



**Department of Commerce and Business Studies
Jamia Millia Islamia, New Delhi**

**Master of Commerce (Business Management)
Course Structure and Syllabus**

(w.e.f. Academic Session 2019-20) (Existing)

Under

Choice Based Credit System

M.Com. (Business Management) is a two-year (4 Semesters) programme as per the details given below:

Year	Semester	Semester
First	I	II
Second	III	IV

Semester-I					
Paper No.	Paper Title	Paper Type	Duration of Exam. (Hrs)	Lect.+ Tut/Pract.	Credits
MC-1.1	Managerial Economics	Core	3	4+1=5	5
MC-1.2	Statistical Analysis	Core	3	4+1=5	5
MC-1.3	Accounting for Managerial Decisions	Core	3	4+1=5	5
MC -1.4	Marketing Management	Core	3	4+1=5	5
MC-1.5	Organizational Behaviour	CBC*	3	4+1=5	5
Total Credits					25
Semester-II					
MC-2.1	Business Environment	Core	3	4+1=5	5
MC-2.2	Financial Management and Policy	Core	3	4+1=5	5
MC-2.3	Corporate Legal Framework	Core	3	4+1=5	5
MC-2.4	Corporate Accounting and Disclosure	Core	3	4+1=5	5
MC-2.5	Research Methodology for Business	Core	3	4+1=5	5
MC-2.6	Entrepreneurship Development	CBC*	3	4+1=5	5
Total Credits					30
Semester-III					
MC-3.1	Corporate Tax Planning and Management	Core	3	4+1=5	5
MC-3.2	Human Resource Management	AEC***	3	4+1=5	5
MC-3.3	E-Commerce	CBC*	3	4+1=5	5
MC-3.4	Specialization Paper –I: (F1/HR1/M1/AT1)	Elective	3	4+1=5	5
MC-3.5	Specialization Paper-II: (F2/HR2/M2/AT2)	Elective	3	4+1=5	5
MC-3.6	Project Work	Core	-	2	2
Total Credits					27
Semester-IV					
MC-4.1	Strategic Management	Core	3	4+1=5	5
MC-4.2	International Business	CBC*	3	4+1=5	5
MC-4.3	Retail Marketing Management	SEC**	3	4+1=5	5
MC-4.4	Specialization Paper-III: (F3/HR3/M3/AT3)	Elective	3	4+1=5	5
MC-4.5	Specialization Paper- IV: (F4/HR4/M4/AT4)	Elective	3	4+1=5	5
Total Credits					25
Total Credits for all 4 Semesters					107

CBC*: Choice Based Course

SEC:** Skill Enhancement Course

AEC*:** Ability Enhancement Course

Specializations

Note:

1. A student promoted to their Semester-III shall select **any one Specialization** from the available options at the commencement of the semester. Each **Specialization** comprises of two papers. However, specialization shall be offered subject to availability of resources (faculty).
2. The area of **Specialization** in Semester-IV will remain the same as selected in Semester III and it will comprise two papers.
3. Once a **Specialization** has been selected, no change will be allowed later.

Specialization Courses (Semester-III)

Specializations	Paper No.	Paper Title
Finance	MC-3.4– F1	Financial Econometrics
	MC-3.5 –F2	Security Analysis and Portfolio Management
OR		
Human Resource	MC-3.4– HR1	Industrial Relations
	MC-3.5–HR2	Training and Development
OR		
Marketing	MC-3.4–M1	Advertising and Sales Management
	MC-3.5 – M2	Marketing Research
OR		
Accounting and Taxation	MC-3.4 –AT1	Recent Developments in Accounting
	MC-3.5 – AT2	Taxation Practices And Indian Tax System

Specialization Courses (Semester-IV)

Specializations	Paper No.	Paper Title
Finance	MC-4.4 – F3	Financial Engineering
	MC-4.5 – F4	International Financial Management
OR		
Human Resource	MC-4.4 – HR3	Performance and Talent Management
	MC-4.5 – HR4	Compensation Management and Employee Welfare Laws
OR		
Marketing	MC-4.4 – M3	International Marketing
	MC-4.5 – M4	Customer Relationship Management
OR		
Accounting and Taxation	MC-4.4 – AT3	International Accounting
	MC-4.5 – AT4	Direct Tax Laws and International Taxation

MC-1.1: MANAGERIAL ECONOMICS

Lectures 4 + Tutorial 1 = 05 Credits	Duration of Exam.: 3 Hours	Max. Marks: 100 (End Term Exam: 75 + Internal: 25)
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Course Objectives:

The objective of the course is to familiarize the students with the applications of concepts, techniques and principles of economics in managerial decisions.

Course Contents:

UNIT-I

Nature and Scope of Managerial Economics: Objective of a firm, Economic theory and managerial theory, Managerial economist's responsibilities, Fundamental economic concepts.

Demand Analysis: Law of demand, determination of demand, Elasticity of demand – Price elasticity, income elasticity and cross elasticity, Using elasticity in managerial decisions.

UNIT-II

Theory of Consumer Choice: Cardinal utility approach, indifference approach, revealed preference and theory of consumer choice under risk, Demand estimation, Demand forecasting techniques. Theory of alternatives

Production Theory: Production function, Stages of production, Economics of scale, Estimation of production function, Cost theory and estimation, Short and long run cost functions - their nature, shape and inter-relationship, Law of variable proportions, Laws of return to scale

UNIT-III

Price Determination under Different Market Conditions: Characteristics of different market structures; Price determination and firm's equilibrium in short-run and long-run under perfect competition, monopolistic competition, oligopoly and monopoly.

Pricing Practices: Methods of price determination, Pricing of multiple products, Price discrimination, International price discrimination and dumping, Transfer pricing, asymmetric information.

Business Cycle: Nature and phases of a business cycle, Theories of business cycle-psychological, Profit, monetary, innovation, cobweb, Samuelson and Hicks theories, real business cycle theory

Inflation: Definition characteristics and types, Inflation in terms of demand-pull and cost-push factors, effects of inflation, Phillips curve.

Suggested Readings:

1. Dean Joel: *Managerial Economics*, PHI Learning Pvt. Ltd., New Delhi.
2. McGuigan, Moyer & Harris: *Managerial Economics: Applications, Strategy and Tactics*, Cengage Learning Pvt. Ltd., New Delhi.
3. Mark Hirschey: *Managerial Economics*, Cengage Learning India Pvt. Ltd., New Delhi.
4. Baya, Michael R: *Managerial Economics and Business Strategy*, McGraw-Hill, New York.
5. Chopra O.P.: *Managerial Economics*, Tata McGraw-Hill, New Delhi.
6. Eaton, B. Curtis and Diane Faton: *Micro Economics*, Prentice Hall, New Jersey.
7. Gough, J. and S. Hills: *Fundamentals of Managerial Economics*, MacMillan, London.
8. Maheshwari, Yogesh: *Managerial Economics*, PHI Learning Pvt. Ltd., New Delhi.
9. Prusty, Sadananda: *Managerial Economics*, PHI Learning Pvt. Ltd., New Delhi.

MC-1.2: STATISTICAL ANALYSIS

Lectures 4 + Tutorial 1 = 05 Credits	Duration of Exam.: 3 Hours	Max. Marks : 100 (End Term Exam: 75 + Internal: 25)
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Course Objectives:

The objective of this course is to equip the students with the applications of statistical techniques for managerial decision making.

Course Contents:

UNIT-I

Levels of measurement– nominal, ordinal, interval and ratio. Descriptive vs. Inferential Statistics.

Graphical representation of data. Measures of Central Tendency, Dispersion and Shape.

Probability Theory— Classical, relative and subjective probability; Addition and multiplication laws. Conditional probability and Baye's theorem.

Probability Distributions— Binomial, Poisson, Hypergeometric, uniform, normal and exponential distributions.

Statistical Decision Theory— Expected profit under uncertainty. Expected Value of Perfect Information. Utility theory.

UNIT-II

Sampling techniques ,Probability and non-probability. Sampling and non-sampling errors. Central Limit Theorem. Sampling distributions and their characteristics.

Statistical Estimation— Point and interval estimation of population mean, proportion, and variance.

Meaning and Types of Hypotheses. Type I and Type II Errors.

Testing of Hypothesis. Parametric tests. Testing hypothesis about mean using z-test, t-test and ANOVA. Testing hypothesis about variance.

UNIT-III

Non-parametric Tests. Analysis of Categorical Data.

Correlation Analysis. Simple and Partial Correlation.

Regression analysis. Assumptions of Classical Linear Regression Model. Building multiple regression model.

Index numbers. Introduction to time series analysis.

Statistical Quality Control. Control Charts and Acceptance Sampling.

Suggested Readings:

1. Levin & Rubin: *Statistics for Management*, Prentice Hall of India.
2. Anderson, Sweeney & Williams: *Statistics for Business and Economics*, Cengage Learning Pvt. Ltd., New Delhi.
3. Levine, et al.: *Statistics for Managers Using Microsoft Excel*, PHI Learning Pvt. Ltd., New Delhi.
4. Ken Black: *Applied Business Statistics*, Wiley India.
5. Gerald Keller: *Statistics for Management*, Cengage Learning Pvt. Ltd., New Delhi.
6. Andy Field: *Discovering Statistics using IBM SPSS*, Sage Publications
7. Chris Brooks: *Introductory Econometrics for Finance*, Cambridge University Press.

MC-1.3: ACCOUNTING FOR MANAGERIAL DECISIONS

Lectures 4 + Tutorial 1 = 05 Credits	Duration of Exam.: 3 Hours	Max. Marks: 100 (End Term Exam: 75 + Internal: 25)
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Course Objective:

The objective of this course is to acquaint students with the accounting concepts, tools and techniques for managerial decisions.

Course Contents:

UNIT-I

Introduction to Accounting: Management accounting as an area of accounting, Management accounting and managerial decisions.

Accounting Plan and Responsibility Centres: Meaning and significance of responsibility accounting, responsibility centers, cost centre, profit centre and investment centre, Objectives and determinants of responsibility centres.

UNIT-II

Budgeting: Types of budgets-functional, master budget etc, Fixed and flexible budget, budgetary control, zero base budgeting, performance budgeting.

Standard Costing and Variance Analysis: Standard costing as a control techniques, Setting to standards and their revision, Variance analysis-meaning and importance, kinds of variance and their uses-material labour and overhead variances, relevance of variance analysis to budgeting and standard costing.

UNIT-III

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 break even analysis.

Analysis of Financial Statements: Ratio analysis, Cash flow analysis.

Reporting to Management: Objectives of reporting, reporting needs at different managerial levels, types of reports.

