

MASTER OF COMMERCE**C. S. J. M. KANPUR****Course Structure****M.Com Previous (Session 2003-2004 and onward)**

Code Course	Title First YEAR
MC 1.1	Management Concepts and Organisational Behaviour
MC 1.2	Business Environment
MC 1.3	Managerial Economics
MC 1.4	Statistical Analysis
MC 1.5	Corporate Financial Accounting
MC 1.6	Accounting for Managerial Decisions
MC 1.7	Marketing Management
MC 1.8	Financial Management

M.Com Final (Session 2004-2005 and onward)

Code Course	Title Second Year
MC 2.1	Computer Applications in Business
MC 2.2	Corporate Legal Framework
MC 2.3	Corporate Tax Planning and Management
MC 2.4	Strategic Management
MC 2.5	E-Commerce Or Human Resource Management and Industrial Relations

And any one of the following three Optional Group

Optional Group 1 : Finance

- MC 2.61 Financial Institutions & Markets
 MC 2.71 Project Planning and Control
 MC 2.81 Security Analysis & Portfolio Management

Optional Group II : Marketing

- MC 2.62 Advertising & Sales Management
 MC 2.72 Marketing Research
 MC 2.82 International Marketing

Optional Group III : International Marketing

- MC 2.63 International Business Environment
 MC 2.73 International Marketing
 MC 2.83 Foreign Trade Policy, Procedures, & Documentation

1. Each Paper will be of maximum marks of 100 Viva - Voice examination shall be held at the end of M.Com. Final Examination Candidate is required to take 8 papers in first year and 8 papers in second year. Maximum marks will be 100.

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COURSE STRUCTURE

MC 1.1 MANAGEMENT CONCEPTS AND ORGANISATIONAL BEHAVIOUR

Objective The objective of this course is to help students understand the conceptual framework of management and organisational behaviour.

COURSE INPUTS

1. **Schools of Management Thought:** Scientific, process, human behaviour and social system school; Decision theory school; Quantitative and system school; Contingency theory of management; functions of a manager.
2. **Managerial Functions:** Planning concept, significance, types; Organizing -concept, principles, theories, types of organization, authority, responsibility, power, delegation, decentralization; Staffing; Directing; Coordinating; Control -nature, process, and techniques.
3. **Organisational Behaviour:** Organisational Behaviour -concept and significance; Relationship between management and organisational behaviour; Emergence and ethical perspective; Attitudes; Perception, Learning; Personality; Transactional analysis.
4. **Motivation:** Process of motivation; Theories of motivation- need hierarchy theory, theory X and theory Y, two factor theory, Alderfer's ERG theory, McClelland's learned need theory, Victor Vroom's expectancy theory, Stacy Adams equity theory.
5. **Group Dynamics and Team Development:** Group dynamics - definition and importance, types of groups, group formation, group development, group composition, group performance factors; Principle-centred approach to team development.
6. **Leadership:** Concept; Leadership styles; Theories-

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4 trait theory, behavioural theory, Fielder's contingency theory; Harsey and Blanchard's situational theory; Managerial grid; Likert's Four systems of leadership.

7. **Organisational Conflict:** Dynamics and management; Sources, patterns, levels and types of conflict; Traditional and modern approaches to conflict; Functional and dysfunctional organisational conflicts; Resolution of conflict.

8. **Interpersonal and Organisational Communication:** Concept of two-way communication; Communication process; Barriers to effective communication; Types of organisational communication, Improving communication; Transactional analysis in communication.

9. **Organisational Development:** Concept; Need for change, resistance to change; Theories of planned change; Organisational diagnosis; OD Intervention.

Reference

- Griffin, Ricky W: Organizational Behaviour, Houghton Mifflin Co., Boston.
- Hellreigel, Don, John W. Slocum, Jr., and Richard W. Woodman: Organizational Behaviour, South Western College publishing, Ohio.
- Hersey, Paul, Kenneth H. Blanchard and Dewey E. Johnson: Management of Organizational Behaviour: Utilising Human Resources, Prentice Hall, New Delhi.
- Ivancevich; John and Micheel T. Matheson: Organizational Behaviour and Management, Business Publication Inc., Texas.
- Koontz, Harold, Cyril O'Donnell, and Heinz Wehrich: Essentials of Management, Tata McGraw-Hill, New Delhi.
- Luthans, Fred: Organizational Behaviour, McGraw-Hill, New York.
- Newstrom, Hohn W. and Keith Davis: Organizational Behavior: Human Behavior at Work, Tata

McGraw-Hill, New Delhi.

- Robbins, Stephen P, and Mary Coulter: Management, Prentice Hall, New Delhi.

- Robbins, Stephen P: Organizational Behavior, Prentice Hall, New Delhi.

- Steers, Richard M. and J. Stewart Black: Organizational Behavior, Harper Collins college Publishers, New York.

- Sukla, Madhukar: Understanding Organisations: Organisation Theory and Practice in India, Prentice Hall, New Delhi.

MC 1.2 BUSINESS ENVIRONMENT

Objective This course develops ability to understand and scan business environment, analyse opportunities and take decisions under uncertainty.

COURSE INPUTS

1. **Theoretical Framework of Business Environment:** Concept, significance and nature of business environment; Elements of environment -internal and external; Changing dimensions of business environment; Techniques of environmental scanning and monitoring.
2. **Economic Environment of Business:** Significance and elements of economic environment; Economic systems and business environment; Economic planning in India; Government policies -industrial policy, fiscal policy, monetary policy, EXIM policy; Public sector and economic development; Development banks and relevance to indian business; Economic reforms, liberalisation and structural adjustment programmes.
3. **Political and Legal Environment of Business:** Critical Elements of political environment; Government and business; Changing dimensions of legal environment in India; MRTP Act, FEMA and

licensing policy; Consumer Protection Act.

4. **Socio-Cultural Environment:** Critical elements of socio-cultural environment; Social institutions and systems; Social Values and attitudes; Social groups; Middle class; Dualism in Indian society and problems of uneven income distribution; Emerging rural sector in India; Indian business system; Social responsibility of business; Consumerism in India.
5. **International and Technological Environment:** Multinational corporations; Foreign collaborations and Indian Business; Non-resident Indians and corporate sector; International economic institutions - WTO, World Bank, IMF and their importance to India; Foreign trade policies; Impact of Rupee devaluation; Technological environment in India; Policy on research and development; Patent laws; Technology transfer.

References

- Adhikary, M: Economic Environment of Business, Sultan Chand & Sons, New Delhi.
- Ahluwalia, I.J: Industrial Growth in India, Oxford University Press, Delhi.
- Alagh, Yoginder K: Indian Development Planning and Policy, Vikas Pub, N.Delhi.
- Aswathappa, K: Legal Environment of Business, Himalaya Publication, Delhi.
- Chakravarty, S: Development Planning, Oxford University Press, Delhi.
- Ghosh, Biswanath: Economic Environment of Business, Vikas Pub. New Delhi.
- Govt. of India: Economic Survey, various issues.
- Raj Agrawal and Parag Diwan, Business Environment; Excel Books, New Delhi.
- Ramaswamy, V.S. and Nama Kumari: Strategic Planning for Corporate Success, Mcmillan, New Delhi,

Sengupta, N.K. : Government and Business in India, Vikas Publication, New Delhi.

MC 1.3 MANAGERIAL ECONOMICS

Objective This course develops managerial perspective to economic fundamentals as aids to decision making under given environmental constraints.

