



MAHATMA GANDHI CENTRAL UNIVERSITY

[Established under the Central Universities (Amendment) Act 2014]

PO Box: 1, Motihari, District: East Champaran – 845 401 (Bihar)

www.mgcub.ac.in

DEPARTMENT OF COMMERCE

M.Com. Programme's Course Structure

The M.Com. Programme: It is a regular full time four semesters Master Degree Programme in Commerce, designed and updated under the Regulations on Choice based Credit System. The programme requirements include 80 credits (58 credits from core courses, 6 credits from Open General Elective courses, 16 credits from elective courses).

The M.Com. Programme has the following salient features:

- Five Core Courses in the First Semester with 20 Credits in total;
- Five Core Courses in the Second Semester with 20 Credits in total;
- Three Core Courses and Two Elective Courses comprising of one Group, in the Third Semester with 20 Credits in total;
- Three Core Courses and Two Elective Courses comprising of one Group, in the Fourth Semester with 20 Credits in total.

M.Com. – First Semester

CMRC4101	Accounting Theory and Practices	4 Credits	Core
CMRC4102	Advanced Business Economics	4 Credits	Core
CMRC4103	Marketing Management	4 Credits	Core
CMRC4104	Business Environment	4 Credits	Core
CMRC4105	Advanced Business Statistics	4 Credits	Core

M.Com. – Second Semester

CMRC4201	Management Accounting	4 Credits	Core
CMRC4202	Managerial Finance	4 Credits	Core
CMRC4203	Corporate Governance & CSR	4 Credits	Core
CMRC4204	Research Methodology	4 Credits	Core
CMRC4205	Human Resource Management	4 Credits	Core

M.Com. – Third Semester

CMRC4301	International Business	4 Credits	Core
CMRC4302	Corporate Tax Planning	4 Credits	Core
CMRC4303	Banking Practices in India	4 Credits	Open General Elective

Elective Courses:

One Elective Group shall be opted by the students subject to availability of classroom and teachers.

Finance (F) Group Courses:

CMRC4311	Public Finance	4 Credits	Elective
CMRC4312	Financing of Micro, Small and Medium Enterprises	4 Credits	Elective

Human Resource Management (H) Group Courses:

CMRC4321	Skill and Competency Management	4 Credits	Elective
CMRC4322	Organisational Theory & Behaviour	4 Credits	Elective

Marketing (M) Group Courses:

CMRC4331	Consumer Behaviour	4 Credits	Elective
CMRC4332	Marketing Research	4 Credits	Elective

International Business (B) Group Courses:

CMRC4341	International Marketing	4 Credits	Elective
CMRC4342	Export Import Procedures & Documentation	4 Credits	Elective

M.Com. – Fourth Semester

CMRC4401	Strategic Management	4 Credits	Core
CMRC4402	Dissertation & Viva Voce	4 Credits	Core
CMRC4403	Entrepreneurship and New Venture Planning	4 Credits	Open General Elective

Elective Courses:

All Courses from the same Elective Group to be opted as in the 3rd Semester.

Finance (F) Group Courses:

CMRC4411	Financial Markets & Institutions	4 Credits	Elective
CMRC4412	Security Analysis & Portfolio Management	4 Credits	Elective

Human Resource Management (H) Group Courses:

CMRC4421	Organisational Change and Development	4 Credits	Elective
CMRC4422	Industrial Relations	4 Credits	Elective

Marketing (M) Group Courses:

CMRC4431	Personal Selling and Salesmanship	4 Credits	Elective
CMRC4432	Advertising and Brand Management	4 Credits	Elective

International Business (B) Group Courses:

CMRC4441	International H.R.M.	4 Credits	Elective
CMRC4442	Forex Management	4 Credits	Elective

N.B.:(i) Open General Elective courses CMRC4303 and CMRC4403 would be available for students of other postgraduate courses of the University also.

(ii) For CMRC4402- Dissertation, the initiation of the process of Allotment of Mentor/Guide to the students shall be done in Semester III and the evaluation shall be done in Semester IV.

(iii) **One credit** is equivalent to 10 hours of lectures; 5 hours of practical / Tutorial / teacher-led activity and 15 hours of other workload such as Homework, library work etc.)

Attendance Requirements:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination.

