

FACULTY OF ECONOMICS & BUSINESS

SYLLABUS

FOR

Master of Commerce (Hons.)

(Under Credit Based Continuous Evaluation Grading System)

(SEMESTER: I –IV)

Session: 2014–15



GURU NANAK DEV UNIVERSITY

AMRITSAR

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Master of Commerce (Hons.) Semester System
(Under Credit Based Continuous Evaluation Grading System)

Program Code: MCB
Master of Commerce (Hons.)
Department of Commerce and Business Management

SCHEME OF COURSES

Semester – I:

Course No.	C/E/I	Course Title	L	T	P	Total Credits
Core Courses						
MCL - 401	C	Managerial Economics	4	--	--	4
MCL - 402	C	Statistical Analysis for Business	4	--	--	4
MCL - 403	C	Management Principles and Organization Behaviour	4	--	--	4
MCL - 404	C	Business Environment	4	--	--	4
MCL - 405	C	Management Accounting and Control Systems	4	--	--	4
Total Credits:			20	--	--	20

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SCHEME OF COURSES

Semester – II:

Course No.	C/E/I	Course Title	L	T	P	Total Credits
Core Courses						
MCL – 451	C	Corporate Financial Accounting and Auditing	4	--	--	4
MCL – 452	C	Financial Management	4	--	--	4
MCL – 453	C	Management Science	4	--	--	4
MCL – 454	C	Marketing Management	4	--	--	4
MCL – 455	C	Human Resource Management	4	--	--	4
MCL – 456	C	Production and Operations Management	4	--	--	4
MCS – 457	C	Seminar	--	--	2	2
Interdisciplinary Courses (3 Credits)						
	I	To be offered from the outside Department.	3	--		3
Total Credits:			27	--	2	29

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SCHEME OF COURSES

Semester – III:

Course No.	C/E/I	Course Title	L	T	P	Total Credits
Core Courses						
MCL – 501	C	Banking and Insurance Services	4	--	--	4
MCL – 502	C	Analytical Techniques for Business Research	4	--	--	4
MML-503	C	Seminar	--	--	2	2
Interdisciplinary Courses (3 Credits)						
	I	To be offered from the outside Department.	3	--	--	3
Elective Courses (16 Credits)						
	E	Elective Courses*	16	--	--	16
Total Credits:			27	--	2	29

***Note: Any two of the following groups, each having two papers:**

Group A: Accounting and Finance

Course No.	C/E/I	Course Title	L	T	P
MCL – 531	E	Security Analysis and Portfolio Management	4	--	--
MCL – 532	E	Contemporary Accounting	4	--	--

Group B: Business Studies

MCL – 535	E	Strategic Management	4	--	--
MCL – 536	E	Security Market Operations	4	--	--

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Group C: International Business

MCL – 540	E	International Economics Organizations	4	--	--
MCL – 541	E	Management of International Business Operations	4	--	--

Group D: Marketing

MCL – 545	E	Consumer Behaviour	4	--	--
MCL – 546	E	Customer Relationship Management	4	--	--

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SCHEME OF COURSES

Semester – IV:

Course No.	C/E/I	Course Title	L	T	P	Total Credits
Core Courses						
MCL– 551	C	International Accounting	4	--	--	4
MCL– 552	C	E-Commerce	4	--	--	4
MCD– 553	C	Dissertation*	--	--	2	2
Interdisciplinary Courses (3 Credits)						
	I	To be offered from the outside Department.	3	--		3
Elective Courses (16 Credits)						
	E	Elective Courses**	12	--	--	12
Total Credits:			23	--	2	25

*Dissertation will be evaluated by a Committee appointed by BOC comprising of Head of the Department, Supervisor and One internal subject expert which will evaluate the dissertation and award Grades.

**Note: Any one of the following groups, each having three papers.

Group A: Accounting and Finance

MCL – 581	E	International Financial Management	4	--	--
MCL – 582	E	Financial Markets and Financial Services	4	--	--
MCL – 583	E	Corporate Tax Law and Planning	4	--	--

Group B: Business Studies

MCL – 584	E	Indirect Tax Laws	4	--	--
MCL – 585	E	Entrepreneurship Development and Project Management	4	--	--
MCL – 586	E	Business Ethics & Environment Management	4	--	--

Group C: International Business

MCL – 587	E	International Financial Markets and Foreign Exchange	4	--	--
MCL – 588	E	International Financial Management	4	--	--
MCL – 589	E	International Marketing	4	--	--

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Group D: Marketing Management

MCL – 590	E	Advertising and Sales Management	4	--	--
MCL – 591	E	Brand and Retail Management	4	--	--
MCL – 592	E	Services Marketing	4	--	--

MCL-401: Managerial Economics

Credits 4-0-0

Text
<p>Managerial Economics: Meaning, Nature, Scope and Concepts</p> <p>Marginal Analysis: Law of Diminishing Marginal Utility, Law of Equimarginal Utility</p> <p>Law of Demand: Meaning, Determinants, Exceptions, Kinds of Demand, Change in Demand and Importance.</p> <p>Elasticity of Demand: Meaning, Types and Degrees of Elasticity of Demand, Methods of Measuring Price Elasticity of Demand, Factors Determining Elasticity of Demand, Importance.</p> <p>Indifference Curve Analysis: Meaning, Assumptions, Properties, Consumer Equilibrium, Importance.</p>
<p>First Minor Test: One Hour:</p>
<ul style="list-style-type: none"> • Production Function: Meaning, Types: Short Run and Long Run Production Function, Economies and Diseconomies of Scale. • Theory of Costs: Types of Costs, Traditional Theory: Long Run & Short Run, Modern Theory: Long Run & Short Run. • Managerial Theories: Profit maximization and Sales Maximization. • Market Structure: Meaning, Assumptions and Equilibrium of Perfect Competition, Monopoly, Monopolistic Competition. • Oligopoly: Sweezy Model.
<p>Second Minor Test: One Hour:</p>
<ul style="list-style-type: none"> • National Income: Conceptual Framework, Measures of National Income, Methods of Measurement, Limitations of National Income. • Consumption Function: Meaning, and Nature, Determinants and Measures to Raise Propensity to Consume. Keynes Psychological Law of Consumption - Meaning, Properties and Implications. • Inflation: Meaning, Types, Theories, Causes, Effects and Control. Unemployment rate off, WPI, CPI.
<p>Final Examination: Three Hours</p>

Suggested Readings:

1. Koutsoyiannis, A, Modern Micro Economics, Palgrave Macmillan Publishers, New Delhi.
2. Thomas Christopher R., and Maurice S. Charles, Managerial Economics – Concepts and Applications, 8th Edition, Tata McGraw Hills, 2006.
3. Mehta, P L, Managerial Economics – Analysis, Problems and Cases, Sultan Chand & Sons, Delhi.
4. Peterson and Lewis, Managerial Economics, 4th Edition, Prentice Hall of India Pvt. Ltd. New Delhi.
5. Shapiro, Macro Economics, Galgotia Publications.
6. H. L Ahuja, Advanced Economic Analysis, S. Chand & Co. Ltd, New Delhi.
7. G.S Gupta, Managerial Economics, Tata McGraw Hill.
8. Goel Dean, Managerial Economics, Prentice Hall of India, Pvt. Ltd., New Delhi.

MCL–402: Statistical Analysis for Business

Credits 4-0-0

Text
Probability Theory: Probability – Classical, Relative and Subjective Probability; Addition and Multiplication Probability Models; Probability Distribution: Binomial, Poisson, and Normal Distributions; Characteristics and Applications
First Minor Test : One Hour
Hypotheses Testing: Null and Alternative Hypothesis, Type I and Type II Error; Z Tests, T Tests, F Tests, and ANOVA; One-Way and Two-Way.
Second Minor Test : One Hour
Chi-square Test, Sign Test, Run Test, Mann-Whitney U-Test, Wilcoxon Matched Pairs Test, Kruskal-Wallis Test, Kolmogorov-Smirnov Test.
Major Test: Three Hours

Note: Practicals through SPSS

Suggested Readings:

1. Naval Bajpai, “Business Statistics”, Pearson Education.
2. Richard I. Levin, David S. Rubin, Sanjay Rastogi, Masood Husain Siddiqui, “Statistics for Management”, Pearson Education.
3. David R. Anderson, Dennis J. Sweeney, Thomas A. Williams, “Statistics for Business and Economics.
4. J. K. Sharma, “Business Statistics”, Pearson Education.
5. Paul Newbold, William L. Carlson and Betty Thorne, “Statistics for Business and Economics”, Pearson Education.

MCL-403: Management Principles and Organisation Behaviour

Credits 4-0-0

Text
<ul style="list-style-type: none"> • Management: Functions, Roles and Skills, Manager's job and Universality of Management, Historical background of Management: Classical Approach; Scientific Management, General Administrative Theory. Quantitative Approach; Total Quality Management, Quantitative Approach, Behavioural Approach; Early Advocates of Organisational Behaviour, The Behavioural Approach, The Contemporary Approach and the Hawthorne Studies. • Decision Making: Process, Types of Decisions and Decision Making Conditions, Decision making Styles, Decision making and planning. • Management by Objectives: Concept, Objectives setting process, Benefits and Weaknesses of MBO.
First Minor Test: One Hour
<ul style="list-style-type: none"> • Planning and Performance: Goals and Plans, types of Goals, Types of Plans, Setting Goals and Developing Plans, Criticism of Planning, Effective Planning in Dynamic Environments, Planning Premises. • Designing Organisational Structure: Work Specializations, Departmentalization. Chain of Command, Span of Control, Centralization and Decentralization. Relationship between Authority, Responsibility and Accountability, Power, Delegation of Authority. Formalization, Mechanistic and Organic Structure; Two models of Organisational design, Contingency Factors. Common Organisational Designs; Traditional Organisational, Contemporary Organisational Designs, Today's Organisational Designs Challenges.
Second Minor Test: One Hour
<ul style="list-style-type: none"> • Motivation: Concept and early theories of Motivation: Maslow's Hierarchy of Needs Theory, McGregor's Theory X and theory Y, Herzberg's Two-Factor Theory, McClelland's Three-Needs Theory, Contemporary Theories of Motivation; Goal Setting Theory, Reinforcement Theory, Job Design Theory, Equity Theory, Vroom's Expectancy Theory Integrating Contemporary Theories of Motivation. Contemporary Issues in Motivation; Cross Cultural Challenges, Dynamics and motivation Group workers, Designing Appropriate reward programs. • Leadership: Concept ,Early theories of Leadership; Trait Theory, Behavioural Theories: Michigan Studies, Ohio State University studies, Managerial Grid Theory. Contingency Theories of Leadership; Fiedler's Model, Harsey Blanchard's Situational Theory, path Goal theory. Contemporary Views of Leadership; Transactional and Transformational Leadership. Leadership Issues in the 21st Century; Managing Power, Developing Trust,

Empowering Employees , Leading Across cultures , Understanding Gender Differences and Leadership. An Effective Leader.

- **Controlling:** Concept, Controlling Process and Controlling For Organisational Performance. Controlling and Planning, Tools for measuring Organisational Performance; Feedforward, concurrent and feedback control, Financial controls, The Balanced Score Card Approach, Quality Control Charts, Benchmarking of Best Practices. Contemporary Issues in Controlling; Adjusting Control for cross cultural differences, workplace concerns.