Suggested Readings:

1. Don R. Hansen: *Management Accounting*, Cengage Learning India Pvt. Ltd., New Delhi.
2. Kaplan & Atkinson, *Advanced Management Accounting*, PHI Learning Pvt. Ltd., New Delhi
3. Joseph G. Louderback and Jay Holmen: *Managerial Accounting*, Cengage Learning India Pvt. Ltd., New Delhi.
4. V.K. Kumar Hitt Hoskisson: *Management of Strategy*, Cengage Learning India Pvt. Ltd., New Delhi.
5. Khan MY & Jain PK: *Management Accounting*, Tata McGraw-Hill, New Delhi
6. Jawahar Lal: *Advanced Management Accounting*, S. Chand & Co., New Delhi.
7. Anthony, Robert: *Management Accounting*, Tarapore-wala, Mumbai.
8. Decoster, Don T and Elden L. Schafer: *Management Accounting: A Decision Emphasis*, John. Wiley & Sons Inc., New York.
9. Garrison, Ray H. and Eric W. Noreen: *Management Accounting*, Richard D. Irwin, Chicago.

MC-1.4: MARKETING MANAGEMENT

Lectures 4 + Tutorial 1 =
05 Credits

Duration of Exam.: 3 Hours

Max. Marks: 100
(End Term Exam: 75 + Internal: 25)

Course Objective: The objective of this course is to facilitate understanding of the conceptual framework of marketing and its application in decision making under various environment constraints.

Course Contents:

UNIT-I

Introduction: Core concept of Marketing, Nature, Scope and Importance of Marketing, Evolution of Marketing Concept, Component of Marketing Mix, Concept of Marketing Myopia, Holistic marketing Orientation.

Marketing Environment: Micro and Macro Environment Factors, their effect on marketing decisions, Market Segmentation, Targeting and Positioning.

Consumer Buying Behaviour: Consumer Buying Decision Making Process, Factors influencing consumer buying behaviour, Consumer versus Organizational Buying Behaviour.

Product: Concept of Product, Classification of Product, Major Product Decision: Product Line, Product Width, Product Mix Strategies, Product Life Cycle, New Product Development, Consumer Adoption Process, Branding, Packaging and Labeling.

UNIT-II

Pricing: Introduction, Importance and Objective of Pricing, Pricing Methods and Strategies, Discounts and Rebate.

Distribution Channels: Meaning, Function and Importance of Distribution Channels, Different types of Distribution Channels, Distribution Channels Intermediaries, Channel Management Decisions, Wholesaling and Retailing, Physical Distribution System.

UNIT-III

Promotion: Communication Process, Promotion Mix: Advertising, Personal Selling, Sales Promotion and Public Relations, Sales Promotion tools and techniques.

Marketing Organization and Control: Organizing and Controlling of Marketing Operations.

Issues and Development in Marketing: Social, Ethical and Legal issues in Marketing, Marketing of Services, Green Marketing, Rural Marketing, Relationship Marketing and Online Marketing.

Suggested Readings:

1. Kotler, Philip and Keller, Kevin, (2016), *Marketing Management*, Pearson Education Ltd, New Delhi.
2. Kotler, Philip and Gary Armstrong (2018), *Principles of Marketing*, Pearson Education Ltd, New Delhi.
3. William M. Pride and O. C. Ferrell.: *Marketing Planning, Implantation and Control*. Cengage Learning India Ltd., New Delhi.
4. Simon Manjaro, *The Essence of Marketing*, Prentice Hall of India. New Delhi.
5. Aul Baines, Chris Fill, Kelley page and Piyush Sinha, *Marketing*, Oxford University Press, New Delhi.
6. Stanton W. J., Etzel Micheal J., and Walker Bruce J.: *Fundamentals of Marketing*, McGraw Hill, New Delhi.
7. Saxena, Rajan. *Marketing Management*, Tata McGraw Hill, New Delhi.
8. Ramaswamy V.S. and Namakumari S.: *Marketing Management*, McGraw Hill Education Pvt. Ltd. New Delhi.
9. Arun Kumar and Meenakhi N.: *Marketing Management*, Vikas Publishing House. New Delhi.
10. Govindarajan, M.: *Marketing Management*, PHI Learning Pvt. Ltd. New Delhi.
11. Khan M.A., *Marketing Management*. Wisdom Publication. Delhi.
12. Nabi, M.K. and Raut, K.C.: *Principles of Marketing*, Vrinda Publication, New Delhi.

MC-1.5: ORGANIZATIONAL BEHAVIOUR (Choice Based Course)

Lectures 4 + Tutorial 1 =
05 Credits

Duration of Exam.: 3 Hours

Max. Marks: 100
(End Term Exam: 75 + Internal: 25)

Course Objective: The objective of this course is to help students understand the conceptual framework of organizational behaviour (OB) and learn foundations, realities and challenges of OB.

Course Contents:

UNIT-I

Organizational Behaviour: Organization behaviour – Concept and significance; Management vs. organizational behaviour; Challenges for Managers; Attitudes, Values and Ethics; Job satisfaction; Emotions and Moods; Personality, perception, and attribution.

UNIT-II

Motivation: Process of motivation; Theories of motivation-Need hierarchy theory, Two-factor theory, Alderfer's ERG theory, McClelland's need theory, Victor Vroom's expectancy theory, Stacy Adam's equity theory.

Leadership: Concept; Leadership styles; Theories of Leadership - Trait theories, Behavioral theories, Contingency and Situational theories; Leader – Member Exchange (LMX) theory, Managerial Grid: Likert's four systems of leadership; Transactional and Transformational leadership.

UNIT-III

Power and Politics: Contrasting power and leadership; Bases of powers, Power tactics; Sexual harassment: unequal power at workplace; Power and political behavior: causes and consequences of political behaviour.

Conflict and Negotiation: Sources, levels and types of conflict; Traditional and modern approaches to conflict; Conflict process; Resolution of conflict.

Managing Change and Stress Management: Forces for change; Resistance to change; Theories of planned change; Work stress and its Management.

Suggested Readings:

1. **Stephan P. Robbins, Timothy A. Judge, and Niharika Vohra:** *Organizational Behaviour*, 16e, Pearson Education, New Delhi
2. **Wehrich, Heinz and Harold Koontz:** *Management: A Global Perspective*, Mc-Graw Hill, New-Delhi.
3. **Luthans, Fred:** *Introduction to Management*, McGraw Hill.
4. **Jerald Greenberg and Robert A Baron:** *Behavior in Organizations*, PHI Learning Pvt. Ltd., New Delhi.
5. **Nelson, Quick and Khandelwal:** *ORGB: An Innovative Approach to Learning and Teaching Organizational Behavior*, Cengage Learning Pvt. Ltd., New Delhi.
6. **Nelson Quick:** *Organizational Behavior*, Cengage Learning India Ltd., New Delhi.
7. **Hersey, Blanchard and Johnson:** *Management of Organizational Behavior: Leading Human Resources*, PHI Learning Pvt. Ltd., New Delhi.
8. **Udai Pareek:** *Understanding Organizational Behaviour*, Oxford University Press, New Delhi.
9. **Griffin, Ricky W.:** *Organizational Behavior*, Houghton Mifflin Harcourt, Boston.
10. **Luthans, Fred:** *Organizational Behavior*, McGraw-Hill, New York.
11. **Newstrom, John W.:** *Organizational Behaviour: Human Behaviour at Work*, Tata McGraw-Hill, New Delhi.

MC-2.1: BUSINESS ENVIRONMENT

Lectures 4 + Tutorial 1 = 05 Credits	Duration of Exam.: 3 Hours	Max. Marks: 100 (End Term Exam: 75 + Internal: 25)
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Course Objective:

Every decision which business makes is related to external world around it and everything, which occurs in the external environment, is expected to affect its decision. Business environment focuses on the relationship of Business with the social, cultural, Economical, Practical, technological and legal environment. The objective of this course is to discuss some of these relationships.

Course Contents:

UNIT-I

Business and Its Environment: Concept and significance of business environment, Corporate Social responsibility of Business, Business Ethics, Cultural and Social Environment, Concepts of culture, Interface between business and cultural cross-culture communication, Environment scanning – Concept, types, Objectives and process of environment scanning, Economic system – capitalism, socialism, mixed economy, salient feature of Indian economy.

UNIT-II

Economics Environment: Component of economic environment, NITI Ayog- Concept, significance, objectives and machinery. Government policies relating to industrial Development, New Economics Policy, Major Thrusts, Economic role of government, Rationale of State intervention in Economy, New Industrial Policy 1991.

Public Sector Enterprises: Characteristics and significance of mixed Economy, Genesis and growth of public sector enterprises in India, Problems and prospectus of public sector enterprise in India- Present scenario, privatization of PSU. General political environment in India affecting economy and economic reforms.

UNIT-III

Technological Environment: Features of technology, Technology transfer, levels of technology transfer, mechanism of technology transfer, impact of technology on business and society, technology selection, Major R&D Institutions and their research and development Activities, Broad feature of managerial trend such as professionalization of management, Restructuring of organization, Technology Policy in India.

The advertising council of India, Code for self-regulation in advertising, Consumer Protection Act- Objects and reasons, broad features. The Consumer disputes Redressal agencies, MNC, Implications of globalization and ,WTO on Indian economy.

Suggested Readings:

1. Keith Davis: *Business and Society: Environment and Responsibility Management*, Tata McGraw Hill, New Delhi.
2. Cherunilam F.: *Business Environment*, Himalaya Publishing House, Noida.
3. Kazi Karim: *Economic Environment of Business*, Sultan Chand & Sons, New Delhi.
4. Chakravarty, S: *Development Planning*, Oxford University Press, Delhi.
5. Ghosh, Biswanath: *Economic Environment and Business*, Vikas Publishing House., Noida.
6. Govt. of India: *Economic Survey*, various issues.
7. Raj Agrawal and Parag Diwan: *Business Environment*, Excel Books, New Delhi.
8. Ramaswamy, VS and S. Namakumari: *Strategic Planning for Corporate Success*, MacMillan India, New Delhi.
9. Sengupta N.K: *Government and Business in India*, Vikas Publishing House, Noida.
10. Aswathappa K.: *Essential of Business Environment*, Himalaya Publishing House, New Delhi.
11. Justin Paul: *Business Environment: Text and Cases*, Tata McGraw Hill, New Delhi.
12. Ahluwalia, I.J. and IMD Little: *India's Economic Reforms and Development*, Oxford University Press, New Delhi.
13. Cherrunilam, Francis: *Business Environment*, Himalaya Publishing House, New Delhi.
14. Ghosh P.K. and G. K. Kapur.: *Business Policy and Environment*, Sultan Chand & Sons, New Delhi.
15. Adhikari M.: *Economic Environment of Business*, Sultan Chand & Sons, New Delhi.
16. Gupta, C.B.: *Business Environment*, Sultan Chand & Sons, New Delhi
17. Mittal, Vivek, *Business Environment*, Excel Book- 2007
18. Newspapers and Magazines , such as Economic Times, Financial Express , Business World, Business India, Business Today, Recent five year plan and Economic Survey

MC-2.2: FINANCIAL MANAGEMENT AND POLICY

Lectures 4 + Tutorial 1 = 05 Credits	Duration of Exam.: 3 Hours	Max. Marks: 100 (End Term Exam: 75 + Internal: 25)
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Course Objective: The course aims at imparting about theory and practice relating to efficient procurement and utilization of funds keeping in view the financial objectives of a firm.