COURSE INPUTS

1. **Nature and scope of Managerial Economics:** Objective of firm; Economic theory and managerial theory; Managerial economist's role and responsibilities; Fundamental economic concepts -incremental principle, opportunity cost principle, discounting principle, equi-marginal principle.
2. **Demand Analysis:** Individual and market demand functions; Law of demand, determinants of demand; Elasticity of demand - its meaning and importance; Price elasticity, income elasticity and cross elasticity; Using elasticity in managerial decisions.
3. **Theory of consumer Choice:** Cardinal utility approach, indifference approach, revealed preference and theory of consumer choice under risk; Demand estimation for major consumer durable and non-durable products; Demand forecasting techniques.
4. **Production Theory:** Production function-production with one and two variable inputs; stages of production; Economies of scale; Estimation of production function; Cost theory and estimation; Economic value analysis; Short and long run cost functions - their nature, shape and inter-relationship; Law of variable proportions; Law of returns to scale.
5. **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.

6. **Pricing Practices:** Methods of price determination in practice; Pricing of multiple products; Price discrimination; International price discrimination and dumping; Transfer pricing.
7. **Business Cycles:** Nature and phases of a business cycle; Theories of business cycles - psychological, profit, monetary, innovation, cobweb, Samuelson and Hicks theories.
8. **Inflation:** Definition, characteristics and types; Inflation in terms of demand-pull and cost-push factors; Effects of inflation.

References

- Baumol, William J: Economic Theory and Operations Analysis, Prentice Hall, London.
- Baya, Micheal R: Managerial Economics and Business Strategy, McGraw Hill Inc. New York.
- Chopra, O.P.: Managerial Economics, Tata McGraw Hill, Delhi.
- Dean, Joel: Managerial Economics, Prentice Hall, Delhi.
- Dholakia, R.H. and A.L. oza: Micro Economics for Management Students, Oxford University Press, New Delhi.
- Eaton, B. Curtis and Diane Faton: Micro Economics, Prentice Hall, New Jersey.
- Gough, J. and S. Hills: Fundamentals of Managerial Economics, McMillan London.
- Haynes, W.W., W.L. Mote and S. Paul: Managerial Economics Analysis and Cases, Prentice Hall India, Delhi.
- Petersen, H. Craig and W. Cris Lewis: Managerial Economics, Prentice Hall, Delhi.
- Salvatore, Dominick: Managerial Economics in a Global Economy, McGraw Hill, New York.

- Varian, H.R.: International Microeconomics: A Modern Approach, East West Press, New Delhi.
- Varshney RL and Maheshwari KL: Managerial Economics; Sultan Chand and sons New Delhi.
- Dwivedi DN: Managerial Economics, Vikas Publilshing House, New Delhi.
- Adhikary M. Business Economics, Excel Books, New Delhi.

MC 1.4 STATISTICAL ANALYSIS

Objective The objective of this course is to make the students learn the application of statistical tools and techniques for decision making.

COURSE INPUTS

1. **Univariate Analysis:** An overview of central tendency, dispersion, and skewness.
2. **Probability Theory:** Probability -classical, relative, and subjective probability; Addition and multiplication probability models; Conditional probability and Baye's theorem.
3. **Probability Distributions:** Binomial, Poission, and normal distributions; Their characteristics and applications.
4. **Statistical Decision Theory:** Decision environment; Expected profit under uncertainty and assigning probabilities; Utility theory.
5. **Sampling and Data Collection:** Sampling and sampling (probability and non-probability) methods; Sampling and non-sampling errors; Law of Large Number and Central Limit Theorem; Sampling distributions and their characteristics.
6. **Data Sources:** primary and secondary; Primary data Collection techniques - schedule, questionnaire, and interview.

7. **Statistical Estimation and Testing:** Point and interval estimation of population mean, proportion, and variance; Statistical testing -hypothesis and error.
8. **Correlation and Regression Analysis:** Two variables case.
9. **Associative of Attributes Consistency of data chi - Square Test and Goodness of fit.**
10. **Index Number:** Meaning, types, and uses; Methods of constructing price and quantity indices (simple and aggregate); Tests of adequacy; Chain-base index numbers; Base shifting; splicing, and deflating; Problems in constructing index numbers; Consumer price index.
11. **Statistical Quality Control:** Causes of variations in quality characteristics; Quality control charts -purpose and logic; Constructing a control chart -computing the control limits (X and R charts); Process under control and out of control; Warning limits Control charts for attributes - fraction defectives and number of defects; Acceptance sampling.

References

- Hooda, R.P.: Statistics for Business and Economics, Macmillan, New Delhi.
- Heinz, Kohler: Statistics for Business & Economics, Harper Collins, New York.
- Hien, L.W: Quantitative Approach to Managerial Decisions, Prentice Hall, New Jersey.
- Lawrence B. Morse: Statistics for Business & Economics, Harper Collins, NY.
- Levin, Richard I. And David S Rubin: Statistics for Management, Prentice Hall, Delhi.
- Watsnam Terry J. and Keith Parramor: Quantitative Methods in Finance, International Thompson Business Press, London.
- M.P Gupta & A Upadhyaya-उच्च सांख्यिकी

- एस० पी० सिंह - सांख्यिकी
- आर० पी० वार्धन - सांख्यिकी
- B.N. Gupta - Statistics

MC 1.5 CORPORATE FINANCIAL ACCOUNTING

Objective The objective of this course is to expose students to advanced accounting issues and practices such as maintenance of company accounts, valuation of goodwill and shares, and handling accounting adjustments.

COURSE INPUTS

1. Accounting for issue and redemption of shares and debentures, Buy Back of Shares
2. Final accounts and financial statements of companies
3. Valuation of goodwill and shares.
4. Accounting issues relative to amalgamation, absorption, and reconstruction of companies.
5. Consolidated Balance Sheet of holding and subsidiary companies
6. Accounts relating to liquidation of companies
7. Double Accounting System, Preparation of Final Accounts of Electricity Supply companies under Electricity Act 1956.
8. Accounting of Government Companies, Statutory Companies, Accounts of Hotel Companies.
9. **Computerised accounting:** role of computers in accounting, Accounting Software's, accounting applications using data base management system.

References

- Beams, F.A: Advanced Accounting, Prentice Hall, New Jersey.
- Dearden, J. and S.K. Bhattacharya: Accounting for

Management, Vikas Publishing House, New Delhi.

- Engler, C., L.A. Bernstien. And K.R. Lambert: Advanced Accounting, Lrwin, Chicago.
- Fischer, P.M., W.J. Taylor and J.A. Leer: Advanced Accounting, South-Western, Ohio.
- Gupta, R.L.: *Advanced Financial Accounting*, S. Chand & Co., New Delhi.
- Keiso D.E. and J.J. Weygandt: *Intermediate Accounting*, John Wiley and Sons, NY.
- Maheshwaari, S.N: *Advanced Accountancy -Vol.II*, Vikas Publishing House, New Delhi.
- Monga, J.R: *Advanced Financial Accounting*, Mayor Paperbacks, Noida
- M.P. Gupta & B.M. Agarwal *Company Accounts (Hindi & English)*
- S.M. Shukla *Company Accounts (Hindi & English)*
- S.K. Singh *Company Accounts (Hindi)*
- Narayanaswamy, R: *Financial Accounting: A Managerial Perspective*, Prentice Hall of India, Delhi.
- Neigs, R.F: *Financial Accounting*, Tata McGraw Hill, New Delhi.
- Shukla, M.C. and T.S. Grewal: *Advanced Accountancy*, Sultan Chand & Co., New Delhi.
- Warren, C.S. and P.E Fess: *Principles of Financial and Managerial Accounting*, South-Western, Ohio.

