-Corporate Social Responsibility (CSR) –Meaning; corporate philanthropy; CSR-an overlapping concept; corporate sustainability reporting;CSR through triple bottom line;CSR and business ethics; CSR and corporate governance; environmental aspect of CSR; CSR models; drivers of CSR; global reporting initiatives;major codes on CSR; initiatives in India.

Suggested Readings:

1. Mallin, Christine A., *Corporate Governance (Indian Edition)*, Oxford University Press, New Delhi.
2. Blowfield, Michael, and Alan Murray, *Corporate Responsibility*, Oxford University Press.
3. Francesco Perrini, Stefano, and Antonio Tencati, *Developing Corporate Social Responsibility-A European Perspective*, Edward Elgar.
4. Sharma, J.P., *Corporate Governance, Business Ethics & CSR*, Ane Books Pvt Ltd, New Delhi.
5. Sharma, J.P., *Corporate Governance and Social Responsibility of Business*, Ane Books Pvt. Ltd, New Delhi.

Note: Latest edition of the readings may be used.

**Master of Commerce
Semester IV**

Course 4402: BUSINESS RESEARCH

Marks: 100 (Theory = 70, Internal Assessment = 30)

Objective: *The objective of the course is to acquaint the students with the process and techniques of conducting research. The course is expected to train the students to plan and execute the research studies in business.*

Contents:

Unit I: Introduction to Business Research: Meaning and role of business research; Business research and scientific method; Scope of business research; Organisation of business research: Outsourcing and in-house research; Business research process: An overview; Ethics in business research.

Unit II: Problem Specification: Management problem specification, Formulating research problem, Developing research proposal – research objectives, research hypotheses, information needs; Determining research design: Explorative research – major techniques and their evaluation; Descriptive researches – case study, survey method and observation method; Causal research – major experimental designs and their evaluation; Reliability validity in experimentation; Quantitative vs qualitative research.

Unit III: Determining Data Sources: Secondary data sources and their usefulness; Primary data collection – Observation and questioning methods; Questionnaire preparation; Scaling techniques and attitude measurement; Reliability and validity assessment.

Unit IV: Survey Design: Census and survey methods; Designing sample survey – Defining universe, Determining sampling frame, sampling unit, sampling method and sample size.

Unit V: Data Collection: Organising fieldwork – selection, training, supervision and evaluation of fieldworkers, Survey errors – sampling vs. non-sampling errors; Types of non-sampling errors and ways to deal with them; Data analysis and interpretation: Data editing and coding, Univariate analysis; Bivariate analysis; Multivariate data analysis – Interdependence and dependence analyses and their basic assumptions; Time series analysis.

Unit VI: Major Multivariate Data Analysis Techniques: Basic concepts and applications of multivariate analysis of variance, multiple regression, factor analysis, cluster analysis, discriminant analysis and conjoint analysis.

Unit VII: Communicating Research Results: Research report preparation, presentation and follow-up.

Suggested Readings:

1. Cooper, Donald R., and Schindler, Pamela S. *Business Research Methods*: Tata McGraw Hill
2. Emory, C. William, *Business Research Methods*, Richard D. Irwin .Inc. Homewood, Illinois.
3. Kerlinger Fred N, *Foundations of Behavioral Research*, Surjeet Publications, Delhi.
4. Sekaran Uma, and Bougie Roger, *Research Methods for Business*, A Skill Building Approach, Wiley India.
5. Srivastava, T. N. and Rego, Shailja, *Business Research Methodology*, Tata McGraw Hill.
6. William G. Zikmund, *Business Research Methods* ,Thomson.
7. Damodar Gujarati, Dawn, C. Porter and Sangeetha Gunasekar, *Basic Econometrics*, Publisher Tata McGraw Hill.
8. Harper W. Boyd, Ralph Westfall and Stanley F. Stasch, *Marketing research, Text and Cases*, Homewood, I11: Irwin.

Note: Latest edition of the readings may be used.

**Master of Commerce
Semester III
(Major Group- Finance)**

Course MJ 301: FINANCIAL INSTITUTIONS & MARKETS

Marks: 100 (Theory = 70, Internal Assessment = 30)

Objectives: *The purpose of this course is to equip the students with an understanding of the financial system, its constituents, the principles on which it operates, inter linkages and regulatory concerns.*

Contents:

Unit I - Introduction: Overview of financial markets & securities, Role of financial institutions, depository and non-depository institutions, consolidation & competition among financial institutions, financial conglomerates.

Overview of the Indian financial system including financial sector reforms. Other contemporary issues in finance.

Unit II- Interest Rate: Loanable Funds Theory, economic forces affecting interest rates, factors affecting yield differentials of debt instruments. Term structure of interest rates: Pure Expectations Theory, Liquidity Premium Theory, Segmented Markets Theory & Preferred Habitat Theory, Yield Curve.

Unit III- Financial Markets: Money markets-organization, economic role, instruments & regulation. Capital Markets- Primary & Secondary markets and their organization. Security market regulation and stability.
Role of SEBI.

Unit IV- Banking: An overview of the banking industry, balance sheet of a bank, sources & uses of funds of banks, fee based & off balance sheet activities. Securitization. Bank earnings & bank performance, investment banking.
Bank failure & regulation; Reasons for banks being heavily regulated, bank run, deposit insurance, capital adequacy regulation, bank examination etc. The problem of moral hazard & too big to fail institutions.
RBI and its policy evolution.

Unit V- Financial Services and Non Depository Institutions: Various fund based and fee based financial services- Leasing, Factoring, Forfaiting, Merchant Banking, Credit rating, Custodial services etc. Mutual Funds: Types of mutual funds schemes, ETFs, hedge funds, venture capital funds, private equity funds and regulation.

An overview of Indian Mutual Funds Industry.

Pension Funds: Issues in saving for retirement & role of the financial system; Defined benefit & defined contribution pension plans, Pension funds as financial intermediaries and their regulation.

An overview of Indian pension fund industry including NPS.

Insurance: Incentive problems in insurance-moral hazard & adverse selection, pure premium, premium smoothing etc. Reinsurance, catastrophe insurance. Regulation. An overview of the Indian insurance industry.

Role of SEBI.

Unit VI- Financial Inclusion: Extent of exclusion, financial inclusion initiatives including SHG-Bank linkage Model. Micro finance- emerging issues & regulation.

Suggested Readings:

1. Kohn Meir, *Financial Institutions and Markets*, Oxford University Press.
2. Madura Jeff, *Financial Markets and Institutions*, South Western Cengage Learning.
3. Mishkin, Fredrick S. and Stanley G. Eakins, *Financial Markets and Institutions*, Pearson Education India.
4. Kidwell, David S., Backwell, David W., Whidbee, David A. and Sias Richard W., '*Financial Institutions, Markets and Money*', Wiley.
5. Reserve Bank of India – Various publications.

Note: Latest edition of the readings may be used.

**Master of Commerce
Semester III
(Major Group- Finance)**

Course MJ 302: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Marks: 100 (Theory = 70, Internal Assessment = 30)

Objective: *To equip the students with advanced analytical tools, models and financial theory necessary for making sound investment decisions and optimum portfolio choice as well as understanding the paradigms by which financial securities are valued.*

Contents:

Unit I- Introduction: Investment environment, various asset classes and financial instruments. Investment process. Return-risk analysis and impact of taxes and inflation. Types and sources of risks. Risk Aversion. Diversification and Hedging. Contemporary issues in investment management- Socially responsible investing (SRI), Ethical investing etc.

Unit II- Analysis of Fixed Income Securities: Bond fundamentals; Types of bonds; valuation of bonds; bond yields; bond price- yield relationship; analysis of risks in bonds-duration and convexity. Bond portfolio management- passive bond management and active bond management including bond immunization strategies.