Course Contents:

UNIT-I

Introductory: Nature and scope of financial management; functions of financial management; Financial objectives of Business firms: Profit maximization vs. Wealth maximization.

Concept of valuation: Compounded interest and time value; Present value of money, internal rate of return or yield; practical of compounding and present value techniques.

UNIT-II

Cost of Capital: Meaning and importance of cost of capital; Measurement of cost of capital - short-term debt, long-term debt and debenture, preference share capital, equity share capital, retained earnings; Weighted average cost of capital.

Capitalization and Theory of Capital Structure: Trading on Equity and Financial Leverage, Common assumptions of theory of capital structure, Different theories of capital structure: Net income theory, Modigliani-Miller (MM) theory.

UNIT-III

Management of Investment in Long-Term Assets: Capital Budgeting: Types of investment projects; Methods of evaluation of investment projects - Payback period, Average rate of return, Internal rate of return, Net present value.

Risk and Policy Considerations for Management of Investment in Long-Term Assets: Risk and Capital budgeting, capital rationing.

Management of Investment in Short-Term Assets: Management of Cash - Motives for holding cash, managing collections of cash; Management of Receivables: Factors affecting investment in receivables, Objectives of receivable management, Formulation and implementing collection policies and procedures; Inventory management, EOQ for inventory management.

Management of Working Capital: Meaning and Nature of working Capital; Theory of Working Capital Management, working capital financial policy; Forecasting working capital requirements.

Dividend Decisions: Formulating dividend Policy - The marginal principle of earnings retention; Gordon Model for Dividend Decisions, Walter formula for Dividend; Modigliani and Miller (M.M) Model; Determinants of dividend policy - Dividend payout ratios, Stability of dividends; Factors affecting dividend - Legal and procedural aspects of distributions of dividend.

Suggested Readings:

1. **James C. Van Horne and John M. Wachowicz, Jr.:** *Fundamentals of Financial Management*, PHI Learning a Pvt. Ltd., New Delhi.
2. **Eugene Brigham and Michael Ehrhardt:** *Financial Management: Text and Cases*, Cengage Learning India Pvt. Ltd., New Delhi.
3. **M.Y. Khan and P.K. Jain:** *Financial Management*, Tata McGraw-Hill, New Delhi.
4. **I.M. Pandey:** *Financial Management*, Vikas Publishing House Pvt. Ltd., New Delhi.
5. **Ezra Solomon and John J. Pringles:** *An Introduction to Financial Management*, PHI Learning Pvt. Ltd., New Delhi.
6. **John J. Hampton:** *Financial Management*, PHI Learning Pvt. Ltd., New Delhi.

MC-2.3: CORPORATE LEGAL FRAMEWORK

Lectures 4 + Tutorial 1 = 05 Credits	Duration of Exam.: 3 Hours	Max. Marks: 100 (End Term Exam: 75 + Internal: 25)
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Course Objective:

The objective of this course is to familiarize students with the relevant provisions of various laws influencing business.

Course Contents:

UNIT-I

The Companies Act, 2013: Definitions and types of companies, Formation of a company memorandum of association, Articles of association, Prospectus, Company management, Meetings and resolutions, Winding up and Dissolutions of companies.

UNIT-II

Consumer Protection Act: The Consumer Protection Act 1986-Salient features, Definitions of Consumer, Rights of Consumer, Consumer Protection Councils, Consumer Dispute Redressal Agencies: District Forum, State Commission, and National Commission.

The Foreign Exchange Management Act, 2000: Definitions, Regulation and Management of Foreign Exchange, Authorized Person, Contravention and Penalties, Adjudicator and Appeal, Appellate Tribunal, Directorate of Enforcement.

UNIT-III

SEBI Act, 1992: Definition, Objectives, Powers and Functions of SEBI, Penalties and Adjudication, Establishment, Jurisdiction, Authority and Procedure of Appellate Tribunal.

WTO: Regulatory Framework of WTO, Basic Principles and Charter of WTO, Anti-dumping duties and other NTBs, Trade Related Aspects of Intellectual Property Rights (TRIPS), Trade Related Investments Measures (TRIMS).

Suggested Books & Readings:

1. Ravinder Kumar, *Legal Aspects of Business*, 4e, Cengage Learning India Ltd., New Delhi.
2. M.C. Kuchhal, & Vivek., Kuchhal, *Business Legislations for Management*, Vikas Publishing House Pvt. Ltd. New Delhi.
3. Padhi, P.K. *Legal Aspects of Business*, PHI, New Delhi.
4. Sulphrey and Basheer: *Laws for Business*, PHI Learning India Pvt. Ltd., New Delhi.
5. N. D. Kapoor, *Company Law*, Sultan Chand, New Delhi.

MC-2.4: CORPORATE ACCOUNTING AND DISCLOSURE

Lectures 4 + Tutorial 1 = 05 Credits	Duration of Exam.: 3 Hours	Max. Marks: 100 (End Term Exam: 75 + Internal: 25)
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Course Objective: The objectives of this course is to expose students to advanced accounting issues and practices such as maintenance of company accounts, valuation of goodwill and shares, handling accounting adjustments and knowing contemporary issues in corporate reporting.

Course Contents:

UNIT-I

Accounting for issues and Redemption of Preference shares and Debentures, Valuation of goodwill and shares, Final accounts of companies.

UNIT-II

Accounting issues relating to amalgamation, Absorption, Reconstruction and Liquidation of companies.

UNIT-III

Corporate Disclosures: Conceptual framework, objectives, disclosure requirements as per (a) Companies Act, 2013, (b) Listing agreement, (c) Relevant Accounting Standards, Voluntary Disclosures – Value Added Statement, Economic Value Added, Human Resource Accounting, Recent Developments and Specific Reporting- Corporate Social Accounting and Reporting, Environmental Accounting and Reporting and Corporate Governance Reporting.

Note: Any revision of Accounting Standard issued by appropriate Authority shall become applicable from the current session. Latest editions are to be consulted.

Suggested Books & Readings:

1. Narayanswamy, R: *Financial Accounting: A Managerial Perspective*, PHI Learning Pvt. Ltd., New Delhi.
2. Gupta, R.L: *Advanced Financial Accounting*, S.Chand & Co. New Delhi.
3. Maheshwari, S.N: *Advanced Accountancy Vol.II*, Vikas Publishing, New Delhi.
4. Monga J.R.: *Advanced Financial Accounting: A Managerial Perspective*, Mayor Paperbacks, Noida.
5. Engler, C., L.A. Bernstein, and K.R. Lambert: *Advanced Accounting*, Irwin, Chicago
6. Fischer, P.M., W.J. Taylor and L.A. *Advanced Accounting*, South-western, Ohio Pvt. Ltd., New Delhi.
7. Niegs, R.F.: *Financial Accounting*, Tata McGraw Hill, New Delhi.
8. Shukla, M.C. and T.S. Grewal, *Advanced Accounting*, Sultan Chand & Co., New Delhi.
9. Jawahar Lal: *Corporate Financial Reporting: Theory, Practice & Cases*, Taxmann Publications, New Delhi.
10. Shirin Rathore: *International Accounting*, Prentice Hall of India.
11. *Compendium of Statements and Standards of Accounting*, The Institute of Chartered Accountants of India, New Delhi.

MC-2.5: RESEARCH METHODOLOGY FOR BUSINESS

Lectures 4 + Tutorial 1 =
05 Credits

Duration of Exam.: 3 Hours

Max. Marks: 100
(End Term Exam: 75 + Internal: 25)

Course Objective:

To enable students to understand the concept and application of Research in business.

Course Contents:

UNIT-I

Introduction to Research. Meaning and Significance of Research, Aims of research. Research Process, Criteria for Good Research.

Selection of the Problem, Definition and Statement of the Problem.

Research Design, Exploratory, Descriptive and Experimental Research Designs.

Ethical Considerations in Research.

UNIT-II

Measurement and Scaling, Scale Characteristics and Levels of Measurement. Reliability and Validity in Research.

Sampling: Concept of Population and Sample, Probability and Non-probability Sampling Techniques, Sampling and Non-Sampling Errors. Types of data, methods of collecting data.

Preparation of questionnaire.

UNIT-III

Descriptive Statistics: Measures of Central Tendency, Variability and Shape, Frequency Distribution, Cross-tabulation.

Theory of Probability: Discrete and continuous probability distributions.

Inferential Statistics: Point and Interval Estimates, Types of Hypotheses, Type I and Type II Errors, Level of Confidence, Level of Significance.

Parametric Techniques: Testing hypothesis about mean, z-test and t-test, One Way and Two Way ANOVA.

Non-Parametric Techniques: Chi-Square Test, Runs Test, Spearman's rank Correlation test, Wilcoxon Signed-Rank Test, Mann-Whitney U Test, Kruskal-Wallis Test.

Correlation and Regression Analyses: Simple and Multiple Correlation. The Classical Linear Regression Model (CLRM), Assumptions of CLRM.

Report Preparation, Format of Report, Guidelines for Preparation of Good Research Report.

Suggested Readings:

1. Donald R. Cooper and Pamela S. Schindler, *Business Research Methods*, Tata McGraw Hill, New Delhi
2. Anderson, Sweeney & Williams: *Statistics for Business and Economics*, Cengage Learning Pvt. Ltd., New Delhi.
3. Naresh K. Malhotra and Satyabhushan Dash, *Marketing Research: An Applied Orientation*, Pearson.
4. Ken Black: *Applied Business Statistics*, Wiley India.
5. Deepak Chawla & Neena Sodhi, *Research methodology: Concepts and Cases*, Vikas Publishing House, New Delhi.
6. Richard I. Levin and David S. Rubin, *Statistics for Management*, PHI, New Delhi.
7. Chris Brooks, *Introductory Econometrics for Finance*, Cambridge University Press
8. William G. Zikmund, *Business Research Methods*, Cengage Learning, New Delhi.

MC-2.6: ENTREPRENEURSHIP DEVELOPMENT (Choice Based Course)

Lectures 4 + Tutorial 1 = 05 Credits	Duration of Exam.: 3 Hours	Max. Marks: 100 (End Term Exam: 75 + Internal: 25)
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Course Description	Entrepreneurship is the key to economic growth of developing countries like India. It is emerging as a key area of study in schools, colleges, and universities all over the world. Developing the spirit of entrepreneurship among the youth in order to tackle the problems of overpopulation and growing unemployment by turning the job seekers into job creators is the need of the hour.
Learning Outcomes	The course is aimed at changing the mindset of the students and enabling them to transform into a successful entrepreneur rather than just a cog in the wheel. In short the learning outcomes would be; <ul style="list-style-type: none">• Providing exposure to the students about the entrepreneurial opportunities• Facilitating them to acquire entrepreneurial quality, competency and motivation• Enabling them to start and manage their ventures
Pedagogical Model	The course would be delivered in a judicious mix of ; classroom teaching, case discussions, assignments, project work, role-playing, group activities, interactions with entrepreneurs, experts etc.