Final Examination: Three Hours

Suggested Readings:

1. Harold Koontz, and Heinz Weihrich, *Essentials of Management: An International Perspective*, New Delhi, McGraw-Hill, 2010.
2. Richard L Daft, *The New Era of Management*, New Delhi, Thomson, 2007.
3. Jon L Pierce and Donald G Gardner, *Management and Organizational Behaviour*, New Delhi, Thomson, 2007.
4. Stephen P Robbins, Mary Coulter and Neharika Vohra, *Management*, New Delhi, Pearsons , 2011
5. Sekaran, Uma, *Organizational Behaviour: Text and Cases*, New Delhi, Tata McGraw Hill, 2007.
6. Steven L. McShane, Mary Ann Von Glinow, Radha R Sharma, *Organisational Behaviour*, New Delhi, Tata McGraw Hill, 2007.
7. Paul Hersey, Kenneth H Blanchard, Devwey E Johnson, *Management of Organizational Behaviour: Leading Human Resources*, New Delhi, Pearson Education, 2002.
8. Philip Sadler, *Leadership*, New Delhi, Kogan Page, 2004.

MCL-404: Business Environment

Credits 4-0-0

Text
<ul style="list-style-type: none"> • Salient features of Economic Systems: Capitalist system/Market economy; Socialist system and Mixed Economy, Basic Features of Indian Economy, Government Business Relationship. • Business Environment: Meaning, Types: Internal Environment; External Environment; Micro and Macro Environment. • Aspects of Economic Reforms: Liberalisation; Privatisation; Globalisation and its Implications for India.
First Minor Test : One Hour
<ul style="list-style-type: none"> • Economic Planning in India: objectives, Strategies and Evaluation of Xth plan and Strategy and priorities of XIth plan • Social Responsibility of Business: Concept, rationale, dimensions models of social responsibility and barriers of SR; The Environment Protection Act, 1986. • Consumer Rights and Consumerism: Role of Consumer Groups with special reference to India; Consumer Protection Act, 1986 with latest amendments.
Second Minor Test : One Hour
<ul style="list-style-type: none"> • Deficit Financing and its implications for the Indian Economy; Analysis of current year Annual Budget. • Disinvestment of Public Enterprises: Rationale; Objectives and Implications. • Evaluation of various regulatory policies of Government: Industrial Policy changes during the post Reforms; Fiscal and Monetary policy changes in India, Salient Features of FEMA. • Foreign trade: concept of balance-of-payments; balance-of-trade; currency convertibility; Foreign trade policy 2004-09 and 2009-14; Exim Policy during the post reforms in India.
Final Examination: Three Hours

Suggested Readings:

1. Francis Cherunilam, Business Environment : Himalya Publishing House, New Delhi.
2. K Asvathappa, Legal Environment of Business, Himalya Publishing House, New Delhi.
3. M. Adhikary, Economic Environment for Business, Sultan Chand & Sons, New Delhi.
4. K. Aswathappa, Essentials of Business Environment Himalya Publishing House.

Master of Commerce (Hons.) Semester – I
(Under Credit Based Continuous Evaluation Grading System)

5. Ruddar Dutt and KPM Sundaram, Indian Economy (Fifty-third ed.), S. Chand and Company Ltd., New Delhi, 2006.
6. P.K. Ghosh and G.K. Kapoor, Business Policy and Environment, Sultan Chand and Sons, Delhi.
7. Govt. of India, Five Years Plan Documents.
8. Govt. of India, Various issues of Annual Economic Survey of India.
9. Paul Justin, Business Environment – Text and Cases, Tata McGraw Hills Publishing Com. Ltd., New Delhi, 2006

Note: It is mandatory for the students to consult Economic Times, Financial Express, Annual Budget and Economic Survey to understand this paper.

MCL–405: Management Accounting and Control Systems

Credits 4-0-0

Text
<ul style="list-style-type: none"> • Introduction to Accounting: Accounting as a management information system; Users of accounting information; generally accepted accounting principles and concepts; understanding the annual reports of companies. • Management accounting and managerial decisions: Management accountant's position, role and responsibilities. • Standard Costing and Variance Analysis: Standard costing as a control technique; Setting of standards and their revision; Variance analysis -meaning and importance, kinds of variances and their uses-material, labour variances; Relevance of variance analysis to budgeting and standard costing.
First Minor Test: One Hour
<ul style="list-style-type: none"> • Management Control System: Meaning, nature and scope. Relationship between management control, strategic planning and operational control. • Managerial Behaviour and Control Process: Goal congruence, functions of the controller. Understanding various forms of organizational structure and their relevance to the management control systems. • Management Control Structure: Various forms of responsibility centers. Responsibility Accounting, Intra-company transfer pricing. • Management Control Process: Budgeting process, Preparation of fixed and flexible budgets, Zero Base Budgeting, Activity Based Budgeting, performance budgeting and participative budgeting.
Second Minor Test : One Hour
<ul style="list-style-type: none"> • Marginal Costing and Break-even Analysis: Concept of marginal cost; Marginal costing and absorption costing; Marginal costing versus direct costing; Cost-volume profit analysis; Break-even analysis; Assumptions and practical applications of breakeven-analysis; Decisions regarding sales-mix, make or buy decisions and discontinuation of a product line etc. • Analyzing Financial Statements: Horizontal, vertical and ratio analyses. • Contemporary Issues In Management Accounting: Target Costing. • Reporting to Management: Objectives of reporting, Reporting needs at different managerial levels; Types of reports, modes of reporting, Reporting at different levels of management.
Final Examination: Three Hours

Suggested Readings:

- Anthony, Robert N and Govindrajana, Vijay, “Management Control Systems”, Tata McGraw Hill.
- Anthony, Robert: Management Accounting, Tarapore-wala, Mumbai,
- Darfield, Jessie. Ceily A, Raiborn and Micheel R. Kenney: Cost Accounting: Traditions and Innovations. South-Western College Publishing, Cincinnati. Ohio.
- Dccostet. Don T, and Elden L. Schafer: Management Accounting: A Decision Emphasis, John Wiley and Sons Inc, New York.
- Garrison, Ray H. and Eric W.Noreen: Management Accounting, Richard D. Irwin. Chicago
- Hansen. Don R, and Maryanne M. Moreen: Management Accounting. South-Western College Publishing, Cincinnati, Ohio.
- Hongren, C.T., Gray L. Sundem, and William O.Stratton: Introduction to Management Accounting, Prentice Hall, Delhi
- Hongren, Charles T, George Foster and Srikant M.Daliar: Cost Accounting; A Managerial Emphasis, Prentice Hall, Delhi
- Kaura, Mohinder N., “Management Control and Reporting Systems”, Response Books.
- Lall. B.M., and I, C Jain: Cost Accounting: Principles and Practice, Prentice Hall, Delhi
- Merchant, Kenneth A., “Management Control Systems: Text and Cases”, Pearson Education Asia.
- Pandey, I.M: Management Accounting, Vikas Publication, Delhi

MCL-451: Corporate Financial Accounting and Auditing

Credits 4-0-0

Text
<ul style="list-style-type: none"> • Company Final Accounts-Requirements of Companies Act 1956. • Form and contents of Profit and loss account and Balance sheet. • Managerial remuneration. Meaning of profit. Divisible profits. • Valuation of goodwill, different approaches such as super profit, annuity and capitalization approach.
First Minor Test : One Hour
<ul style="list-style-type: none"> • Valuation of shares; different approaches such as book value and earnings approach. • Understanding the concept and rationale of Financial Audit, Cost Audit, Management Audit, Internal Audit, Proprietary Audit, Efficiency Audit and Audit by C. and A.G., • Statutory Auditor-Appointment qualifications, removal. Duties and liabilities of auditor. Code of conduct and ethics, professional misconduct of statutory auditor.
Second Minor Test : One Hour
<ul style="list-style-type: none"> • Meaning, objectives and scope of cost audit. Cost Auditor, his appointment, duties liabilities. Cost audit report ; Meaning, objectives and scope of management audit. Appointment and qualifications of management Auditor. • Audit of management functions such as planning, organising and control. Audit of functional areas-production, personnel marketing finance and accounting.
Final Examination: Three Hours.

Suggested Readings:

1. Khan & Jain, Financial Management, Himalaya Publishing, New Delhi
2. Pandey I.M., Financial Management
3. Gupta, Kamale, Contemporary Auditing
4. Bigg W.S. Internal Auditing

MCL – 452: Financial Management

Credits 4-0-0

Text
<ul style="list-style-type: none"> • Financial Management: Meaning and nature; Financial goal-profit vs. wealth maximization; Finance functions-investment, financing, liquidity and dividend decisions. Financial planning- Theories of capitalization. • Capital Budgeting: Nature of investment decisions; Investment evaluation criterion, discounted cash flow criteria, discounted cash flow criteria; Risk analysis in capital budgeting (practicals through excel).
First Minor Test : One Hour
<ul style="list-style-type: none"> • Cost of Capital: Meaning and significance of cost of capital; Calculation of cost of debt, preference capital, equity capital and retained earnings; Combined cost of capital (weighted). • Capital Structure Theories: Conceptual framework. Determinants. Net income approach, Net operating income approach, Intermediary approach and M.M. Hypotheses with special reference to the process of arbitrage. • Instruments of finance: Long term and short term. • Dividend Policies: Issues in dividend decisions. Forms of dividends; Theories of relevance and irrelevance of dividends.
Second Minor Test : One Hour
<ul style="list-style-type: none"> • Operating and Financial Leverage: Measurement of leverages; analyzing alternate financial plans; Financial and operating leverage, combined leverage. EBIT and EPS analysis • Management of Working Capital: Meaning, significance and types of working capital; approaches of working capital; Calculating operating cycle period and estimation of working capital requirements. • Management of cash: Strategies, Baumol's, Miller-Orr's and Beranek's models of cash management. • Management of receivables: Credit policy, credit terms and collection efforts.
Final Examination: Three Hours.

Suggested Readings:

1. Berk, Jonathan and DeMarzo, Peter: Financial Management, Pearson Education, Dorling Kindersley (India) Pvt Ltd.
2. Bhattacharya, Hrishlkas: Working Capital Management: Strategies and Techniques. Prentice Hall. New Delhi.
3. Brealey, Richard A and Seward C. Myers: Corporate Finance, McGraw Hill. Int. Ed, New York.
4. Chandrara, Prasanna: Financial Management, Tata McGraw Hill, Delhi
5. Hampton, John: Financial Decision Making, Prentice Hall, Delhi.

MCL 453: Management Science

Credits 4-0-0

Text
<ul style="list-style-type: none"> • Operation Research/Management Science: Meaning, Nature, Scope and Linear Programming: Assumptions, formulation, solution by Graphical and Simplex methods. • Duality: Economic interpretation of optimal simple solution, dual form of the problem, the primal – dual relationship in general form, analysis of the dual form, Dual Simplex Method. Sensitivity Analysis: Changes in (i) right hand side values; (ii) Objective function coefficients; (iii) constraint coefficients (iv) Addition of a new constraint (v) Addition of a new variable.
First Minor Test : One Hour
<ul style="list-style-type: none"> • Goal Programming (GP): Model formulation, Weighted Goals: Graphical method of GP solution; interpretation of the optimal Modified Simplex Solution. • Statistical Decision Theory: Decision making under uncertainty and risk, utility approach • Queuing Theoretic Models: Basic components of a waiting line process; Basic Structure of waiting Line processes; Queuing theory assumptions; Single channel, Single – Phase models – (M/M/I), (M/undefined/I), (M/D/I), (M/EK/I)(Emphasis will be on business application rather than on derivations of formulae).
Second Minor Test : One Hour
<ul style="list-style-type: none"> • Markov Analysis: Properties of Markov Processes, developing the transition probabilities, matrix approach, steady state conditions. • Simulation: The Simulation process, Stochastic simulation with discrete probability functions using Monte Carlo Method. • Implementation of Operations Research/Management Science: Implementation defined, the implementation problem, strategies for successful implementation.
Final Examination: Three Hours

Suggested Readings:

1. Anderson, Sweeney and Williams: Introduction to Management Science/OR, Thompson, New Delhi.
2. Lee S.M.L.J. Moore and B.W. Taylor, Management Science, Boston: Allyn Bacon, 1994.
3. Turbon E. and J.R. Merenth, Management Science, Boston: Irwin, 1991.
4. Shegan A.W., Management Science, Englewood Cliffs, N.J. Prentice Hall, 1988.
5. Render B. and R.M. Stair Jr., Introduction to Management Science, Boston Allyn and Bacon, 1992.
6. Gould, F.J., G.D. Eppen and C.I. Schmidt, Introductory Management Science, Prentice Hall, Englewood Cliffs, N.J., Prentice Hall, 1993.
7. Heinze, David, Management Science, Introductory Concepts and Applications, Cincinnati; South Western, 1978.
8. Hillier and Leiverman, Introduction to Operation Research, Tata Mcgraw Hill, New Delhi.