Evaluation Criteria:

1. Mid Term Examination: 20%
2. End Semester Examination: 60%
3. Continuous Internal Assessment: 20%
 - i. Attendance: 5%
 - ii. Assignment: 7.5%
 - iii. Class Test: 7.5%

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Course Code: CMRC4101

Course Name: Accounting Theory and Practices

Credits Equivalent: 4 Credits

Course Objectives: The course aims at providing to the students the conceptual knowledge of accounting theory and understanding of various Indian Accounting Standards.

COURSE CONTENT

UNIT-I: Introduction (10 Lectures)

Concept of Accounting and its changing role; Users of Accounting Information and their need; Accounting and other Disciplines; Financial Accounting Vs. Management accounting and Cost Accounting; concept and necessity of Accounting Theory; Relation between Accounting Theory and Accounting Practices; Accounting Theory Vs. Accounting Practices.

UNIT-II: Structure of Accounting Theory (10 Lectures)

Elements of Accounting Structure; Basic Concepts, Principles, Postulates and Conventions of Accounting; Generally Accepted Accounting Principles; Financial Statements- Essentials, Nature, Uses and Limitations; Financial Statement Analysis- Objectives, process and types; procedure for Analysis and Interpretation.

UNIT-III: Establishment of Accounting Standards (10 Lectures)

The International Accounting Standards Committee (IASC) and International Accounting Standards Board (IASB)- Objectives, Organization, Standard setting procedure and a brief reference of International Accounting Standards; India's Standing Committee on International Financial Standards and codes; Advisory Groups in India; Accounting Standards Board (ASB) of Institute of Chartered Accountants of India.

UNIT-IV: Accounting Standards in India (10 Lectures)

A Detailed Discussion on- Disclosure of Accounting Policies, Valuation of Inventory, Cash Flow Statements, Depreciation Accounting, Revenue Recognition, Accounting for Investments, Accounting for Amalgamations, Consolidated Financial statements, Provisions for Contingent Assets and Liabilities.

UNIT-V: Accounting for Depreciation and Inventory (10 Lectures)

Concept and Methods of Depreciation; Depreciation on Replacement Cost; Factors influencing the choice of Depreciation methods; Developing Depreciation policy; Accounting Policies for Inventory- Concept and Significance, Inventory System and Inventory Valuation Methods.

Note: Simple Calculator will be used in the Examination.

Suggested Readings:

1. Miriyala, Ravi Kant, Accounting Standards Made Easy - Bharat Law House Pvt. Ltd.
2. Agarwal, S.P and Jain, P.C., Advanced Financial Accounting, New Age International Publishers, New Delhi.
3. Patel, Chintan N., Indian Accounting standards (Ind AS), Taxxman's Publications.
4. D' Souza, Dolphy and Bansal, Vishal, Indian Accounting Standards (Ind AS), Snow White Publications.
5. Glautier, M.W.E., Accounting Theory and Practices, Prentice Hall, New Delhi.
6. Leiwy, Danny and Perks, Robert, Accounting: Understanding and Practice, McGraw Hill.
7. Rawat, D.S., Students Guide to Accounting Standards-Taxmann, New Delhi
8. Sharma, D.G., Accounting Standards -Taxmann, New Delhi
9. Porwal, L.S., Accounting Theory- Tata McGraw Hill, New Delhi
10. Lal, Jawahar, Accounting Theory and Practice -Himalaya Publishing House, New Delhi.
11. Dandago, Kabiru, I., Advanced Accounting Theory and Practices, Adonis and Abbey Publishers Ltd. London.

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Course Code: CMRC4102
Course Name: Advanced Business Economics
Credits Equivalent: 4 Credits

Course Objectives: The course is designed to:

- 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 business decision making processes..

Course Contents:

Unit 1: Demand and The Firm (10 Lectures)

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

Unit 2: Production and Cost (10 Lectures)

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

Unit 3: Market and Pricing (10 Lectures)

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

Unit 4: Product and Asset Market Equilibrium (10 Lectures)

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

Unit 5: Aggregate Demand-Supply & Trade Cycles (10 Lectures)

Modern aggregate demand function. Demand Management. Philips Curve. Aggregate supply and the price level. Real Business Cycles. Exchange rate, trade balance, net saving, Macroeconomic movements in an open economy.