Course Contents

UNIT-I	Introduction: Concepts and approaches of Entrepreneurship, Entrepreneurial Motivation, Entrepreneurial Competencies: Assessment and Development, role of various institutions in Entrepreneurship development Product/ Project Development: Idea generation and Opportunity analysis, Identification of business opportunities in domestic and Global markets, Product/ Project design and development process, Innovation and creativity in development process
UNIT-II	Financing Issues: Evaluation and analysis of Sources of Finance Innovative Sources of Financing: Angel and Venture Capital Finance, Crowd Funding Sources for Working Capital and Capital Expenditures Business Plan: Business Plan concept, components, and preparation Operational plan preparation, Marketing plan preparation, Financial plan preparation
UNIT-III	Managing the Enterprise: Promotion and Management of new ventures, Managing the growth of the venture, Merger & Acquisitions opportunities and strategies, Expansion strategies and issues, Legal and IPR issues

Suggested Books & Readings, Web Resources & References**Books**

1. Donald F Kuratko,, *Entrepreneurship: Theory, Process, Practice*, Cengage Learning India Ltd.
2. Holt, DH, *Entrepreneurship – New Venture Creation*, Englewood Cliffs, NJ, Prentice-hall, Inc.
3. M J Dollinger , *Entrepreneurship: Strategies & Resources*, Pearson)
4. Donald Kuratko and Richard Hodgetts, *Entrepreneurship*, Cengage (Thomson)
5. Robert Hisrich and Michael Peters, *Entrepreneurship*, Tata McGraw Hill
6. Zimmerer and Scarborough, *Essentials of Entrepreneurship and Small Business Management*, Pearson Education
7. Poornima Charantimath, *Entrepreneurship Development-Small business Enterprises*, Pearson Education

Readings

1. The New Business Road Test : John Mullins, Prentice Hall
2. The High Performance Entrepreneur, Bagchi
3. How to build a bulletproof startup? By Om Malik
4. How to write a great business plan? By William Sahlman
5. Bygrave William D.,The Portable MBA in Entrepreneurship, John Wiley, New York.
6. Dean A Shepherd and Mark Shanly, New Venture Strategy: Timing, Environmental Uncertainty and Performance, Sage Publications
7. Mathur, Satish B, Working Capital Management and Control: Principles and Practices, New Delhi, New Age International (P) Limited,
8. Patel VG, The Seven Business Crises: How to Beat Them, New Delhi, Tata McGraw-Hill

MC-3.1: CORPORATE TAX PLANNING AND MANAGEMENT

Lectures 4 + Tutorial 1 = 05 Credits	Duration of Exam.: 3 Hours	Max. Marks: 100 (End Term Exam: 75 + Internal: 25)
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Course Objective: This course aims at making students conversant with the concept of corporate tax planning and Indian Tax Laws, as also their implications on corporate management.

Course Contents:

UNIT-I

Introduction to Tax Management: Concept of tax planning; Tax avoidance and tax evasions; Corporate taxation and dividend tax.

Tax Planning for New Business: Tax planning with reference to location, nature, and form of organization of new business.

UNIT-II

Tax Planning and Financial Management Decisions: Tax planning relating to capital structure decision, dividend policy, inter-corporate dividends and bonus shares.

Tax Planning and Management Decisions: Tax planning in respect of own or lease, sale of assets used for scientific research, make or buy decisions; repair, replace, renewal or renovation and shutdown or continue decisions.

UNIT-III

Special Tax Provisions: Tax provisions relating to free trade zones, infrastructure sector and backward areas; tax incentives for exports.

Tax Issues Relating to Amalgamation: Tax planning with reference to amalgamation of companies.

Tax Payment: Advance payment of tax; Tax deductions and collection at source; Double Taxation Relief; E-filing.

Suggested Readings:

1. **Singhania, V.K.:** *Direct Taxes; Law and Practice*, Taxmann Publications, New Delhi.
2. **Singhania, Vinod K:** *Corporate Tax Planning and Business Tax Procedure*, Taxmann Publications, New Delhi.
3. **Ahuja G.K. and Ravi Gupta:** *Systematic Approach to Income Tax and Central Sales Tax*, Bharat Law House, New Delhi.
4. **Lakhotia, R.N.:** *Corporate Tax Planning*, Vision Publication, New Delhi.

MC-3.2: HUMAN RESOURCE MANAGEMENT (AEC)

Lectures 4 + Tutorial 1 = 05 Credits	Duration of Exam. : 3 Hours	Max. Marks : 100 (Term-end Exam : 75 +Internal : 25)
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Course Objectives: This course aims at providing a broad understanding of concepts, principles and operative functions of human resource management.

Course Contents:

UNIT-I

Introduction: Definition, Importance, Objectives and functions of human resource management, HR policies - meaning types and process of formulation of HR policies, merit and demerits of HR policies, policies in various HR areas.

Acquisition of HR: Human resources planning - concept, objectives and process of HRP, Concepts and Applications of job analysis, Recruitment – meaning, Factors affecting recruitment and sources of recruitment, recent trends in recruitment, selection process, placement induction.

UNIT-II

Training and Development: Concept and objectives of training and development, Principles and Methods, Techniques of management development, Career Planning and Development – job changes- transfer, promotion, demotion and separation.

Employee Compensation and Benefits: Wage and salary administration, Concept and Objectives, Job evaluation – meaning, objectives and methods, System of wage payment-Time wage, Piece wage and wage incentive plans, Fringe benefits - Concept, objectives and types of Fringe benefits. ESOP, Flexi-time schedule. Performance appraisal- meaning and its importance, methods of performance appraisal.

UNIT-III

Strategic HRM Emotional quotient and mentoring, Emerging horizon in HRM- HRM and economic liberalization, HRM – future scenario- downsizing and voluntarily retirement, empowerment and workforce diversity. Changing role of HRM, Flexi time schedule, HR accounting, HRM information system.

Suggested Readings:

1. Gomez-Mejia, Balkin and Cardy, *Managing Human Resources*, PHI Learning Pvt. Ltd., New Delhi.
2. Monappa Arun, Saiyadam Mirza, *Personnel Management*, Tata McGraw Hill, New Delhi.
3. Chopra, Rakesh K, *Management of Human Resources*, V.K. Publishing House, Bareilly.
4. Tripathi, P.C, *Personnel Management and Industrial Relations*, Sultan Chand & Sons, New Delhi.
5. Michael, V.P., *Human Resource Management*, Himalaya Publishing House, New Delhi.
6. Yoder, Dale: *Personnel Management and Industrial Relations*, Prentice Hall of India, New Delhi.
7. Dessler Gary, *Human Resource Management*, Pearson Education, New Delhi.
8. Worther, William and Davis Keith, *Human Resource and Personnel Management*, McGraw Hill, New York.
9. Sherwani , NUK, *Human Resource Management*, Galgotia Publications Pvt Ltd., Noida.
10. Pattanayak Biswajeet, *Human Resource Management*, PHI Learning Pvt. Ltd., New Delhi.
11. Gupta, C.B, Sultan Chand and Sons , New Delhi.
12. Singh B.P. and T.N. Chhabra, *Personal Management and Industrial Relations*, Dhanpat Rai and Co. pvt ltd., Delhi-2000.

MC-3.3: E-COMMERCE (Choice Based Course)

Lectures 4 + Tutorial 1 = 05 Credits	Duration of Exam.: 3 Hours	Max. Marks: 100 (End Term Exam: 75 + Internal: 25)
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Course Objective:

The objective of the course is to enable students gain knowledge about E-commerce and its various components.

Course Contents:

UNIT-I

Introduction to E-Commerce: Framework, Architecture, Benefits and Impact of E-Commerce, Anatomy of E-Commerce applications, E-Commerce Consumer applications, E-Commerce Organization Applications, e-commerce in India, Prospects of e-commerce.

Network Infrastructure for E-commerce: Intranet, Extranet & Internet, Internet Backbone in India, ISP and services in India, OSI Model, and Standards & Overview of TCP/IP, Internet Security, E-Commerce & Internet.

E-Commerce Models: Business-to-Business-Hubs, Market Places, Business-to-Business Exchange, Business-to-Consumer, Consumer-to-Consumer, Business-to-Government, Government-to-Government.

E-Advertising & Marketing: The new age of information-based Marketing, Emergence of internet as a competitive advertising media, Market Research, Weakness in Internet Advertising, e-Advertising & Marketing in India.

UNIT-II

Electronic Payment Systems: Introduction to Payment Systems, On-Line Payment Systems, Pre-Paid e-Payment System, Post-Paid e-Payment System, Requirements Metrics of a Payment System.

Electronic Data Exchange: EDI-Definitions & Applications, Standardization and EDI, EDI-Legal Security and Privacy Issues Advantages & Limitations of EDI, IT Act 2000 and its applications.

E-Security: Securing the Business on Internet-Security Policy, Procedures & Practices, Transaction Security, Cryptology, Digital Signatures, Security Protocols for Web Commerce.

UNIT-III

E-Customer Relationship Management: CRM – meaning & applications, E-CRM Marketing in India, Major Trends, Global Scenario for E-CRM; CRM utility in India.

Suggested Readings:

1. Elias M. Awad: *Electronic Commerce*, PHI Learning Pvt. Ltd., New Delhi.
2. P.T. Joseph, S.J.: *E-Commerce*, PHI Learning Pvt. Ltd., New Delhi.
3. Jeffrey F. Rayport & Bernard J. Jaworski: *Introduction to E-commerce*, Tata McGraw Hill, New Delhi.
4. Kalakota & Winston: *Frontiers of E-commerce*, Pearson Education, New Delhi.
5. David Whiteley: *E-Commerce – Strategy, Technologies and Applications*, Tata Mc-Graw Hill, New Delhi, 2000.
6. C.S.V.Murthy: *E-Commerce - Concepts, Models and Strategies*, Himalaya Publishing House, New Delhi.
7. Kamlesh K. Bajaj & Debjani Nag: *E-Commerce - The Cutting Edge of Business*, Tata McGraw-Hill, New Delhi.

MC-3.4– F1: FINANCIAL ECONOMETRICS

Lectures 4 + Tutorial 1 =
05 Credits

Duration of Exam.: 3 Hours

Max. Marks: 100
(End Term Exam: 75 + Internal: 25)

Course Objectives:

The objective of this course is to provide the students with a set of tools to handle financial time series data.

Course Contents:

UNIT-I

Introduction to econometrics. Steps involved in formulating an econometric model. The Classical Linear Regression Model (CLRM). Assumptions underlying CLRM. Properties of the OLS estimator. Method of maximum likelihood estimation (MLE). Dealing with Multicollinearity, Autocorrelation and Heteroscedasticity.

Limited dependent variable models. The linear probability model. The logit and probit models.

UNIT-II

Univariate time series modelling. Stationarity and unit root testing. Moving average processes, Autoregressive processes and ARMA processes. Building ARMA models, the Box-Jenkins approach.

