UNIVERSITY OF DELHI

MASTER OF COMMERCE
(M.COM)
(To be effective from Academic Year 2014-15 and onwards)

Syllabus

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I. PREAMBLE

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

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

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

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

AFFILIATION

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

Programme Structure

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

<table>
<thead>
<tr>
<th>Part</th>
<th>First Year</th>
<th>Semester I</th>
<th>Second Year</th>
<th>Semester II</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td></td>
<td>Semester I</td>
<td>Semester III</td>
<td>Semester IV</td>
</tr>
</tbody>
</table>

* There will be 4 lecture hours of teaching per week for each paper
* Duration of examination of each paper shall be 3 hours.
* Each paper will be of 100 marks out of which 70 marks shall be allocated for semester examination and 30 marks for internal assessment.

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

Part I: Semester I

<table>
<thead>
<tr>
<th>Paper No.</th>
<th>PAPERS</th>
<th>Marks</th>
<th>Total Marks</th>
<th>Duration (Hrs.)</th>
<th>Credit (Hrs.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>4101</td>
<td>Business Statistics</td>
<td>70</td>
<td>30</td>
<td>100</td>
<td>3</td>
</tr>
<tr>
<td>4102</td>
<td>Managerial Economics</td>
<td>70</td>
<td>30</td>
<td>100</td>
<td>3</td>
</tr>
<tr>
<td>4103</td>
<td>Managerial Accounting</td>
<td>70</td>
<td>30</td>
<td>100</td>
<td>3</td>
</tr>
<tr>
<td>4104</td>
<td>Financial Planning</td>
<td>70</td>
<td>30</td>
<td>100</td>
<td>3</td>
</tr>
<tr>
<td>4105</td>
<td>Organisational Theory and Behaviour</td>
<td>70</td>
<td>30</td>
<td>100</td>
<td>3</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td></td>
<td>500</td>
<td></td>
<td>20</td>
</tr>
</tbody>
</table>

Part I: Semester II

<table>
<thead>
<tr>
<th>Paper No.</th>
<th>PAPERS</th>
<th>Marks</th>
<th>Total Marks</th>
<th>Duration (Hrs.)</th>
<th>Credit (Hrs.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>4201</td>
<td>Quantitative Techniques for Business</td>
<td>70</td>
<td>30</td>
<td>100</td>
<td>3</td>
</tr>
<tr>
<td>4202</td>
<td>Financial management and Policy</td>
<td>70</td>
<td>30</td>
<td>100</td>
<td>3</td>
</tr>
<tr>
<td>4203</td>
<td>Marketing Management</td>
<td>70</td>
<td>30</td>
<td>100</td>
<td>3</td>
</tr>
<tr>
<td>4204</td>
<td>Legal Aspects of Business</td>
<td>70</td>
<td>30</td>
<td>100</td>
<td>3</td>
</tr>
<tr>
<td>4205</td>
<td>International Business</td>
<td>70</td>
<td>30</td>
<td>100</td>
<td>3</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td></td>
<td>500</td>
<td></td>
<td>20</td>
</tr>
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</table>
### Part II: Semester III

<table>
<thead>
<tr>
<th>Paper No.</th>
<th>Title</th>
<th>Written</th>
<th>Internal Assessment</th>
<th>Total Marks</th>
<th>Duration (Hrs.)</th>
<th>Credit (Hrs.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>4301</td>
<td>Global Strategic Management</td>
<td>70</td>
<td>30</td>
<td>100</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>4302</td>
<td>Entrepreneurship</td>
<td>70</td>
<td>30</td>
<td>100</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>-----</td>
<td>Major Group (Paper 1)</td>
<td>70</td>
<td>30</td>
<td>100</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>-----</td>
<td>Major Group (Paper 2)</td>
<td>70</td>
<td>30</td>
<td>100</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>-----</td>
<td>Minor Group (Paper 1)</td>
<td>70</td>
<td>30</td>
<td>100</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td></td>
<td></td>
<td><strong>500</strong></td>
<td><strong>20</strong></td>
<td></td>
</tr>
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</table>

### Part II: Semester IV

<table>
<thead>
<tr>
<th>Paper No.</th>
<th>Title</th>
<th>Written</th>
<th>Internal Assessment</th>
<th>Total Marks</th>
<th>Duration (Hrs.)</th>
<th>Credit (Hrs.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>4401</td>
<td>Corporate Governance, Ethics and Social Responsibility of Business</td>
<td>70</td>
<td>30</td>
<td>100</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>4402</td>
<td>Business Research</td>
<td>70</td>
<td>30</td>
<td>100</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>-----</td>
<td>Major Group (Paper 3)</td>
<td>70</td>
<td>30</td>
<td>100</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>-----</td>
<td>Major Group (Paper 4)</td>
<td>70</td>
<td>30</td>
<td>100</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>-----</td>
<td>Minor Group (Paper 2)</td>
<td>70</td>
<td>30</td>
<td>100</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td></td>
<td></td>
<td><strong>500</strong></td>
<td><strong>20</strong></td>
<td></td>
</tr>
<tr>
<td><strong>GRAND TOTAL (4 Semesters)</strong></td>
<td></td>
<td></td>
<td></td>
<td><strong>2000</strong></td>
<td><strong>80</strong></td>
<td></td>
</tr>
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</table>

**Elective Groups**

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

**Notes:**

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

**List of Elective Groups**

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

**Group A: Finance**
Paper MJ301: Financial Institutions and Markets  
Paper MJ302: Security Analysis and Portfolio Management  
Paper MJ403: International Financial System  

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

**Group C: Human Resource Management**  
Paper MJ321: Human Resource Development  
Paper MJ322: Management of Industrial Relations  
Paper MJ423: Strategic Human Resource Management  

**Minor Groups**  
**Group A: Taxation**  
Paper MN331: Principles and Practice of Taxation and Indian Tax System  
Paper MN432: Corporate Tax Structure and Planning

**Group B: Law**  
Paper MN341: Corporate Law  
Paper MN442: Industrial Law

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

**Group D: International Business**  
Paper MN361: India’s Foreign Trade and Investment  
Paper MN462: Management of International Business Operation

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

1. English shall be the medium of instruction and examination.

2. Examinations shall be conducted at the end of each Semester as per the Academic Calendar notified by the University of Delhi.

3. The system of evaluation shall be as follows:
   
   3.1 Each paper will carry 100 marks, of which 30 marks shall be reserved for internal assessment based on a combination of tutorials, classroom participation, project work, seminar, term papers, tests, and attendance. The weightage given to each of these components in a combination shall be decided and announced at the beginning of the semester by the Department in consultation with the teachers. The system so decided will be communicated by the Department to respective colleges.