BC 1.6

ACCOUNTING FOR MANAGERIAL DECISIONS

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

COURSE INPUTS

1. **Introduction to Accounting:** Management accounting as a area of accounting; Objectives, nature, and scope of financial accounting, cost accounting, and management accounting; Management accounting and managerial decisions; Management accountant's position, role, and responsibilities.
2. **Accounting Plan and Responsibility Centres:** Meaning and significance of responsibility accounting; Responsibility centre -cost centre, profit centre and investment centre; Problems in transfer pricing; Objectives and determinants of responsibility centres.
3. **Budgeting:** Definition of budget; Essentials of budgeting; Types of budgets - functional, master, etc., Fixed and flexible budget; Budgetary control; Zero-base budgeting; Performance budgeting.
4. **Standard Costing and Variance Analysis:** Standard costing as a control technique; Setting of standards and their revision; Variance analysis - meaning and importance, kinds of variances and their uses - material, labour and overhead variances; Disposal of variances; Relevance of variance analysis to budgeting and standard costing.
5. **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; Decisions regarding sales-mix, make or buy decisions and discontinuation of a product line etc.
6. **Analysing Financial Statements:** Horizontal, vertical and ratio analyses; Cash flow analysis.
7. **Contemporary Issues in Management Accounting:** Value chain analysis; Activity-based costing; Quality costing; Target and life cycle costing.

8. **Reporting to Management:** Objectives of reporting, reporting needs at different managerial levels; Types of reports, modes of reporting, reporting at different levels of management.

Reference

- Anthony, Robert: Management Accounting, Tarapore-wala, Mumbai.
- Barfield, Jessie, Ceily A. Raiborn and Micheal R. Kanney: Cost Accounting: Traditions and Innovations, South - Western College Publishing, Cincinnati, Ohio.
- Decoster, Don T. and Elden L. Schafer: Management Accounting: A decision Emphasis, John Wiley and Sons Inc., New York.
- Garrison, Ray H. and Eric W. Noreen: Management Accounting, Richard D. Irwin, Chicago.
- Hansen, Don R. and Maryanne M. Moreen: Management Accounting, South-Western College Publishing, Cincinnati, Ohio.
- Horngren, C.T., Gary L. Sundem, and William O. Stratton: Introduction to Management Accounting, Prentice Hall, Delhi.
- Horngren, Charles T., George Foster and Srikant M. Daliar: Cost Accounting: A Managerial Emphasis, Prentice Hall, Delhi.
- Lall, B.M., and I.C. Jain: Cost Accounting: Principles and Practice, Prentice Hall, Delhi.
- Pandey, I.M.: Management Accounting, Vani Publication, Delhi.
- Welsch Glenn A., Ronald W. Hilton and Paul N. Gordon: Budgeting Profit Planning and Control, Prentice Hall, Delhi.
- S.P. Gupta Management Accounting (Hindi & English)
- Agarwal & Agarwal- प्रबन्धकीय लेखांकन

- R.K. Sharma Management Accounting
- I.C. Gupta- प्रबन्धकीय लेखांकन
- Ravi M. Kishore Management Accounting

MC 1.7 MARKETING MANAGEMENT

Objective The objective of this course is to facilitate understanding of the conceptual framework of marketing and its applications in decision making under various environmental constraints.

COURSE INPUTS

1. **Introduction:** Concept, nature, scope and importance of marketing; Marketing concept and its evolution; Marketing mix; Strategic marketing planning-an overview.
2. **Market Analysis and Selection:** Marketing environment -macro and micro components and their impact on marketing decisions; Market segmentation and positioning; Buyer behaviour; Consumer versus organisational buyers; Consumer decision-making process.
3. **Product Decision:** Concept of a product; Classification of products; Major product decisions; Product line and product mix; Branding; Packaging and labelling; Product life-cycle-strategic implications; New product development and consumer adoption process.
4. **Pricing Decision:** Factors affecting price determination; Pricing policies and strategies; Discounts and rebates.
5. **Distribution Channels and Physical Distribution Decisions:** Nature, functions, and types of distribution channels; Distribution channel intermediaries; Channel management decisions; Retailing and wholesaling.
6. **Promotion Decisions:** Communication process; Promotion mix -advertising, personal selling, sales

promotion, publicity and public relations; Determining advertising budget; Copy designing and its testing; Media selection; Advertising effectiveness; Sales promotion - tools and techniques.

7. **Marketing Research:** Meaning and scope of marketing research; Marketing research process.
8. **Marketing Organisation and Control:** Organising and controlling marketing operations.
9. **Issues and Developments in Marketing:** Social, ethical and legal aspects of marketing; Marketing of services; International marketing. Green marketing; Cyber marketing Relationship marketing and other development in marketing.

References

- Kotler, Philip and Gary Armstrong: Principles of Marketing, Prentice Hall, New Delhi.
- Kotler, Philip: Marketing Management-Analysis, Planning, Implementation and Control, Prentice Hall, New Delhi.
- Majumdar, Ramanuj: Product Management in India, Prentice Hall, New Delhi.
- Mc Carthy, E. Jenome and William D., Perreault Jr: Basic Marketing: Managerial Approach, Richard D. Irwin, Homewood, Illinois.
- Ramaswamy, V.S. and Namakumari, S: Marketing Management, MacMillan India, New Delhi.
- Srinivasan, R. Case Studies in Marketing: The Indian Context, Prentice Hall, New Delhi.
- Stanton, William J., and Charles Futrell: Fundamentals of Marketing; McGraw Hill Publishing Co., New York.
- Still, Richard R. Edward W. Cundiff and Norman A.P. Govoni: Sales Management: Decisions, Strategies and Cases, Prentice Hall, New Delhi.

MC 1.8 FINANCIAL MANAGEMENT

Objective The objective of this course is to help students to understand the conceptual framework of financial management, and its applications under various environmental constraints.

COURSE INPUTS

1. **Financial Management:** Meaning, nature and scope of finance; financial goal - profit vs. wealth maximisation; Finance functions - investment, financing and dividend decision.
2. **Capital Budgeting:** Nature of investment decisions; Investment evaluation criteria - net present value, internal rate of return, profitability index, payback period, accounting rate of return; NPV and IRR comparison; Capital rationing; Risk analysis in capital budgeting.
3. **Cost of Capital:** Meaning and Significance of cost of capital; Calculation of cost of debt, preference capital equity capital and retained earnings; Combined cost of Capital (Weighted); Cost of equity and CAPM.
4. **Operating and Financial Leverage:** Measurement of leverages; Effects of operating and financial leverage on profit; Analysing alternate financial plans; Combined financial and operating leverage.
5. **Capital Structure Theories:** Traditional and M.M. hypothesis - without taxes and with taxes; determining capital structure in practice.
6. **Dividend Policies:** Issues in dividend decisions, Walter's model, Gordon's model, M-M hypothesis, dividend and uncertainty, relevance of dividend; Dividend policy in practice; Forms of dividends; Stability in dividend policy; Corporate dividend behaviour.
7. **Management of Working Capital:** Meaning, significance and types of working capital; Calculating operating cycle period and estimation of working capital requirements; Financing of working capital and norms of bank finance; Sources of working capital;

Factoring services; Various committee reports on bank finance; Dimensions of working capital management.

8. Management of cash, receivables and inventory.

References

- Bhattacharya, Hrishikas: Working Capital Management: Strategies and Techniques, Prentice Hall, New Delhi.
- Brealey, Richard A and Steward C. Myers: Corporate Finance, McGraw Hill, Int. Ed., New York.
- Chandra, Prasanna: Financial Management, Tata McGraw Hill, Delhi.
- Hampton, John: Financial Decision Making, Prentice Hall, Delhi.
- Pandey, I.M.: Financial Management, Vikas Publishing House, Delhi.
- Van Horne, J.C. and J.M. Wachowicz Jr.: Fundamentals of Financial Management, Prentice-Hall, Delhi.
- Van Horne, James C: Financial Management and Policy, Prentice Hall, Delhi.
- Pinches, George E: Essentials of Financial Management; Harper and Row, New York.
- Khan MY, Jain PK: Financial Management; Tata McGraw Hill, New Delhi.
- Archer, Stephen, H., Choate G Marc. Racette, George; Financial Management; John Wiley, New York.
- Blick, Stanley B. Geoffrey A Hilt: Foundations of Financial Management; Richard D. Irwin, Homewood, Illinois.
- H.K. Sangh- वित्तीय प्रबन्ध
- कुलश्रेष्ठ- निगम वित्त
- S.C. Kuchhal Financial Management
- Khan & Jain Financial Management

MC 2.1 COMPUTER APPLICATIONS IN BUSINESS

Objective The objective of course is to provide an understanding of computers, computer operating system, and application of relevant softwares in managerial decision making.