MCL 454: Marketing Management

Credits 4-0-0

Text
<ul style="list-style-type: none"> • Marketing: Concepts, Philosophies and Importance, Scope of Marketing, Core Marketing Concepts Company Orientation towards the Marketing Place; The Production concept, the Product concept, the selling concept, the Marketing concept, and the Holistic Marketing concept, Relationship Marketing; • Components of a modern marketing information system, Internal Records and Marketing Intelligence. • Analyzing the Microenvironment; Needs and Trends, The Demographic Environment, Economic, Social-Cultural and Natural, Technological, Political-Legal Environment. • Green Marketing, Analyzing the Rural Environment, Rural Consumer Behaviour.
First Minor Test: One Hour
<ul style="list-style-type: none"> • Marketing Research Process • The Buying Decision Process: The Five Stage Model. • Levels of Marketing Segmentation, Bases for segmenting consumer markets: Market Targeting, Bases for segmenting business markets. • Competitive Strategies for Market leaders, Challengers and followers • Product Life Cycle Marketing Strategies; Introduction stage and the Pioneer advantage, Growth, Maturity and Declining Stage.
Second Minor Test: One Hour
<ul style="list-style-type: none"> • Product Characteristics and Classifications; Product levels; The Customer value hierarchy, Product Classification, Differentiation. Packaging, Labeling, Warranties and Guarantees • Understanding Pricing; Setting the Price. • Marketing Channels and Value networks; the Importance of Channel and Channel development. The Role of Marketing Channel. • E Commerce Marketing practices. • Retailing; Types of Retailers. • Marketing Communications; Advertising, sales Promotions, Events and Experiences and Public Relations. Direct Marketing, Personnel Selling, Interactive Marketing and Word of Mouth marketing. • New Product development Process, New product options and challenges in new product development. • Socially Responsible Marketing: Corporate social responsibility Cause-related marketing and Social Marketing, Internal Marketing. • Marketing Implementation, Evaluation and Control.
Final Examination : Three Hours

Suggested Readings:

1. Kotler, Philip; Keller, Kevin; Koshey, Abraham; and Jha, Mithileshwar; Marketing Management: South Asian Perspective. 13th Edition. Pearson Education, New Delhi, 2009.
2. Ramaswamy, V.S. and Namakumari, S., Marketing Management: Global Perspective, Indian Context, 4th edition, MacMillan.
3. Kurtz, David L. and Boone, Louis E., Principles of Marketing, Thomson South-Western, 12th Edition.
4. Enis, B. M., Marketing Classics: A Selection of Influential Articles, New York, McGraw-Hill, 1991.
5. Saxena, Rajan, Marketing Management, Tata McGraw-Hill, New Delhi, 2006.

MCL-455: Human Resource Management

Credits 4-0-0

Text
<ul style="list-style-type: none"> • Human Resource Management (HRM): Nature, Scope, Objectives and Functions of HRM, Evolution of HRM, Changing Trends in HRM. • Strategic Planning and HRM (SHRM): Meaning, Features, Differences between SHRM and HRM. • Human Resource Planning (HRP): Concept, Need and Importance of HRP, Factors affecting HRP, Human Resource Planning Process. • Job Analysis: Meaning and Objective, Process, Methods of Collecting job data, Uses of Job Analysis, Problems of Job Analysis. • Recruitment and Selection: Meaning and Factors governing Recruitment, Recruitment Sources and Techniques. Meaning and Process of Selection, Problems associated with Recruitment and Selection.
First Minor Test: One Hour
<ul style="list-style-type: none"> • Employee Retention: Meaning, Factors Responsible for High Employee Turnover, Employee Retention Strategies. • HR Training and Development: Concept and Need, Process of Training and Development Programme:- Identification of Training and Development Needs, Objectives, Strategy & Designing of Training and Development, Implementation and Methods of Training Programme and Levels of Training Evaluation, Impediments to Effective Training. • Performance Appraisal: Meaning, Purpose, Essentials of Effective Performance Appraisal System, Various Components of Performance Appraisal, Methods and Techniques of Performance Appraisal.
Second Minor Test: One Hour
<ul style="list-style-type: none"> • Managing Compensation and Employee Remuneration: Concept, Objectives, Components of Employee Remuneration, Factors Influencing Employee Remuneration, Challenges of Remuneration. • Job Evaluation: Meaning, Process and Methods of Job Evaluation. • Incentives: Concept, Importance and Process of Incentives. • Fringe Benefits: Meaning, Forms and Administration of Benefits.
Final Examination: Three Hours

Suggested Readings:

- 1) Dessler, Gary, “*Human Resource Management*”, New Delhi, Pearson Education Asia.
- 2) Durai, Pravin, “*Human Resource Management*,” New Delhi, Pearson.
- 3) Noe, Raymond A., Hollenbeck, John R, Gerhart, Barry, Wright, Patrick M., “*Human Resource Management: Gaining a Competitive Advantage*,” New Delhi, McGraw-Hill.
- 4) Mathis, Robert L. and Jackson, John H., “*Human Resource Management*,” New Delhi, Thomson.
- 5) Gomez, Meja, Balkin, Cardy, “*Managing Human Resources*,” New Delhi, Pearson Education.
- 6) Aswathappa, K., “*Human Resource Management*”, *Text and Cases*. New Delhi, Tata McGraw – Hill.
- 7) Snell, Scott, and Bohlander, George, “*Human Resource Management*,” New Delhi, Cengage Learning.
- 8) Mamoria and Rao, “*Personnel Management*”, New Delhi, Himalaya Publishing House.

MCL-456: Production and Operations Management

Credits 4-0-0

Text
<ul style="list-style-type: none"> • Concept of Production & Operations management, product and service continuum. • Types of Production systems. • Operations strategy: Linkage with Corporate Strategy, Market Analysis, Competitive Priorities and capabilities. • New Product Design and development. Introduction to plant location and plant layout.
First Minor Test : One Hour
<ul style="list-style-type: none"> • Scheduling for Manufacturing Systems: Production Scheduling Techniques – Sequencing. Economic Batch Quantity with Joint Production Runs, Gantt. Charts. Network Analysis. • Value Analysis. • Work study: Methods Analysis – Various Charts, Principles of Motion Economy. Work Measurement. • Resources Planning: Aggregate Planning MRP (Bills of Materials & Product Structure), Enterprise Resource Planning, Resource Planning in Services.
Second Minor Test : One Hour
<ul style="list-style-type: none"> • Quality Issues: Concept of Quality, Statistical Quality Control. • Just in Time Manufacturing Systems. • Inventory Management: Concept and Classification of Inventory, Relevant Costs for Inventory Decisions. Inventory Control Models, Reorder level, Lead Time and Safety Stock. • Supply Chain Management: Concept & Components of Supply Chain.
Final Examination: Three Hours

Suggested Readings:

1. Operations Management Theory & Practice, B. Mahadevan, Pearson Education.
2. Production & Operations Management, Kanishka Bedi, Oxford Higher Education.
3. Operations Management Processes & Value Chains, L.J. Krajewski & L.P. Ritzman, Pearson Education.
4. Production Operation Management, B.S. Goel.
5. Operations Management – For Competitive Advantage, Richard B Chase, F Robert Jacobs, Nicholas J Aquilano and Nitin K Agarwal, The McGraw Hill Companies.

MCS-457: Seminar

Credits 0-0-2

MCL-501: Banking and Insurance Services

Credits 4-0-0

Text
<p>Banking: Brief History and Present Structure of Commercial Banking (CB) in India Management of CB in India</p> <ul style="list-style-type: none"> • Profitability and Profit Planning • Liquidity Management • Security Investments and Income Management • Assets and Liabilities Management • Risk management • Liberalisation and regulation of Banking Sector in India. • Narsimham Committee Report Part I and II - Implementation Status. • Banking Regulations: Role of RBI, CRR, SLR, CRAR and Prudential norms
First Minor Test : One Hour
<ul style="list-style-type: none"> • Innovations in Banking: Internet banking, Phone Banking, Mobile Banking Wholesale and Retail banking, Universal and Narrow Banking, Off Shore Banking and Multi national banking. • Social Banking: Need, Challenges, policy initiatives: Priority Sector Lending, Service area approach, genesis of Microfinance.
Second Minor Test : One Hour
<ul style="list-style-type: none"> • Insurance: Introduction to Insurance; Purpose and need/role of Insurance; • Insurance industry in India- Evolution, Liberalisation in Insurance Sector: Malhotra Committee Report and its status of Implementation • Legislative Insurance Framework <ul style="list-style-type: none"> • Insurance Act,1938 • LIC Act,1956 • IRDA Act,1999 • Financial planning and Taxation: Saving and Investment Policies of Insurance Companies in India, Tax benefits under insurance policies. • Insurance pricing: Computation of Premium, rider premium, Bonuses, Surrender Value and Paid up Value • Insurance Documents: Proposal forms, First Premium Receipt/Renewal Premium Receipt, Policy Contract, Endorsements, Renewal Notice/Bonus Notices, Other Insurance Documents. • Concepts of reinsurance, bancassurance
Final Examination: Three Hours

Suggested Readings:

1. Banking Theory Law and Practice, Sundaram and Varshney, Sultan Chand and Sons Publisher, year: 2004 Edition
2. Managing Indian Banks: Challenging Ahead, Vasant C Joshi & Vinay V Joshi, Sage Publications, 2e.
3. Money Banking and International Trade, KPM Sundharam, Sultan Chand and Sons, 2002.
4. Financial Institutions and Markets, LM Bhole Tata McGraw Hill, 2004, 4th Edition
5. Niehaus, Harrington (2007), Risk Management and Insurance, Tata McGraw-Hill
6. Financial Institutions and Markets, Meir Kohn - Tata McGraw Hill, 1996.
7. Management of Indian Financial Institutions, R M Srivastava Himalaya Publishing.

MCL–502: Analytical Techniques for Business Research

Credits: 4-0-0

Text
<ul style="list-style-type: none"> • Research methodology: Nature and scope; problem formulation and statement of research objectives. Research process. Research designs, • Primary data collection: Survey and observation methods, Questionnaire design. • Measurement concept, Levels of measurement—Nominal, Ordinal, Interval and Ratio. • Attitude Measurement: Comparative and Non-comparative scaling techniques
First Minor Test : One Hour
<ul style="list-style-type: none"> • Introduction to SPSS and E-Views • Data Entry, Editing, Transformation and Cleaning • Descriptive Statistics, • Correlation Analysis: Nominal, Ordinal, Scale Data • Regression Analysis: Testing the Assumption of Regression Analysis and Interpretation of Regression Output, Treatment of Dummy variables in Regression,
Second Minor Test : One Hour
<ul style="list-style-type: none"> • Factor Analysis, • Discriminant Analysis, • Basic Characteristics of Time Series Data, Stationarity of Data, Granger Causality Test
Final Examination: Three Hours

Suggested Readings:

1. Damodar N. Gujarati and S. Sangeeta, *Basic Econometrics*, Tata McGraw Hill Publishers, New Delhi, Fourth Edition, 2007.
2. Rajendar Nargundkar, *Marketing Research : Text and Cases*, Tata McGraw Hill Publishers, New Delhi, Fourth Edition, 2006.
3. Hair Joseph F., *Multivariate Data Analysis*, Pearson Education, Prentice Hall, 2006.
4. Naresh K. Malhotra, *Marketing Research : Application to Contemporary Issues with SPSS*, Pearson Education, Prentice Hall, First Edition, 2008.
5. G.S. Maddala, *Introduction to Econometrics*, Wiley India Publishers Third Edition, 2007.
6. I. Gusti Ngurah Agung, *Time Series Analysis Using E-views*, John Wiley & Sons, 2009.
7. Badi H. Baltagi, *Econometrics Analysis of Panel Data*, John Wiley & Sons, Third Edition.