   3.2 The remaining 70 marks in each paper shall be awarded on the basis of a written examination at the end of each semester. The duration of written examination for each paper shall be three hours.

4. Examinations for courses shall be conducted only in the respective odd and even Semesters as per the Scheme of Examinations. Regular as well as ex-students shall be permitted to appear/reappear/improve in courses of Odd Semesters only at the end of Odd Semester and courses of Even Semesters only at the end of Even Semesters.

❖ Pass Percentage & Promotion Criteria

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

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

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

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

       Part I to Part II Promotion: Admission to Part- II of the Programme shall be open to only those students who have successfully passed at least 75% papers offered for the Pat-I courses comprising of I and II Semester taken together. However, he/she will have to clear the remaining papers while studying in the 2nd year of the programme.
c. Students who do not fulfil the promotion criteria (c) above shall be declared failed in the Part concerned. However, they shall have the option to retain the marks in the papers in which they have secured Pass marks as per Clause (a) above.

d. A student who has to reappear in a paper prescribed for Semester I/III may do so only in the odd Semester examinations to be held in November/December. A student who has to reappear in a paper prescribed for Semester II/IV may do so only in the even Semester examinations to be held in April/May.

❖ Division Criteria

Successful candidates will be classified on the basis of the combined results of Part-I and Part-II examinations as follows:
Candidates securing 60% and above: I Division
Candidates securing 50% or more but less than 60%: II Division
Candidates securing 40% or more but less than 50%: III Division

❖ Span Period

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

❖ Attendance Requirement

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

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

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

❖ For each paper, there are 30 marks allocated for internal assessment and 70 marks for the Annual Examination. Out of 30 marks allocated for internal assessment for each paper:

- 20 marks are to be assigned for class test
- 5 marks are to be assigned for assignment
- 5 marks are to be assigned for attendance

❖ A class test of 20 marks in each paper will be conducted by the teachers teaching the paper at the Department of Commerce. The date and time of the class test will be notified to the students by the respective teachers-in-charge of (M.Com) course at the Department of Commerce.
Commerce.

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

- Five marks are to be awarded for attendance in the assignment/activities mentioned above by the college/institution where students are enrolled. The marks shall be awarded on the basis of existing norms for award of marks for attendance as per the Internal Assessment Scheme of University. The marks for attendance shall be as follows:
  
  i) More than 67% but less than 70%  
  ii) 70% or more but less than 75%  
  iii) 75% or more but less than 80%  
  iv) 80% or more but less than 85%  
  v) 85% and above

  1 Marks  
  2 Marks  
  3 Marks  
  4 Marks  
  5 Marks
IV: COURSE CONTENTS AND READING LISTS OF M.COM. PROGRAMME

Master of Commerce
Semester I

Course 4101: BUSINESS STATISTICS
Marks: 100 (Theory = 70, Internal Assessment = 30)

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

Contents:


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

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

Unit V: Analysis of Variance and Non-parametric Tests: F-test of equality of variances. One-factor ANOVA (Completely Randomised Model) and Two-factor ANOVA without replication (Randomised Block Model). Chi – square test for Independence and for Goodness-of-fit. Sign test, One-sample runs test and Rank correlation test.
Unit VI: Correlation and Regression Analysis: Simple, multiple and partial correlation analysis. Rank correlation. Simple and Multiple linear regression analysis (involving up to three variables). Multiple regression analysis using MS Excel.

Suggested Readings:


Note: Latest edition of the readings may be used.
Objective: The objective of the course is to acquaint students with the basic principles of micro and macroeconomics for developing the understanding of theory of the firm, markets and the macro environment, which would help them in managerial decision making processes.

Contents:

Part A: Firm and Market


Part B: Macroeconomic environment


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

Suggested Reading:

**Note:** Latest edition of the readings may be used.
Master of Commerce
Semester I

Course 4103: MANAGERIAL ACCOUNTING

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

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

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

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

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

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

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

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

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

5. Ronald W. Hilton, Managerial Accounting, McGraw Hill Education.

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

Contents:

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

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


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


Unit VI: Investor Protection: Role of SEBI. Investor grievances and redressal system in India.
Note: Some case studies on the above topics are required to be discussed.

Suggested Readings:


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

Contents:

Unit I - Conceptual Foundations of Organisation Theory and Behaviour: Organisational Theories - Classical, Neo-classical and Contemporary; Authority, Power, status, formal and informal structure; Bureaucratic structure; Boundary Less organisation; Flat and Tall structures; Impact of Environment on Organisational Design.
Organisational Behaviour (OB)- concept, determinants, models; challenges and opportunities of OB; Transaction cost; Disciplines contributing to the field of OB; Individual Behaviour- Foundations of individual behaviour, values, attitudes, personality, and emotions; Perceptual process and Learning; Management assumptions about people-McGregor’s Theory X and Theory Y, Chris Argyris behaviour patterns.

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

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

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

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

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

Suggested Readings:


Note: Latest edition of the readings may be used.
Objective: The objective of this paper is to acquaint the students with quantitative techniques that play an important role in managerial decision-making.

Contents:

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

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

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

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

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

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

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

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

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

Suggested Readings:


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

Contents:


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

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

**Note:** Use relevant case studies to supplement class discussions.

**Suggested Readings:**


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

Contents:
Unit I-Introduction: Nature and Scope of Marketing; Core Marketing Concepts; Evolution of modern marketing concept; Modern marketing concepts; Marketing Mix; Marketing management process-a strategic perspective; Customer quality, value and satisfaction; Planning and control.
Marketing Environment: Significance of scanning marketing environment; Analyzing macro environment of marketing-economic, demographic, socio-cultural, technological, political and legal segments; Impact of micro and macro environment on marketing decisions.
Buyer behaviour: Need for studying buyer behaviour; Consumer vs. business buying behaviour; Consumer buying decision process and influences; Industrial buying process.
Market Segmentation, Targeting and Positioning: Bases for segmenting a consumer market; Levels of market segmentation; Factors influencing selection of market segments; Criteria for effective market segmentation; Target market selection and strategies; Positioning – concept, bases and process.

Unit II-Product and Pricing Decisions: Product - concept and classification; Major product decisions; New product development; Packaging and labelling; Product support services; Branding decisions; Product life cycle – concept and appropriate strategies adopted at different stages.
Pricing- Objectives, Factors affecting price of a product, Pricing policies and strategies. Ethical issues in product and pricing decisions.