COURSE INPUT

1. **Computer Hardware:** Computer system as information processing system; Computer system differences - types of computer systems, hardware options - CPU, input devices, output devices, storage devices, communication devices, configuration of hardware devices and their applications.
2. **Personal Computers:** PC and its main components, hardware configuration, CPU and clock speed, RAM and secondary storage devices, other peripherals used with PC; Factors influencing PC performance; PC as a virtual office.
3. **Modern Information technology:** Basic idea of Local Area Networks (LAN) and Wide Area Networks (WAN); E-mail; Internet technologies, access devices, concept of a World Wide Web and Internet browsing; Multimedia.
4. **Introduction to Operating Systems:** Software needs, operating systems, application softwares, programming languages; DOS; Windows -window explorer, print manager, control panel, paintbrush, calculator, desk top, my computer, settings, find, run, UNIX
5. **Word Processing:** Introduction and working with MS-Word in MS-Office; Word basic commands; Formatting - text and documents; Sorting and tables; Working with graphics; introduction to mail-merge.
6. **Spread Sheets:** Working with EXCEL - formatting, functions, chart features; working with graphics in Excel; Using worksheets as database in accounting, marketing, finance and personnel areas.

7. **Presentation with Power-Point:** Power-point basics, creating presentations the easy way; Working with graphics in Power-Point; Show time, sound effects and animation effects.
8. **Introduction to Lotus Smart Suite for Data Sheet Analysis:** Structure of Spreadsheet and its applications to accounting, finance and marketing functions of business; Creating a dynamic/sensitive worksheet, concept of absolute and relative cell reference; Using various built-in functions-mathematical, statistical, logical and finance functions; Goal seeking and back solver tools using graphics and formatting of worksheet, sharing data with other desktop applications, strategies of creating error-free worksheet.
9. **Introduction to Accounting Packages:** Preparation of vouchers, invoice and salary statements; Maintenance of inventory records; Maintenance of accounting books and final accounts; financial reports generation. Practical knowledge on Wings Accounting and Wings Trade (Softwares), Talley etc.
10. **Introduction to Statistical Packages:** Usage of statistical packages of analyses in research - Lotus and Excel, SPSS; SYSTAT.

References

- Data, C.J: An Introduction to Database Systems, Addison Wesley, Massachusetts.
- Dienes, Sheila S: Microsoft Office, Professional for Windows 95; Instant Reference; BPB Publication, Delhi.
- Mansfield, Ron: The Compact Guide to Microsoft Office; BPB Publication, Delhi.
- Norton, Peter: Working with IBM-PC, BPB Publication, Delhi.
- O'Brian, J.A: Management Information Systems, Tata

McGraw Hill, New Delhi.

• Ullman, J.O: Principles of Database Systems, Galgotia Publications, New Delhi.

MC 2.2 CORPORATE LEGAL FRAMEWORK

Objective The objective of this course is to provide knowledge of relevant provisions of various laws influencing business operations.

COURSE INPUTS

1. **The Companies Act, 1956 (Relevant Provision):** Definition, types of companies; Memorandum of association; Articles of association; Prospectus; Share capital and membership; Meetings and resolutions; Company management; Managerial remuneration; Winding up and dissolution of companies.
2. **The Negotiable Instruments Act, 1881:** Definition, types of negotiable instruments; Negotiation; Holder and holder in due course; Payment in due course; Endorsement and crossing of cheque; Presentation of negotiable instruments.
3. **Legal Environment for Security Markets:** SEBI Act, 1992 - organisation and objectives of SEBI; Powers under securities Contract Regulation Act 1956 Transferred to SEBI; Role of SEBI in controlling the security markets.
4. **Restrictive and Unfair Trade Practices, Consumer Protection Act:** MRTP Act 1969 - monopolistic trade practices; Restrictive trade practices; Unfair trade practices. The Consumer Protection Act, 1986 - Salient Features; Definition of consumer, rights of consumer; Grievance redressal machinery.
5. **Regulatory Environment for International Business:** FEMA Act 1999, WTO - Regulatory framework of WTO, Basic principles and its charter; WTO-provisions relating to preferential treatment to

developing countries; Regional groupings technical standards, anti-dumping duties and other NTBs; Custom valuation and dispute settlement; TRIP and TRIMs.

References

- Amarchand, D: Government and Business, Tata McGraw Hill, New Delhi.
- Avadhaani V.A.: SEBI Guidelines and Listing of Companies, Himalaya Publishing House, Delhi.
- Indian Contract Act 1872.
- Ramaiya, A: Guide to Companies Act, Wadhwa co., 1996.
- SEBI Act 1992: Nabhi Publication, Delhi.
- Securities (Contract and Regulation), Act, 1956.
- Singh, Avtar: Law Relating to Monopolies, Restrictive and Unfair Trade Practices, Eastern Book Co., Lucknow.
- Taxman's Company Act, 1998, New Delhi.
- Taxman's Masters Guide to Companies Act, 1998.
- Taxman's Mercantile Law, 1997.
- The Companies Act, 1956.
- The Negotiable Instruments Act, 1881.

MC 2.3

CORPORATE TAX PLANNING AND MANAGEMENT

Objective This course aims at making students conversant with the concept of corporate tax planning and Indian tax laws, as also their implications for corporate management.

COURSE INPUTS

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

2. **Tax Planning for New Business:** Tax planning with reference to location, nature and form of organisation of new business.
3. **Tax Planning and Financial Management Decisions:** Tax Planning relating to capital structure decision, dividend policy, inter-corporate dividends and bonus shares.
4. **Tax Planning and Managerial Decisions:** Tax Planning in respect of own or lease, sale of assets used for scientific research, make of buy decisions; Repair, replace, renewal or renovation, and shutdown or continue decisions.
5. **Special Tax Provisions:** Tax provisions relating to free trade zones, infrastructure sector and backward areas; Tax incentives for exporters.
6. **Tax Issues Relating to Amalgamation:** Tax Planning with reference to amalgamation of companies.
7. **Tax Payment:** Tax deductions and collection at source; Advance payment of tax.

References

- Ahuja G.K. and Ravi Gupta: Systematic Approach to Income Tax and Central Sales Tax, Bharat Law House, New Delhi.
- Circulars issued by C.B.D.T.
- Income Tax Act, 1961.
- Income Tax Rules, 1962.
- Lakhotia, R.N.: Corporate Tax Planning, Vision Publications, Delhi.
- Singhania, V.K. Direct Taxes: Law and Practice, Taxman's Publication, Delhi.
- Singhania, Vinod K: Direct Tax Planning and Management, Taxman Publication, Delhi.

MC 2.4 STRATEGIC MANAGEMENT

Objective The objective of this course is to enhance decision making abilities of students in situations of uncertainty in a dynamic business environment.