Unit III- Equity Analysis: Measurement of return and risk of equity shares. Approaches to equity analysis. Fundamental Analysis- Economy, Industry, Company Analysis; Equity Valuation Models (DDM, P/E Ratio model and Free Cash Flow Valuation approach).Forecasting P/E ratio. Technical Analysis – Market indicators and specific stock indicators including Bollinger bands. Efficient market hypothesis. Tests of market efficiency and empirical evidence. Assumption of Investor’s rationality and its critique. Behavioural Finance- behavioural biases (Framing, Mental accounting, Regret avoidance and Prospect theory).

Unit IV- Portfolio Analysis, Selection and Management: Risk aversion and capital allocation to risky assets and risk free asset; Risk tolerance and asset allocation; Optimal risky portfolio- Markowitz portfolio selection model. Sharpe’s single Index Model and optimal portfolio construction. Capital Asset Pricing Model (CAPM) and Market Anomalies (Size effect, Value effect, Seasonality effect, Overreaction effect etc) . Extensions of CAPM (Zero beta CAPM and Merton’s Inter temporal CAPM).Arbitrage Pricing Theory and Multifactor Asset Pricing Models. Active and Passive portfolio management. Investment strategies- value investing, momentum and contrarian strategies etc. Portfolio performance evaluation (Sharpe index, Treynor Index, Jensen’s alpha, Information ratio, Fama’s decomposition measure).Portfolio revision.

Unit V- Financial Derivatives: Futures-types and payoffs. Pricing of financial futures and commodity futures (Cost of carry model). Options- types and valuation using Black and Scholes Model. Put call parity. Options trading strategies. Exotic options, Portfolios of futures and options synthetics. Financial engineering.

Note: Some case studies related to above topics are required to be discussed.

Suggested Readings:

1. Bodie, Zvi., Kane Alex and Alan J. Marcus, *Investments*, McGraw Hill.
2. Reilly, Frank K, and Brown, Keith C., *Investment Analysis and Portfolio Management*, Cengage Learning.
3. Chandra, P., *Security Analysis and Portfolio Management*, Tata McGraw Hill.
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. Hull, J.C., *Options, Futures and Other Derivatives*, Prentice Hall.
10. Bhalla, V. K., *Investment Management*, S. Chand & Company Ltd.

Note: Latest edition of the readings may be used.

**Master of Commerce
Semester IV
(Major Group- Finance)**

Course MJ 403: INTERNATIONAL FINANCIAL SYSTEM

Marks: 100 (Theory = 70, Internal Assessment = 30)

Objective: *The objective of this paper is to equip the students with an understanding of the international financial system, its evolution and growing importance as well as challenges thrown up by increasing globalization of finance.*

Contents:

Unit I - Introduction: Growing importance of international finance, costs of international investment-crisis & contagion. Balance of Payments-current account, capital account, official reserve account, the J curve, forex reserves-costs and benefits. BOP trends in major countries, persistent current account deficits & surpluses among nations (Global Imbalances) & their repercussions. Shifting global dominance of the U.S.A., growing importance of a unified Europe and emerging Asia.

Unit II- International Monetary System: Evolution of the international monetary system, bimetallism, Gresham's Law, classical gold standard, its strengths and weaknesses, inter war period, Bretton woods system, Triffin's Paradox, special drawing rights, flexible exchange rate regime, present arrangements including dollarization.

The European Monetary Union & its costs & benefits.

Fixed versus floating exchange rate systems.

Unit III- Exchange Rate Determination & Forecasting: Measuring exchange rate movements & volatility, factors influencing exchange rates, Government intervention-direct & indirect intervention and sterilized & non-sterilized intervention.

Interest Rate Parity, covered and uncovered interest arbitrage, Purchasing Power Parity-absolute & relative, Fisher Effect & International Fisher Effect.

Forecasting Exchange Rates- Technical Approach, Fundamental Approach & Efficient Market Approach.

Unit IV- International Financial Markets: Forex Markets; spot market, direct & indirect exchange quotations, bid ask spread, cross exchange rates, forwards, futures & options market.

International money markets, international credit markets, international bond markets & international stock markets. Regulatory asymmetry & its implications.

Unit V- International Banking: Offshore banking & offshore currency trading, factors contributing to the growth of international banking & Eurocurrency trading, regulatory asymmetry, shadow banks. Bank failure & safety nets, the problem of moral hazard & systematically important financial institutions. Problems in regulating international banking, regulatory arbitrage. BIS & Basel Committee-issues & challenges.

Unit VI- Financial Crisis: Financial flows to developing countries, the problem of original sin, crisis in the Latin American countries, growth & crisis in Asia, contagion. Capital mobility-the trilemma of the

exchange rate regime. Lessons from the crisis. Role of International financial institutions like IMF & World Bank. Securitization and the financial crisis of U.S.A. (2008-09), role of credit rating agencies. Euro zone crisis and other contemporary issues.

Suggested Readings:

1. Levi D, Maurice, *International Finance*, Routledge.
2. Krugman, Paul R., Obstfeld, Maurice and Melitz, Marc, *International Economics*, Pearson Education.
3. Madura, Jeff, *International Corporate Finance*, South-Western/Cengage learning.
4. Eun, Cheol S. and Resnick, Bruce G., *International Financial Management*, Tata McGraw- Hill.

Note: Latest edition of the readings may be used.

**Master of Commerce
Semester IV
(Major Group- Finance)**

Course MJ 404: INTERNATIONAL FINANCIAL MANAGEMENT

Marks: 100 (Theory = 70, Internal Assessment = 30)

Objective: *The objective of this course is to provide the students with a deep understanding of financial management issues in a multinational enterprise (MNE). It equips the students with analytical tools and techniques for sound financial decision making in a global setting.*

Contents:

Unit -I: Introduction: Globalisation and the multinational enterprise (MNE).Complexities and issues in financial decision making of MNEs. Decisions in a global setting. Foreign Exchange Market- Spot and Forward market. Participants in foreign exchange market. Arbitrage, hedging and speculation. Covered interest rate arbitrage. Contemporary issues in international financial management.

Unit -II: Cross- Border Investment Decision: Types of and issues in cross border investment decision. Green field investment Vs. Cross border M&As. Estimation of cash flows from cross border investment projects. Valuation techniques including Adjusted Present Value method. Risks in cross border investment decision- currency risk, political risk, country risk, inflation risk etc. Techniques for incorporating risks in cross border investment decision. Assessment and management of political risk. Country risk analysis.

Unit-III: Financing Decision, Dividend decision and Working Capital Management in MNEs: International capital structure and cost of capital. Determinants of capital structure of MNEs. Financing of foreign subsidiaries or projects- Internal and External sources, Parent Debt and Parent Equity, Bank Guarantees, Parallel loans, credit swaps etc. New instruments of raising finance by MNEs- Eurobonds, Euro notes, Euro-commercial papers, fixed and floating rate notes, euro syndicated credits etc. Dividend policies of MNEs. Working capital management in an MNE- International Cash management, International Inventory management and International receivables management. Financing of foreign trade.

Unit-IV: Managing currency Risk and Interest rate Risk: Types of risk exposure- Transaction exposure, Economic exposure and Translation exposure. Measurement of risk exposure. Management of currency risk using currency forwards and futures, currency options and currency swaps. Assessment of interest rate risk. Management of interest rate risk using Interest rate futures, interest rate swaps and other financial swaps.

Unit- V: International Diversification and Portfolio Investment: Global markets for equities. Risk factors in international investing. International diversification- risk and return aspects. International CAPM assuming no differences in consumption and no barriers to investment as well as assuming such differences. Identification of optimum portfolio.

Unit-VI: International Tax environment and International Accounting: International accounting and tax considerations in financial decision making of MNEs. International tax environment; bilateral tax treaties and tax heavens. Impact of international taxation on cross border investment decision. Transfer pricing and consolidated financial statements. Relevant Indian and International accounting standards.

Note: Some case studies related to above topics are required to be discussed.