Unit III-Distribution Decisions: Channels of distribution – concept and importance; Different types of distribution middlemen and their functions; Channel management, selection, motivation and performance appraisal of distribution middlemen; Distribution logistics – concept, importance and major logistics decisions; Channel integration and systems. Ethical issues in distribution decisions.
Retailing and Wholesaling: Types of retail formats; Retail theories; Retailing strategies; Non-Store retailing; Wholesaling-nature and importance, types of wholesalers; Developments in retailing and wholesaling in Indian perspective.

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

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

Unit VI-Trends in Marketing: Service Marketing, Social Media Marketing, Green Marketing, Customer Relationship Management, Rural marketing, other emerging trends.
Note: Class discussions to be supported by relevant case studies.

Suggested Readings:


Note: Latest edition of the readings may be used.
Objective: The course aims to acquaint the students with knowledge and understanding of major business laws.

Contents:

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

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

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

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

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

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

Suggested Readings:

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

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

Contents:
Unit I – Introduction: International Business - Importance, nature and scope; Globalization; Drivers of Globalization. Basic Entry Decisions; Modes of entry into international business, selecting an Entry Strategy; IT and international business, India’s involvement in International Business

Unit III - International Business Environment: Political, Legal, Economic, and Cultural environment and associated risks; Framework for analyzing international business environment.

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

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

Unit V - International Economic Institutions and Financial Environment: IMF, World Bank, UNCTAD, International commodity trading and agreements - India’s involvement and consequences; International Financial Environment: International Monetary System; Exchange rate mechanism and arrangement; Types of Exchange rate systems in the world; International money and capital markets; Movements in foreign exchange and interest rates. Foreign Direct Investment: Types of FDI; Theories of FDI, Cost and Benefit of FDI to Host and Home Countries, Government Policy Instruments and FDI, Trends in FDI.

Unit VI - Regional Economic Integration: Levels of Regional Economic Integration: Free trade area, customs union, economic union, common market, political union; Trade creation and diversion effects; Regionalism vs. Multilateralism; Structure and functioning of EU and NAFTA, SAARC.

Unit VII - Contemporary Issues in International Business: Environmental and Labour issues in International Business.
Suggested Readings:


**Note:** Latest edition of the readings may be used.
Objective: To help students understand strategy making process that is informed integrative and responsive to rapid changes in an organization’s globally oriented environment and also to help them understand tasks of implementing strategy in a global market.

Contents:

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

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

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

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

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

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

Unit VII-Ethical and Social considerations in Global Strategic Management: The Global Context of Corporate Governance.
Note: Case studies and problems involving issues in global strategy are required to be discussed.

Suggested Readings


Note: Latest edition of the readings may be used.
Master of Commerce  
Semester II

Course 4302: ENTREPRENEURSHIP

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

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

Contents:

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

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

Unit III-Functional plans: Marketing plan– for the new venture, environmental analysis, steps in preparing marketing plan, marketing mix, contingency planning; Organizational plan – designing organization structure and Systems; Financial plan – pro forma income statements, pro forma cash budget, funds Flow and Cash flow statements; Pro forma balance sheet; Break Even Analysis; Ratio Analysis.

Unit IV- Entrepreneurial Finance: Debt or equity financing, Sources of Finance- Commercial banks, private placements, venture capital, financial institutions supporting entrepreneurs; Lease Financing; Funding opportunities for Startups in India.

Unit V- Enterprise Management: Managing growth and sustenance- growth norms; Factors for growth; Time management, Negotiations, Joint ventures, Mergers & acquisitions.
Suggested Readings:

1. Kumar, Arya, Entrepreneurship: Creating and Leading an Entrepreneurial Organization, Pearson, India.
2. Hisrich., Peters, Entrepreneurship: Starting, Developing and Managing a New Enterprise, Irwin
5. Hisrich, Robert D., Michael Peters and Dean Shephered, Entrepreneurship, Tata McGraw Hill, New Delhi

Note: Latest edition of the readings may be used.
Master of Commerce  
Semester IV

Course 4401: CORPORATE GOVERNANCE, ETHICS AND SOCIAL RESPONSIBILITY OF BUSINESS

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

Objective: To familiarize the students with the knowledge of ethics, emerging trends in good governance practices and corporate social responsibility in the global and Indian context.

Contents:

Unit I - Business Ethics: The concept of ethics; ‘ethics’ and related connotations; business values and ethics; concept of business ethics; various approaches to business ethics; ethical theories; ethical governance; social responsibility—an extension of business ethics; the concept of corporate ethics; benefits of adopting ethics in business; ethics programme; code of ethics; ethics committee.

Unit II - Conceptual Framework of Corporate Governance: Evolution of corporate governance; developments in India; regulatory framework of corporate governance in India; SEBI guidelines and clause 49; reforms in the Companies Act; secretarial audit; class action; NCLT; insider trading; rating agencies; green governance/e-governance; shareholders’ activism; corporate governance in PSUs and banks; legislative framework of corporate governance—an international perspective (United Kingdom, USA, Australia, China, Russia, South Africa).

Unit III - Corporate Management: Management vs. Governance; internal constituents of the corporate governance; key managerial personnel (KMP); chairman—qualities of a chairman, powers, responsibilities and duties of a chairman; chief executive officer (CEO), role and responsibilities of the CEO; separation of roles of chairman and CEO; CFO; manager; company secretary; auditor.

Unit IV - Role and Functions of Board Committees: Standing committees, ad-hoc committees, task force committees, advisory committees; powers, functions and duties of board committees; enhanced performance of board committees; limitations of board committees; statutory committees of board—audit committee, remuneration committee, nomination committee, compliance committee, shareholders grievance committee, investors relation committee, investment committee, risk management committee, other committees.

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

Unit VI - Whistleblowing and Corporate Governance—The Concept of Whistle-Blowing; Types of Whistle-blowers; Whistle-blower Policy; the Whistle-Blower Legislation across Countries; developments in India.
Unit VII-Corporate Social Responsibility (CSR) – Meaning; corporate philanthropy; CSR-an overlapping concept; corporate sustainability reporting; CSR through triple bottom line; CSR and business ethics; CSR and corporate governance; environmental aspect of CSR; CSR models; drivers of CSR; global reporting initiatives; major codes on CSR; initiatives in India.

Suggested Readings:


Note: Latest edition of the readings may be used.
Master of Commerce
Semester IV

Course 4402: BUSINESS RESEARCH

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

Objective: The objective of the course is to acquaint the students with the process and techniques of conducting research. The course is expected to train the students to plan and execute the research studies in business.