MML-503: Seminar

Credits 0-0-2

Group A: Accounting and Finance
MCL – 531: Security Analysis and Portfolio Management

Credits 4-0-0

Text
<ul style="list-style-type: none"> • Nature and Scope of Investment analysis, Elements of Investment, Avenues of Investment, Approaches to Investment Analysis, Concept of Risk and Return, Security return and risk analysis, Measurement of return and risk. • Financial Assets: Type and their characteristics, Sources of financial Information. • Capital Market, importance, Primary market, Procedure for floating public issue, Broad Contents of offer Document, Listing of Securities. • Evaluation of Securities: Bonds, Debentures, Preference Shares and Equity Shares.
First Minor Test : One Hour
<ul style="list-style-type: none"> • Stock Exchanges; Mechanism of Trading. • Fundamental Analysis: Concept & significance of economic analysis, Industry analysis: introduction, need for industry analysis : alternative classification of industry, industry life cycle analysis, economic factors & industry analysis, SWOT analysis for industries, Company analysis-nature and style of management, key role of financial analysis, ratio analysis. • Technical Analysis: Different techniques of analysis, DOW theory, volume indicators, market sentiment indicators, confidence indicators, points & figure charting, bar charting. • Efficient Market Theory: Random walk: weak form, semi-strong, strong form of market. Empirical tests. Comparison of random walk, technical & fundamental analysis.

Master of Commerce (Hons.) Semester – III
(Under Credit Based Continuous Evaluation Grading System)

Second Minor Test : One Hour
<ul style="list-style-type: none">• Portfolio Management: Meaning, importance, objectives and various issues in portfolio construction and revision of portfolio.• Markowitz risk-return optimization: Estimating rate of return and standard deviation of portfolio returns; effects of combining securities;• Single Index Model: Portfolio total risk, portfolio market risk and unique risk;• Factor Models: Arbitrage pricing theory, principle of arbitrage, arbitrage portfolios; two factor and multi factor models.• Portfolio Performance Evaluation: Measure of return, risk adjusted measures of performance evaluation.
Final Examination: Three Hours

Suggested Readings:

1. Fischer & Jordan: Security Analysis & Portfolio Management.
2. Robert Haugen: Modern Investment Theory.
3. V.K. Bhalla: World Economy in Ninety's –A Portfolio Approach.
4. "Modern Portfolio Theory and Investment Analysis" by E.J. Elton and M.J. Gmber, Publishers: John Wiley & Sons, New York.
5. "Investment, Analysis and Management" by J.C. Francis, Publishers: McGraw Hill, New York.

Group A: Accounting and Finance
MCL–532: Contemporary Accounting

Credits 4-0-0

Text
<ul style="list-style-type: none"> • Emergence of contemporary issues in accounting – influence of other disciplines on accounting and changing environment. • Human Resource Accounting: Meaning and Scope, Human Resource Cost Accounting – Capitalization, Write off and Amortization Procedure. Human Resource Valuation Accounting – Appraisal of Various Human Resource Valuation Models. Use of Human Resource Accounting in Managerial Decisions. Human Resource Accounting in India. • Price Level Accounting – Methods, Utility and Corporate Practices
First Minor Test : One Hour
<ul style="list-style-type: none"> • Corporate Social Reporting: Areas of Corporate Social Performance, Approaches to Corporate Social Accounting and Reporting. Corporate Social Reporting in India. • Corporate Reporting: Concept of Disclosure in relation to Published Accounts, Issues in Corporate Disclosure, Corporate Disclosure Environment, Conceptual framework of corporate reporting. • Recent Trends in the Presentation of Published Accounts.
Second Minor Test : One Hour
<ul style="list-style-type: none"> • Reporting by Diversified Companies • Value Added Reporting: Preparation and Disclosure of Value Added Statements, Economic Value Added, EVA Disclosure in India. • Corporate Reporting through Web. • Accounting Standards in India. Significance and formulation of Accounting Standards. Accounting Standards relating to Interim Reporting. Accounting for Leases, Earning Per Share. and Accounting for Intangibles.
Final Examination: Three Hours

Suggested Readings:

1. Lal, Jawahar and Lele, R.K., “Contemporary Accounting Issues”, Himalaya Publishers.
2. Porwal, L.S., “Accounting Theory”, Tata McGraw Hill.
3. Lal, Jawahar, “Corporate Financial Reporting”, Taxman.
4. Arora, J.S., “Price Level Accounting”, Deep and Deep Publishers.
5. Chander, Subhash, “Corporate Reporting Practices”, Deep and Deep Publishers.

Suggested Websites:

1. www.icaai.org
2. www.fasb.org
3. www.sebi.gov.in

Group B: Business Studies

MCL -535: Strategic Management

Credits: 4-0-0

Text
<ul style="list-style-type: none"> • Understanding strategy and strategic management. Strategic management process. Strategic decision making. Levels of strategy. The secret of success of successful companies(Mckinsey's 7 S model) • Defining strategic intent: Vision, Mission Goals and Objectives. Characteristics of a good mission statement. Designing and evaluating a mission statement. • External environment analysis – Strategically relevant components of external environment. Industry analysis – Porter's five forces model; Strategic group mapping; industry driving forces; key success factors. External Factor Evaluation matrix.
First Minor Test : One Hour
<ul style="list-style-type: none"> • Internal environment analysis - Resource based view of an organization: VRIO framework; Value chain analysis; Competitive advantage and Core competency. Internal Factor Evaluation Matrix. • Environmental scanning techniques – ETOP and SWOT analysis • Business level strategies – Porter's framework of competitive strategies : Cost leadership, Differentiation and Focused strategies. • Corporate level strategies – Growth strategies – horizontal and vertical integration; strategic out sourcing; related and un-related diversification; international entry options; harvesting and retrenchment strategies.

Second Minor Test: One Hour
<ul style="list-style-type: none"> • Portfolio strategies – BCG Model, G E Business Planning Matrix, Shell’s Directional Policy Matrix, Product Life Cycle matrix. • Strategy implementation – Strategy-structure fit: developing and modifying organizational structure. Leadership and organization culture. • Corporate governance and social responsibilities of business. • Strategy Evaluation and Control – Nature of strategy evaluation; Strategy evaluation framework; The balanced Score Card.
Final Examination : Three Hours

Suggested Readings:

1. Wheelen, Thomas L., Hungerdavid J. and Rangarajan Krish, “ Concepts in Strategic Management and Business Policy”, Pearson Education, India.
2. David, R Fred, “Strategic Management– Concepts and Cases”, Pearson Education, India.
3. Hill, Charles W L and Jones Gareth R, “ An Integarated Approach to Strategic Management” Cengage Learning
4. Thompson, Arthur A Jr.; Strickland A J III; Gamble, John E and Jain, Arun K. “ Crafting and Executing Strategy The Quest for Competitive Advantage.- Concepts and Cases”, TMH, New Delhi.
5. Pitts, Robert A and Lei, David. “Strategic Management Building and Sustaining Competitive Advantage”, Thomson, India
6. Kazmi, Azhar. “Business Policy and Strategic Management”, TMH, New Delhi.

Group B: Business Studies

MCL–536: Security Market Operations

Credits: 4-0-0

Text
<ul style="list-style-type: none"> • Structure of Capital market in India • New Issue Market : Reforms in New Issue Market, Guidelines governing new Issue market, Mechanics of Floating New Issues-Public Issues, Bonus Issues, Right Issues, e-IPOs, Book Building, Private Placement, ESOPs, New financial Instruments • Stock Exchange : Regulation of Stock exchanges in India, Membership rules of stock exchange, Listing of Securities ; Trading on a Stock Exchange-Online Trading, Internet Trading ; Margin Trading ; Corporate Governance ; Corporatisation and demutualisation of stock exchanges in India, Takeovers and Buybacks. • OTCEI, BSE, NSE, Interconnected stock exchange of India, Indonext • Indian Stock Indices : Need and importance, Compiling of Index Numbers and Interpretation. • Clearing and Settlement : Policy Developments, Clearing Process, Risk Management, Settlement-Process, Account period settlement, rolling Settlement, Continuous Net Settlement, Settlement Efficiency and Settlement Statistics, G-30 and ISSA recommendations
First Minor Test : One Hour
<ul style="list-style-type: none"> • Derivatives Market : Products, Participants and Functions, Global Derivatives Market, Derivatives Market in India : Risk containment measures, Trading Mechanism, Membership Criteria, Clearing and Settlement of Futures and Options, • Debt Market : Policy developments, Segments, Participants, Primary Issuance Process, Secondary Market, Clearing and Settlement, STRIPS, Market Developments • Mutual Funds : Evolution of Mutual Funds, Mutual Funds in India, Regulation of Mutual Funds, Mutual Funds Prospectus and Balance Sheet, Management of Mutual Funds, Performance of Mutual Funds, Current Developments, Future Scenario of Mutual Fund Industry • Euro Issues : Conceptual framework, Issuing Procedure, Regulatory Framework, Progress

Second Minor Test: One Hour
<ul style="list-style-type: none"> • FIIs : Registration, Investment conditions and restrictions, General obligations and responsibilities, role of FIIs in Indian capital market. • Securities and Exchange Board of India : Objectives, Powers and Functions Investor Protection-Investor education and awareness, Investor protection fund, Investors' complaints and their redressal-mechanism and statistics, Unfair trade practices and Insider Trading, Short selling and its regulation in India, Regulation of Merchant Bankers, Brokers, Custodian, Banker to issue, Registrar to issue, Portfolio manager and Underwriters • Legal Environment : SEBI Act, 1992, SCRA, 1956, Companies Act, 1956 (Various provisions relating to securities), RBI rules and guidelines for FIIs • Depository : Role and need, Procedure for Dematerialisation and Rematerialisation, The Depositories Act, 1996, SEBI rules, Performance of NSDL and CSDL • Credit Rating : Concept, Agencies, Methodology and process, Regulatory framework
Final Examination : Three Hours

Suggested Readings:

1. Sharpe, William F., Gordon J. Alexander and Jeffrey V. Bailey, Investments (Prentice Hall).
2. Fabozzi, Frank Investment Management (Prentice Hall)
3. Haugen, Robert A. The Inefficient Stock Market (Prentice Hall)
4. Taggart, Robert A., Quantitative Analysis for Investment Management (Prentice Hall)
5. Richard Brealey and Steward Myers. Principles of Corporate Finance., McGraw Hill.
6. Dimson, E. (ed) : Stock Market Anomalies (Cambridge : Cambridge University Press)
7. Khan, M.Y. Financial Services, Tata McGraw Hill Publishing Company, New Delhi.
8. Singh, Preeti, Investment Management, Himalaya Publishing House, New Delhi.
9. Avadhani, V.A. Investment Management, Himalaya, Himalaya Publishing House, New Delhi.
10. Annual Reports of RBI