Multivariate models. Simultaneous equations bias. Vector autoregressive models. Block significance and causality tests. Impulse responses and variance decompositions

Modelling long-run relationships in finance. Cointegration analysis using Engle-Granger, Johansen-Juselius and ARDL approaches. Equilibrium correction or error correction models

UNIT-III

Modelling volatility and correlation. Historical volatility. Implied volatility models. Exponentially weighted moving average models. Autoregressive conditionally heteroscedastic (ARCH) models. Generalised ARCH (GARCH) models. Asymmetric GARCH models, GJR-GARCH and EGARCH. Multivariate GARCH models. Direct correlation models.

Switching models. Modelling seasonality in financial data. Markov switching models.

Introduction to Panel data. The fixed effects model. Time-fixed effects models. The random effects model.

Suggested Books & Readings:

1. Brooks, C., *Introductory Econometrics for Finance* (4th edition), Cambridge University Press.
2. Gujarati, D. N., *Basic Econometrics* (4th ed.). Mc Graw Hill.
3. Enders, W., *Applied Econometric Time Series* (4th edition), Wiley India, New Delhi
4. Greene, W. H., *Econometric Analysis*, Pearson Education.
5. Tsay, R. S. (2016). *Analysis of Financial Time Series* (3rd edition), Wiley India, New Delhi.

MC-3.5 F-2: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Lectures 4 + Tutorial 1 = 05 Credits	Duration of Exam.: 3 Hours	Max. Marks: 100 (End Term Exam: 75 + Internal: 25)
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Course Objective:

The objective of this course is to help students understand various issues in security analysis and portfolio management.

Course Contents:

UNIT-I

Introduction: Meaning of Investment, Investment process, Alternative investment avenues, Organization and functioning of securities Market in India, Regulation of securities market in India, Role of SEBI.

Concept of Return and Risk: Measurement of return and risk, historical vs. expected return, systematic and unsystematic risk.

Valuation of Securities: Valuation of bonds and shares.

UNIT-II

Fundamental Analysis: Economic analysis, industry analysis and company analysis

Technical Analysis: Dow theory, price/volume charts, technical indicators, Elliott wave theory

Efficient Market Hypothesis (EMH): Alternative forms of market efficiency, tests, results and implications of EMH

Behavioral Finance: Expected utility theory vs. prospect theory, Market Anomalies, Behavioral biases.

UNIT-III

Portfolio Analysis: Concept of diversification, Estimating return and risk of portfolio; Markowitz Risk-return optimization; Efficient Frontier; Sharpe's Single Index Model.

Capital Market Theory: Capital Asset pricing model (CAPM), Arbitrage Pricing Theory (APT) and multifactor models.

Portfolio Performance Evaluation: Types and structure of Mutual Funds, Measures of portfolio performance.

Suggested Readings:

1. Chandra, P., *Investment Analysis and Portfolio Management*, Tata McGraw Hill, New Delhi
2. Bodie, Z. A., Kane, A., & Marcus, A. J., *Investments* (10th ed.). McGraw Hill, New York
3. Pandian, P., *Security Analysis and Portfolio Management*, Vikas Publishing House, New Delhi
4. Fischer, D. E., & Jordan, R. J., *Security Analysis and Portfolio Management*(6th ed.), Prentice Hall of India
5. Reilly, F. K., & Brown, K. C., *Investment Analysis and Portfolio Management* (9th ed.), South Western College, UK
6. Elton, E. J., Gruber, M. J., Brown, S. J., & Goetzmann, W. N., *Modern Portfolio Theory and Investment Analysis* (8th ed.), Wile, New York
7. Ranganathan, M., & Madhumathi, R., *Investment Analysis and Portfolio Management*, Pearson Education, New Delhi
8. Vishwanath, S. R., & Krishnamurti, C., *Investment Management: A Modern Guide to Security Analysis and Stock Selection*, Springer, New York

The list of cases and other specific references including research papers/articles will be announced by the instructor in the class.

MC-3.4 HR1: INDUSTRIAL RELATIONS

Lectures 4 + Tutorial 1 = 05 Credits	Duration of Exam.: 3 Hours	Max. Marks: 100 (End Term Exam: 75 & Internal: 25)
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Course Objective:

The objective of the course is to make students understand industrial relations systems, realize the role of Trade Unions, raise the competency to sustain stress in managing industrial relation issues, and resolve the industrial disputes.

Course Contents:

UNIT-I

Industrial Relations Management: Concept, Definition, Objectives and scope of industrial relations, Importance and approaches to industrial relation, Unitary, Pluralistic and Marxist prospects of IR. Causes of poor industrial relations, Indicators of industrial relations – absenteeism, labour turnover, industrial discipline, grievance, strikes, lockouts, gherao, Industrial relations in current industrial scenario, Actors of industrial relations, Theories of industrial relations, Dunlop's model of IR, Pre-requisites for successful industrial relations.

Trade Unions: Introduction, Definition and objectives, Growth of Trade Unions in India, Types and functions of trade union, Trade Union Act, 1926 – Legal framework, registration and recognition of trade union, Membership and financial status of trade union, problems and measures to strengthen trade unions in India, Major Trade Union Federations in India – AITUC, INTUC, CITU, BMS & HMS.

Quality of Work Life: Meaning, importance and importance of QWL, Criteria for measuring QWL, QWL and Industrial relations, Measuring for improving QWL, Employee counseling – types, methods and problems.

UNIT-II

Workers' Participation in Management: Introduction, Definition, Nature of WPM, Objectives and reasons for development of WPM, Factors influencing WPM, levels of participation, Forms of workers' participation in India, Conditions necessary for effective working of scheme in WPM.

Collective Bargaining in India: Concept, characteristics, objectives and types of collective bargaining, Process of collective bargaining, Advantages and disadvantages of collective bargaining, Factors fostering collective bargaining in India, Pre-requisites for the success of collective bargaining.

Wage and Salary Administration: Concept and significance of wage and salary administration, Factors influencing wage and salary, Methods of wage payment, Incentives and fringe benefits.

UNIT-III

Industrial Disputes in India: Meaning, Definition, Causes of industrial disputes, Industrial unrest, Causes of Industrial unrest; Strikes, Lockouts and gherao, Organs of industrial peace.

Prevention and Settlement of Industrial Disputes in India: Methods for prevention and settlement of industrial disputes and; Machinery for settlement of industrial disputes under Industrial Disputes Act, 1947 Conciliation, mediation, arbitration and adjudication.

Social Security in India: Introduction, Concepts, Salient features of Workmen Compensation Act and Employees State Insurance Act relating to social security.

Employee Grievances: Meaning, Grievance Redressal in Indian Corporates, Model grievance procedure, Causes of Grievances, Machinery for redressal of grievance and, Essentials of sound grievance procedure.

Suggested Books & Readings:

1. Monappa Arun: *Industrial Relations*, Tata McGraw Hill, New Delhi.
2. Sinha P R N: *Industrial Relations, Trade Unions and Labour Legislation*, Pearson Education, New Delhi.
3. R.S. Dwivedi, *Managing Human Resources Management in Indian Enterprises*, Galgotia Publishing Company, New Delhi.
4. Industrial Laws in India, namely, The Factories Act, 1948, The Industrial Disputes Act, The Payment of Wages Act, Minimum Wages Act, Workmen Compensation Act, Trade Union Act, Social Security Laws.
5. C.B. Memoria, *Dynamics of Industrial Relations*, Himalaya Publishing House, New Delhi.
6. C. Mamoria, S. Mamoria, S. Gankar: *Dynamics of Industrial Relations*, HPH, New Delhi.
7. A.M Sarma, *Industrial Relations: Conceptual and Legal Framework*, Himalaya Publishing House, New Delhi.
8. Arun Monappa: *Industrial Relations*, TMH, New Delhi.
9. Promod Verma, *Management of Industrial Relations*, TMH, New Delhi.
10. Indian Labour Journal- Monthly Publications.

MC-3.5 HR-2: TRAINING AND DEVELOPMENT

Lectures 4 + Tutorial 1 = 05 Credits	Duration of Exam.: 3 Hours	Max. Marks: 100 (End Term Exam: 75 + Internal: 25)
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Course Objective: The course aims at exposing the learner to the concept and practice of training and development in the modern organisational setting.

Course Contents:

UNIT-I

Introduction: Concepts and rationale of training and development; overview of training and development systems; organizing training department; training and development policies; Requisites of Effective Training.

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

UNIT-II

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

UNIT-III

Evaluation of Training and Development: Rationale of evaluating Training and development programs, Problems in evaluation; Different evaluation frameworks, Problems of Measurement and Evaluation; Costing of training, measuring costs and benefits of training program; Methods of evaluating effectiveness of Training Efforts.

Emerging Trends in Training and Development: Gamification, team training and six sigma training; Electronic Enabled Training Systems (EETS)-Concept and types, benefits and challenges in using EETS; concerns in implementation of EETS – availability, incorporation, extension, and learning renewals for EETS; use of EETS and its up scalability; follow up activities.

Suggested Readings:

1. Prior, John: *Handbook of Training and Development*, Jaico Publishing House, Bombay.
2. Warren, M.W.: *Training for Results*, Massachusetts, Addison-Wesley.
3. Craig, Robert L.: *Training and Development Handbook*, McGraw Hill.
4. Garner, James: *Training Interventions in Job Skill Development*, Addison-Wesley.
5. Rolf, P., and Udai Pareek: *Training for Development*, Sage Publications Pvt. Ltd.
6. Michalak, Donald, and Edwin G. Yager: *Making the Training Process Work*, Writers Club Press.
7. Jack J. Phillips: *Hand book of Training Evaluation and Measurement Methods*, Routledge.
8. Dayal, Ishwar: *Management Training in Organisations*, Prentice Hall.

MC-3.4 – M1: ADVERTISING AND SALES MANAGEMENT

Lectures 4 + Tutorial 1 = 05 Credits	Duration of Exam. : 3 Hours	Max. Marks : 100 (Term-end Exam : 75 + Internal: 25)
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Course Objective: The basic objective of this course is to acquaint the students with the theory and practice of advertising, as well also management of a firm's sales operations.

Course Contents:

UNIT-I

Advertising: Meaning and Definition of Advertising, Advertising and Publicity, Advertising and Propaganda, Advertising and Salesmanship, Objectives of Advertising, Function, Benefits of Advertising, Types of Advertising, Criticism of advertising.

Economic and Social aspects of Advertising: Economic aspects: effect of advertising on production cost, distribution costs and consumer prices, Social aspects of advertising, Ethical issues in advertising.

Advertising Media: Media of advertising, Factors to be consider while selecting media.

Media Planning and Media Scheduling: Media Planning, Media scheduling, Significance of reach, frequency and continuity in Media Planning.

UNIT-II

Advertising Appeals: Meaning, AIDA process, Psychology of Customers.

Advertising Layout: Types of Layout, Basic element of a layout, types of headlines, testing validity and reliability of advertisement.

Measuring the effectiveness of advertising: Pre-testing and Post-testing.

Advertising Agency: Meaning, Need, Importance and functions of Advertising Agency, Organization of Advertising Agency, Selection of ad agency, agency remuneration,

Advertising Budget: Importance and Methods of Advertising Budget.

Sales Management: Introduction, Objectives, Functions, Scope, Evolution of Sales Management, Nature and Importance of Sales Management, Role of Sales management in Marketing, Sales management Challenges in 21st century.