Contents:
Unit I: Introduction to Business Research: Meaning and role of business research; Business research and scientific method; Scope of business research; Organisation of business research: Outsourcing and in-house research; Business research process: An overview; Ethics in business research.

Unit II: Problem Specification: Management problem specification, Formulating research problem, Developing research proposal – research objectives, research hypotheses, information needs; Determining research design: Explorative research – major techniques and their evaluation; Descriptive researches – case study, survey method and observation method; Causal research – major experimental designs and their evaluation; Reliability validity in experimentation; Quantitative vs qualitative research.

Unit III: Determining Data Sources: Secondary data sources and their usefulness; Primary data collection – Observation and questioning methods; Questionnaire preparation; Scaling techniques and attitude measurement; Reliability and validity assessment.

Unit IV: Survey Design: Census and survey methods; Designing sample survey – Defining universe, Determining sampling frame, sampling unit, sampling method and sample size.

Unit V: Data Collection: Organising fieldwork – selection, training, supervision and evaluation of fieldworkers, Survey errors – sampling vs. non-sampling errors; Types of non-sampling errors and ways to deal with them; Data analysis and interpretation: Data editing and coding, Univariate analysis; Bivariate analysis; Multivariate data analysis – Interdependence and dependence analyses and their basic assumptions; Time series analysis.

Unit VI: Major Multivariate Data Analysis Techniques: Basic concepts and applications of multivariate analysis of variance, multiple regression, factor analysis, cluster analysis, discriminant analysis and conjoint analysis.

Unit VII: Communicating Research Results: Research report preparation, presentation and follow-up.
Suggested Readings:


**Note:** Latest edition of the readings may be used.
Objective: The purpose of this course is to equip the students with an understanding of the financial system, its constituents, the principles on which it operates, inter linkages and regulatory concerns.

Contents:
Unit I - Introduction: Overview of financial markets & securities, Role of financial institutions, depository and non-depository institutions, consolidation & competition among financial institutions, financial conglomerates.
Overview of the Indian financial system including financial sector reforms. Other contemporary issues in finance.

Unit II - Interest Rate: Loanable Funds Theory, economic forces affecting interest rates, factors affecting yield differentials of debt instruments. Term structure of interest rates: Pure Expectations Theory, Liquidity Premium Theory, Segmented Markets Theory & Preferred Habitat Theory, Yield Curve.


Bank failure & regulation; Reasons for banks being heavily regulated, bank run, deposit insurance, capital adequacy regulation, bank examination etc. The problem of moral hazard & too big to fail institutions. RBI and its policy evolution.

Unit V - Financial Services and Non Depository Institutions: Various fund based and fee based financial services- Leasing, Factoring, Forfaiting, Merchant Banking, Credit rating, Custodial services etc. Mutual Funds: Types of mutual funds schemes, ETFs, hedge funds, venture capital funds, private equity funds and regulation. An overview of Indian Mutual Funds Industry. Pension Funds: Issues in saving for retirement & role of the financial system; Defined benefit & defined contribution pension plans, Pension funds as financial intermediaries and their regulation. An overview of Indian pension fund industry including NPS. Insurance: Incentive problems in insurance-moral hazard & adverse selection, pure premium, premium smoothing etc. Reinsurance, catastrophe insurance. Regulation. An overview of the Indian insurance industry. Role of SEBI.
Unit VI- Financial Inclusion: Extent of exclusion, financial inclusion initiatives including SHG-Bank linkage Model. Micro finance- emerging issues & regulation.

Suggested Readings:

5. Reserve Bank of India – Various publications.

Note: Latest edition of the readings may be used.
Objective: To equip the students with advanced analytical tools, models and financial theory necessary for making sound investment decisions and optimum portfolio choice as well as understanding the paradigms by which financial securities are valued.

Contents:

Unit II - Analysis of Fixed Income Securities: Bond fundamentals; Types of bonds; valuation of bonds; bond yields; bond price- yield relationship; analysis of risks in bonds-duration and convexity. Bond portfolio management - passive bond management and active bond management including bond immunization strategies.


Unit IV - Portfolio Analysis, Selection and Management: Risk aversion and capital allocation to risky assets and risk free asset; Risk tolerance and asset allocation; Optimal risky portfolio- Markowitz portfolio selection model. Sharpe’s single Index Model and optimal portfolio construction. Capital Asset Pricing Model (CAPM) and Market Anomalies (Size effect, Value effect, Seasonality effect, Overreaction effect etc). Extensions of CAPM (Zero beta CAPM and Merton’s Inter temporal CAPM). Arbitrage Pricing Theory and Multifactor Asset Pricing Models. Active and Passive portfolio management. Investment strategies- value investing, momentum and contrarian strategies etc. Portfolio performance evaluation (Sharpe index, Treynor Index, Jensen’s alpha, Information ratio, Fama’s decomposition measure). Portfolio revision.

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

Suggested Readings:


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

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

Unit II- International Monetary System: Evolution of the international monetary system, bimetallism, Gresham’s Law, classical gold standard, its strengths and weaknesses, inter war period, Bretton woods system, Triffin’s Paradox, special drawing rights, flexible exchange rate regime, present arrangements including dollarization.
The European Monetary Union & its costs & benefits.
Fixed versus floating exchange rate systems.

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

Unit IV- International Financial Markets: Forex Markets; spot market, direct & indirect exchange quotations, bid ask spread, cross exchange rates, forwards, futures & options market.
International money markets, international credit markets, international bond markets & international stock markets. Regulatory asymmetry & its implications.

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

Unit VI- Financial Crisis: Financial flows to developing countries, the problem of original sin, crisis in the Latin American countries, growth & crisis in Asia, contagion. Capital mobility-the trilemma of the

Suggested Readings:


Note: Latest edition of the readings may be used.
Master of Commerce
Semester IV
(Major Group- Finance)

Course MJ 404: INTERNATIONAL FINANCIAL MANAGEMENT

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

Objective: The objective of this course is to provide the students with a deep understanding of financial management issues in a multinational enterprise (MNE). It equips the students with analytical tools and techniques for sound financial decision making in a global setting.

Contents:


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

Suggested readings:


Note: Latest edition of the readings may be used.
Objective: To familiarize the students with the concept and issues of international marketing and enable them to be able to analyze the foreign market environment and develop international marketing strategies for a business firm.

Contents:

Unit I-Introduction: Nature, importance, and scope of international marketing; International market-orientation and involvement; International marketing management process- an overview, International marketing information system.

International Marketing Environment: Influence of physical, economic, socio-cultural, political and legal environments on international marketing decisions; Global trading environment and developments.