COURSE INPUTS

1. **Concept of Strategy:** Defining strategy, levels at which strategy operates; Approaches to strategic decision making; Mission and purpose, objective and goals; Strategic business unit (SBU); Functional level strategies.
2. **Environmental Analysis and Diagnosis:** Concept to environment and its components; Environment scanning and appraisal; Organisational appraisal; Strategic advantage analysis and diagnosis; SWOT analysis.
3. **Strategy Formulation and Choice of Alternatives:** Strategies modernisation, diversification, integration; merger, take-over and joint strategies; Turnaround, divestment and liquidation strategies; Process of strategic choice-industry, competitor and SWOT analysis; Factors affecting strategic choice; Generic competitive strategies-cost leadership, differentiation focus, value chain analysis, benchmarking, service blue printing.
4. **Functional Strategies:** Marketing, production/operations and R&D plans and policies.
5. **Functional Strategies:** Personnel and financial plans and policies.
6. **Strategy Implementation:** Inter-relationship between formulation and implementation; Issues in strategy implementation; Resource allocation.
7. **Strategy and Structure:** Structural considerations, structures for strategies; Organisational design and change.
8. **Strategy Evaluation:** Overview of strategic

evaluation; Strategic control; Techniques of strategic evaluation and control.

9. Global Issues in Strategic Management.

References

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- Coulter Mary K: Strategic Management in Action, Prentice Hall, New Jersey.
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- Glueck, William F. and Lawrence R. Jauch: Business Policy and Strategic Management, McGraw-Hill, International Edition.
- H. Igor, Ansoff: Implanting Strategic Management, Prentice Hall New Jersey.
- Kazmi, Azhar: Business Policy, Tata McGraw Hill, Delhi.
- Michal, E Porter: The Competitive Advantage of Nations, Macmillan, New Delhi.
- Mintzberg, Henry and James Brian Quinn: The Strategy Process, Prentice Hall, New Jersey.
- Newman, William H. and James P. Logan: Strategy, Policy and Central Management, South Western Publishing Co., Cincinnati, Ohio.
- Starma, R.A: Strategic Management in Indian Companies, Deep and Deep Publications, New Delhi.

MC 2.5E**COMMERCE**

Objective The objective of this course is to enable students gain Knowledge about e-commerce and its various components.

COURSE INPUTS

1. **Introduction to E-Commerce:** Meaning and concept; Electronic commerce versus traditional commerce; Media convergence; E-commerce and e-business; Channels of e-commerce; Business applications of e-commerce; Need for e-commerce, e-commerce as an electronic trading system-special features.
2. **Internet Concepts and Technologies:** Concept and evolution of internet; Web technologies - global publishing concept Universal reader Concept and client server concept; Hypertext publishing and hypertext information network; Benefits of hypertext, URLs, HTTP, HTTPD Servers, HTML, HTML Forms and CGI gateway services.
3. **Business Models of E-Commerce and Infrastructure:** E-commerce models; Supply chain management, product and service digitisation, remote servicing, procurement; On-line marketing and advertising; E-commerce resources and infrastructure, resources and planning for infrastructure.
4. **Business to Consumer E-Commerce:** Cataloguing, order Planning and order generation, cost estimation and pricing, order receipt and accounting, order-selection and prioritisation, order scheduling, order fulfilling and delivery, order billing and payment management; Post sales services.
5. **Web-site Design:** Role of web site in b2e e-commerce; Web-site strategies and web-site design principles; Push and pull technologies, alternative methods of customer communication.
6. **Electronic Payment Systems:** Special features required in payment systems for e-commerce; Types of e-payment systems; E-cash and currency servers, e-cheques, credit cards, smart cards, electronic purses and debit cards; Business issues and economic implications; Operational, credit and legal risks of e-payment systems; Risk management options in

- e-payment systems; Components of an effective electronic payment system.
7. **Business to Business E-Commerce:** Need and alternative models of B2B e-commerce; Technologies, EDI and paperless trading; trading. EDI architecture, EDI standards, VANs, cost of EDI infrastructure, features of EDI service arrangement, Internet-based EDI and FTP-based messaging.
 8. **E-Business:** Workflow management, mass customization and product differentiation; Organisation restructuring; Integrated logistics and distribution, Knowledge management issues and role of e-commerce infrastructure.
 9. **Internet Protocols:** Layers and networking, OSI layering and TCP Layering; TCP, UDP, IP, DNS, SLIP and PPP; Emerging scenario in ISP.
 10. **Security Issues in E-Commerce:** Security risks of e-commerce, exposure of resources, types of threats, sources of threats, security tools and risk-management approach, e-commerce security and a rational security policy for e-commerce; Corporate Digital Library; I.T Act 2000.
 11. **Regulatory and Legal Framework of E-Commerce:** Cyber Laws-aims and salient provision; Cyber-laws in India and their limitations; Taxation issues in e-commerce.
 12. **Multi-Media and E-Commerce:** Concept and role of multimedia; Multi-media technologies; Digital video and digitisation of product and customer communication; Desktop video conferencing and marketing; Broadband networks and related concepts; ISDN, ATM, Cell relay.

References

- Agarwala, K.N. and Deeksha Agarwal: Business on the Net: What's and How's of E-Commerce: Macmillan, New Delhi.
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• Diwan, Pray and Sunil Sharma: Electronic Commerce - A Manager's Guide to E-Business, Vanity Books International, Delhi.

• Janal, D.S.: On-line Marketing Hand Book, Van Nostrand Reinhold, New York.

• Kosivr, David: Understanding Electronic Commerce, Microsoft Press, Washington.

• Minoli and Minol: Web Commerce Technology Handbook, Tata McGraw Hill, New Delhi.

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• Parag Diwan and Sunil Sharma, E-Commerce - A Managers Guide to E-Business; Excel Books, New Delhi.

or

MC 2.5

HUMAN RESOURCES

MANAGEMENT AND INDUSTRIAL RELATIONS

Objective The objective of this course to provide knowledge of principles and practice of human resource management and industrial relations necessary for management of business entities.

Course Input

1. **Introduction to Human Resource Management**
Nature, significance, scope and status, concepts; human resource management functions and objectives, professionalisation of human resource management in India; human resource management

in changing scenario of business; new directions in human resource management.

2. **Structure and Role of Human Resource Management** Human resource inventory; human resource manager; organisation and functions; human resources management development and organisational strategy.

3. **Human Resource Planning and Procurement**
Meaning, objective and significance; steps in human resource planning, forecasts - demand analysis; quantitative and qualitative aspects of human resource planning; job analysis and job description recruitment and selection - process and policies, interviewing; induction and placement; staffing; career planning; succession planning.

4. **Human Resource Training and Development**
Identification of training needs - quantitative and qualitative; training, curriculum planning; choice of training methodologies; training facilities and equipments; in-service training; outside training; retraining; advanced training; designing training programmes; employee counselling; executive development programmes; career planning and career development; promotion, transfer and demotion.

5. **Compensation Management** Nature of employee benefits - statutory and customary; wage plans and policies; profit sharing and incentive plans; compensation package and terminal benefits; Impact of compensation and employees benefit and organisational effectiveness; employee benefit programmes.

6. **Performance Appraisal** Nature, objectives, limitations-various methods - personnel records, personnel audit, human resource accounting, job evaluation.

7. **Human Resource Organisation** Line and staff relationship, organisation of human resource department, styles, communication - human resource productivity, moral motivation, creating conductive

work environment.

8. **Industrial Relations** Concepts, approaches and organisation, importance, constituents of industrial relations, dimension of industrial relations at work, successful industrial relations programme, industrial discipline, grievances.
9. **Anatomy of Industrial Relations** Genesis of industrial conflicts, industrial unrest, industrial disputes - classification, causes, industrial peace, strikes and lock outs.
10. **Industrial Relations Policy** Government policies through five year plans, Industrial Policy Resolution, National Commission on Labour and Industrial Relations Policy.
11. **Industrial Disputes** Causes, disputes by states and industrial units; prevention; settlement methods - under the law, tripartite bodies, work committee. Conciliation, labour court, tribunal and national tribunal
12. **Collective Bargaining** Concept, main features, principles, contents and coverage; process of negotiation, forms, agreements, industrial democracy, participative management.
13. **Dispute Settlement Mechanism** Conciliation, role of conciliator, duties and responsibilities - voluntary and compulsory; arbitration - references, procedure.
14. **Industrial Adjudication** Types, principles for reference for adjudication - procedure.
15. **Union Negotiations** Meaning, objectives, significance, scope, union - management interaction - contract negotiation, contract administration, informal joint constitution; parallel negotiations.
16. **Voluntary Retirement Schemes** Negotiations and implementation".