Suggested readings:

1. Eun, Cheol S. and Resnick, Bruce G., *International Financial Management*, Tata McGraw- Hill.
2. Apte P.G., *Multinational Financial Management*, Tata -McGraw Hill, New Delhi.
3. Bekaert, Greet and Hodrick, Robert J., *International Financial Management*, Prentice Hall.
4. Madura, Jeff, *International Financial Management*, Cengage Learning.
5. Shapiro, Alan C., *Multinational Financial Management*, John Wiley.
6. Levi D, Maurice, *International Finance*, Routledge.
7. Sharan, V., *International Financial Management*, PHI Learning Pvt. Ltd.

Note: Latest edition of the readings may be used.

**Master of Commerce
Semester III
(Major group- Marketing)**

Course MJ 311: INTERNATIONAL MARKETING

Marks: 100 (Theory = 70, Internal Assessment = 30)

Objective: To familiarize the students with the concept and issues of international marketing and enable them to be able to analyze the foreign market environment and develop international marketing strategies for a business firm.

Contents:

Unit I-Introduction: Nature, importance, and scope of international marketing; International market-orientation and involvement; International marketing management process- an overview, International marketing information system.

International Marketing Environment: Influence of physical, economic, socio - cultural, political and legal environments on international marketing decisions; Global trading environment and developments.

International Market Segmentation, Selection and Positioning; Screening and selection of markets; International market entry strategies –Exporting, licensing, contract manufacturing, joint venture, setting - up of wholly owned subsidiaries abroad.

Unit II-International Product Planning and Pricing decisions: Major Product decisions-product design, labeling, packaging, branding and product support services; Product standardization vs. adaptation; Managing product line; International trade product life cycle; New product development.

Pricing decisions for International Markets: Factors affecting international price determination; International pricing process and policies; Delivery terms and currency for export price quotations; Transfer pricing; Pricing in the context of counter trade.

Unit III-International Distribution Decisions: Distribution channel strategy- International distribution channels; their roles and functions; selection and management of overseas agents; International distribution logistics- inventory management, transportation, warehousing, and insurance.

Unit IV-International Promotion Strategies: Communications across countries-complexities and issues; Country-of-origin effect; International promotion tools and planning; Advertising, personal selling, publicity, and sales promotion; International public relations, Developing international promotion campaign; Standardization vs. adaptation issue; Planning for direct mail, sales literature, trade fairs, and exhibitions.

Unit V-Emerging trends in International Marketing: International Marketing through Internet; Ecological concerns and international marketing ethics.

NOTE: Class discussions to be supported by relevant case studies.

Suggested Readings:

1. Keegan, Warran J. and Mark C. Green, *Global Marketing*, Pearson.
2. Cateora, Phillip R. ;Grahm, John L. and Prashant Salwan,*International Marketing*,Tata McGraw Hill.
3. Czinkota, Michael R. and Illka A. Ronkainon, *International Marketing*, Cengage Learning.
4. Terpstra, Vern; Foley, James and Ravi Sarathy, *International Marketing*, Naper Press.
5. Jain, Subash C., *International Marketing*, South-Western.
6. Kotabe, Masaaki and Kristiaan Helsen, *Global Marketing Management*, John Wiley & Sons.
7. Onkvist, Sak and John J.Shaw, *International Marketing; Analysis and Strategy*, Psychology Press.
8. Rajagopal, *International Marketing*, Vikas Publishing House.

Note: Latest edition of the readings may be used.

**Master of Commerce
Semester III
(Major group- Marketing)**

Course MJ 312: ADVERTISING AND SALES MANAGEMENT

Marks: 100 (Theory = 70, Internal Assessment = 30)

Objective: *To develop an in -depth understanding of the modern concepts and latest techniques of advertising and personal selling and sales force management which constitute a fast -growing area of marketing.*

Contents:

Section A: Advertising

Unit I-Communication Basics: Communication and marketing; Communication process; Communication response hierarchy models; Cognitive processing of communication; EKB model; Marketing communication mix; Integrated marketing communication – an introduction; Advertising - Its importance and nature; Advertising and publicity; Advertising management process; Advertising objectives; DAGMAR Approach; Determination of Target Audience and positioning; Advertising budget – factors influencing budget decision and methods .

Unit II- Advertising Message and Media Decisions: Creativity and advertising; Creative process; Creative appeals and execution styles; Developing advertising copy for print ad - headline, body copy, logo, illustration and layout.

Media Decisions –Types of media, Advertising through Internet and interactive media; Developing media plan; media selection and scheduling.

Unit III-Organization and Evaluation of Advertising Efforts: Centralized and decentralized systems; In-house agency arrangements; Advertising agencies – selection, compensation and appraisal of advertising agency; managing advertising agency relations; IMC services; Reasons for evaluating Advertising Effectiveness; Advertising testing process - Before and after advertising tests and techniques.

Unit IV-Advertising in India: Social and regulatory aspects of advertising in India. Recent developments and issues in advertising.

Section B: Sales Management

Unit V-Fundamentals of Personal Selling: Nature and importance of selling; Types of selling; Personal selling, salesmanship and sales management; Process of effective selling; Sales management process; Environmental factors impacting selling; Managing ethics in selling environment; Role of personnel selling in customer relationship management

Unit VI-Sales Planning and Organization: Setting personal selling objective; Market analysis and sales forecasting; Sales budget; Sales territory; Sales quota; Role of IT in sales planning.

Sales Organization: Organization structure; Relationship of sales department with other departments; Distribution networks relationship.

Unit VII-Sales Force Management: Recruitment and selection; training and development- Objectives, techniques and Evaluation; Sales persons compensation and techniques – straight salary, straight commission, sales contests; rewards and expense accounts; motivating, and supervising sales personnel; Evaluation and Control of the sales effort – Evaluation of sales personnel performance, Sales and cost analysis.

Suggested Readings:

1. Aaker, David A., Rajeev Batra and John G. Mayers, *Advertising Management*, Prentice Hall of India.
2. Belch. George and Michael Belch, *Advertising and Promotion: An Integrated Marketing Communications Perspective*, McGraw Hill Education.
3. Still, Richard R., *Sales Management: Decisions, Strategies and Cases*, Pearson Education India
4. Anderson B. Robert, *Professional Selling*, Universe.
5. Johnston, Mark W. and Greg W. Marshall, *Sales Force Management: Leadership, Innovation, Technology*, Routledge.
6. Spiro, Rosann, William J. Stanton and Gregory A. Rich, *Management of a Sales Force*, McGraw Hill Education.
7. Hair, *Sales Management*, Cengage Learning.
8. Johnston, mark W. and Greg W. Marshall, *Contemporary Selling: Building Relationships and Creating Value*, Routledge.
9. Sharma, Kavita, *Advertising: Planning and Decision Making*, Taxmann.

Note: Latest edition of the readings may be used.

**Master of Commerce
Semester IV
(Major group- Marketing)**

Course MJ 413: CONSUMER BEHAVIOUR

Marks: 100 (Theory = 70, Internal Assessment = 30)

Objective: To provide an in-depth understanding of the consumer and industrial buying processes and their determinants as relevant for marketing decision making.

Contents:

Unit I-Consumer Behaviour: Importance and nature of consumer behaviour; Types of consumers and their role; Consumer behaviour and marketing concept; Changing profile of Indian consumers and impact of technology. Conducting consumer research – overview of process, complexities and issues

Unit II-Consumer Decision Making Process: Buying Motives; Buying Roles; Consumer Buying Process; Levels of Consumer Decision Making.

Unit III-Individual differences in consumers: Needs and motivation; Perception; Attitude and attitude change; Learning and learning theories; Personality and life style analysis.

Unit IV-Socio-Cultural Determinants of consumer behaviour: Family and household influence on consumer buying behaviour; Group and their influences-WOM and opinion leaders, Social class; Culture and sub-culture. Cross-cultural dimensions of consumer behaviour

Unit V-Models of Consumer Behaviour and Business buying behaviour: An overview of contemporary models.