Prescribed Text Books:

1. Koutsiyannis, A., Koutsiyannis, A., Modern Microeconomics, Macmillan Press Ltd., Macmillan Press Ltd.
2. Varian, *Micro-Economic Analysis*, Norton.
3. Pindyck Robert S., Daniel L. Rubinfeld and Prem L. Mehta, *Micro Economics*, Pearson Education Asia, New Delhi.
4. Dornbusch, R. and S. Fischer *Macro Economics*, Publisher Tata McGraw Hill.
5. Mankiw, N. Gregory, *Macro Economics*, Macmillan.

Suggested Extra Readings:

1. Branson William H., *Macro Economics Theory and Policy*, First East – West Press.
2. Oliver Blanchard *Macro Economics*, Pearson Education, LPE.

Note: Latest edition of the readings may be used.

Course Code: CMRC4103

Course Name: Marketing Management

Credits Equivalent: 4 Credits (One credit is equivalent to 10 hours of lectures; 5 hours of practical / Tutorial / teacher-led activity and 15 hours of other workload such as Homework, library work etc.)

Course 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.

Attendance Requirements: Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination.

Course Outlines:

Unit I: (10 Lectures)

- a) **Marketing Concept:** marketing management; Nature and scope; Evolution of marketing; Selling vs. marketing; CRM; Emerging role of marketing; Marketing mix.
- b) **Marketing Environment:** Concept; Need for study; Major elements and their impact on marketing decisions.

Unit II: (10 Lectures)

- a) **Consumer Behaviour:** Concept; Their characteristics; Importance of understanding consumer behaviour; Determinants of consumer behaviour; Various buying roles in family; Consumer decision-making process in buying.
- b) **Market Segmentation:** Nature and importance of segmentation; Pre-requisites for effective segmentation; Bases of segmenting consumer markets; Market selection strategies; Positioning.

Unit III: (10 Lectures)

Product Decisions: Concept of product; Classification of products; Product line and product mix; Branding, packaging and labeling; Customer services; Development of new product; Product life cycle; The new product (Consumer); Adoption process.

Unit IV: (10 Lectures)

- a) **Price Decisions:** Pricing as a marketing variable-its role and importance; Price vs. non-price competition; Factors influencing price determination; Price setting in practice; Price policies and strategies.
- b) **Distribution Channels and Physical Distribution Decisions:** Why are marketing intermediaries used? Marketing channel functions; Selecting channels distribution; Determining the intensity of distribution; Channel management decisions- selection, motivation and evaluation of individual middlemen; Manufacturer- distribution relationship; Retailing and wholesaling; Logistics of distribution.

Unit V: (10 Lectures)

- a) **Promotion Decisions:** Nature; Objectives and importance of promotion; Communication process; Promotion mix and methods; Advertising; Personal selling; Public Relations and Sales promotion.
- b) **Legal, Ethical and Social Aspects of Marketing:** Consumerism; Consumer protection measure in India; Recent Developments in consumer protection in India.

Suggested Reading:

1. Kotler Philip and Gray Armstrong: Principles of marketing, Prentice hall New Delhi.
2. Kotler Philip: Marketing Management-Analysis, Planning, Implementation and Control, Prentice hall New Delhi.
3. Ramaswami, V.S and Namakumari, S: Marketing Management Mac Millan India New Delhi.
4. Stanton, Shallian J. and Charles Futrell: Fundamentals of Marketing Mc Graw hill New York.
5. Rajan Saxena, Marketing Management, 3rd ed, Tata MCGraw Hill, New Delhi, 2009

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Course Code: CMRC4104

Course Name: Business Environment

Credits Equivalent: 4 Credits

Course Objectives: The course is designed to:

- To acquaint students with the concepts of macro environment in which a business organisation operates.
- To give an idea about the policies of the government and assess their impact on business.

Course Contents:

Unit 1: Introduction (10 Lectures)

Concept, Significance and Nature of Business Environment; Components of Business Environment; Changing Dimensions of Business Environment; Techniques of Environmental Scanning.

Unit 2: Economic Environment (12 Lectures)

Significance and Elements of Economic Environment; Economic Systems and Business Environment; Economic Planning in India; Industrial Policy, Fiscal Policy, Monetary Policy, EXIM Policy; Public Sector and Economic Development; Economic Reforms in India. Contemporary Issues.

Unit 3: Political and Legal Environment (10 Lectures)

Elements of Political Environment; Political System in India; Government and Business in India; Changing Dimensions of Legal Environment in India. Judicial Activism.