UNIT-III

Salesman: Characteristics of a Successful Salesman, Elements of Sales Personality, Improving Sales Personality, Types of Sales Person, **Sales Manager:** Duties and Responsibilities of Sales Manager, Sales Job Analysis and Description.

Sales Force Management: Recruitment: Planning, Procedure, criteria and Sources of recruitment. Selection: Procedure, Sales Training: Ares of training, Training Method, Designing sales training programme, Socialization, Motivating Sales Personnel: Motivational Programme, Sales Contests and Evaluation of Contest. Compensation: Financial Compensation Methods, Nonfinancial Methods. Evaluation of Sales Force: Process, Improving Sales Productivity,

Sales force control system: Sales Force size, Sales Meeting, Sales Territories: Designing and Allocation. Sales Quotas: Objectives and Principles of sales quota, Procedure and Methods of sales quota, Types and uses of sales quota. Sales Budget, Concept of Sales Forecasting: Sales Forecasting methods: Quantitative and Qualitative methods.

Suggested Readings:

- 1) Aaker David A, *Advertising Management*, PHI, New Delhi.
- 2) E. Belch, Michel, A. Belch, *Advertising and Promotion*, Tata McGraw Hill, New Delhi.
- 3) SHH Kazmi & Satish K Batra, *Advertising and Sales Promotion*, Excel Books, New Delhi.
- 4) Sandage & Fry Burger, *Advertising Management*,
- 5) Mohan, Manindra, *Advertising Management*, Tata McGraw Hill, New Delhi.
- 6) Chunawalla, S. A. and Sethia, K. C., *Foundations of Advertising: Theory and Practice*, Himalaya Publication House, New Delhi.
- 7) Still, R. R. & Cundiff, E. W., Govoni, N. A. P., *Sales Management*, Prentice Hall of India, Delhi.
- 8) Coughlan A.T., Anderson E., Stern L.W and Ansary A.E, *Marketing Channels*, Pearson Education.
- 9) Allen, R. Y., Spohn, R. F. and Wilson, I. H., *Selling Dynamics*, McGraw-Hill International Editions, Singapore.
- 10) Krishna Halvaldar & V. M. Cavale, *Sales and Distribution Management*, Tata McGraw Hill Pvt. Ltd, New Delhi.
- 11) David Jobber & Geoff Lancaster, *Selling and Sales Management*, Person Education, New Delhi.
- 12) Panda and Sahadev: *Sales and Distribution Management*, Oxford University Press, Delhi
- 13) Sahu, P. K. and Raut, K. C., *Salesmanship and Sales Management*, Vikas Publishing House, New Delhi

MC-3.5 – M2: MARKETING RESEARCH

Lectures 4 + Tutorial 1 = 05 Credits	Duration of Exam.: 3 Hours	Max. Marks: 100 (End Term Exam: 75 + Internal: 25)
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Course Objective:

The course is designed to inculcate analytical abilities and marketing research skills among the students.

Course Contents:

UNIT-I

Marketing Research: Introduction, Management and uses of marketing research, Problem Formulation & steps in decision Making Process. Research Design: Introduction, Exploratory Research, Descriptive research, Causal/ Experimental Research Design, Relationship in between different types of designs.

UNIT-II

Data Collection Methods and Sample Design: Primary & Secondary Data, Observation & Questionnaire Techniques, Analysis & interpretation of Data, Development of questionnaire. Sample Design, Sample Plan, Probability & Non- Probability Sampling, Sample Size, etc., Attitude Measurement through different types of scales.

UNIT-III

Product Research, Advertising Research – Copy Testing – Test Marketing, Media Selection, Research Report preparation and presentation.

Suggested Readings:

1. Paul E. Green, Donald S. Tull, *Research for Marketing Decisions* , Prentice Hall of India
2. Harper W. Boyd Jr., Ralph Westfall , Stanley, *Marketing Research: Text and Cases*, McGraw Hill
3. Beri G.C., *Marketing Research*, 4e, Tata McGraw Hill Publishing Co. Ltd.

MC-3.4 – AT1: RECENT DEVELOPMENTS IN ACCOUNTING

Lectures 4 + Tutorial 1 = 05 Credits	Duration of Exam. : 3 Hours	Max. Marks : 100 (Term-end Exam : 75 + Internal: 25)
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Course Objective:

To impart focussed and relevant knowledge about the recent developments in accounting.

Course Contents:

UNIT-I

Accounting Standards and Guidance: Notes on various accounting aspects issued and standard setting process---Accounting Principles, GAAP Development and Study of Accounting Standards. Study of Indian Accounting Standards and International Accounting Standards issued till the beginning of the current academic year.

UNIT-II

Corporate Financial Reporting: Issues and Problems with reference to Published Financial Statements. Financial Reporting in respect of various kinds of Financial Institutions like Mutual Funds, Non-banking Finance Companies, Merchant Bankers, Stock Brokers.

UNIT-III

Emerging Issues in Accounting: Interim Reporting, Segment Reporting, Corporate Social Reporting, Human Resource Accounting, Accounting for Intangible Assets, Accounting for Financial Instruments, Environmental Accounting, Value Added Accounting, Forensic Accounting-Economic Crime Investigation, Need of Forensic Accounting.

Suggested Readings:

1. Shirin Rathore, *International Accounting*, Prentice Hall of India.
2. Jawaharlal, *Corporate Financial Reporting, Theory, Practice and Cases*, Taxmann Publications.
3. *Compendium of Statements and Standards of Accounting*, ICAI, New Delhi.
4. Case Studies and Resource Materials from Harvard Business School, MIT, NEN
5. Reading for the course to be suggested by the concerned faculty keeping in view the relevance, contemporariness and research trends.

MC-3.5 – AT 2: TAXATION PRACTICES AND INDIAN TAX SYSTEM

Lectures 4 + Tutorial 1 = 05 Credits	Duration of Exam. : 3 Hours	Max. Marks : 100 (Term-end Exam : 75 + Internal: 25)
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Course Objective: To familiarize and update the students with the basic principles of taxation, Structure of Indian Tax system and provisions of indirect tax.

Course Contents:

UNIT-I

Introduction: Canons of taxation, Tax-GDP Ratio: Meaning, Significance & Determinants. Trends in Tax- GDP Ratio. Features of a good taxation system, Tax Equity: Benefit Principle of Taxation; Ability- to-pay principle of taxation. Tax Capacity & Tax Effort, Tax bases and tax policy – Determinants of tax yield – Classification of taxes: Direct and indirect taxes and relative roles of Direct and Indirect Taxes in Indian Economy.

UNIT-II

Incidence of Taxation: Types of tax incidence, Factors determining extent of tax shifting-taxation and efficiency: Excess Burden of Taxation; Administrative Costs; Compliance Costs. Distribution of Tax Burden, - Buoyancy and elasticity of tax revenue-Tax evasion in India, causes and consequences of tax evasion, Methods to curb tax evasion, Tax Incentives: Rationale, benefits and costs of tax incentives, forms of tax incentives: Tax Holidays, investment allowance, deductions, reinvestment incentives etc.

UNIT-III

Constitutional Provisions Pertaining to Taxes and Tax Reforms: Rationale for constitutional arrangements. Distribution of taxation powers between the Center and States in the constitution of India; Restrictions on the taxation powers of the States; sharing of Central taxes. Recommendations of the Thirteenth Finance Commission; Tax Reforms in Direct and Indirect Taxes – Issues & Challenges, GST, Direct Tax Code.

Suggested Readings:

1. Girish Ahuja: *Professional Approach to Direct Taxes*, Bharat Law House, New Delhi
2. Singhanian. Vinod K, *Direct Taxes: Law and Practice*, Taxmann Publications, New Delhi
3. Musgrave. Richard and Peggy Musgrave, *Public Finance in Theory and Practice*, New York: McGraw Hill Book Company.
4. Peerzode, Sayal Afzal, *Economics of Taxation*, Atlantic Publishers& Distributors Pvt. Ltd.
5. Goode. Richard, *Government Finance in Developing Countries*, New Delhi. Tata – McGraw Hill Publishing Company Ltd.
6. Government of India, Ministry of Finance, *Report of the Indirect Taxation Enquiry Committee* (Chairman, L. K. Jha).

Note: Latest edition of the readings may be used.

MC-3.6: PROJECT WORK

Objectives of the Project Work:

- To give exposure to the students on the methodology of planning a study, data collection, analysis, presentation and decision-making about problems related to society.
- To gain an insight into the functional areas of commerce and business management, and to know how problems are identified and solved.

Scheme of Evaluation:

The Survey Project shall carry 100 Marks. There shall be 02 hours (credits) for project guidance in a teaching week. The evaluation of the Project Work has been divided into three parts:

Internal Evaluation = 35 Marks

External Evaluation = 35 Marks

Viva Voce = 30 Marks

Format of Project Report:

- The students will finalize the topic in consultation with their project supervisor.
- The cover of the Project Report shall be dark green/black in colour and printed in silvery-white.
- The text of the cover page and the first inner page will be in Times New Roman font.
- The text of the Project Report shall be typed in double spacing with margins of 1.5" on the left, 1" on the right, 1" on the top, and 1" on the bottom.
- Figures and Tables shall be numbered based on the respective chapters, such as 1.1,1.2, 2.4, 3.5 etc.
- The project report will contain chapters/components.

MC-4.1: STRATEGIC MANAGEMENT

Lectures 4 + Tutorial 1 = 05 Credits	Duration of Exam.: 3 Hours	Max. Marks: 100 (End Term Exam: 75 + Internal: 25)
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Course Objective:

The objective of this course is to help students understand the core concepts of strategic management.

Course Contents:

UNIT-I

Strategic Management – An Introduction: Evolution of business policy as a discipline – Concept of strategic management – Characteristics of strategic management – Defining strategy, Strategic Decision making and their Process.

Strategy Formulation: Stakeholders in business – Vision, mission and purpose – Business definition, objectives and goals – Environmental appraisal – Types of Strategies – Guidelines for devising successful business strategies.

UNIT-II

Strategic Analysis and Choice: Environmental Threat and Opportunity Profile (ETOP) – Organizational Capability Profile – Strategic Advantage Profile – Corporate Portfolio Analysis – SWOT Analysis – Synergy and Dysynergy – GAP Analysis – Porter's Five Forces Model of Competition – Mc Kinsey's 7s Framework-GE 9 Cell Model – Distinctive Competitiveness – Selection of Matrix.

UNIT-III

Strategy Implementation: Issues in Implementation – Project implementation – Procedural implementation – Resource Allocation – Budgets – Organization Structure – Matching structure and strategy – Behavioural Issues – Leadership style – Corporate culture – Values – Power – Social responsibilities – Ethics – Building a capable organization – Functional issues – Functional plans and policies – Financial, Marketing Operation and Personnel plans and policies.

New Business Models and Strategies for Internet Economy: Shaping characteristics of E-Commerce environment – E-Commerce Business Model and Strategies – Internet Strategies for Traditional Business – Key success factors in E-Commerce.