International Market Segmentation, Selection and Positioning: Screening and selection of markets; International market entry strategies -Exporting, licensing, contract manufacturing, joint venture, setting up of wholly owned subsidiaries aboard.

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

Pricing decisions for International Markets: Factors affecting international price determination; International pricing process and policies; Delivery terms and currency for export price quotations; Transfer pricing; Pricing in the context of counter trade.

Unit III-International Distribution Decisions: Distribution channel strategy- International distribution channels; their roles and functions; selection and management of overseas agents; International distribution logistics- inventory management, transportation, warehousing, and insurance.

Unit IV-International Promotion Strategies: Communications across countries-complexities and issues; Country-of-origin effect; International promotion tools and planning; Advertising, personal selling, publicity, and sales promotion; International public relations, Developing international promotion campaign; Standardization vs. adaptation issue; Planning for direct mail, sales literature, trade fairs, and exhibitions.

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

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

5. Jain, Subash C., International Marketing, South-Western.

Note: Latest edition of the readings may be used.
Master of Commerce  
Semester III  
(Major group - Marketing)

Course MJ 312: ADVERTISING AND SALES MANAGEMENT

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

Objective: To develop an in-depth understanding of the modern concepts and latest techniques of advertising and personal selling and sales force management which constitute a fast-growing area of marketing.

Contents:
Section A: Advertising

Unit I-Communication Basics: Communication and marketing; Communication process; Communication response hierarchy models; Cognitive processing of communication; EKB model; Marketing communication mix; Integrated marketing communication – an introduction; Advertising - Its importance and nature; Advertising and publicity; Advertising management process; Advertising objectives; DAGMAR Approach: Determination of Target Audience and positioning; Advertising budget – factors influencing budget decision and methods.

Unit II- Advertising Message and Media Decisions: Creativity and advertising; Creative process; Creative appeals and execution styles; Developing advertising copy for print ad - headline, body copy, logo, illustration and layout. Media Decisions - Types of media, Advertising through Internet and interactive media; Developing media plan; media selection and scheduling.

Unit III-Organization and Evaluation of Advertising Efforts: Centralized and decentralized systems; In-house agency arrangements; Advertising agencies – selection, compensation and appraisal of advertising agency; managing advertising agency relations; IMC services; Reasons for evaluating Advertising Effectiveness; Advertising testing process - Before and after advertising tests and techniques.

Unit IV-Advertising in India: Social and regulatory aspects of advertising in India. Recent developments and issues in advertising.

Section B: Sales Management

Unit V-Fundamentals of Personal Selling: Nature and importance of selling; Types of selling; Personal selling, salesmanship and sales management; Process of effective selling; Sales management process; Environmental factors impacting selling; Managing ethics in selling environment; Role of personnel selling in customer relationship management

Unit VI-Sales Planning and Organization: Setting personal selling objective; Market analysis and sales forecasting; Sales budget; Sales territory; Sales quota; Role of IT in sales planning.
Sales Organization: Organization structure; Relationship of sales department with other departments; Distribution networks relationship.

**Unit VII-Sales Force Management:** Recruitment and selection; training and development- Objectives, techniques and Evaluation; Sales persons compensation and techniques – straight salary, straight commission, sales contests; rewards and expense accounts; motivating, and supervising sales personnel; Evaluation and Control of the sales effort – Evaluation of sales personnel performance, Sales and cost analysis.

**Suggested Readings:**


**Note:** Latest edition of the readings may be used.
Master of Commerce  
Semester IV  
(Major group- Marketing)

Course MJ 413: CONSUMER BEHAVIOUR

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

Objective: To provide an in-depth understanding of the consumer and industrial buying processes and their determinants as relevant for marketing decision making.

Contents:
Unit I-Consumer Behaviour: Importance and nature of consumer behaviour; Types of consumers and their role; Consumer behaviour and marketing concept; Changing profile of Indian consumers and impact of technology. Conducting consumer research – overview of process, complexities and issues

Unit II-Consumer Decision Making Process: Buying Motives; Buying Roles; Consumer Buying Process; Levels of Consumer Decision Making.

Unit III-Individual differences in consumers: Needs and motivation; Perception; Attitude and attitude change; Learning and learning theories; Personality and life style analysis.

Unit IV-Socio-Cultural Determinants of consumer behaviour: Family and household influence on consumer buying behaviour; Group and their influences-WOM and opinion leaders, Social class; Culture and sub-culture. Cross-cultural dimensions of consumer behaviour

Unit V-Models of Consumer Behaviour and Business buying behaviour: An overview of contemporary models.

Note: Use relevant case studies to support learning in the class.

Suggested Readings:


Note: Latest edition of the readings may be used.
Master of Commerce
Semester IV
(Major group- Marketing)

Course MJ 414: SUPPLY CHAIN MANAGEMENT AND LOGISTICS

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

Objective: To acquaint the students with the concepts and tools of supply chain management and logistics as relevant for a business firm.

Contents:
Unit I-Introduction: Concept of supply chain management (SCM) and trade logistics; Scope of logistics; Logistic activities – an Overview; Contribution of logistics at macro and micro levels; SCM and trade logistics; Business view of SCM; Concept, span and process of integrated SCM; Demand management – methods of forecasting; Supply chain metrics (KPIs), performance measurement and continuous improvement; Product development Process and SCM; Strategic role of purchasing in the supply chain and total customer satisfaction; Types of purchases; Purchasing cycle.

Unit II-Managing Relationship: Role of Relationship marketing in SCM; Managing relationships with suppliers and customers; Captive buyers and suppliers; Strategic partnerships; Supplier-retailer collaboration and alliances.

Unit III- Focus Areas of Logistics and Supply Chain management: Transportation-Importance of effective transportation system; Service choices and their characteristics; inter-modal services; Transport cost characteristics and rate fixation; In-company management vs. out-sourcing; World sea borne trade; International shipping- characteristics and structure; Liner and tramp operations; Liner freighting; Chartering-Types, principles and practices; Development in sea transportation-Unitization, containerisation, inter and multimodal transport; CFC and ICD.

Air transport: Set up for air transport and freight rates; Carriage of Goods by sea -Role and types of cargo intermediaries.

Warehousing and inventory management: Reasons for warehousing; Warehousing evaluation and requirements; Warehousing location strategies; Inventory management principles and approaches; Inventory categories -EOQ, LT, ICC; Material management systems and techniques – JIT purchasing, manufacturing and in-bound logistics; Packing and marking; Control and communication.