Note: Use relevant case studies to support learning in the class.

Suggested Readings:

1. Schiffman, L.G. and L.L.Kanuk, *Consumer Behaviour*, Prentice Hall.
2. Engel, J.F., Roser D. Blackwell and Paul W. Miniard, *Consumer Behaviour*, Cengage Learning.
3. Peter, J. Paul, and Jerry C. Olson, *Consumer Behaviour and Marketing Strategy*, McGraw Hill.
4. Assael, H., *Consumer Behaviour and Marketing Action*; Cengage Learning.
5. Hawkins, Dal I., Roger J. Best and Kenneth A. Coney, *Consumer Behaviour Implication for Marketing Strategy*, McGraw Hill.
6. Hawkins, Del I, Mothersbaugh, David L, Mookerjee A, *Consumer Behaviour: Building Marketing Strategy*, McGraw Hill, Indian Edition.

Note: Latest edition of the readings may be used.

**Master of Commerce
Semester IV
(Major group- Marketing)**

Course MJ 414: SUPPLY CHAIN MANAGEMENT AND LOGISTICS

Marks: 100 (Theory = 70, Internal Assessment = 30)

Objective: *To acquaint the students with the concepts and tools of supply chain management and logistics as relevant for a business firm.*

Contents:

Unit I-Introduction: Concept of supply chain management (SCM) and trade logistics; Scope of logistics; Logistic activities – an Overview; Contribution of logistics at macro and micro levels; SCM and trade logistics; Business view of SCM; Concept, span and process of integrated SCM; Demand management – methods of forecasting; Supply chain metrics (KPIs), performance measurement and continuous improvement; Product development Process and SCM; Strategic role of purchasing in the supply chain and total customer satisfaction; Types of purchases; Purchasing cycle.

Unit II-Managing Relationship: Role of Relationship marketing in SCM; Managing relationships with suppliers and customers; Captive buyers and suppliers; Strategic partnerships; Supplier-retailer collaboration and alliances.

Unit III- Focus Areas of Logistics and Supply Chain management: Transportation-Importance of effective transportation system; Service choices and their characteristics; inter-modal services; Transport cost characteristics and rate fixation; In-company management vs. out-sourcing; World sea borne trade; International shipping- characteristics and structure; Liner and tramp operations; Liner freighting; Chartering-Types, principles and practices; Development in sea transportation-Unitization, containerisation, inter and multimodal transport; CFC and ICD.

Air transport: Set up for air transport and freight rates; Carriage of Goods by sea -Role and types of cargo intermediaries.

Warehousing and inventory management: Reasons for warehousing; Warehousing evaluation and requirements; Warehousing location strategies; Inventory management principles and approaches; Inventory categories -EOQ, LT, ICC; Material management systems and techniques – JIT purchasing, manufacturing and in-bound logistics; Packing and marking; Control and communication.

Unit IV-IT Enabling Logistics and Supply Chain: Technology in logistics – EDI, bar Coding, RFID etc., data warehousing, electronic payment transfers; Business management systems; TRADITIONAL ERP, SPECIAL ERP, MR, DRP, PDM, EIP, CPFR, WMS, TMS; Re-engineering the supply chain- Future directions.

Unit V-Trends and Challenges in logistics and supply chain management: Third party logistic outsourcing –challenges and future directions.

Note: Use relevant case studies to support learning in the class.

Suggested Readings:

1. Ballau, R.H., *Business Logistics Management*, Prentice Hall, Englewood Cliffs.
2. Christopher, M., *Logistics and Supply Chain Management*, Prentice Hall.
3. Murphy, Paul R. and Donald F. Wood, *Contemporary Logistics*, Prentice Hall.
4. Shapiro, R., *Logistics Strategy: Cases and Concepts*, West Publishing, St. Paul.
5. [Coughlan, A.](#), [Anderson, E.](#) and Louis W. [Stern](#), *Marketing Channels*, Prentice Hall.
6. Handfield and Nicholas, Jr., *Introduction to Supply Chain Management*, Prentice Hall.
7. Jhon J Coyle, C. Jhonand Langley, Brian J Gibs, *Logistics approach to Supply Chain Management*, Cengage Learning.

Note: Latest edition of the readings may be used.

**Master of Commerce
Semester III
(Major Group- Human Resource Management)**

Course MJ 321: HUMAN RESOURCE DEVELOPMENT

Marks: 100 (Theory = 70, Internal Assessment = 30)

Objective: *The objective of the course is to make student aware of the concepts, techniques and practices of human resource development. This course intends to make students understand the applicability of these principles and techniques in an organization.*

Contents:

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

Unit II-HRD Process: Assessing HRD needs; Designing and developing effective HRD programs; Implementing HRD programs; Evaluating HRD programs.

Unit III-Learning and HRD: Maximizing learning; Individual differences in learning process; Learning strategies and styles; Principles of learning; Learning and motivation; HRD culture and climate.

Unit IV-HRD Activities and Applications: HRD for Workers; HRD mechanisms for workers; Role of trade unions; Employee training and development- Process, methods, and types; Coaching, counselling and performance management; Career management and development; Organization development.

Unit V-HRD in Organisations, Trends and Practices: Select cases for HRD Practices in Government organisations, defence, police, private sectors and public sectors units; HRD audit; Balanced scorecard; People capability maturity model; Integrating HRD with technology; Employer branding and other recent trends; Future of HRD.

Note: Lectures should be supplemented with the case studies.

Suggested Readings:

1. Werner J. M., DeSimone, R.L., *Human resource development*, South Western.
2. Nadler, L., *Corporate human resources development*, Van Nostrand Reinhold.
3. Blanchard, P.N., Thacker, J.W., Anand Ram, V., *Effective training, systems, strategies, and practices*, Pearson Education.
4. Raymond, N. and Kodwani, A.D., *Employee training and development*, McGrawHill Education India.
5. Mankin, D., *Human resource development*, Oxford University Press India.
6. Haldar, U. K., *Human resource development*, Oxford University Press India.
7. Rao, T.V., *Future of HRD*, Macmillan Publishers India.
8. Rao, T.V., *HRD score card 2500: Based on HRD audit*, Response Books, SAGE Publications.

9. Rao, T.V., *Hurconomics for talent management: Making the HRD missionary business-driven*, Pearson Education.
10. Curtis, B., Hefley, W. E., Miller, S. A., *The people capability maturity model: Guidelines for improving workforce*, Pearson Education.
11. Kaplan, R.S., and Norton, D.P. 1992, *The Balanced Scorecard: Measures that drive performance*, *Harvard Business Review*.

Note: Latest edition of the readings may be used.

Master of Commerce
Semester III
(Major Group-Human Resource Management)

Course MJ 322: MANAGEMENT OF INDUSTRIAL RELATIONS

Marks: 100 (Theory = 70, Internal Assessment = 30)

***Objective:** The objective of the course is to make student practically equipped to manage the industrial relations in the light of numerous augmentations in the area of Industrial relations. The course will make them understand the importance of industrial relations for an organisation and the ways and means to create industrial harmony at different levels of organisation.*

Contents:

Unit I- Structure and Evolution of Industrial Relations: Concept, Nature and models of IR: Unitarist, Pluralist, Dunlop's and Marxist perspectives of IR, Industrial relations system in India: Structure and its evolution. Major contemporary developments in global economy and polity and their impact on industrial relations scenario in India.

Unit II- Industrial Conflict and Disputes Resolution: Industrial Relations Machinery in India, Provisions under the Industrial Disputes Act, 1947; Authorities under the Act, Reference of disputes to boards, courts or Tribunals, Procedures, Powers and duties of Authorities, Strikes, Lockouts, Layoff and retrenchments, unfair labour Practices, Penalties.