Suggested & Readings:

1. David, Fred, R.: *Strategic Management*, PHI Learning Pvt. Ltd., New Delhi.
2. Hitt Hoskisson: *Management of Strategy*, Cengage Learning India Pvt. Ltd., New Delhi.
3. Kazmi Azhar: *Business Policy*, Tata McGraw-Hill, New Delhi.
4. Miller Dess: *Strategic Management*, McGraw Hill Inc., New York.

MC-4.2: INTERNATIONAL BUSINESS (Choice Based Course)

Lectures 4 + Tutorial 1 = 05 Credits	Duration of Exam.: 3 Hours	Max. Marks: 100 (End Term Exam: 75 + Internal: 25)
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Course Objective: The purpose of this course is to acquaint the students with nature, scope, structure and operations of international business and familiarise them with trends and developments in India's foreign trade and investments and policy framework.

Course Contents:

UNIT-I

Introduction: Nature, scope and importance of International business; Modes of entry into international business; Management of international business operations – complexities and issues.

Theoretical Foundations of International Trade: Reasons for international trade; theories of international trade; Gains from trade; Foreign trade multiplier; Terms of trade.

Instruments of Commercial Policy: Tariffs, quotas and other measures and their effects; World trade and protectionism.

Balance of Payment Account: Current and Capital Account components and accounting system; Balance of payment deficits and adjustment policies.

UNIT-II

International Business Environment: Framework for analyzing international business environment; Domestic and foreign environments and their impact on international business decisions; World trading environment – Pattern and structure of world trade in goods and services; Counter trade.

International Economic Institutions and Agreements: WTO, IMF, World bank, UNCTAD, Agreement on Textiles and Clothing, GSP, GSTP and other international agreements and treaties; International commodity trading and agreements- India's involvement and consequences.

UNIT-III

Regional Economic Integration: Free trade area, customs union and common market; Theory of customs union; Trade creation and diversion effects; Regionalism vs. multilateralism; Structure and functioning of EC and NAFTA; Regional Economic Cooperation.

Multinationals (MNCs) in International Business: Issue in investment, technology transfer, pricing and regulations; International collaborations and strategic alliances.

Recent Developments and Issues in International Business.

Suggested Readings:

1. Danoes, John D. Radebaugh, Lee H., and Daniel P. Sullivan: *International Business Environment and Operations*, 12th ed., Prentice Hall, 2009.
2. Griffin, Ricky W. and Pustay, Michael W.: *International Business: A Managerial Perspective*, Prentice Hall, 2009.
3. Hill, Charles, W.L.: *International Business*, McGraw Hill Company, New York, 2009.
4. Ball, Donald, Wendall H. McCulloch: Miachel Geringer, Michael S. Minor and Jeanne M. McNett, *International Business: The Challenge of Global Competition*, 12th Edition, 2009, McGraw Hill Co.

MC-4.3 RETAIL MARKETING MANAGEMENT (SEC)

Lectures 4 + Tutorial 1 =
05 Credits

Duration of Exam.: 3 Hours

Max. Marks: 100
(End Term Exam: 75 + Internal: 25)

Course Objective: The objective of this course is to provide a basic view of retailing and application of marketing concepts in a retail managerial environment.

Course Contents:

UNIT-I

Introduction to Retailing: Meaning of Retailing, Economic Significance of Retailing, Retailing Management Decision Process, Product Retailing vs. Service Retailing, Types of Retailers, Retailing Marketing Environment.

Retail Marketing Segmentation: Segmentation in Retail, Targeted Marketing Efforts, Positioning Decisions.

Store Location and Layout: Types of Retail Stores Location, Factors Affecting Retail Location Decisions, Location Based Retail Strategies.

UNIT-II

Retail Marketing Strategies: Strategy at different levels of Business, the Strategic Retail Planning Process, Retail Models.

Retail Merchandising: Introduction, Activities of a Merchandiser, Retail Merchandising Management Process.

Integrated Marketing Communication in Retail: Understanding Integrated Marketing Communication, Elements of Communication Process, Factors influencing the Increased use of sales promotion.

Retail Pricing: Establishing Pricing Policies, Factors Influencing Pricing, Pricing Strategies.

UNIT-III

Customer Relationship Management in Retailing: Benefits of Relationship Marketing, Customer Service in Retailing, CRM and Loyalty Program.

International Retailing: Stages in Retail Global Evolution, Benefits of Going Global, Market Entry Methods.

E-Tailing: Technology in Retail Marketing Decisions, Factors Influences the Growth of E-Tailing, Future of Electronic Retailing.

Suggested Readings:

1. Gilbert, D., *Retail Marketing Management*. Pearson Education.
2. Varley, R., & Rafiq, M., *Principles of Retail Management*, Basingstoke: Palgrave Macmillan.
3. Sivakumar, A., *Retail Marketing*, Excel Books, New Delhi
4. Goworek, H., & McGoldrick, P. J., *Retail Marketing Management: Principles and Practice*, Pearson Education.
5. Berman, B., & Evans, Jr., *Retail Management* (10th ed.), Prentice Hall India, New Delhi
6. Michael, L.M., Weitz, B.W., & Pandit, A., *Retail Management* (6th ed.), Tata McGraw Hill, New Delhi

MC-4.4 – F3: FINANCIAL ENGINEERING

Lectures 4 + Tutorial 1 =
05 Credits

Duration of Exam. : 3 Hours

Max. Marks : 100
(Term-end Exam : 75 + Internal: 25)

Course Objectives:

The objective of this course is to enable the students to build up knowledge of advanced financial instruments and to apply the techniques of financial engineering for mitigating risk and achieve specified goals.

Course Contents:

UNIT-I

Introduction to financial engineering and Financial Innovation.

Types of Derivatives: forwards, futures, options, swaps and other derivative contracts.

Valuation Relationships and Applications, Valuing forward contracts, Futures price of stock indices

Relationship between futures and spot prices, cost of carry and Convenience Yield.

Factors affecting option prices, Put call parity, Options Trading Strategies.

UNIT-II

Securitization, Asset Backed Securities.

Multiperiod Options: Caps, Floors, Collars, Captions, Swaptions, and Compound Options.

Fixed Income Securities, Recent Debt Market Innovations.

Equity and Equity-Related Instruments.

UNIT-III

Asset/Liability Management.

Hedging and Related Risk Management Techniques.

Corporate Restructuring and the LBO

Arbitrage and Synthetic Instruments. Tax-Driven Deals

Miscellaneous Equity-Based Strategies.

Core Texts:

1. Marshall, J. F., & Bansal, V. K. (2009). *Financial Engineering: A Complete Guide to Financial Innovation*(1st ed.). New Delhi: Phi Learning.
2. Hull, J. C., & Basu, S. (2013). *Options, Futures and Other Derivatives* (7th ed.). New Delhi: Pearson Education.

Suggested Readings:

1. *Handbook of Financial Engineering* (1st ed.), Springer.
2. Neftci, S., *Principles of Financial Engineering* (2nd ed.). Elsevier.
3. Kolt, R. W. (2008). *Futures, Options and Swaps*. Blackwell Publishers.
4. Chance, D. M., *An Introduction to Derivatives and Risk Management* (9th ed.). New Delhi: Cengage Learning.
5. Das, S., *Derivatives: Principle and Practice*. New Delhi: McGraw Hill.
6. Gupta, S. L., *Financial Derivatives: Theory, Concepts and Problems* (1st ed.). New Delhi: PHI.
7. Vohra, N. D., *Futures and Options*. New Delhi: Tata McGraw Hill.

MC-4.5 FE-4: INTERNATIONAL FINANCIAL MANAGEMENT

Lectures 4 + Tutorial 1 = 05 Credits	Duration of Exam.: 3 Hours	Max. Marks: 100 (End Term Exam: 75 + Internal: 25)
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Course Objective: This course will enable students understand the macro environment in which international financial transactions are carried out and also acquaints them with the problems and techniques of financial management in MNCs.

Course Contents:

UNIT-I

Introduction to International Financial System: Bretton Woods Conference and afterwards; European monetary system, Euro Currency.

Multinational Financial Management: Complexities and issues in managing financial function in an international firm.

International Financial Markets and Instruments: International capital and money market instruments and their salient features; Integration of financial markets and approach; Arbitrage opportunities; Role of financial intermediaries.

UNIT-II

Foreign Exchange Market: Exchange Rate determination, forward exchange contracts in foreign market,

Exchange Rate Risk Management: Transaction, translation and economic exposure, techniques of managing foreign exchange risk.

Multinational Working Capital Management: Cash, receivable and inventory; Management of short-term overseas financing sources.

UNIT-III

Foreign Investment and Financing Decisions: Capital budgeting for multinational corporations; International financing sources and financial structure; Country risk analysis; Cost of capital for overseas investment and capital structure.

International Portfolio Management and Diversification: Portfolio investment; Benefits of international portfolio investment; spreading risk; International diversification.

International Accounting and Reporting: Foreign currency translation; Multinational transfer pricing and performance measurement; Consolidated finance reporting.

Suggested Readings:

1. **Shapiro, Allan C.:** *Multinational Financial Management*, PHI Learning India Pvt. Ltd., New Delhi.
2. **Jeff Madura:** *International Financial Management*, Cengage Learning India Ltd., New Delhi.
3. **Buckley, Adrian:** *Multinational Finance*, PHI Learning India Pvt. Ltd., New Delhi.
4. **Maurice, Levi:** *International Finance*, McGraw Hill, Int. Ed., New York.
5. **Rodriguez, R.M. and E.E. Carter:** *International Financial Management*, PHI Learning India Pvt. Ltd., New Delhi.
6. **Sweeny, Allen:** *Handbook of International Financial Management*, McGraw Hill Int. Ed., New York.
7. **Wood, D. and J. Byrne:** *International Business Finance*, Macmillan, New York.

MC-4.4 – HR3: PERFORMANCE AND TALENT MANAGEMENT

Lectures 4 + Tutorial 1 = 05 Credits	Duration of Exam.: 3 Hours	Max. Marks: 100 (End Term Exam: 75 + Internal: 25)
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Course Objective: This course aims to impart the understanding about the performance management system and strategies adopted by the organizations to manage employees' performance. This course also intends to give insights on how to identify, integrate, and retain talent in an organization to deliver high performance.

Course Contents:

UNIT-I

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

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

UNIT-II

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

UNIT-III

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

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

Note: Lectures should be supplemented with the case studies.