Suggested Readings.

- C.B. Memofir-Personnel Management & Industrial Relations
- C.S. Vekant Ratram-Human Resource Management

OPTIONAL GROUPS

OPTIONAL GROUP I: FINANCE

MC 2.61 FINANCIAL INSTITUTIONS AND MARKETS

Objective This course aims at providing students with an understanding of the structure, organization, and working of financial markets and institutions in India.

COURSE INPUTS

1. **Introduction:** Nature and role of financial system; Financial system and financial markets; Financial system and economic development; Indian financial system - an overview.
2. **Financial Markets:** Money and capital markets; Money market - meaning constituents, functions of money market; Money market instruments - call money, treasury bills certificates of deposits, commercial bills, trade bills etc; Recent trends in Indian money market; Capital market - primary and secondary markets; Depository system; Government Securities market; Role of SEBI - an overview; Recent developments.
3. **Reserve Bank of India:** Organisation, management and functions; Credit creation and credit control; Monetary policy.
4. **Commercial Banks:** Meaning, functions, Management and investment policies of commercial banks; Present structure; E-banking and e-trading; Recent developments in commercial banking.
5. **Development Banks:** Concept, objectives, and functions of development banks; Operational and promotional activities of development banks; IFCI, ICICI, IDBI, IRBI, SIDBI; State development banks, state financial corporations,
6. **Insurance Sector:** Objectives, role, investment

- practices of LIC and GIC; Insurance Regulatory and Development Authority-role and functions.
7. **Unit Trust of India:** Objective, functions and various schemes of UTI; Role of UTI in industrial finance.
 8. **Non-Banking Financial Institutions:** Concept and role of non-banking financial institutions; Investment policies of non banking financial of non-banking financial institutions; Investment policies of non banking financial institutions in India.
 9. **Mutual Funds:** Concept, performance appraisal, and regulation of mutual funds (with special reference of SEBI guidelines); Designing and marketing of mutual funds schemes; Latest mutual fund schemes in India - an overview.
 10. **Merchant Banking:** Concept, functions and growth; Government policy on merchant banking services; SEBI guidelines; Future of merchant banking in India.
 11. **Interest Rate Structure:** Determinants of interest rate structure; Differential interest rate; Recent changes in interest structure.
 12. **Foreign Investments:** Types, trends and implications; Regulatory framework for foreign investments in India.

Reference

- Avdhani: Investment and Securities Markets in India, Himalaya Publications, Delhi.
- Bhole, L.M.: Financial Markets and Institutions, Tata McGraw Hill, Delhi.
- Ghosh, D: Banking Policy in India, Allied Publications, Delhi.
- Giddy, I.H.: Global Financial Markets, A.I.T.B.S., Delhi.
- Khan, M.Y.: Indian Financial System, Tata McGraw Hill, Delhi.

- Reserve Bank of India, Various Reports, RBI Publication, Mumbai.
- Varshney, P.N: Indian Financial System, Sultan Chand & Sons, New Delhi.
- Averbach, Robert D: Money, Banking and Financial Markets; MacMillan, London.
- Srivastavea R.M.: Management of Indian Financial Institution; Himalaya Publishing House, Mumbai.
- Varma JC: Guide to Mutual funds and Investment Portfolio, Bharat Publishing House, New Delhi.

MC 2.71

PROJECT PLANNING AND CONTROL

Objective The objective of this course is to enable students learn the process and issues relating to preparation, appraisal, review and monitoring of projects.

COURSE INPUTS

1. **Identification of Investment Opportunities:** Project ideas, screening of ideas; Environment scanning and opportunity analysis; Government regulatory framework.
2. **Market and Demand Analysis:** Information required for market and demand analysis; Sources of information-primary and secondary; Demand forecasting.
3. **Technical Analysis:** Materials and inputs; Production technology; Product mix; Plant location and layout; Selection of plant and equipment.
4. **Cost of Project and Means of Financing:** Major cost components; Means of financing; Planning capital structure; Various financing schemes of financial institutions.
5. **Profitability, Financial Projections and Tax Considerations:** Cost of production; Break even analysis; Projected balance sheet, profit and loss

account and cash flows statement; Provisions and considerations of computing taxable income.

6. **Appraisal criteria and Appraisal Process:** Methods of appraisal under certainty and risk and uncertainty; Investment appraisal in practice; Process followed by financial institutions; Project appraisal techniques.
7. **Social Cost Benefit Analysis:** Rationale for social cost benefit analysis; Methodology of SCBA; L&M approach and UNIDO approach; Measurement of the impact on distribution; SCBA in India.
8. **Network Techniques for Project Implementation, Monitoring and Control:** PERT and CPM techniques; Critical path, event slacks and activity floats; Scheduling to match availability of manpower; Measures of variability and probability of completion by a specified date; Project implementation practices in India.

References

- Bryce, M.C. Industrial Development, McGraw Hill (Int.Ed), New York.
- Chandra, Prasanna: Project Preparation, Appraisal and Impementation, Tata McGraw Hill, Delhi.
- I.D.B.I.: Manual of Industrial Project Analysis in developing Countries.
- O.E.C.D.: (I) Manual for Preparation of Industrial Feasibility Studies. (ii) Guide to practical Project Appraisal.
- Pitable, R.L: Project Appraisal Techniques, Oxford and IBH.
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Hill, New Delhi.

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MC 2.81 SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

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

COURSE INPUTS

1. **Investments:** Nature and scope of investment analysis, elements of investment, avenues of investment, approaches to investment analysis; Concept of return and risk; Security return and risk analysis, measurement of return and risk.
2. **Financial Assets:** Types and their characteristics , sources of financial information.
3. **Security Markets:** Primary and secondary market; Primary market-role functions and methods of selling securities in primary market; Allotment procedure; New financial instruments.
4. **Public Issue:** SEBI guidelinigs on public issue, size of issue, pricing of issue, promoters contribution, appointment of merchant bankers, under writers, broker, registrar and managers, bankers and allotment of shares.
5. **Secondary market:** Role, importance, type of brokers, trading mechanism, listing of securities in stock exchanges, screen based trading; Depository-role and need; Depositories Act, 1996.
6. **Valuation of securities:** bonds, debentures, preference, shares equity shares.
7. **Fundamental Analysis:** Economic analysis, Industry analysis and Company analysis.

8. **Technical Analysis:** Trends, indicators, indices and moving averages applied in technical analysis.
9. **Efficient Market Hypothesis:** Weak, semi-strong and strong market and its testing techniques.
10. **Portfolio Analysis:** Estimating rate of return and standard deviation of portfolio. Effect of Combining the securities; Markowitz Risk-return optimisation; Single Index Model or market Model; Portfolio total risk, portfolio market risk and unique risk, Simple Sharpe's optimisation solution.
11. **Capital Market Theory:** Capital market line, security market line, risk free lending and borrowings, Factor models: Arbitrage pricing theory, two factor and multi factor models; Principle of arbitrage, arbitrage portfolios.
12. **Portfolio Performance Evaluation:** Measure of return, risk adjusted measures of return, market timing, evaluation and procedures.