Disputes resolution methods, Forms of industrial conflicts, Labour turnover, workplace practices and cooperation. Dynamics of conflict and collaboration. Trends in industrial conflict. Nature, Causes and Types of industrial disputes: handling interest and rights disputes—Statutory and Non-statutory—Linking IR Strategy and HRM strategy.

Unit III- Trade Unionism, Negotiations and Collective bargaining: Provisions of Trade Union Act, 1926, Definitions, Legislations of Trade unions, rights and Liabilities of Registered Trade Union, Regulations, Penalties and procedure. Management of labour, management control strategies, business strategies and industrial relations, Role of market conditions, Structure for management of Industrial relations; Collective bargaining: Nature and functions; Types of bargaining; Collective bargaining in the Indian context; Negotiating a collective bargaining agreement.

Unit IV- Industrial Relations and HRM performance: Unions and productivity; Industrial relations climate and performance; the conciliation and arbitration system and performance; labour market and economic performance; Nature of grievances and grievance procedure. Handling employee grievances-Model grievance procedures. Industrial indiscipline. Disciplinary enquiries: an overview. Salient features of Industrial Employment (Standing Orders) Act, 1946. Disciplinary action and termination of employment contract.

Unit V- Industrial Democracy: Concept and scope of industrial democracy, Workers' participation: Strategy, practices, behavioural science input/contribution and models. Rationale for participation, Issues in participation, strategies for making participation effective. Emerging trends in Union-Management relations. Technology and industrial relations. Principles of comparative analysis, variables of comparative analysis (culture, values, ideologies, politico-economic structure) Experience of UK, Yugoslavia, West Germany, Scandinavian countries and Japan.

Note: Cases to supplement learning from the course.

Suggested Readings:

1. Venkataratnam, C. S. *Industrial Relations: Text and Cases*. Delhi. Oxford University Press.
2. Michael Salamon, *Industrial Relations—Theory & Practice*. London. Prentice Hall.
3. Bray, M, Deery.S, Walsh.J, and Waring P, *Industrial Relations : A Contemporary Approach*, Tata Mc Graw Hill.
4. Dwivedi, R.S., *Managing Human Resources: Industrial Relations in Indian Enterprises*, New Delhi, Galgotia Publishing Company.
5. Edwards, P. *Industrial Relations: Theory and Practice in Britain*. U.K. Blackwell Publishing.
6. Kaufman, B. *The global evolution of industrial relations: events idea and the IIRA*. Geneva: International Labour Office.
7. Singh, P., & Kumar, N. *Employee Relations Management*. New Delhi: Pearson Education India.
8. Ramaswamy, E.A. *The Rayon Spinners —Strategic Management of Industrial Relations*, New Delhi. Oxford University Press.
9. Mamoria C.B. & S. Mamoria: *Dynamics of Industrial Relations in India*. Mumbai. Himalaya Publishing House.
10. Niland R. et. al . *The Future of Industrial Relations*, New Delhi. Sage.
11. Sen, R. *Industrial relations: text and cases*, New Delhi. Macmillan Publishers.
12. Rowley, C., & Warner, M. *Globalizing international human resource management*. New York: Routledge.
13. Zeytinoglu, I. U. *Effects flexibility in workplace on workers: Work environment and the unions*. Geneva: International Labour Office.
14. www.workersparticipation.eu
15. www.ilo.org

Note: Latest edition of the readings may be used.

Master of Commerce
Semester IV
(Major Group- Human Resource Management)

Course MJ 423: STRATEGIC HUMAN RESOURCE MANAGEMENT

Marks: 100 (Theory = 70, Internal Assessment = 30)

Objective: To impart knowledge about the strategic aspect of human resource management. This paper also intends to make the students understand the linkage between human resource strategies and corporate strategies.

Contents:

Unit I-Introduction: Concept and context of strategic human resource management (SHRM); Corporate strategy and SHRM; Evolution of SHRM; SHRM & HR; Challenges in SHRM; Resource based view of a firm; Competencies of HR professionals.

Unit II-HR Strategies: Strategic HR planning and acquisition: Recruitment and selection; Strategic training and development; Reward and compensation strategy; Corporate strategy and career systems; Employee separation and retention management, retrenchment; Strategic approach to industrial relations; Managing workforce diversity.

Unit III-Implementing Strategic Human Resource Management: Identifying strategic positions; Human resource analytics; Employee engagement; Matching culture with strategy; Behavioural issues in strategy implementation.

Unit IV-Linking SHRM to Competitive Success and Corporate Strategy: SHRM for competitive advantage; HC Bridge Model and Decision science model; Tools for work analysis and talent strategies; HR implications of mergers and acquisitions; Outsourcing and its HR implications.

Unit V- Trends and Issues in SHRM: Alignment of HR strategies and the impact on business performance; HR metrics; Human resource strategy in international context; Future of SHRM.

Note: Lectures should be supplemented with the case studies.

Suggested Readings:

1. Das P., *Strategic human resource management: A resource driven perspective*, Cengage Learning India.
2. Greer, C.R., *Strategic human resource management: A general managerial approach*, Pearson Education.
3. Paul B., *Strategic human resource management*, McGrawHill Education.
4. Armstrong, M., *Armstrong's handbook of strategic human resource management*, Kogan Page.
5. Mello J. A., *Strategic management of human resources*, South Western.
6. Schuler, R. S., and Jackson, S. E., *Strategic human resource management*, Wiley India.

Note: Latest edition of the readings may be used.

Master of Commerce
Semester IV
(Major Group- Human Resource Management)

Course MJ 424: COMPENSATION MANAGEMENT AND EMPLOYEE WELFARE LAWS

Marks: 100 (Theory= 70, Internal Assessment=30)

***Objective:** The course is designed to promote understanding of issues related to compensation management in corporate sector and public services and to impart skill in designing compensation management system, policies and strategies, apart from promoting understanding of legal issues in the administration of compensation, welfare and social security.*

Contents:

Unit I- Compensation Management and Employees Welfare: Compensation management process, Forms of pay, Financial and non-financial compensation. Compensation Strategies, Assessing job values & relativities; Pay structures; Designing pay levels, mix and pay structures, construction of optimal pay structure. Paying for performance, skills and competence. International pay systems: comparing costs and systems; Strategic market mind set; Expatriate pay. Concept and Rationale of Employees Welfare.

Unit II-The Payment of Bonus Act, 1965: Objects; Scope and Application; Definitions; Calculation of amount payable as Bonus; Eligibility and Disqualifications for Bonus; Minimum & maximum Bonus; Set on & Set off of Allocable Surplus; Application of Act in Establishment in Public Sector; Bonus linked with Production or Productivity

Unit III- The Payment of Wages Act, 1936: Objects; Application; Responsibility for payment of wages; Fixation of wage periods; time-limits; Deduction from wages; Remedies available to worker, Powers of authorities, Penalty for offences.

Unit IV-The Minimum Wages Act, 1948: Objects; Application; Minimum Fair and Living Wages; Determination of minimum wage; Taxation of minimum wage; Advisory Board; Remedy to worker for non-payment of minimum wages.

Unit V-The Workmen's Compensation Act, 1923: Objects; Employer's liability for compensation; Amount of compensation; Distribution of compensation; Notice and claims, remedies of employers against stranger; Procedures in proceedings before Commissioner.

Unit VI- The Maternity Benefit Act, 1961: Definitions, Employment of, or work by, women prohibited during certain periods, right to payment of maternity benefits, notice of claim of maternity benefit and payment thereof, Leaves, Dismissal during absence of pregnancy, forfeiture of maternity benefits.

Note: Case laws in respect of recent trends and administration of the Acts are required to be done in all units.