Master of Commerce (Hons.) Semester – III
(Under Credit Based Continuous Evaluation Grading System)

11. Annual Reports of SEBI
12. Journals
13. SEBI Bulletin
14. Capital Market
15. NSE News Letter
16. The Stock Exchange Review
17. Capital Market
18. SEBI and Corporate Laws

Websites:

www.sebi.gov.in

www.bseindia.com

www.nseindia.com

www.iseindia.com

www.stockholding.com

www.capitalideasonline.com

www.indiainfoline.com

www.rbi.org.in

www.goidirectory.nic.in

www.otcei.net

Group C: International Business

MCL-540: International Economics Organizations

Credits 4-0-0

Text
<ul style="list-style-type: none"> • International Political Economy: Concept; Traditional Schools of International Political Economy; Interests and Institutions in International Political Economy; Emergence of Global Institutions. • International Monetary Fund (IMF): Origin, Functions, Purposes, Organizational Set up, Instruments of IMF Lending and their Evolution; Key Features of IMF lending; IMF lending to poor countries; International Liquidity and SDRs. • World Bank Group- International Bank for Reconstruction and Development (IBRD): Financing of Development; the Millennium Development Goals; Bank Prescriptions for the Borrowers.
First Minor Test : One Hour
<ul style="list-style-type: none"> • International Development Association (IDA): Origin; Functions; Role; Key areas of IDA; Support and Financing framework. • International Finance Corporation (IFC): Origin; Functions; Role; Advisory Services; Operations; Monitoring and Evaluation • Multilateral Investment Guarantee Agency (MIGA): Functions; Types of Coverage • International Center for Settlement of Investment Disputes (ICSID): Functions and Role. • International Labour Organization: Origin, Functions. Role of ILO: Decent Work; Social Dialogue; Standards, Freedom of Association; Forced Labour; Child Labour; Discrimination; Employment and Income; Wages and Other Conditions of Employment; Social Protection; Health and Safety and HIV/AIDS.
Second Minor Test : One Hour
<ul style="list-style-type: none"> • Conflicts and Negotiations in International Business: Factors Causing Conflicts; Conflict between Host Country and the Transnational Country Negotiations; Role of International Agencies in conflict resolutions. • The Multilateral Trade System: the creation of Postwar Trade System; General Agreement on Tariffs and Trade (GATT); the Evolution of Multilateral Trade System: the Uruguay Round Package and World Trade Organization (WTO); Organizational Structure of WTO. • United Nations Conference on Trade and Development (UNCTAD): Origin; Functions, Sustainable Development and Poverty Reduction; Trade and Development; Approach towards Developing to Least Developed Countries (LDCs).
Final Examination : Three Hours

Suggested Readings:

1. Hunt, Diana Economic Theories of Development: An Analysis of Competing Paradigms, Hemel Hempstead: Harvester Wheatsheaf, 1989
2. Keohane. Robert O. International Institutions and State Power: Essays in International Relations Theory Boulder: Westview, 1989
3. Krasner. Stephen D. Structural Conflict: The Third World Against Global Liberalism, Berkley, University of California Press, 1985
4. Simai, Mihaly The Future of Global Governance, Washington, D.C.: United States Institute of Peace Process, 1994
5. Sidell, Scott The IMF and Third World Political Instability, London Macmillan, 1988

***Students are required to consult the Annual Reports of the respective institutions.**

Group C: International Business

MCL-541: Management of International Business Operations

Credits 4-0-0

Text
<ul style="list-style-type: none"> • Multinational Firms: Nature; Rationale; Goals and Constraints; Orientation of a Multinational: Ethno, Poly, Regio and Geocentric Firms. • Economic Superpowers: the Traid. • Cultural Context for International Management: Japanese, American, European and Indian Management Values, Cultural Diversity, Perceptions and Stereotypes, Cultural dimension: Power Distance, Uncertainty Avoidance, Individualism and Masculinity.
First Minor Test : One Hour
<ul style="list-style-type: none"> • Global Sourcing, Production and Export Strategies: offshore Manufacture Dimensions of Global Production Strategy, Different Ways of Sourcing Materials and Manufacturing Products. Key elements of Import and Export strategies. • Strategic Alliances: Variables affecting Choice, Licensing, Franchising, Management Contracts, Turnkey Operations, Custom Contracts, Access to Foreign Technology, Shared Ownership, and Managing Foreign Arrangements.
Second Minor Test : One Hour
<ul style="list-style-type: none"> • Global Market Opportunities Arrangements; Overview of Global Market Opportunity assessment; Task One: Analyze Organizational Readiness to Internationalize; • Task Two: Assess the Suitability of the Firms and Products and Services for Foreign Markets; Task Three: Screen Commodities to Identify Markets; Task Four: Assess Industry Market Potential; Task Five: Select Foreign Business Partners; Task Six: Estimate Country Sales Potential • Global Strategy and Organization: Role of Strategy; the Integration- Responsiveness Framework; Distinct Strategies emerging from the Integration-Responsiveness Framework; Organizational Structure; Alternative Organizational Arrangements for International Operations; and Building the Global Firm • International Human Resource Strategy: Assessing Human Resource Requirements, choosing staffing policy, training selected people, compensating employees in host country, impact of host country regulations. American, European & Japanese Practices. Leadership in International contact vs US Leadership Styles.
Final Examination : Three Hours

Suggested Readings :

1. Cavusgil, S. Knight Gary and Riesenberger, John R., International Business – Strategy Management and the New Realities, Pearson Education, Dorling Kindersley (India) Pvt. Ltd, Delhi, 2009.
2. Daniel, John D., Radebaugh, Lee H. and Sullivan Daniel P., International Business – Environment and Operations, 10th ed., New Delhi.
3. Czinkota Michael R., Ronbiben Iikka A. Ronkainen A. and Moffet Micheal H., International Business, 6th Edition, Thomson, South Western, Bangalore, 2005.
4. C. Paul Hallwood and Ronald Macdonald, International Money and Finance, Blackwell, Oxford U.K., 1995.
5. Sharan Vyuptakesh, International Business – Concept, Environment and Strategy, 2nd Edition, Pearson Education, Delhi, 2006.
6. Hill, Charles W.L. and Jain, Arun Kumar, International Business – Competing in the Global Market Place, 5th Edition, The McGraw Hill Publishing Co. Ltd., New Delhi, 2006.

Group D: Marketing

MCL-545: Consumer Behaviour

Credits 4-0-0

Text
<ul style="list-style-type: none"> • Introduction to Consumer Behaviour: Nature, Scope and Importance. • Consumer Motivation: Nature of motivation; Types of consumer needs and motives; Dynamics of motivation; Need conflict; Need Hierarchy Theory of Motivation and its applications; Measurement of Motives. • Personality and Consumer Behaviour: Definition of personality; Theories of personality; Personality and consumer diversity; Self concept and self image; Life style and psychographics. • Consumer Perception: Elements of perception; Dynamics of perception, Perceptual process; Perception and marketing strategy; Perceived risk.
First Minor Test : One Hour
<ul style="list-style-type: none"> • Consumer Learning: Elements of consumer learning; Behavioural theories and Cognitive theories of learning. • Consumer Attitude Formation: Definition of attitudes; Structural models of attitudes; Attitude Theories; Attitude formation; Strategies of attitude change; Measuring Attitude. • Reference Group and Family Influences: Power of reference groups; Types of consumer related reference groups; Celebrity and other reference group appeals; Family decision making and consumption related roles; Family life cycle. • Social Class: Definition; Measurement of social class; Social class dynamics.

Second Minor Test: One Hour
<ul style="list-style-type: none"> • Cultural and Sub cultural Influences on Consumer Behaviour: Definition of culture and subculture; Affect of culture on consumer behaviour; Nature of culture; Measurement of culture; Subculture and consumer behaviour; subcultural categories. • Diffusion of Innovation; Diffusion process; Adoption process. • Opinion Leadership: Definition; Dynamics of the opinion leadership process; Motivation behind opinion leadership • Consumer Decision Making: Consumer decision process; Types of decisions; Information search process; Alternative evaluation and selection; Decision rules. • Models of Consumer Behaviour: E.K.B; Howard and Sheth; Nicosia's Model.
Final Examination : Three Hours

Suggested Readings:

1. Schiffman, I. G. and Kanuk, L. L. Consumer Behaviour, New Delhi, Pearson Eductaion, 2007.
2. Blackwell, Roger D., Miniard, Paul W., and Engel James F. Consumer Behaviour, Cengage, 2006.
3. Solomon, Michael R. Consumer Behaviour, New Delhi, Pearson Education, 2003.
4. Assael, Henry Consumer Behaviour and Marketing Action, Cengage, 2006
5. Loudon, David L. and Della Bitta, Albert J., Consumer Behavior, Tata McGraw-Hill, Fourteenth Edition, 2002.

Group D: Marketing

MCL–546: Customer Relationship Management

Credits 4-0-0

Text
<ul style="list-style-type: none"> • Introduction to CRM –Concept of Customer Relationship Management (CRM), Nature and Scope of CRM. • Conceptual Framework of CRM, Relationship Marketing and Customer Relationship Management. • Uses and Benefits of CRM, Challenges and Barriers in CRM. • Understanding People Component of CRM. • Organization Environment and CRM. • Value Chain Considerations for CRM. • Difference between CRM and e-CRM. • Knowledge Management and CRM. • Data Mining and CRM. • Different Relationship Markets.
First Minor Test: One Hour
<ul style="list-style-type: none"> • CRM Strategy – Customer Sales Strategy, Sales Strategy, Category Management, Account Specific Marketing, Sales Enhancement Programs. • CRM and Sales Organization, Sales Customer Relationship Cycle. • CRM Technology and Sales- Sales Force Communications, Sales Force Automation Technology. • Marketing Strategy and CRM– Service Quality and Customer Satisfaction, Customer- Company Profit Chain. • Customer Loyalty – Conditions for Loyalty, Degrees of Loyalty. • Relationship between Customer Satisfaction and Loyalty. • Relationship between Customer Loyalty and Company Profitability. • CRM Strategy Cycle.

Second Minor Test: One Hour
<ul style="list-style-type: none"> • Customer Retention, Principles of Acquisition and Retention, Importance of Win-Back Strategy. • CRM Models –Models of Customer Management: One-to-one, Transparent Marketing, Top Vanilla, Spot Sell, and Pure Spot Sell. • CRM and Branding Relationships. • Concept of Company Share of Customers’ Wallet. • Relationship Continuum and CRM. • Creating Long-term Customer Value (LTCV). • Measuring Customer Relationships- Creating a Customer Relationship Index. • Accelerating Customer Relationships- Customer-centric Payback Performance.
Final Examination: Three Hours

Suggested Readings:

1. Baran, Roger J. & Robert J. Galka & Daniel P. Strunk, “*Customer Relationship Management*”, Cengage Learning, New Delhi.
2. Barnes, James G., “*Secrets of Customer Relationship Management*”, McGraw Hill, New Delhi.
3. Kincaid, Judith, “*Customer Relationship Management: Getting it Right*”, Pearson Education, New Delhi.
4. Peelen, Ed, “*Customer Relationship Management*”, Pearson Education, New Delhi.
5. Anderson, Kristin and Carol Kerr, “*Customer Relationship Management*”, McGraw Hill, New Delhi.
6. Sheth, Jagdish N., Parvatiyar Atul, & Shainesh, G., “*Customer Relationship Management: Emerging Concepts, Tools and Applications*”, McGraw Hill, New Delhi.
7. Gosney, John W., Thomas P., “*Customer Relationship Management Essentials*”, Prentice Hall of India, New Delhi.