References

- Amling: Fundamentals of investment Analysis, Prentice Hall, international Edition.
- Bhalla: Investment Analysis, S. Chand & Co. Delhi.
- Chandratre, K.R: Capital Issue, SEBI & Listing, Bharat Publishing House, New Delhi.
- Clark, James Francis, Investment - Analysis and Management, McGraw Hill International Edition.
- Donal, DE. Fisher and Ronald J. Jordan: Security Analysis and portfolio Management, Prentice Hall, New Delhi.
- Fabozzi, Frank J: Investment Management, Prentice Hall, International Edition
- Gupta, L.C: Stock Exchange trading in India; Society for Capital Market Research and Development, Delhi.
- Machi Raju, H.R.: Merchant Banking; Wiley Eastern Ltd., New Delhi.

- Machi Raju H.R: Working of Stock Exchanges in India; Wiley eastern Ltd., New Delhi.
- Sharpe, William F, Gordon J Alexander and J.V Baily: ;Investments, Prentice Hall of India. New Delhi.
- Shapre William F: Portfolio Theory and Capital Market; McGraw Hill, New York.
- Fancis J. Clark: Management of Investments; McGraw Hill, New York.

OPTIOINAL GROUP II: MARKETING

MC 2.62

ADVERTISING AND SALES MANAGEMENT

Objective The basic objective of this course is to acquaint students with the theory and practice of advertising, as well also management of a firm's sales operations.

COURSE INPUTS

1. **Advertising:** Defined, advertising as a tool of marketing; Advertising effects - economic and social; Advertising and consumer behaviour; Advertising scene in India.
2. Advertising Objective and Advertising Budgets.
3. **Advertising Media:** Print media, broadcasting media; Non-media advertising; media planning and scheduling; Advertising on Internet; Media selection decisions.
4. **Message Design and Development:** Copy development, types of appeal, copy testing.
5. **Measuring Advertising Effectiveness:** Managing advertising agency - client relationship; Promotional scene in India; Techniques for testing advertising effectiveness.
6. **Selling:** Concept, objectives, and functions of sales management, Fundamentals of selling; Selling

- process; Salesmanship; Product and customer knowledge.
7. **Sales Planning:** Importance and types of sales planning, Sales Planning process; Sales forecasting; Determining sales territories, sales quotas, and sales budget.
 8. **Sales Organisation:** Setting up a sales organisation; Planning process; Principles of determining sales organisation.
 9. **Sales Force Management:** Estimating manpower requirements for sales department; Planning for manpower-recruitment and selection, training and development, placement and induction; Motivating sales force; Leading the sales force; Compensation and promotion policies; Sales meetings and contests.
 10. **Control Process:** Analysis of sales volume costs and profitability; Managing expenses of sales personnel; Evaluating sales force performance.

References

- Asker, David, etal: Advertising Management, Prentice Hall, New Delhi.
- Anderson, Hair, Bush: Professional sales Management, McGraw Hill, Singapore.
- Batra, Fajeev, John G. Myers and David A Aaker: Advertising Management, Prentice Hall, New Delhi.
- Ford, Churchill, Walker: Management of sales force, McGraw Hill, Singapore.
- Gupta, Vaswar Das: Sales Management, In the Indian Perspective, Prentice Hall, Delhi.
- Hohnson, Kurtz, Schewing: Sales Management, McGraw Hill, Singapore
- Krik C.A.: Salesmanship, Tarapore wala, Bombay.
- Norris, James S.: Advertising, Prentice Hall, New Delhi.

- Patrick, Forsyth: Sales Management Handbook, Jaico Publications, Bombay.
- Sandage C.H. and Fry Burger: Advertising - Theory and Practice, Richard D Irwin, Illinois.
- Sengupta, Subroto: Brand Positioning, Tata McGraw Hill Co., New Delhi.
- Stanton, W.J. and Sprio, R: Management of Sales Force, McGraw Hill, Singapore
- Still, Richard R., Edward W. Cundiff, and Norman A.P. Govoni: Sales Management, Prentice Hall of India, Delhi.

MC 2.72 **MARKETING RESEARCH**

Objective The purpose of this course is to enable students learn the process, tools and techniques of marketing research.

COURSE INPUTS

1. **Introduction to Marketing Research:** Importance, nature and scope of marketing research; Marketing information system and marketing research; Marketing research process and organisation.
2. **Problem Identification and Research Design:** Problem identification and definition; Developing a research proposal; Determining research type - exploratory, descriptive and conclusive research; Experimental designs.
3. **Data Resources:** Secondary data sources and usage; Online data sources; Primary data collection methods - questioning techniques, online surveys, observation method; Questionnaire preparation.
4. **Aptitude measurement and scaling techniques** -elementary introduction to measurement scales.
5. **Sampling Plan:** Universe, Sample frame and sampling unit; Sampling techniques; Sample size determination.

6. **Data Collection:** Organisation of field work and survey errors - sampling and non-sampling errors.
7. **Data Analysis:** Univariate, bivariate and multivariate data analysis; Report preparation and presentation.
8. **Market Research Applications:** Product research; Advertising research; Sales and market research; International marketing research; Marketing research in India.

References

- Beri, G.C: Marketing Research, Tata McGraw Hill, New Delhi.
- Boyd, H.W., Ralph Westfall and S.F. Starsh: Marketing Research : Text and Cases, Richard D. Irwin, Boston.
- Chisnall, Peter M.: The Essence of Marketing Research, Prentice Hall, New Delhi.
- Churchill, Gilbert A.: Basic Marketing Research, Dryden Press, Boston.
- Davis, J.J: Advertising Research, Prentice Hall, New Delhi.
- Green, Paul E., Donald S. Tull and Gerald Album: Research for marketing Decision, Prentice Hall New Delhi.
- Hooda, R.P: Statistics for Business and Economics, Macmillan India, New Delhi.
- Luch, D.J.: Marketing Research, Prentice Hall, New Delhi.
- Tull, Donald and Hawkin, Del I: Marketing Research: Measurement and Method, Prentice Hall, New Delhi.
- Zaltman and Burger: Marketing Research; Dryden Press, Illinois.

MC 2.82 INTERNATIONAL MARKETING

Objective The objective of this course is to expose students to the conceptual framework of international marketing management

COURSE INPUTS

1. **Introduction to International Marketing:** Nature and significance; Complexities in international marketing; Transition from domestic to transnational marketing; International market orientation - EPRG framework; International market entry strategies.
2. **International Marketing Environment:** Internal environment; External environment-geographical, demographic, economic socio-cultural, political and legal environment; Impact of environment on International marketing decisions.
3. **Foreign Market Selection:** Global market segmentation; Selection of foreign markets; International positioning.
4. **Product Decisions:** Product planning for global markets; Standardisation vs. product adaptation, New product development Management of international brands; Packaging and labelling; Provision of sales related services.
5. **Pricing Decisions:** Environmental influences on pricing decisions; International pricing policies and strategies.
6. **Promotion Decisions:** Complexities and issues; International advertising, personal selling, sales promotion and public relations.
7. **Distribution channels and logistics:** Functions and types of channels; Channel selection decisions; Selection of foreign distributors/agents and managing relations with them; International logistics marketing decisions.
8. **International Marketing Planning, Organising and Control:** Issues in international marketing

planning; International marketing information system; Organising and controlling; International marketing operations.

9. **Emerging Issues and Developments in international marketing:** Ethical and social issues; International marketing of services; Information technology and international marketing; Impact of globalisation; WTO.

References

- Czinkota, M.R: International Marketing, Dryden Press, Boston.
- Fayerweather, John: International Marketing, Prentice Hall, New Delhi.
- Jain, S.C: International Marketing, CBS Publications, New Delhi.
- Keegan, Warren J.: Global Marketing Management, Prentice Hall, New Delhi.
- Onkvisit, Sak and John J. Shaw: International Marketing : Analysis and Strategy, Prentice Hall, New Delhi.
- Paliwoda, S.J. (ED): International Marketing, Reader, Routledge, London.
- Paliwoda, Stanley J.: The essence of international Marketing, Prentice Hall, New Delhi.
- Sarathy, R and V Terpstra: International Marketing, Dryden Press, Boston.
- Vsudeva P.K., International Marketing; Excel Books, New Delhi.