Suggested Readings:

1. Belchor, David W. “*Compensation Administration*”, Prentice Hall, Englewood Cliffs. NT.
2. Henderson, R.I. *Compensation Management in a Knowledge Based World*. New Delhi: Pearson Education
3. Milkovich.G; Newman.J and Ratnam, C.S.V, *Compensation*, Tata Mc Graw Hill, Special Indian Edition.
4. Armstrong, M. & Murlis, H. *Reward Management: A Handbook of Salary administration*, London: Kegan Paul
5. Sharma, J.P. *An Easy Approach To Company And Compensation Laws*. New Delhi: Ane Books Pvt Ltd.
6. Malik, P.L. *Handbook of Labourer and Industrial Law*, Eastern Book Company.
7. Government of India Report of the National Commission on Labour Ministry of Labour and Employment, New Delhi.

Relevant bare Acts and Rules.

Note: Latest edition of the readings may be used.

**Master of Commerce
Semester III
(Minor Group- Tax)**

Course MN 331: PRINCIPLES AND PRACTICE OF TAXATION AND INDIAN TAX SYSTEM

Marks: 100 (Theory = 70, Internal Assessment = 30)

Objective: *To familiarize and update the students with the basic principles of taxation, Structure of Indian Taxation system and provisions of indirect tax.*

Contents:

Unit I-Introduction: Canons of taxation, Tax-GDP Ratio: Meaning, Significance & Determinants. Trends in Tax- GDP Ratio. Features of a good taxation system, Tax Equity: Benefit Principle of Taxation; Ability-to-pay principle of taxation. Tax Capacity & Tax Effort, Tax bases and tax policy – Determinants of tax yield – Classification of taxes: Direct and indirect taxes (Relative Roles of Direct and Indirect Taxes in Indian Economy) OECD classification; Progressive, proportional and regressive taxes; Ad-valorem and specific taxes.

Unit II- International Double Taxation: Assignment Rules of Foreign Income- Source Versus Residence; Methods to alleviate international tax duplication: Exemption, Tax Credit Method, Bilateral Tax Treaty, Multilateral Tax Treaty, OECD Model & United Nations Model- Tax Convention, International Tax Avoidance and Evasion; Transfer Pricing; Tax Heavens, Tax Treaty Shopping – Anti Avoidance Measures. Indian Law on Double Tax Relief.

Unit III- Incidence of Taxation: Types of tax incidence, Factors determining extent of tax shifting-taxation and efficiency: Excess Burden of Taxation; Administrative Costs; Compliance Costs. Distribution of Tax Burden, - Buoyancy and elasticity of tax revenue-Tax evasion in India, causes and consequences of tax evasion, Methods to curb tax evasion, Tax Incentives: Rationale, benefits and costs of tax incentives, forms of tax incentives: Tax Holidays, investment allowance, deductions, reinvestment incentives etc.

Unit IV- Constitutional Provisions Pertaining to Taxes: Rationale for constitutional arrangements. Distribution of taxation powers between the Center and States in the constitution of India; Restrictions on the taxation powers of the States; sharing of Central taxes. Recommendations of the Thirteenth Finance Commission.

Unit V- Tax Reforms in Direct and Indirect Taxes: Issues & Challenges, Value Added Tax, Goods & Service Tax, Direct Tax Code.

Unit VI- Tax treatment of capital gains: exemption, presumptive tax, Tax amnesties.

Note: Some case studies involving the learning from the course.

Suggested Readings:

1. Musgrave. Richard and Peggy Musgrave, *Public Finance in Theory and Practice*, New York: McGraw Hill Book Company.
2. Sury, M.M. *Fiscal Policy Development in India: 1947 to 2007*, Indian tax foundation in association with New Century publications, New Delhi.
3. Peerzode, Sayal Afzal, *Economics of Taxation*, Atlantic Publishers& Distributors Pvt. Ltd.
4. Goode. Richard, *Government Finance in Developing Countries*, New Delhi. Tata –McGraw Hill publishing Company Ltd.
5. Government of India, Ministry of Finance, *Report of the Indirect Taxation Enquiry Committee* (Chairman, L. K. Jha).
6. Government of India, Ministry of Finance, *Speeches of Union Finance Ministers, 1947-48 to 1984-85* (New Delhi, 1984).
7. Singhania. Vinod K, *Direct Taxes: Law and Practice* (Delhi: Taxmann Publications (p)

Note: Latest edition of the readings may be used.

**Master of Commerce
Semester IV
(Minor Group- Tax)**

Course MN 432: CORPORATE TAX STRUCTURE AND PLANNING

Marks: 100 (Theory = 70, Internal Assessment = 30)

Objective: To familiarize the student with latest provisions of the Indian Corporate tax laws and related judicial pronouncements having implications for corporate tax planning.

Contents:

Unit I- Introduction of Tax Planning: Meaning of tax planning and management, tax evasion and tax avoidance; Nature and scope of tax planning and management in the corporate sector; Justification of corporate tax planning and management.

Unit II- Assessment of Companies: Residential Status and incidence of Tax, Computation of corporate tax: Carry forward and set off of losses in the case of certain companies under Sec. 79 of Income-tax Act, 1961; Deductions available to corporate assessee, Computation of taxable income of companies; Computation of amount of corporate tax liability; Minimum Alternate Tax; Tax on distributed profits of domestic companies; Tax on income distributed to unit holders.

Unit III- Tax Planning and Specific Management Decisions: Implications of Tax concessions and incentives for corporate decisions in respect of setting up a new business, location of business and nature of business.

Unit IV-Tax Planning and Financial Management Decisions: Capital structure decisions; Dividend Policy; Bonus Share; Investments and Capital Gains. Owning or leasing of an asset; purchase of assets by installment system or Hire System; Purchase of an asset out of own funds or out of borrowed capital; manufacturing or buying; Repairing, replacing, renewing or renovating an asset; Sale of assets used for scientific research; Shutting down or continuing operations. Private equity

Unit V- Business Reorganisation: Tax Planning in respect of amalgamation or de-merger of companies, Slump sale, conversion of a firm into a company. Conversion of Sole Proprietorship into Company, Conversion of company into Limited Liability Partnership.

Unit VI- Transfer Pricing: Overview of Indian transfer pricing

Unit VII- Foreign Collaboration and Double Taxation Relief: Foreign collaborations and incidence of taxation on domestic companies; provisions for relief in respect of double taxation.

Note: Relevant case studies to be discussed in the class.

Suggested Reading:

1. Srinivas.E.A, *Corporate Tax Planning*, Tata McGraw Hill,
2. Singhanian, Vinod. K, *Taxmann's Direct Taxes, Law & Practice*.
3. Ahuja. Girish&Ravi Gupta, *Bharat's Professional Approach to Direct Taxes, Law & Practice*, Bharat Law House Pvt. Ltd.
4. Lal. B. B & N. Vashisht, *Direct Taxes Income Tax, Wealth Tax and Tax Planning*.
5. Taxman, *The Tax and Corporate Law Weekly*.
6. Bhagmati Prasad, *Direct Taxes And Laws And Practice*, Wishwa Prakashan,

Note: Latest edition of the readings may be used.

**Master of Commerce
Semester III
(Minor Group- Law)**

Course MN 341: CORPORATE LAWS

Marks: 100 (Theory = 70, Internal Assessment = 30)

Objective: To acquire knowledge and develop understanding of the regulatory framework of companies with reference to various provisions of the Companies Act, 2013 and a number of other corporate laws.

Contents:

Unit I- Historical Background of Company Law: Origin and Growth of Company Law in England: Commendas and Societas; Formation of East India Company; Enactment of the Bubble Act, 1719; Joint Stock Companies Act, 1844 (*Joint Stock Companies Act, 1850 in India*); Limited Liability Act, 1855; Companies Act, 1862 (*Companies Act, 1866 in India*); Companies Act, 1908 (*Indian Companies Act, 1913*); Companies Act, 1948 (*Companies Act 1956 in India*).

Unit II- Company and Its Formation: Lifting of corporate veil; types of companies; one person company, producer company; association not for profit; illegal association; formation of company – promoters, their legal position, pre-incorporation contract and provisional contracts; memorandum of association; articles of association; doctrine of constructive notice and indoor management; prospectus and book building; postal ballot; issue, allotment and forfeiture of shares, transmission of shares, buyback and provisions regarding buyback; issue of bonus shares; online registration of a company.