Unit IV-IT Enabling Logistics and Supply Chain: Technology in logistics – EDI, bar Coding, RFID etc., data warehousing, electronic payment transfers; Business management systems; TRADITIONAL ERP, SPECIAL ERP, MR, DRP, PDM, EIP, CPFR, WMS, TMS; Re-engineering the supply chain- Future directions.

Unit V-Trends and Challenges in logistics and supply chain management: Third party logistic outsourcing –challenges and future directions.

Note: Use relevant case studies to support learning in the class.
Suggested Readings:


Note: Latest edition of the readings may be used.
Objective: The objective of the course is to make student aware of the concepts, techniques and practices of human resource development. This course intends to make students understand the applicability of these principles and techniques in an organization.

Contents:
Unit I-Introduction to Human Resource Development: Concept and evolution; Relationship between human resource management and human resource development; HRD mechanisms, processes and outcomes; HRD matrix; HRD interventions; Roles and competencies of HRD professionals.

Unit II-HRD Process: Assessing HRD needs; Designing and developing effective HRD programs; Implementing HRD programs; Evaluating HRD programs.

Unit III-Learning and HRD: Maximizing learning; Individual differences in learning process; Learning strategies and styles; Principles of learning; Learning and motivation; HRD culture and climate.

Unit IV-HRD Activities and Applications: HRD for Workers; HRD mechanisms for workers; Role of trade unions; Employee training and development- Process, methods, and types; Coaching, counselling and performance management; Career management and development; Organization development.

Unit V-HRD in Organisations, Trends and Practices: Select cases for HRD Practices in Government organisations, defence, police, private sectors and public sectors units; HRD audit; Balanced scorecard; People capability maturity model; Integrating HRD with technology; Employer branding and other recent trends; Future of HRD.

Note: Lectures should be supplemented with the case studies.

Suggested Readings:
5. Mankin, D., Human resource development, Oxford University Press India.

**Note:** Latest edition of the readings may be used.
Objective: The objective of the course is to make student practically equipped to manage the industrial relations in the light of numerous augmentations in the area of Industrial relations. The course will make them understand the importance of industrial relations for an organisation and the ways and means to create industrial harmony at different levels of organisation.

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


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


Note: Cases to supplement learning from the course.

Suggested Readings:

14. www.workersparticipation.eu
15. www.ilo.org

Note: Latest edition of the readings may be used.
Master of Commerce
Semester IV
(Major Group - Human Resource Management)

Course MJ 423: STRATEGIC HUMAN RESOURCE MANAGEMENT

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

Objective: To impart knowledge about the strategic aspect of human resource management. This paper also intends to make the students understand the linkage between human resource strategies and corporate strategies.

Contents:
Unit I-Introduction: Concept and context of strategic human resource management (SHRM); Corporate strategy and SHRM; Evolution of SHRM; SHRM & HR; Challenges in SHRM; Resource based view of a firm; Competencies of HR professionals.

Unit II-HR Strategies: Strategic HR planning and acquisition: Recruitment and selection; Strategic training and development; Reward and compensation strategy; Corporate strategy and career systems; Employee separation and retention management, retrenchment; Strategic approach to industrial relations; Managing workforce diversity.

Unit III-Implementing Strategic Human Resource Management: Identifying strategic positions; Human resource analytics; Employee engagement; Matching culture with strategy; Behavioural issues in strategy implementation.

Unit IV-Linking SHRM to Competitive Success and Corporate Strategy: SHRM for competitive advantage; HC Bridge Model and Decision science model; Tools for work analysis and talent strategies; HR implications of mergers and acquisitions; Outsourcing and its HR implications.

Unit V- Trends and Issues in SHRM: Alignment of HR strategies and the impact on business performance; HR metrics; Human resource strategy in international context; Future of SHRM.

Note: Lectures should be supplemented with the case studies.

Suggested Readings:
2. Greer, C.R., Strategic human resource management: A general managerial approach, Pearson Education.
5. Mello J. A., Strategic management of human resources, South Western.
6. Schuler, R. S., and Jackson, S. E., Strategic human resource management, Wiley India.

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

Contents:


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

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

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

Unit V-The Workmen’s Compensation Act, 1923: Objects; Employer’s liability for compensation; Amount of compensation; Distribution of compensation; Notice and claims, remedies of employers against stranger; Procedures in proceedings before Commissioner.

Unit VI- The Maternity Benefit Act, 1961: Definitions, Employment of, or work by, women prohibited during certain periods, right to payment of maternity benefits, notice of claim of maternity benefit and payment thereof, Leaves, Dismissal during absence of pregnancy, forfeiture of maternity benefits.
Note: Case laws in respect of recent trends and administration of the Acts are required to be done in all units.

Suggested Readings:


Relevant bare Acts and Rules.

Note: Latest edition of the readings may be used.
Master of Commerce
Semester III
(Minor Group- Tax)

Course MN 331: PRINCIPLES AND PRACTICE OF TAXATION AND INDIAN TAX SYSTEM

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

Objective: To familiarize and update the students with the basic principles of taxation, Structure of Indian Taxation system and provisions of indirect tax.

Contents:


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

Unit IV- Constitutional Provisions Pertaining to Taxes: Rationale for constitutional arrangements. Distribution of taxation powers between the Center and States in the constitution of India; Restrictions on the taxation powers of the States; sharing of Central taxes. Recommendations of the Thirteenth Finance Commission.


Unit VI- Tax treatment of capital gains: exemption, presumptive tax, Tax amnesties.

Note: Some case studies involving the learning from the course.
Suggested Readings:


Note: Latest edition of the readings may be used.
Course MN 432: CORPORATE TAX STRUCTURE AND PLANNING

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

Objective: To familiarize the student with latest provisions of the Indian Corporate tax laws and related judicial pronouncements having implications for corporate tax planning.

Contents:

Unit I - Introduction of Tax Planning: Meaning of tax planning and management, tax evasion and tax avoidance; Nature and scope of tax planning and management in the corporate sector; Justification of corporate tax planning and management.

Unit II - Assessment of Companies: Residential Status and incidence of Tax, Computation of corporate tax: Carry forward and set off of losses in the case of certain companies under Sec. 79 of Income-tax Act, 1961; Deductions available to corporate assessee, Computation of taxable income of companies; Computation of amount of corporate tax liability; Minimum Alternate Tax; Tax on distributed profits of domestic companies; Tax on income distributed to unit holders.

Unit III - Tax Planning and Specific Management Decisions: Implications of Tax concessions and incentives for corporate decisions in respect of setting up a new business, location of business and nature of business.