MCL-551: International Accounting

Credits 4-0-0

Text
<ul style="list-style-type: none"> • Introduction to International Accounting: Interaction between accounting and its environment. The global economy. Meaning and domain of international accounting. • International classification of financial accounting and reporting. • International financial reporting: concept and differences in international financial reporting. Reporting problems of Multinational Companies. • International financial analysis: meaning, need and significance of international financial analysis. Business analysis framework. Problems in international financial analysis.
First Minor Test : One Hour
<ul style="list-style-type: none"> • Comparative financial reporting in U S, U K, China, Japan and India. • International harmonisation of financial reporting: why harmonisation? Role of IASB, OECD, EU and IOSCO(international Organisation of Securities Commissions) • Convergence of accounting standards.
Second Minor Test : One Hour
<ul style="list-style-type: none"> • International transfer pricing: meaning, objectives, methods and regulation. • Accounting for foreign currency transactions and translation: approaches to accounting for foreign currency transactions, methods of foreign currency translation. Practices in various countries. • Issues related to consolidation of financial statements of MNCs. • International taxation: diversity of national tax systems, taxation of foreign source income and double taxation. • Strategic accounting issues in MNCs: strategy formulation, implementation and control. Evaluating the performance of foreign operations.
Final Examination: Three Hours

Suggested Readings:

1. Choi, Frederick D S and Meek, Garry K, “International Accounting”, Pearson Education, 5th edition. 2007.
2. Douppnik, Timothy and Perera, Hector, “International Accounting”, McGraw Hill International Edition, 2007.
3. Saudagaran, Shahrokh M. International Accounting – A Users Perspective”, Thompson, 2nd edition, 2007.
4. Iqbal, zafar M, Melchar, Trini U, and Elmallah, Amin A, International Accounting: A Global Perspective”. International Thomson Publishing
5. Rathore, Shirin, “International Accounting”, PHI.

MCL-552: E-Commerce

Credit: 4-0-0

Text
<ul style="list-style-type: none"> • History of E-Commerce: Definition, advantages & disadvantages of E-Commerce; Emergence of World Wide Web; Transition to e-commerce in India; E-Commerce opportunities for Industries; • Business Models for E-Commerce: E-business models based on the relationship of Transaction parties; E-business models based on Relationship of Transaction type: Brokerage model, Aggregation Model. • Technologies of World Wide Web: Internet client-server applications; Telnet, File Transfer Protocol(FTP), Internet Relay Chart(IRC), ICQ, Multipurpose Internet Mail Extensions(MIME), Networks and Internets; Communication Switching, Developments in Transmission, Network Routers, Internet Naming Conventions, Uniform Resource Locators (URLs), Transmission Control Protocol(TCP), Search engines, Internet Service Providers (ISPs); ISPs in India, Terms Related to ISPs, ISP Policy of the Government of India, Major ISP Players in India.
First Minor Test : One Hour
<ul style="list-style-type: none"> • E-Marketing: Traditional Marketing; Identifying Web Presence Goals; Achieving Web Presence Goals, Uniqueness of Web, Meeting the needs of Website Visitors, E-marketing value chain, site adhesions, maintaining a website, metrics designing internet units of measurements. • Online marketing: How buyers pay online, advantages of online market research, Building customer Relationship based on one to one marketing, market segmentation, data mining and marketing research, Intelligent Agents in Marketing and Customer-related applications, measuring the effectiveness of E-advertising; Internet Marketing Trends, Target Markets; E-branding; e-marketing related marketing strategies. • E-Security: Information System Security; Security on the Internet; E-business Risk Management Issues; Information Security Environment in India. • E-Payment Systems: Digital payment Requirements; Digital Token-based E-payment systems; Classification of new-payment systems; Properties of Electronic-Cash; Cheque payment systems on the Internet; Risks in E-payments; Digital Signatures.

Second Minor Test: One Hour

- **Information System for Mobile Commerce:** Definition, wireless applications, Cellular Network, Wireless spectrum. Technologies for mobile commerce, Different generations in wireless communication, mobile commerce in India.
- **Web-Designing:** Requirements of Intelligent Websites, setting website goals and objectives, strategies for website development.
- **Legal & Ethical Issues:** Ethical issues in Digital Economy, computers as targets for crime, computer as storage devices, computers as communication tools, cyberstalking, privacy, printing, copyrights, Internet Gambling Threats to Children, Ethical Characteristics of Internet.

Final Examination : Three Hours

Suggested Readings:

1. Joseph, P.T. E-Commerce – An Indian Perspective, Prentice Hall of India, 3rd Edition.
2. Schneider, Gary P. E-Commerce: Strategy, Technology and Implementations, Cengage Learning India Private Limited, Fourth Edition.
3. Murthy, C.S.V. E-Commerce; Concepts, Models, Strategies; Himalaya Publishing House.
4. Brahm Canzer, E-Business and Commerce: Strategic Thinking & Practice Biztantra Publishers.

Group A: Accounting and Finance

MCL – 581: International Financial Management

Credits 4-0-0

Text
<ul style="list-style-type: none"> • Foreign Exchange System: The Internationalization of Business And Finance, Alternatives Exchange Rate System; International Monetary System, The European Monetary System. • Foreign Exchange Rate Determination: Introduction To Spot Market And Forward Market; Setting The Equilibrium Spot Exchange Rate; Factors Affecting Currency Value; Bop Approach And Asset Market Approach; Role Of Central Bank In Determination Of Exchange Rates; Parity Conditions In International Finance; Purchasing Power Parity.
First Minor Test: One Hour
<ul style="list-style-type: none"> • Foreign capital budgeting decisions of an MNP: Ascertainment of Cash Outlay and Future Cash Inflows for Parent and Subsidiary, Profitability Analysis of Project for Parent under Different Situation. • Country risk analysis: Country Risk Analysis, Measuring And Managing Political Risk, Firms Specific Risk; Country Risk Analysis, Study Of Economic And Political Factors Posing Risk, Country Risk Analysis In International Banking • Measuring and Managing Various Exposures: Alternative Measures of Foreign Exchange Exposure.
Second Minor Test: One Hour
<ul style="list-style-type: none"> • Risk Hedging- An Introduction; Measuring and Managing Transaction Exposure; Measuring and Managing Operating Exposure. • Foreign Exchange Risk Management; Foreign Exchange Instruments, Currency Futures and Options Market; Interest Rates and Currency Swaps; Interest Rate Forwards And Futures.
Final Examination: Three Hours

Suggested Readings:

1. Shapiro Allan C (2003), “Multinational Financial Management”, 7th edition, John Wiley and Sons, Singapore.
2. Apte P.G. (2009), “International Financial Management”, 5th edition, Tata McGraw Hill, India.
3. Bhalla, V.K. (2008), “International Financial Management”, 7th edition, Anmol Publications, India.
4. Eitman, Stonehill, Moffett (2004), “Multinational Business Finance”, 10th edition, Pearson Education, India.

Group A: Accounting and Finance
MCL–582: Financial Markets and Financial Services

Credit: 4-0-0

Text
<ul style="list-style-type: none"> • Indian Financial System: Meaning, Structure, Role and Deficiencies • Development Banking in India: Evolution, Structure, Promotional Role, Resource Planning and Mobilisation, Project Evaluation and Follow Up, Performance Evaluation. Recent Developments in Development Banking. • Reserve Bank of India: Organization and Management, Monetary Policy, Technique of Monetary control, Liquidity Adjustment Facility. •
First Minor Test : One Hour
<ul style="list-style-type: none"> • NBFCs: Concepts, RBI Guidelines, Progress, problems and Prospects. • Banking Sector Reforms in India-Implementation Status. • Factoring Services in India • Venture Capital Financing in India. • CCIL: Role and Functions • Repos: Concept, Process and Progress in India
Second Minor Test: One Hour
<ul style="list-style-type: none"> • Govt. Securities Market in India • Call Money Market in India • Treasury Bills Market in India • Commercial Paper and Certificate Deposit Market in India. • Securitization: Concept, Process and Progress in India.
Final Examination : Three Hours

Suggested Readings:

1. Indian Financial System by H.R. Machiraju, Vikas Publishing House Pvt. Ltd.
2. Indian Financial System by Varshney & Mittal, Sultan Chand & Sons.
3. Management of Indian Financial Institutions by R.M.Srivastava – Himalya Publishing House.
4. Managing Indian Banks by Vasant C. Joshi, Sage Publications.
5. Indian Financial System by Vasant Desai, Himalya Publising House.
6. Financial Institutions & Markets by L.M.Bhole.
7. M.Y. Khan, Financial Services, Tata McGraw Hills, New Delhi, 2007.

Websites: -

1. WWW.RBI.Org.in
2. WWW.NSDL.Com
3. WWW.licindia.com
4. WWW.Sebi.gov.in
5. WWW.nabard.org
6. WWW.IFCILtd.Com

Group A: Accounting and Finance
MCL– 583: Corporate Tax Law and Planning

Credit: 4-0-0

Text
<ul style="list-style-type: none"> • Introduction to Income tax Act, 1961: Definitions of Person, Assessee, Assessment Year, Previous Year, Average Rate of Tax . Capital and Revenue incomes, expenses , losses and gains • Agriculture Income, Concept, scope Partly Agriculture Income. • Residential Status: Determination of residential status of a company individuals, firms. Incidence of Tax , Scope of total income on the basis of residential status. • Income under the head Capital gains: Definition of capital assets, assets which are not capital assets, transactions not regarded as transfer for computing capital gains Short term/long term capital assets, short term/long term capital gain taxation, indexation, exemptions, Computation of capital gains. Tax planning for Capital gains
First Minor Test : One Hour
<ul style="list-style-type: none"> • Income under head Business and Profession: Deductions expressly allowed and expenses disallowed for computing business and profession income. Tax audit, Maintenance of books of accounts. Exemptions available to company assesses Depreciation ; Concept and computation of depreciation under income tax law, Assets eligible for depreciation capital, Block of assets, Indexation and depreciation, Tax planning for income under the head Business and Profession • Income from Other Sources; Scope, incomes covered under the head, treatment of income from cross words, puzzles, horse races, casual income. Exemptions, deductions available to income under this heads. <p>Assessment Procedure: Voluntary return of income, return of loss, belated return, revised return, Best Judgement assessment. Significance of Carry forward and Set off losses in determining taxable income Hierarchy and powers of different Income tax authorities.</p>

Second Minor Test: One Hour
<ul style="list-style-type: none">• Tax Planning, Tax Avoidance and Tax Evasion; Concept and distinction. Use of colourable devices; implications, Apex court judgement. Restrictions on tax avoidance; gaps covered and more needed to check tax avoidance and tax evasion Measures to check tax avoidance in the context of ; Partnership and H.UF and Company assesses.• Tax Planning for a companies; Tax planning for various heads of income related to companies. Deductions allowed to company, Exemptions available for companies, Set off and carry forward of losses relevant to companies. Dividend distribution provisions with special reference to company assesses and tax implications. Special Economic zones; Concept, Tax benefits to companies established in SEZs.• Deduction of Tax at Source and Advance payment of Tax: Concept, Provisions of the Act for Advance payment of Tax and Deduction of Tax at Source including Penalties and Prosecutions
Final Examination : Three Hours

Suggested Readings:

1. Ahuja Girish, “Systematic Approach to Income Tax”, Bharat Law House, New Delhi
2. Gaur, Narang & Puri, “ Corporate Tax Planning and Management”, Kalyani Publishers, Ludhiana
3. Mehrotra H.C., “ Income Tax law & Practice”, Sahitya Bhawan Publications, Agra
4. Singhania . K. Vinod., “ Direct Tax Theory & Practice”, Taxman Publications (P) Ltd.
5. Website: www.incometaxindia.gov.in