Suggested Readings:

1. Armstrong, M. & Baron, A., *Performance Management and Development*, Jaico Publishing House, Mumbai.
2. Armstrong, M., *Performance Management: Key strategies and practical guidelines*, Kogan Page, London.
3. Bagchi, S. N., *Performance Management*, Cengage Learning India.
4. Bhattacharyya, D.K., *Performance Management Systems and Strategies*, Pearson Education.
5. Robert B., *Performance management*, McGraw-Hill Education India.
6. ASTD, *Talent management: Strategies for success from six leading companies*, Cengage Learning.
7. Rao, T.V., *Hurconomics for Talent Management: Making the HRD missionary business-driven*, Pearson Education.
8. Berger, L. A. and Berger, D. R., *The Talent Management Handbook*, McGraw-Hill Education India.
9. Rao, T.V., *Performance Management and Appraisal Systems: HR tools for global competitiveness*, Response Books: A division of Sage Publications.
10. Shukla, R., *Talent management: Process of developing and integrating skilled worker*, Global India Publications, New Delhi.
11. Silzer, R. and Dowell, B.E. (eds.), *Strategy Drive Talent Management: A leadership imperative*, Publication of the Society for Industrial and Organizational Psychology.
12. Hasan, M., Singh, A. K., Dhamija, S. (eds.), *Talent Management in India: Challenges and opportunities*, Atlantic Publishers & Distributors.

MC-4.5 – HR4: COMPENSATION MANAGEMENT AND EMPLOYEE WELFARE LAWS

Lectures 4 + Tutorial 1 = 05 Credits	Duration of Exam.: 3 Hours	Max. Marks: 100 (End Term Exam: 75 + Internal: 25)
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Course Objective: The course is designed to promote understanding of issues related to compensation management in corporate sector and public services and to impart skill in designing compensation management system, policies and strategies, apart from promoting understanding of legal issues in the administration of compensation, welfare and social security.

Course Contents:

UNIT-I

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

UNIT-II

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

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

UNIT-III

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

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

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

Suggested Readings:

1. Belchor, David W: *Compensation Administration*, Prentice Hall, Englewood Cliffs. NT.
2. Henderson, R.I.: *Compensation Management in a Knowledge Based World*. New Delhi: Pearson Education
3. Milkovich. G; Newman.J and Ratnam, C.S.V: *Compensation*, Tata Mc Graw Hill, Special Indian Edition.
4. Armstrong, M. & Murlis, H.: *Reward Management: A Handbook of Salary administration*, London: Kegan Paul
5. Malik, P.L.: *Handbook of Labourer and Industrial Law*, Eastern Book Company.
6. Government of India Report of the National Commission on Labour Ministry of Labour and Employment, New Delhi (latest).
7. Relevant bare Acts and Rules.

MC-4.4 –M3: INTERNATIONALMARKETING

Lectures 4 + Tutorial 1 = 05 Credits	Duration of Exam.: 3 Hours	Max. Marks: 100 (End Term Exam: 75 + Internal: 25)
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Course Objective: To acquaint the students with the concept and issues of international marketing and enable them to be able to analyze the foreign market environment and develop international marketing strategies for a business firm.

Course Contents:

UNIT –I

Introduction: Nature, importance, and scope of international marketing; International market- orientation and involvement; International marketing management process- an overview, International marketing information system. International Marketing Environment: Influence of physical, economic, socio - cultural, political and legal environments on international marketing decisions; Global trading environment and developments. International Market Segmentation, Selection and Positioning; Screening and selection of markets; International market entry strategies –Exporting, licensing, contract manufacturing, joint venture, setting - up of wholly owned subsidiaries abroad.

UNIT- II

International Product Planning and Pricing decisions: Major Product decisions-product design, labeling, packaging, branding and product support services; Product standardization vs. adaptation; Managing product line; International trade product life cycle; New product development. Pricing decisions for International Markets: Factors affecting international price determination; International pricing process and policies; Delivery terms and currency for export price quotations; Transfer pricing; Pricing in the context of counter trade.

UNIT-III

International Distribution Decisions; International Promotion Strategies: Distribution channel strategy- International distribution channels; their roles and functions; selection and management of overseas agents; International distribution logistics- inventory management, transportation, warehousing, and insurance. Communications across countries-complexities and issues; Country-of-origin effect; International promotion tools and planning; Advertising, personal selling, publicity, and sales promotion; International public relations, Developing international promotion campaign; Standardization vs. adaptation issue; Planning for direct mail, sales literature, trade fairs, and exhibitions.

Suggested Readings:

1. Keegan, Warran J. and Mark C. Green, *Global Marketing*, Pearson.
2. Cateora, Phillip R. ;Grahm, John L. and Prashant Salwan, *International Marketing*, Tata McGrawHill.
3. Czinkota, Michael R. and IlkkaA. Ronkainen, *International Marketing*, Cengage Learning.
4. Terpstra, Vern; Foley, James and Ravi Sarathy, *International Marketing*, Naper Press.
5. Jain, Subash C., *International Marketing*, South-Western.
6. Kotabe, Masaaki and Kristiaan Helsen, *Global Marketing Management*, John Wiley & Sons.
7. Onkvist, Sak and John J.Shaw, *International Marketing; Analysis and Strategy*, Psychology Press.
8. Rajagopal, *International Marketing*, Vikas Publishing House.

MC-4.5 – M4: CUSTOMER RELATIONSHIP MANAGEMENT

Lectures 4 + Tutorial 1 = 05 Credits	Duration of Exam.: 3 Hours	Max. Marks: 100 (End Term Exam: 75 + Internal: 25)
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Course Objectives: The primary objective of offering CRM course is to develop a basic understanding about the subject amongst the students. It will facilitate them to design customer-focused business strategy.

Course Contents:

UNIT-I

Introduction to Customer Relationship Management: Meaning and Definition of CRM, Importance of CRM, Concept and Growth of Relationship Marketing, Scope of Relationship Marketing, Evolution of CRM, concept of Lifetime Customer and Customer Loyalty, Merits and demerits of CRM, Types of CRM, CRM Models.

UNIT-II

Process of Customer Relationship Management: Introduction, Customer Development Process, Customer Retention, Customer satisfaction, Importance of customer retention, Customer Retention Strategies, Customer Life Time Value, types of Relationship Management, CRM process for B2B markets, CRM Cycle, CRM Process in Services Organisation.

UNIT-III

Implementation of Customer Relationship Management: Defining success factors - Preparing a business plan requirements, justification and processes. - Choosing CRM tools - Defining functionalities - Homegrown versus out-sourced approaches - Managing customer relationships - conflict, complacency, Resetting the CRM strategy. Technological Development in CRM: e-CRM, Difference between CRM and e-CRM.

Suggested Readings:

1. **Jagdish Sheth, & G. Shainesh**, *Customer Relationship Management: A Strategic Perspective*, McMillan Publisher India Ltd. New Delhi.
2. **Alok Kumar Rai**, *Customer Relationship Management: Concept & Cases*, Prentice Hall of India Pvt. Ltd., New Delhi.
3. **Mullick, N.H.**, *Customer Relationship Management*, Oxford University Press, New Delhi.
4. **S. Shanmugasundaram**, *Customer Relationship Management*, Prentice Hall of India Pvt. Ltd., New Delhi.
5. **Kaushik Mukherjee**, *Customer Relationship Management*, Prentice Hall of India Pvt. Ltd., New Delhi.
6. **V. Kumar & Werner J.**, *Customer Relationship Management*, Willey India, New Delhi.
7. **Balasubramaniyan, K.**, *Essence of Customer Relationship Management*, Learn Tech Press.

MC-4.4 – AT3: INTERNATIONAL ACCOUNTING

Lectures 4 + Tutorial 1 = 05 Credits	Duration of Exam. : 3 Hours	Max. Marks : 100 (Term-end Exam : 75 + Internal: 25)
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Course Objectives: To develop some conceptual knowledge and understanding of International Accounting issues among students and make them capable of tackling issues in prevailing regulatory environment.

Course Contents:

UNIT-I

International Dimension of Accounting and Control: Inter-nationalisation of Accounting profession, International Accounting Standard Board, International Standards setting process, Accounting and Auditing Standards, Operational and conceptual issues, emerging issues in International Accounting.

UNIT-II

International Financial Reporting Standards: Introduction, Asset Accounting, Revenue accounting, Presentation of financial statements, Liabilities accounting, Group Accounting, Other areas including related party transactions accounting

UNIT-III

Foreign currency translations, Methods and Practices, Foreign operations disclosure, Specific Reporting Issues: Regulatory Disclosure requirement, Social Responsibility disclosure, Transfer Pricing, Methods, Objectives, and Strategies.

Note: Any revision of Accounting standard issued by appropriate authority shall become applicable from the current academic session. Latest editions are to be consulted.

Suggested Reading:

1. Prasad Godbole, *Mergers, Acquisitions and Corporate Restructuring*, Vikas Publishing House.
2. Jawaharlal, *Corporate Financial Reporting: Theory Practice & Cases*, Taxmann Publications.
3. Ahmed Riahi Belkaoui, *Accounting Theory*, Quorm Books.
4. Radebaugh L. H. and S.J. Gray, *International Accounting, and Multinational Enterprises*, John Wiley & Sons.
5. Sandagaran S.M., *International Accounting*, South Western.
6. Holzer H. Peter, *International Accounting*, Horper and Row Publishers, New York
7. Gray, S.J., *International Accounting and Transnational Decisions*, Butterworth, London, U.K.
8. Holzer H. Peter, *International Accounting*, Horper and Row Publishers, New York
9. Shirin Rathore, *International Accounting*, Prentice Hall of India, New Delhi.

MC-4.5 – AT4: DIRECT TAX LAWS AND INTERNATIONAL TAXATION

Lectures 4 + Tutorial 1 = 05 Credits	Duration of Exam. : 3 Hours	Max. Marks : 100 (Term-end Exam : 75 + Internal: 25)
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Course Objective:

To acquire the ability to analyze and interpret the provisions of direct tax laws and recommend solutions to practical problems and to develop an understanding of the concepts, principles and provisions of International Taxation.

Course Contents:

UNIT-I

Law and Procedures under the Income-tax Act, 1961: Basis of charge, residential status, income which do not form part of total income, heads of income, income of other persons included in assessee's total income, aggregation of income, set-off and carry forward of losses, deductions from gross total income, rebates and reliefs, Progressive, proportional and regressive taxes; Ad-valorem and specific taxes.

UNIT-II

Tax Management: Tax Planning, Tax Avoidance & Tax Evasion, Collection & Recovery of Tax, Refunds, Income-tax Authorities, Procedure for assessment, Appeals and Revision, Settlement of Tax Cases, Penalties, Offences & Prosecution

UNIT-III

International Taxation: Assignment Rules of Foreign Income- Source Versus Residence; Methods to alleviate international tax duplication: Exemption, Tax Credit Method, Bilateral Tax Treaty, Multilateral Tax Treaty, OECD Model & United Nations Model- Tax Convention, International Tax Avoidance and Evasion; Transfer Pricing - Tax Heavens, Tax Treaty Shopping – Anti Avoidance Measures, Indian Law on Double Taxation Relief.

Suggested Readings:

1. Singhania. Vinod K, *Direct Taxes: Law and Practice*, Taxmann Publications, New Delhi.
2. Girish Ahuja: *Professional Approach to Direct Taxes*, Bharat Law House, New Delhi.
3. Roy Sunders, *The Principles of International Tax Planning*, Taxmann Publications, New Delhi.
4. Roy Rohtagi, *Basic International Taxation*, (Vol I), Taxmann Publications, New Delhi.
5. D.P. Mittal, *Law of Transfer Pricing in India*, Taxmann Publications, New Delhi.