OPTIONAL GROUP III: INTERNATIONAL BUSINESS

MC 2.63 INTERNATIONAL BUSINESS ENVIRONMENT

Objective This course exposes the student to the environmental

dynamics of international business and their impact on international business operations of a firm.

COURSE INPUTS

1. **International Business:** Nature, Importance and scope; Framework for analysing international business environment - geographical, economic, socio-cultural, political and legal environment.
2. **International Economic Environment:** World economic and trading situation; International
3. Economic institutions and agreements - WTO, UNCTAD, IMF, World Bank; Generalised system of preferences, GSTP; International commodity agreements.
4. **Regional Economic Co-operation:** Types and rationale of regional economic groups; theory of customs union; EU, NAFTA, ASEAN, SAFTA and other groupings.
5. **Multinational corporations:** Conceptual framework of MNCs' MNCs and host and home country relations; Technology transfers - importance and types.
6. **Foreign Exchange Markets:** Determining exchange rates; Fixed and flexible exchange rate system; Participants in the foreign exchange markets; Foreign exchange market cash and spot exchange market; Exchange rate quotes; Terms; Factors affecting exchange rates-spot rates, forward exchange rates, forward exchange contracts; Foreign exchange and currency futures; Exchange rate arrangement in India; Overview of FEMA; Exchange dealings and currency possession; Information and communication.
7. **Foreign Exchange Risk:** Transaction exposure, translation exposure and economic exposure; Management of exposures - internal techniques, netting, marketing, leading and lagging, pricing policy, asset and liability management, and external techniques.

8. **Management of Risk in Foreign Exchange Markets:** Forex derivatives - swaps, futures, options and forward contracts.
9. **Foreign Investment:** Capital flows - types and theories of foreign investment; Foreign investment flows and barriers.
10. **Recent Developments in International Business:** Ecological issues; Social aspects; IT and international business.

References

- Adhikary, Manab: Global Business Management, Macmillan, New Delhi.
- Bhattacharya, B: Going International - Response Strategies for Indian Sector, Wheeter Publishing Co., New Delhi.
- Black and Sundaram: International Business Environment, Prentice Hall of India, New Delhi.
- Buckley, Ardin: The Essence of International Money, Prentice Hall of India, New Delhi.
- Gosh, Biswanath, Economic Environment of Business, South Asia Book, New Delhi.
- Letiche, John M: International Economics Policies and Theoretical Foundations, Academic Press, New York.
- Sodersten, B.O: International Environment- An Introduction, Sage Publication, New Delhi.
- Parvez Asheghian and Bahman Ebrahim: International Business; Harper Collins, London.
- Peter H Lindert: International economics; Richard D. Irwin, Illinois.

MC 2.73 INTERNATIONAL MARKETING

Objective The objective of this course is to acquaint students with the conceptual framework of international marketing management.

COURSE INPUTS

1. **Introduction to international Marketing:** Nature and significance; Complexities in international marketing; Transition from domestic to transnational marketing; International market orientation - EPRG framework; International market entry strategies.
2. **International Marketing Environment:** Internal environment - geographical, demographic, economic, socio - cultural, political and legal environment; Impact of environment on international marketing decisions.
3. **Foreign Market Selection:** Global market segmentation; Selection of foreign markets; international positioning.
4. **Product Decisions:** Product planning for global markets; Standardization vs. product adaptation; New product development; Management of international brands; Packaging & labeling; Provision of sales related services.
5. **Pricing Decision:** Environmental influences on pricing decisions; International pricing policies and strategies.
6. **Promotion Decisions:** Complexities and issues; international advertising, personal selling, sales promotion and public relations.
7. **Distribution Channels and Logistics:** Functions and types of channels; Channel selection decisions; Selection of foreign distributors/agents and managing relations with them; International logistics decisions.
8. **International Marketing Planning, Organising and Control:** Issues in international marketing planning; International marketing information system; Organising and controlling; International marketing operations.
9. Emerging Issues and developments in international marketing: Ethical and social issues; International marketing of services; Information technology and

international marketing; Impact of globalisation; WTO.

References

- Czinkota, M.R: International Marketing, Dryden Press, Boston.
- Fayerweather, John: International Marketing, Prentice Hall New Delhi.
- Jain, S.C: International Marketing, CBS Publications, New Delhi.
- Keegan, Warren J.: Global Marketing Management, Prentice Hall, New Delhi.
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- Paliwoda, Stanley J.: The Essence of International Marketing, Prentice Hall, New Delhi.
- Sarathy, R and V Terpstra: International Marketing, Dryden Press, Boston.
- Vsudeva P.K., International Marketing; Excel Books, New Delhi.

MC 2.83 FOREIGN TRADE POLICY, PROCEDURES AND DOCUMENTATION

Objective The objective of the course is to familiarise students with the policies, procedures, and documentation relating to export-import transactions.

COURSE INPUTS

1. **International Trade:** Theories of International trade-absolute and comparative advantage theories; Modern theory of trade-Heckscher-Ohlin theory; Terms

of trade; Theory of international trade in services; Balance of payments and adjustment mechanism.

2. **Commercial Policy Instruments:** Tariffs, quotas, anti-dumping/countervailing duties; Technical standards; Exchange controls and other non-tariff measures.
3. **India's Foreign Trade and Policy:** Composition and direction of foreign trade; India's foreign trade policy; Export promotion infrastructure and the institutional set up; Deemed exports and rupee convertibility; Policy on foreign collaborations and counter trade arrangements; Indian joint ventures abroad; Project and consultancy exports.
4. **Instruments of Export Promotion:** Export assistance and promotion measures; EPCG scheme; Import facilities, duty drawback, duty exemption scheme, tax concessions, marketing assistance; Role of state trading houses, 100% Export Oriented Units; Export Houses and Trading houses; EPZs, SEZs.
5. **Documentation Framework:** Types and characteristics of documents; Export contract and Incoterms; Processing of an export order.
6. **Export Financing Methods and Terms of Payment:** Methods of payment, Negotiations of export bills; Documentary credit and collection; Pre and post shipment export credit; Bank guarantees; Foreign exchange regulations.
7. **Cargo, credit and exchange risks:** Marine insurance - procedures and documentation for cargo loss claims; ECGC schemes for risk coverage and procedure for filing claims; Institutions for credit - pre and post shipment.
8. **Quality Control and Pre-shipment Inspection:** Process and procedures; Excise and customs clearance regulations, procedures and documentation.
9. **Management of Imports:** Procedure for procurement through imports; Import financing; Customs clearance of import; Managing risks involved

in importing - transit risk, credit risk and exchange risk.

References

- Customs and Excise Law Times: Various issues.
- Economic survey: Ministry of Finance, Govt. of India, various issues.
- Verma, M.L.: International Trade, Vikas Publishing House, New Delhi.
- Export - Import Policy: Ministry of Commerce, Government of India.
- Handbook of Export Import Procedures: Ministry of Commerce, Government of India.
- Ram, Paras: Exports: What, Where and How?, Anupam Publications, New Delhi.
- Report of Working Group on Export Houses: Ministry of Commerce.
- Sodersten, B.O. International Economics, MacMillan, London.
- Varshney and Bhattacharya: International Marketing Management, Sultan Chand & Sons, New Delhi.
- World Development Report: World Bank, Washington, D.C.
- Mahajan MI: Exports Do it yourself; Snowwhite Publication, Mumbai.
- Mahajan VS: India's Foreign Trade and Balance of Payments; Deep & Deep Publication, New Delhi.