Unit III- Management and Control of Companies: Directors; classification of directors, women directors, independent directors; disqualifications, director identity number (DIN); appointment, legal positions, powers and duties, removal of directors; key managerial personnel, managing director, manager; managerial remuneration; meetings of shareholders and board- kinds, convening and conduct of meetings.

Unit IV-Accounts and Audit: Books of accounts; online filing of documents; dividend provisions, declaration and payment of dividend, treatment of unpaid and unclaimed dividend, transfer of unpaid and unclaimed dividend to investor education fund; auditors-appointment, resignation and removal; qualification and disqualification; auditor's report; inspection, inquiry and investigation, compromises, arrangements and amalgamations; prevention of oppression and mismanagement; concept and modes of winding up.

Unit V- Depositories Act 1996: Definitions; rights and obligations of depositories; participants, issuers and beneficial owners; inquiry and inspections; penalty.

Unit VI- SEBI Act, 1992: Formation and meetings of the SEBI; functions and powers of SEBI in relation to securities markets; prohibition of manipulative and deceptive devices; insider trading and substantial acquisition of securities or control; guidelines for securities issues.

Note: Case Studies involving issues in corporate laws are required to be discussed.

Suggested Readings:

1. Hicks, Andrew & Goo S.H., *Cases and Material on Company Law*, Oxford University Press.
2. Kershaw, David, *Company Law in Context*, Oxford University Press, UK.
3. Gowar, LCB, *Principles of Modern Company Law*, Stevens & Sons, London.
4. Hanningan, Brenda, *Company Law*, Oxford University Press, UK.
5. Sharma, J. P, *Corporate Laws*, Ane Books Pvt Ltd, New Delhi.
6. Bhandari, Munish, *Professional Approach to Corporate Laws and Practice*, Bharat Law House, New Delhi
7. Ramaiya, *A Guide to Companies Act*, Wadhwa and Company Nagpur
8. Kannal, S., & V.S. Sowrirajan, *Company Law Procedure*, Taxman's Allied Services (P) Ltd., New Delhi
9. Course material of the Institute of Company Secretaries of India on Company Laws.
10. *Bharat's Companies Act 2013*, Bharat Law House, New Delhi

Note: Latest edition of the readings may be used.

**Master of Commerce
Semester IV
(Minor Group-Law)**

Course MN 442: INDUSTRIAL LAWS

Marks: 100 (Theory = 70, Internal Assessment = 30)

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

Contents:

Unit I-Employees Provident Fund & Miscellaneous Provisions Act, 1952: Definitions; schemes under the Act – Employees’ Provident Fund Scheme, Employees’ Pension Scheme, 1995; Employees’ Deposit Linked Insurance Scheme; case laws.

Unit II-Employees State Insurance Act, 1948: Objects and applicability of the scheme; definitions- personal injury, factory, manufacturing process, wages, partial and permanent disablement; ESI corporation; standing committee and medical benefit council; contributions; adjudication of dispute and claims, benefits; case laws.

Unit III-Factories Act, 1948: Definitions; authorities under the Factories Act; health; safety; provisions relating to hazardous processes; welfare; working hours of adults; employment of young persons; annual leave with wages; penalties and procedure; case laws.

Unit IV- The Industrial Disputes Act, 1947: Objects; authorities for settlement of industrial disputes; reference of industrial disputes, procedure, powers and duties of authorities; settlements and awards; strikes, lock-outs, lay-off, retrenchment, transfer and closure; unfair labour practices.

Unit V-Payment of Gratuity Act, 1972: Applicability and non- applicability of the Act; definitions- employee, employer, continuous service; payment of gratuity; forfeiture of gratuity; employer’s duty to determine and pay gratuity; recovery of gratuity; penalties; case laws.

Unit VI-Trade Unions Act, 1926: Objects; registration of trade unions; rights and liabilities of registered trade unions; privileges of a registered trade union; immunity from criminal and civil proceedings; penalties; case laws.

Unit VII-Employee’s Compensation Act, 1923: Definitions- dependent, employer, partial and total disablement, workmen, injury, accident; employer’s liability for compensation; amount of compensation; contracting; commissioner; case laws.

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

Suggested Readings:

1. Malik, K.L., *Industrial Laws and Labour Laws*, Eastern Book Company, Lucknow.

2. Kumar, H.L., *Digest of Labour Cases*, Universal Law Publishing Co P Ltd, New Delhi.
3. Srivastava, S.C., *Industrial Relations & Labour Laws*, Vikas Publishing House (P) Ltd.
4. Sharma, J.P., *Simplified Approach to Labour Laws*, Bharat Law House (P) Ltd., New Delhi.
5. Sharma, J.P., *Industrial Laws*, Ane Books Pvt. Ltd, New Delhi.

Note: Latest edition of the readings may be used.

Master of Commerce
Semester III
(Minor Group -Accounting)

Course MN 351: STRATEGIC COST MANAGEMENT

Marks: 100 (Theory = 70, Internal Assessment = 30)

***Objective:** The objective of this course is to provide students the adequate knowledge of modern cost management techniques and to enable them apply these techniques for managing a profitable and competitive enterprise.*

Contents:

Unit I: Cost Management-Nature; Cost Management System; Strategic Cost Management (SCM); SCM and Strategy; Components of SCM.

Activity-Based Management [ABM]: Concept and Uses; Relationship between Activity – Based Costing and ABM; Operational ABM and Strategic ABM; Techniques of ABM; Implementation Steps in ABM.

Unit II: Life Cycle Costing-Meaning and Benefits; Product Life Cycle and Pricing Decisions; Life Cycle Budgeting.

Target Costing: Concept; Target Costing and Target Pricing; Key Principles of Target Costing; ABC and Target Costing; Target Costing Process; Market Driven Costing, Product Level Costing, Component Level Costing, Chained Target Costing; Target Costing and Cost Management; Role of Value Engineering in Target Costing.

Unit III: Kaizen Costing- Meaning; Implementation Steps in Kaizen Costing; Target Costing and Kaizen Costing; General Kaizen Costing and Item Specific Kaizen Costing; Bench Marking.

Total Quality Management(TQM): Meaning and Characteristics; Types of Quality Costs; Traditional and Modern View of Quality, Measuring Quality Costs; Reporting Quality Costs; Success Factors for TQM; Implementing TQM; Quality Cost Information and Managerial Decision Making.

Unit IV: Pricing Strategies- Factors Influencing Pricing Decisions; Short run Vs. Long Run Pricing Strategy; Cost-Based Pricing; Economic Approach to Pricing; Pareto Analysis in Pricing Decisions.

Activity-Based- Budgeting (ABB): ABB and Traditional Budgeting; ABB Process; Capacity Utilization; Role of ABB in Cost Management.

Unit V: Productivity and Business Process Re-Engineering (BPR)- Measuring Productivity; Partial Productivity Measurement; Total Productivity Measurement; Measuring Changes in Activity and Process Efficiency; Productivity in Service Firms and Not-For-Profit Organizations.

Process Reengineering (PR): Concept; Importance; Issues in PR.

Value Chain Analysis: Concept; Value Chain Linkages; Internal Linkages; Supplier Linkages; Customer Linkages; Role of Value-Chain in Decision Analysis.

Unit VI: Just-In-Time (JIT) Inventory Management- Traditional (Push) Approach to Inventory Management; JIT (Pull) Approach; JIT Purchasing; JIT and Quality Control; JIT and Cost Management;

Performance Evaluation in JIT Environment; Changes needed to Implement JIT Manufacturing ; Accounting Implications of JIT; JIT Limitations.

Theory of Constraints (TOC): Concept; Operational Measures; Steps for Improving Performance; Internal Constraint; External Constraint; TOC and Cost Management; Uses of TOC; ABC and TOC.