Group B: Business Studies

MCL-584: Indirect Tax Laws

Credit: 4-0-0

Text
<ul style="list-style-type: none"> • Central sales Tax, 1956- Introduction, Inter-state Sale, Stock Transfer to branches, Goods under the Act, Calculation of Sales Turnover, Exemptions, Declared Goods. • Registration under CST Act. Forms for Declaration, Offences & Penalties. • Features in Indirect Taxes, Advantages & Disadvantages, Central Excise Act, 1944. Introduction, Nature and types of Excise Duties, Classifications of Goods, Manufactured, Produced under Central Excise Tariff act (CETA).
First Minor Test : One Hour
<ul style="list-style-type: none"> • Valuation under Central Excise-Duty payable, assessable Value, Procedures regarding registrations of Factory, declaration of goods manufactured or produced, Valuation, Clearance from Factory, Payment Duty, Concept of Value Added Tax, Administration set up of Central Excise Assessment and refund of Duties, Penalties & punishments- GAT.
Second Minor Test: One Hour
<ul style="list-style-type: none"> • Custom Act-1962-Introduction, Nature & Types of Custom Duties, Valuation under Customs and Tariff Act. Custom Stations, Assessment & Clearance for Import and Export Goods, Provisions Regarding Baggage, Courier, Post activities of Stores. Exemptions, Demand & Refund of Custom Duty, Penalties & Offences, Export Incentives.
Final Examination : Three Hours

Suggested Readings:

1. Datey, V.S, Indirect Taxes- Law and Practice, Taxmann Publications, New Delhi.
2. Balachandran, V., Indirect Taxes, Sultan Chand & Sons, New Delhi.
3. Chowdhry, Harshad C., Central Excise and Customs, Ashoda Publications, Udaipur.
4. Rastogi, Sandhya, Rationalisation of Indirect Tax Structure of India, Academic Excellence Publishers & Distributors.
5. How to Deal with VAT : Kul Bhushan, Pearson Education, 2005

Group B: Business Studies

MCL-585: Entrepreneurship Development and Project Management

Credits 4-0-0

Text
<ul style="list-style-type: none"> • Entrepreneurship: Concepts, Traits, types, characteristics, classification and types, nature and functions. Theory of Entrepreneurship. • Entrepreneurship: Developing corporate entrepreneurship. • Understanding Entrepreneurship perspective. Entrepreneurship motivation. Developing Creativity and Understanding Innovation.
First Minor Test : One Hour
<ul style="list-style-type: none"> • Ethics and Social Responsibility of an Entrepreneur. Entrepreneurial Skills. • Role of Entrepreneurship in Economic Development. • Entrepreneurial Decision Process. • Environmental Assessment: Macro and Micro View.
Second Minor Test : One Hour
<ul style="list-style-type: none"> • Market and Demand Analysis. Technical Analysis. Financial Analysis, Social Cost Benefit Analysis, Developing an Effective Business Plan. • Project Management Concept. Generation and screening of project ideas: Sources and Methods. Feasibility Study. Managing Risk in Project Network Technique for Project Management; Time and Cost Overrun.
Final Examination : Three Hours

Suggested Readings:

1. Hisrich, Robert D and Peters, Michael P, Entrepreneurship, Delhi, Tata McGraw Hill, 2002.
2. Holt, David H, Entrepreneurship: New Venture Creation, Delhi, Prentice Hall of India, 2001
3. Cliffton, Davis S. and Syflie, David E, "Project Feasibility Analysis" , 1977 John Wiley, New York.
4. Chandra, Prasanna, Projects : Preparation, Appraisal, Budgeting and Implementation, New Delhi, Tata McGraw Hill.

Group B: Business Studies

MCL–586: Business Ethics & Environment Management

Credits 4-0-0

Text
<ul style="list-style-type: none"> • Model of Management in the Indian Socio-Political Environment; Work Ethos, Indian Heritage in Production and Consumption; Indian Insight into TQM; Problems Relating to Stress in Corporate Management-Indian Perspective, Teaching Ethics. • Environment Management: Fundamentals-Sustainable Development, Implications of human population growth, Limits to growth, Environmental and Business Schools.
First Minor Test : One Hour
<ul style="list-style-type: none"> • Trans-cultural Human Values in Management Education, Relevance of Values in Management, Need for Values in Global Change-Indian Perspective, Values for Managers, Holistic Approach for Managers in Decision Making, Secular Versus Spiritual Values in Management, Personal Growth and Lessons from Ancient Indian Educational System, Science and Human Values. • Energy Management : Fundamentals-Fossil Fuels use, Energy production and trade, Energy, Balance ; Ecosystem Concepts, Basic Concepts and their application in Business, Industry Ecology and Recycling Industry, Environmental Management System, EMS Standards, ISO 14000
Second Minor Test : One Hour
<ul style="list-style-type: none"> • Environmental Auditing. Clearance / Permissions for establishing industry, Environmental Management & Valuation. Environmental Accounting, Economics-Environmental Taxes Shifts, Green Funding, Corporate Mergers, Environmental Ethics, Environmental Management Trade and Environmental Management, Debt and Environment, GATT/WTO Provisions, Environmental Laws. Acts, Patents, IPRS, Role of NGO'S PIL ; Pollution & Waste Management-Air, Water, Dams and their role ; Forest products and Trade, Role of Biodiversity in International Trade, Approaches to Corporate Ethics, Bio-ethics.
Final Examination : Three Hours

Suggested Readings:

1. Uberoi, N.K.; Environmental Management, Excel Books, A-5, Naraina Phase-I, New Delhi, 2000.
2. Pandey, G.N.: Environmental Management Vikas, Publishing House, New Delhi, 1997.
3. Gupta, N. Dass: Environmental Accounting, Wheeler Publishing, 19, K.G.Marg, New Delhi, 1997.
4. Mohanty, S.K.: Environment & Pollution Law Manual, Universal Law Publishing, G.T.Karnal Road, New Delhi, 1996.

Master of Commerce (Hons.) Semester – IV
(Under Credit Based Continuous Evaluation Grading System)

5. Harley, Nick: Environmental Economics, MacMillan India Ltd., Ansari Road, New Delhi, 1997.
6. Kolstad, Charles D.: Environmental Economics, Oxford University Press 2000.
7. Chakraborty, S.K.: Foundations of Managerial Work-Contributions from Indian Thought, Himalaya Publishing House, Delhi, 1998.
8.Management Effectiveness and Quality of Work-life-Indian Insights, Tata McGraw Hill Publishing Company, New Delhi, 1987.
9.Management by Values, Oxford University Press, 1991.
10. Drucker, P: Managing in Turbulent Times, Pan Books London, 1983.
11. Kumar, S and N.K. Uneroi: Managing Secularism in the New Millennium, Excel Books 2000.
12. Griffiths, B. The Marriage of East and West, Colling, London 1985.
13. Gandhi, M.K.: The Story of My Experience with Truth, Navjivan Publishing House, Ahmedabad, 1972.

Group-C: International Business

MCL – 587 International Financial Markets and Foreign Exchange

Credits 4-0-0

Text
<ul style="list-style-type: none"> • History of the International Financial System -The rise and Fall of Bretton Woods, Globalisation and the Growth of Derivatives, The Crash of 1994-96 and Beyond, Euro-currency Market , Euro-banking and Euro-currency Centers, Deposit Dealing and the Term Structure of Euro-currency Rates, Euro-currency Futures and Options, Syndicated Euro-credits, International Bond Markets-Introduction, New Issue Procedures in the Eurobond Markets, Eurobond Valuation and Hedging, Interest Rates and Currency Swaps, Pricing Option, Features of International Bonds, Forecasting and the Image of the Future-Central Banks and the Balance of Payments,
First Minor Test : One Hour
<ul style="list-style-type: none"> • The European Monetary System and Other Regional Artificial Currency Areas, New Instruments in International Capital Markets, International Banking and Country RISK, International Portfolio Diversification, International Transfer Pricing. • Types of Foreign Exchange Markets and Transactions, Quoting Foreign Exchange Rates, Spread, Official and Free Market Rates, Cross Rates, Forward Rates, Quoting Forward Rates; Organisation of the Foreign Exchange Markets; Currency Futures; Currency Options; Currency Swaps; Corporate Exposure Management: Alternative Definitions of Foreign Exchange Risk, Exposure Information System, Alternative Strategies for Exposure Management,

Second Minor Test: One Hour
<ul style="list-style-type: none"> • Exposure Management Techniques, Organisation of the Exposure Management Function; Parameters and Constraints on Exposure Management: Theory and practice of Forecasting Exchange Rates-Economic Fundamentals, Financial and Socio-Political Factors, Technical Analysis; Tax Treatment of Foreign Exchange Gains and Losses; FEMA.
Final Examination : Three Hours

Suggested Readings:

1. Aliber, R.Z. Exchange Risk and Corporate International Finance, London. Macmillan,1978
2. Bhalla,V.K. International Financial Management. 2nd ed., New Delhi, Anmol, 2001.
3. Luca Cornelius Trading in the Global Currency Markets. NJ, Prentice Hall,1995
4. Shapiro, A.C. International Financial Management. Boston.Allyn and Bacon.1979
5. Sutton.W.H. Trading in Currency Options, New York Institute of Finance.1987
6. Buckley, Adrian. *Multinational Finance*. 3rd ed., Englewood Cliffs, Prentice Hall Inc., 1996.
7. Eiteman. David K and Stonehill. Arthur I. *Multinational Business Finance*. California,Addison - Wesley. 1988.
8. Johnson and Giaccotto. *Options and Futures*. St. Paul. West, 1995
9. Kim, Suk and Kim. Seung. *Global Corporate Finance: Text and Cases*. 2nd ed. Miami, Florida. 1993.
- 10 Shapiro, Alan C. *Multinational Financial Management*. New Delhi, Prentice Hall of India. 1995.

Group C: International Business
MCL –588: International Financial Management

Credits 4-0-0

Text
<ul style="list-style-type: none"> • Foreign Exchange System: The Internationalization of Business and Finance, Alternative Exchange Rate Systems; International monetary system, The European Monetary System. • Foreign Exchange Rate Determination: Introduction to spot market and Forward Market; Setting the Equilibrium Spot Exchange Rate; Factors affecting Currency Value: BOP Approach & Asset Market Approach; Role of Central Bank in Determination of Exchange Rates; Parity conditions in International Finance: Arbitrage and Law of One Price; Purchasing Power Parity; Fisher Effect; Fisher Effect in International Context.
First Minor Test : One Hour
<ul style="list-style-type: none"> • Currency Forecasting: Interest Rate Parity Theory, The relationship between forward and future spot rate ,Currency Forecasting; • Balance of payments: Balance of Payment Categories: Current Account, Capital Account, Official Reserves Account; Balance of Payment: The International flow of goods, services and capital, Coping with current account deficit. • Country Risk Analysis: Country Risk Analysis, Measuring & Managing Political Risk, Firm Specific Risks; Country Risk Analysis: Study of Economic & Political Factors Posing Risk, Country Risk Analysis in International Banking. • Measuring & Managing Various Exposures: Alternative measures of foreign exchange exposure, Risk Hedging-An Introduction; Measuring & Managing Transaction Exposure
Second Minor Test: One Hour
<ul style="list-style-type: none"> • Measuring & Managing Operating Exposure; Measuring & Managing Translation Exposure. • Foreign Exchange Risk Management: Foreign Exchange Instruments, Recent developments in derivatives markets in India; Currency Futures & Options Market; Interest Rate & Currency Swaps; Interest rate Forwards & Futures.
Final Examination: Three Hours

Suggested Readings:

1. Shapiro Allan C (2003), “Multinational Financial Management”, 7th Edition, John Wiley & Sons, Singapore
2. Apte P.G. (2009) International Financial Management, 5th Edition, Tata McGraw Hill, India.
3. Bhalla, V. K (2008), “International Financial Management”, 7th Edition, Anmol Publications, India.
4. Eiteman, Stonehill, Moffett(2004), “ Multinational Business Finance”,10th Edition, Pearson Education, India.