Unit IV - Tax Planning and Financial Management Decisions: Capital structure decisions; Dividend Policy; Bonus Share; Investments and Capital Gains. Owning or leasing of an asset; purchase of assets by installment system or Hire System; Purchase of an asset out of own funds or out of borrowed capital; manufacturing or buying; Repairing, replacing, renewing or renovating an asset; Sale of assets used for scientific research; Shutting down or continuing operations. Private equity

Unit V - Business Reorganisation: Tax Planning in respect of amalgamation or de-merger of companies, Slump sale, conversion of a firm into a company, Conversion of Sole Proprietorship into Company, Conversion of company into Limited Liability Partnership.

Unit VI - Transfer Pricing: Overview of Indian transfer pricing

Unit VII - Foreign Collaboration and Double Taxation Relief: Foreign collaborations and incidence of taxation on domestic companies; provisions for relief in respect of double taxation.

Note: Relevant case studies to be discussed in the class.
Suggested Reading:
6. Bhagmati Prasad, *Direct Taxes And Laws And Practice*, Wishwa Prakashan,

Note: Latest edition of the readings may be used.
Master of Commerce
Semester III
(Minor Group- Law)

Course MN 341: CORPORATE LAWS

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

Objective: To acquire knowledge and develop understanding of the regulatory framework of companies with reference to various provisions of the Companies Act, 2013 and a number of other corporate laws.

Contents:
Unit I- Historical Background of Company Law: Origin and Growth of Company Law in England: Commendas and Societas; Formation of East India Company; Enactment of the Bubble Act, 1719; Joint Stock Companies Act, 1844 (Joint Stock Companies Act, 1850 in India); Limited Liability Act, 1855; Companies Act, 1862 (Companies Act, 1866 in India); Companies Act, 1908 (Indian Companies Act, 1913); Companies Act, 1948 (Companies Act 1956 in India).

Unit II- Company and Its Formation: Lifting of corporate veil; types of companies; one person company, producer company; association not for profit; illegal association; formation of company – promoters, their legal position, pre-incorporation contract and provisional contracts; memorandum of association; articles of association; doctrine of constructive notice and indoor management; prospectus and book building; postal ballot; issue, allotment and forfeiture of shares, transmission of shares, buyback and provisions regarding buyback; issue of bonus shares; online registration of a company.

Unit III- Management and Control of Companies: Directors; classification of directors, women directors, independent directors; disqualifications, director identity number (DIN); appointment, legal positions, powers and duties, removal of directors; key managerial personnel, managing director, manager; managerial remuneration; meetings of shareholders and board- kinds, convening and conduct of meetings.

Unit IV- Accounts and Audit: Books of accounts; online filing of documents; dividend provisions, declaration and payment of dividend, treatment of unpaid and unclaimed dividend, transfer of unpaid and unclaimed dividend to investor education fund; auditors-appointment, resignation and removal; qualification and disqualification; auditor's report; inspection, inquiry and investigation, compromises, arrangements and amalgamations; prevention of oppression and mismanagement; concept and modes of winding up.

Unit V- Depositories Act 1996: Definitions; rights and obligations of depositories; participants, issuers and beneficial owners; inquiry and inspections; penalty.

Unit VI- SEBI Act, 1992: Formation and meetings of the SEBI; functions and powers of SEBI in relation to securities markets; prohibition of manipulative and deceptive devices; insider trading and substantial acquisition of securities or control; guidelines for securities issues.

Note: Case Studies involving issues in corporate laws are required to be discussed.
Suggested Readings:

9. Course material of the Institute of Company Secretaries of India on Company Laws.

Note: Latest edition of the readings may be used.
Objective: The purpose of this course is to enable the students to acquire knowledge and understanding of prominent labour and industrial laws.

Contents:
Unit I - Employees Provident Fund & Miscellaneous Provisions Act, 1952: Definitions; schemes under the Act – Employees’ Provident Fund Scheme, Employees’ Pension Scheme, 1995; Employees’ Deposit Linked Insurance Scheme; case laws.

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

Unit III - Factories Act, 1948: Definitions; authorities under the Factories Act; health; safety; provisions relating to hazardous processes; welfare; working hours of adults; employment of young persons; annual leave with wages; penalties and procedure; case laws.

Unit IV - The Industrial Disputes Act, 1947: Objects; authorities for settlement of industrial disputes; reference of industrial disputes, procedure, powers and duties of authorities; settlements and awards; strikes, lock-outs, lay-off, retrenchment, transfer and closure; unfair labour practices.

Unit V - Payment of Gratuity Act, 1972: Applicability and non-applicability of the Act; definitions - employee, employer, continuous service; payment of gratuity; forfeiture of gratuity; employer’s duty to determine and pay gratuity; recovery of gratuity; penalties; case laws.

Unit VI - Trade Unions Act, 1926: Objects; registration of trade unions; rights and liabilities of registered trade unions; privileges of a registered trade union; immunity from criminal and civil proceedings; penalties; case laws.

Unit VII - Employee’s Compensation Act, 1923: Definitions - dependent, employer, partial and total disablement, workmen, injury, accident; employer’s liability for compensation; amount of compensation; contracting; commissioner; case laws.

Note: Cases and problems involving issues in industrial laws are required to be discussed in the class.

Suggested Readings:

**Note:** Latest edition of the readings may be used.
Objective: The objective of this course is to provide students the adequate knowledge of modern cost management techniques and to enable them apply these techniques for managing a profitable and competitive enterprise.

Contents:

Unit I: Cost Management - Nature; Cost Management System; Strategic Cost Management (SCM); SCM and Strategy; Components of SCM.

Activity-Based Management [ABM]: Concept and Uses; Relationship between Activity – Based Costing and ABM; Operational ABM and Strategic ABM; Techniques of ABM; Implementation Steps in ABM.

Unit II: Life Cycle Costing - Meaning and Benefits; Product Life Cycle and Pricing Decisions; Life Cycle Budgeting.

Target Costing: Concept; Target Costing and Target Pricing; Key Principles of Target Costing; ABC and Target Costing; Target Costing Process; Market Driven Costing, Product Level Costing, Component Level Costing, Chained Target Costing; Target Costing and Cost Management; Role of Value Engineering in Target Costing.

Unit III: Kaizen Costing - Meaning; Implementation Steps in Kaizen Costing; Target Costing and Kaizen Costing; General Kaizen Costing and Item Specific Kaizen Costing; Benchmarking.