Suggested Readings:

1. Edward J. Blocher, Kung H. Chen, Gary Cokins and Thomas W. Lin, *Cost Management: A Strategic Emphasis*, McGraw Hill Education (India) Ltd.
2. Don R – Hansen and Maryanne M. Mowen, *Cost Management, Accounting and Control*, Cengage Learning (India) Ltd.
3. Ronald W. Hilton, Michael W. Maher and Frank A. Selto, *Cost Management: Strategies for Business Decisions*, McGraw Hill Irwin.
4. Robert S. Kaplan and Robin Cooper, *Cost and Effect*, Harvard Business School Press.
5. John K. Shank and Vijay Govindarajan, *Strategic Cost Management*, The Free Press.
6. Leslie G. Eldenburg and Susan K. Wolcott, *Cost Management*, John Wiley and Sons.

Note: Latest edition of the readings may be used.

**Master of Commerce
Semester IV
(Minor Group -Accounting)**

Course MN 452: ACCOUNTING THEORY AND FINANCIAL REPORTING

Marks: 100 (Theory = 70, Internal Assessment = 30)

Objective: *The course aims to provide knowledge to the students about developments in accounting theory and financial reporting, and understanding of accounting and reporting issues at the national and international level.*

Contents:

Unit I- Accounting Theory: Nature; Classifications of Accounting Theory; Different Approaches to Theory Construction; Factors Influencing Accounting Environment; Measurement in Accounting. Accounting Principles: Generally Accepted Accounting Principles; Selection of Accounting Principles; AS-1 Disclosure of Accounting Policies; Indian Accounting Standards.

Unit II- Income Concepts: Different Concepts of Income Measurement; Recipients of Net Income.

Accounting Standard Setting: Benefits; Standard Setting By Whom; Comparison of Standard Setting in India, USA and U.K.

Unit III- Financial Reporting: Nature and Objectives; Benefits; General purpose and Specific Purpose Report; Qualitative Characteristics of Accounting Information; Conceptual Framework- FASB and IASB.

International Financial Reporting Standards (IFRSs): Role of IASB; Arguments for Global Convergence; Required Disclosure as per IFRSs; Achievements of IASB and Obstacles in Convergence; Difference between IFRSs and Indian Accounting Standards; US GAAP.

Unit IV- Issues in Corporate Financial Reporting: Accounting for Changing Prices; Segment Reporting

Unit V- Interim Reporting; Foreign Currency Translation.

Unit VI- Human Resource Accounting; Social Reporting; Financial Reporting in Not-For-Profit and Public Sector Organizations.

Suggested Readings:

1. E.S. Hendriksen, *Accounting Theory*, Richard D. Irwin.
2. M.W.E. Glautier and B. Underdown, *Accounting Theory and Practice*.
3. Ahmed Riahi Belkaoui, *Accounting Theory*, Thomson Learning.
4. Henry I- Wolk, Jere R. Francis and Michael G- Tearney, *Accounting Theory: A Conceptual and Institutional Approach*, South Western Publishing Co.
5. Robert Bloom and Pieter T. Elagers, *Accounting Theory and Policy*, Harcourt Brace Joranovich.
6. L.S. Porwal, *Accounting Theory*, McGraw Hill Education (India) Ltd.
7. Jawahar Lal, *Accounting Theory and Practice*, Himalaya Publishing House, New Delhi.

Note: Latest edition of the readings may be used.

Master of Commerce
Semester III
(Minor Group-International Business)

Course MN 361: INDIA'S FOREIGN TRADE AND INVESTMENT

Marks: 100 (Theory = 70, Internal Assessment = 30)

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

Contents:

Unit I – Introduction to India's Foreign Trade and Investment: Pattern and Structure of India's foreign trade; India's trade in service; Terms of trade; India on the world trading map; Analysis of thrust export products and markets.

India's foreign investment policy and flows: India as an investment destination; India's investments abroad – pattern and structure; Indian Joint ventures in foreign countries and their operations.

Unit II - Foreign Trade Policy and Economic Relations: Policy making body and regulatory framework; Trends and developments in India's foreign trade policy; Bilateralism and Multilateralism in India's trade relations; India's trade and economic relations with EU and other regional groupings; India and regional economic cooperation in South Asia; India's Bilateral Investment Treaties and DTAA's (Double Taxation Avoidance Agreements).

Unit III - Export Promotion Measures and Institutional Arrangements: Export promotion measures and schemes; Export and trading houses, Import facilities for exports; Export processing/special economic zones (EPZs/SEZs) and 100% EOUs – Policy framework and operational aspect.

Export promotion councils, DIPP; Commodity boards/export development authorities; Infrastructure Support – Transportation and warehousing infrastructure, Indian ports and shipping system; Foreign Trade Finance and Insurance; Sources and Schemes of Foreign Trade Finance.

Unit IV - Foreign Exchange facilities and Regulations: Foreign exchange facilities and exchange rate mechanism; Regulatory framework – FEMA and its objectives and provisions; Other acts and regulations.

Unit V - Balance of Payment Account: India's Balance of Payment account and adjustment policies; foreign reserves and debt situation.

Suggested Readings:

1. Ministry of Commerce, *Export Import Policy*, Government of India, New Delhi.
2. Ministry of Commerce, *Handbook of Procedures*, Vols. I and II, Government of India, New Delhi.
3. *Customs and Excise Laws*, Various issues.
4. Nayyar Deepak, *Foreign Trade Sector, Planning and Industrialisation in India*, in Terance J. Byres, *The State Development Planning and Liberalisation in India*, Delhi, 1997.

5. Meier G.M., Trade Policy and Development, in Scott Maurice and Deepak Lal, *Public Policy and Economic Development – Essays in Honour of Ian Little*, Oxford.
6. Nayyar Deepak, *India's Export Performance 1970-85, Underlying Factors and Constraints*, in Robert E.B. Lucas and Gustav F. Pipanek (ed.), *Indian Economy Recent Development and Future Prospects*, New Delhi.
7. Economic Survey– Compiled by the Government of India, Ministry of Finance, Department of Economic Affairs – Latest Edition.

Note: Latest edition of the readings may be used.

Master of Commerce
Semester IV
(Minor Group- International Business)

Course MN 462: MANAGEMENT OF INTERNATIONAL BUSINESS OPERATIONS

Marks: 100 (Theory = 70, Internal Assessment = 30)

Objective: *The course intends to acquaint the students with the management of international business operations of a business firm.*

Contents:

Unit I – The Strategy of International Business: Global Expansion, Profitability and Growth; Complexities and issues in International Business Management; Approaches to international management; Cross-cultural values and business management; International management orientation; International business management -A strategic perspective.

Unit II – Planning for Global Expansion: Environmental scanning and monitoring; Resource allocation and portfolio compositions of a global firm; Linkages and synergies among business units across borders; Locus of decision making; Headquarter – subsidiary relationships in international business enterprises; International management information system.

Unit III - International Production, Outsourcing and Location Decisions: Procurement for international operations – international quality standards; Logistics and Supply chain management.

Unit IV - International Marketing Management: Globalization of Markets and Brands; International Market segmentation, targeting and positioning; International marketing mix planning – Product, price, promotion and distribution decisions.

Unit V - Management of International Financial Operations: International capital budgeting and portfolio investment decisions; International capital structure decision, International working capital management.

Unit VI - International Human Resource Management: Selection, training and development of people in international firms; Compensation and reward systems among international firms; Motivation and leadership in international firms; International Labour Relations.

Unit VII – Accounting and Tax Issues in International Business: Evolution of International Accounting Standards (IFRSs); Issues and Challenges; International Double Taxation; Transfer Pricing; Tax Treaty Shopping; Tax havens.

Suggested Readings:

1. Danoes, John D. Radebaugh, Lee H., and Daniel P. Sullivan, *International Business: Environment and Operations*, Prentice Hall.

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. Ball, Donald, Wendall H. McCulloch, Michael 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.