Group-C: International Business
MCL–589 International Marketing

Credits 4-0-0

Text
<ul style="list-style-type: none"> • International Marketing-Definition, Concept And Setting; Distinctions between International Trade, Marketing and Business; Economic Environment of International Marketing; International Institutions-World Bank, IMF, UNCTAD, GATT, Customs Union, Common Markets, Free Trade Zones, Economic Communities; Constraints on International Marketing -Fiscal and Non-fiscal Barriers, Non-tariff Barriers; Trading Partners.
First Minor Test : One Hour
<ul style="list-style-type: none"> • Bilateral Trade Agreements, Commodity Agreements and GSP; India and World Trade, Import And Export Policy, Direction and Quantum of India's Exports; Institutional Infrastructure for Export Promotion; Export Promotion Councils, • Public Sector Trading Agencies, ECGC, Commodity Boards etc.; Procedure and Documents-Registration of Exporters, Export Quotations, Production and Clearance of Goods for Exports.

Second Minor Test: One Hour
<ul style="list-style-type: none"> Shipping and Transportation, Insurance, Negotiation of Documents; Instruments of Payments-Open Account, Bills of Exchange; Letter of Credit -Export Finance; International Marketing Mix-Identification of Markets, Product Policy, International Product Life Cycle, Promotion Strategy, Pricing Strategy and Distribution Strategy; Various Forms of International Business; Marketing of Joint Ventures and Turnkey Projects.
Final Examination : Three Hours

Suggested Readings:

1. Bhattacharya, B. *Export Marketing: Strategies for Success*. New Delhi, Global Business Press, 1991.
2. Johri. Lalit M. *International Marketing: Strategies for Success*. University of Delhi, Faculty of Management Studies ,1980.
3. Keegan, Warren. *Global Marketing Management*. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1995.
4. Onkvisit, Sak and Shaw, J J. *International Marketing: Analysis and Strategy*. New Delhi, Prentice Hall of India, 1995.
5. Terpstra, Vern and Sarathy. R. *International Marketing*. Orlando, Dryden Press, 1991.
6. Walter, I and Murray, T. *Handbook of International Business*. New York, John Wiley, 1988.

The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of the course.

Group-D: Marketing Management

MCL-590: Advertising & Sales Management

Credits: 4-0-0

Text
<p>Introduction to Advertising</p> <ul style="list-style-type: none"> • Nature and scope and functions of Advertising, Classification of Advertising, Advertising as an element of Marketing Mix, Advertising as a Tool of Communication, Setting Advertising Objectives; • Behavioral Dynamics – The DAGMAR Approach, Hierarchy of Effects Model, New Adopter Model, AIDA Model; • Developing Segmentation and Positioning Strategies for Advertising – Segmenting on the Basis of Usage Patterns and Commitment Level, Segmenting Business Markets, Formulating Positioning Strategy, Benefit Positioning, User Positioning and Competitive Positioning; • Advertising and Product Life Cycle; • Ethical Aspects of Advertising – Misleading Advertising, Deceptive Advertising and Shock Advertising; • Economic Effects and Legal Aspects of Advertising;
First Minor Test : One Hour
<p>Managing an Advertising Program</p> <ul style="list-style-type: none"> • Message Structure – Appeals, Copy, Layout; • Advertising Media – Media Planning, Media Selection and Scheduling; • Measuring Advertising Effectiveness – Pre-testing and Post-testing copy; • Advertising Budget – Top Down Methods: Affordable Method, Percentage of Sales Method, Competitive Parity Method; Build-up Approach: Objective and Task Method; • Advertising Agencies – Types, Role and Functions; • Social and Cultural Consequences of Advertising – Advertising and Stereotyping;
Second Minor Test: One Hour
<p>Sales Management</p> <ul style="list-style-type: none"> • Nature and Scope of Sales Management, Personal Selling Objectives; • Sales Force Organization – Nature and Types; • Sales Force Recruitment – Process and Sources; • Sales Force Selection Process; • Managing Sales Training Programs – Need and Objectives; • Motivating Sales Personnel – Significance, Financial and Non-Financial Reward System, Sales Meetings and Sales Contests; • Designing Sales Territories and Sales Quotas – Objectives and Types; • Developing and Managing Sales Evaluation Program.
Final Examination : Three Hours

Suggested Readings:

1. Belch, George E. and Belch, Michael A. “Advertising and Promotion”, Tata McGraw Hill, 6th Edition
2. Guinn, Allen, Chris T., Semenik, Richard J. “Advertising & Integrated Brand Promotion”, Thomson – South Western, 4th Edition.
3. Batra, Rajeev, Mayers, John G., and Aaker, David A. “Advertising Management”, Pearson Education, 5th Edition
4. Spiro, Stanton and Rich “Management of a Salesforce”, Tata McGraw Hill; 11th Edition
5. Richard R Still, Cundiff W Edward Govoni A P Norman, “Sales Management: Decision Strategy and Cases”, Pearson Education; 5th Edition

Group-D: Marketing Management

MCL-591: Brand and Retail Management

Credits 4-0-0

Text
<p>Brand Management:</p> <ul style="list-style-type: none"> • Brands and Brand Management: Meaning, Importance of brands; Concept of Brand Equity. • Brand Loyalty: Meaning and Measuring, Brand Loyalty; Strategic Value of Brand Loyalty; Maintaining and Enhancing Brand Loyalty. • Customer Based Brand Equity: Defining Customer based Brand Equity; Brand Knowledge; Sources of Brand Equity – Brand Awareness, Brand Image; Building a Strong Brand – Brand Building Blocks, Brand Salience, Brand Performance, Brand Imagery, Brand Judgments, Brand Feelings, Brand Resonance. • Brand Positioning: Identifying and Establishing Brand Positioning; • Concept of brand personality
First Minor Test : One Hour
<ul style="list-style-type: none"> • Brand Associations: Product Attributes, Intangibles, Customer Benefits, Relative Price, Use/Application, User/Customer Leveraging Secondary Brand Association: Country of Origin, Co-branding, Licensing Celebrity Endorsement. • Designing and Implementing Branding Strategies: Brand-Product Matrix; Brand Hierarchy; Brand Extensions. • Measuring and Interpreting Brand Performance: Measuring sources of brand equity; Qualitative Research Techniques: Free association, Projective Techniques; Quantitative Research Techniques: Awareness, Image. • Brand Valuation Methods.

Second Minor Test: One Hour

Retail Management

- Introduction to Retailing: Nature and Scope of Retailing, Types of Retail Formats, Retail Franchising: Concept, Types, Advantages and Disadvantages.
- Retail Locations: Types of Retail Locations; Steps involved in choosing a Retail Location; Methods of Evaluating a Trading Area.
- Retail Merchandising: Concept of Merchandising; Planning Merchandising assortments.
- Servicing the Retail Customer: Concept of Customer Service; Importance of Service in Retail; Customer Service as a part of Retail Strategy;
- Retail Store Design and Visual Merchandising: Importance of Store Design; Exterior Store Design; Interior Store Design; Visual Merchandising.
- Supply Chain Management: Concept of Supply Chain Management with reference to Retailing; Supply Chain Integration.

Final Examination : Three Hours

Suggested Readings:

1. Keller, Kevin Lane: Strategic Brand Management: Building, Measuring and Managing Brand Equity (Prentice Hall India: New Delhi), Third Edition (2008).
2. Aaker, David: Managing Brand Equity (Free Press: New York) (1991)
3. Swapna Pradhan: Retailing Management (Tata McGraw Hill: New Delhi) Third Edition, (2009)
4. Levy, Michael and Weitz, Barton A.: Retailing Management (Tata McGraw Hill: New Delhi)
5. Dunne, Patrick M; Lusch, Robert F.; and Griffith David A.: Retailing (Cengage, New Delhi)

Group-D: Marketing Management

MCL-592: Services Marketing

Credits: 4-0-0

Text
<ul style="list-style-type: none"> • Introduction to services: Meaning and need for services marketing, Service and technology, Differences in goods versus services marketing, Service marketing mix. • Customer Expectations of Services: Meaning and types of services expectations, Factors that influence customer expectations of services, Model of customer service. • Customer Perceptions of Services: Customer satisfaction, Service quality, Service encounters, Strategies for influencing Customer perceptions. • Understanding customer Expectations & Perceptions through Marketing Research: Using marketing research to understand customer expectation, Elements in effective services marketing research program, Analyzing and interpreting marketing research findings, using marketing research information. • Service Recovery: Impact of service failure and recovery, Service recovery paradox, How customer respond to service failures? Why do/don't people complain, Customer expectation after complain, Switching versus staying post service recovery, Service recovery strategies.
First Minor Test : One Hour
<ul style="list-style-type: none"> • Service Development & Design: Challenges of service design, Service redesign, Stages in new service development, Service blueprinting, High performance service innovations. • Physical Evidences and Servicescape: Types of servicescapes, Role of servicescape, Framework for understanding servicescape effects on behavior, Approaches for understanding servicescape effects, Guidelines for physical evidence strategy. • Employees' Role in Service Delivery: The critical importance of service employees, Boundary/spanning roles, Hire the right people, Develop people to deliver service quality, Retain the best people. • Customers' Role in Service Delivery: importance of customers' in service delivery, customers' roles, Self-service technologies, Strategies for enhancing customers' participation, Managing the customer-mix • Delivery Service through Intermediaries & Electronic Channels: service Intermediaries, Direct or company owned channels, Common issues involving intermediaries, Key intermediaries for service delivery, Strategies for effective service delivery through intermediaries

Second Minor Test: One Hour
<ul style="list-style-type: none"> • Integrated Service Marketing Communications: Need for co-ordinate in marketing communication, Reasons for service communication problems, Matching service promises with delivery, exceeding customer expectations. • Pricing of Services: Services prices for consumers, cost-based pricings, Competition-based pricing, Demand-based pricing, discounting odd pricings, Synchro-pricing, Penetrating pricing, Prestige pricing, Skimming pricing, Value pricing, Marketing segmentation pricing, Price framing, Price bundling, Complimentary pricing, result-based pricing, Contingency pricing, Sealed bid contingency pricing, Money-back guarantees, commissions. • Financial & Economic effects of service: Service & profitability, Offensive marketing effects of service, Defensive marketing effects of service, customers' perceptions of service & purchase intentions, Drivers of service quality, Customer retention & profits. • Integrated Gaps Model of Service Models of Service Quality: Gaps model of service quality, Gronroos' perceived service quality model, SERQUAL, Zeithamal's RATER model, Kano's two factor model. • Organizing for Change Management & service Leadership: Service-profit chain, Qualities associated with service leaders, Reducing inter-functional conflicts, Change management, Evolution versus turnaround, Valuating leadership potential, Leadership culture & climate.
Final Examination : Three Hours

Suggested Readings:

1. Zeithaml, V.A., Bitner, "Services Marketing", 3rd Edition, Tata McGraw Hill, New Delhi.
2. Lovelock, Wirtz Jochen, Chatterjee; "Services Marketing: People, Technology, Strategy", Sixth Edition, Pearson Education, New Delhi.
3. Payne, Adrian: The Essence of Services Marketing, Prentice Hall of India, New Delhi.
4. Nargundhar, Rajendra "Services Marketing" 2nd Edition Tata McGraw Hill, New Delhi.
5. Goncalves, Karen P: "Services Marketing-A Strategic Approach", Prentice Hall International, New Jersey.