Total Quality Management (TQM): Meaning and Characteristics; Types of Quality Costs; Traditional and Modern View of Quality, Measuring Quality Costs; Reporting Quality Costs; Success Factors for TQM; Implementing TQM; Quality Cost Information and Managerial Decision Making.

Unit IV: Pricing Strategies - Factors Influencing Pricing Decisions; Short run Vs. Long Run Pricing Strategy; Cost-Based Pricing; Economic Approach to Pricing; Pareto Analysis in Pricing Decisions.

Activity-Based Budgeting (ABB): ABB and Traditional Budgeting; ABB Process; Capacity Utilization; Role of ABB in Cost Management.

Unit V: Productivity and Business Process Re-Engineering (BPR) - Measuring Productivity; Partial Productivity Measurement; Total Productivity Measurement; Measuring Changes in Activity and Process Efficiency; Productivity in Service Firms and Not-For-Profit Organizations.

Process Re-engineering (PR): Concept; Importance; Issues in PR.

Value Chain Analysis: Concept; Value Chain Linkages; Internal Linkages; Supplier Linkages; Customer Linkages; Role of Value-Chain in Decision Analysis.

Unit VI: Just-In-Time (JIT) Inventory Management - Traditional (Push) Approach to Inventory Management; JIT (Pull) Approach; JIT Purchasing; JIT and Quality Control; JIT and Cost Management;
Performance Evaluation in JIT Environment; Changes needed to Implement JIT Manufacturing; Accounting Implications of JIT; JIT Limitations.

**Theory of Constraints (TOC):** Concept; Operational Measures; Steps for Improving Performance; Internal Constraint; External Constraint; TOC and Cost Management; Uses of TOC; ABC and TOC.

**Suggested Readings:**


**Note:** Latest edition of the readings may be used.
Objective: The course aims to provide knowledge to the students about developments in accounting theory and financial reporting, and understanding of accounting and reporting issues at the national and international level.

Contents:
Unit I- Accounting Theory: Nature; Classifications of Accounting Theory; Different Approaches to Theory Construction; Factors Influencing Accounting Environment; Measurement in Accounting. Accounting Principles: Generally Accepted Accounting Principles; Selection of Accounting Principles; AS-1 Disclosure of Accounting Policies; Indian Accounting Standards.

Unit II- Income Concepts: Different Concepts of Income Measurement; Recipients of Net Income. Accounting Standard Setting: Benefits; Standard Setting By Whom; Comparison of Standard Setting in India, USA and U.K.

Unit III- Financial Reporting: Nature and Objectives; Benefits; General purpose and Specific Purpose Report; Qualitative Characteristics of Accounting Information; Conceptual Framework- FASB and IASB. International Financial Reporting Standards (IFRSs): Role of IASB; Arguments for Global Convergence; Required Disclosure as per IFRSs; Achievements of IASB and Obstacles in Convergence; Difference between IFRSs and Indian Accounting Standards; US GAAP.

Unit IV- Issues in Corporate Financial Reporting: Accounting for Changing Prices; Segment Reporting

Unit V- Interim Reporting; Foreign Currency Translation.

Unit VI- Human Resource Accounting; Social Reporting; Financial Reporting in Not-For-Profit and Public Sector Organizations.

Suggested Readings:

1. E.S. Hendriksen, Accounting Theory, Richard D. Irwin.
6. L.S. Porwal, Accounting Theory, McGraw Hill Education (India) Ltd.

Note: Latest edition of the readings may be used.
Master of Commerce
Semester III
(Minor Group-International Business)

Course MN 361: INDIA’S FOREIGN TRADE AND INVESTMENT

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

Objective: The objective of this course is to acquaint the students with structure and policy framework of India’s foreign trade and investments.

Contents:
Unit I – Introduction to India’s Foreign Trade and Investment: Pattern and Structure of India’s foreign trade; India’s trade in service; Terms of trade; India on the world trading map; Analysis of thrust export products and markets.
India’s foreign investment policy and flows: India as an investment destination; India’s investments abroad – pattern and structure; Indian Joint ventures in foreign countries and their operations.

Unit II - Foreign Trade Policy and Economic Relations: Policy making body and regulatory framework; Trends and developments in India’s foreign trade policy; Bilateralism and Multilateralism in India’s trade relations; India’s trade and economic relations with EU and other regional groupings; India and regional economic cooperation in South Asia; India’s Bilateral Investment Treaties and DTAAs (Double Taxation Avoidance Agreements).

Unit III - Export Promotion Measures and Institutional Arrangements: Export promotion measures and schemes; Export and trading houses, Import facilities for exports; Export processing/special economic zones (EPZs/SEZs) and 100% EOUs – Policy framework and operational aspect.
Export promotion councils, DIPP; Commodity boards/export development authorities; Infrastructure Support – Transportation and warehousing infrastructure, Indian ports and shipping system; Foreign Trade Finance and Insurance; Sources and Schemes of Foreign Trade Finance.

Unit IV - Foreign Exchange facilities and Regulations: Foreign exchange facilities and exchange rate mechanism; Regulatory framework – FEMA and its objectives and provisions; Other acts and regulations.

Unit V - Balance of Payment Account: India’s Balance of Payment account and adjustment policies; foreign reserves and debt situation.

Suggested Readings:


**Note:** Latest edition of the readings may be used.
Objective: The course intends to acquaint the students with the management of international business operations of a business firm.

Contents:
Unit I – The Strategy of International Business: Global Expansion, Profitability and Growth; Complexities and issues in International Business Management; Approaches to international management; Cross-cultural values and business management; International management orientation; International business management - A strategic perspective.

Unit II – Planning for Global Expansion: Environmental scanning and monitoring; Resource allocation and portfolio compositions of a global firm; Linkages and synergies among business units across borders; Locus of decision making; Headquarter – subsidiary relationships in international business enterprises; International management information system.

Unit III - International Production, Outsourcing and Location Decisions: Procurement for international operations – international quality standards; Logistics and Supply chain management.

Unit IV - International Marketing Management: Globalization of Markets and Brands; International Market segmentation, targeting and positioning; International marketing mix planning – Product, price, promotion and distribution decisions.

Unit V - Management of International Financial Operations: International capital budgeting and portfolio investment decisions; International capital structure decision, International working capital management.

Unit VI - International Human Resource Management: Selection, training and development of people in international firms; Compensation and reward systems among international firms; Motivation and leadership in international firms; International Labour Relations.

Unit VII – Accounting and Tax Issues in International Business: Evolution of International Accounting Standards (IFRSs); Issues and Challenges; International Double Taxation; Transfer Pricing; Tax Treaty Shopping; Tax havens.

Suggested Readings:

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