Unit 4: Socio-Cultural Environment (10 Lectures)

Nature of Indian Society and Ethos, Social Interest, Institutions and Values vis-à-vis Industrial Development . Social Responsibility of Business, Rural-Urban Divide, Consumerism and Business Ethics.

Unit 5: International and Technological Environment (10 Lectures)

Multinational Corporations; Foreign Collaborations and Indian business; International Economic Institutions: GATT, WTO, World Bank and IMF; Foreign Trade Policy; Technological Environment in India: Policy on Research and Development; Intellectual Property Rights; Technology Transfer.

Prescribed Text Books:

1. M. Adhikari: Economic Environment of Business, Sulthan Chand and Sons, New Delhi.
2. Francis Cherunilam: Business Environment, Himalaya Publishing House, Mumbai.
3. Claire Capon: Understanding the Business Environment.
4. K. V. Sivayya and VBM Das: Indian Industrial Economy, Sulthan Chand Publications, Delhi.
5. Panday G.N: Environmental Management, Vikas Publishing House.

Suggested Extra Readings:

1. Aswathappa, K., Essentials Of Business Environment, Himalaya Publishing House, 13th Edition– 2016
2. Sankaran, S., Business Environment. Margham Publications. 2013

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Course Code: CMRC4105
Course Name: Advanced Business Statistics
Credits Equivalent: 4 Credits

Course Objectives: The course is designed

- 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.

COURSE CONTENT

UNIT – I: Statistical Decision Theory (10 Lectures)

Introduction; Structure of Decision Making Problem; Decision Making Environment; Decision Making under Uncertainty- Criterion of Optimism, Criterion of Pessimism, Equally likely decision criterion, Criterion of Realism and Criterion of Regret; Decision making under risk- Expected Monetary value and Expected Monetary loss criterion.

UNIT - II: Probability Theory and Distributions (10 Lectures)

Probability- Classical, Relative and Subjective; Addition and multiplication probability Models; Conditional probability; Bernoulli and Baye's Theorem; Binomial distribution, Poisson distribution and Normal distribution- their characteristics and applications.

UNIT - III: Statistical Inference (10 Lectures)

Estimation- Point and Interval Estimation, Qualities of good estimator; Theory of Testing of Hypothesis- Statistics and Parameter, Statistical Hypothesis, Tests of significance, Types of Errors in testing of Hypothesis, Level of Significance- Confidence interval and Confidence limits, Two-tailed and One-tailed Tests, Standard Error and its utility, Degree of freedom, Test Statistics, Critical Values, Acceptance and Rejection Regions; Procedure for Hypothesis Testing.

UNIT - IV: Parametric Tests (10 Lectures)

Difference between Large and Small Sample Tests of Significance; Assumptions in Large Samples Theory; Tests of Significance in Attributes; Test of significance in Large Variables and Small variables; Student's t-Distribution- Assumptions and Applications; F-test, Analysis of Variance- Assumptions and its Applications.

UNIT - V: Non- Parametric Tests (10 Lectures)

Meaning and Characteristics of Non-parametric Tests; Difference between Parametric and Non-Parametric Tests; Chi Square Test- Assumptions, Conditions and Applications; Wilcoxon Matched Pairs Test; Mann Whitney Wilcoxon Test and Kruskal Wallis Test; Limitations of the Tests Hypotheses.

Note:

1. Latest edition of text books may be used.
2. Simple calculator will be allowed during examination.

Prescribed Text Books:

1. Levin, Richard, David S. Rubin, Rastogi, and Siddiqui. *Statistics for Management*. Pearson Education.
2. Berenson and Levine. *Basic Business Statistics: Concepts and Applications*. Pearson Education.
3. Siegel, Andrew F. *Practical Business Statistics*. McGraw Hill.
4. Vohra, N. D. *Business Statistics*. McGraw Hill.
5. Gupta, S.P., and Gupta, Archana. *Statistical Methods*. Sultan Chand and Sons, New Delhi.

Suggested Extra Readings:

1. Spiegel, M.D. *Theory and Problems of Statistics*. SchaunTs Outlines Series. McGraw Hill Publishing Co.
2. Gupta, S.C. *Fundamentals of Statistics*. Himalaya Publishing House.
3. Anderson, Sweeney and William. *Statistics for Students of Economics and Business*. Cengage Learning.
4. Thukral J. K. *Business Statistics*. Taxmann

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PO BOX: 1, MOTIHARI, DISTRICT: EAST CHAMPARAN – 845 401 (BIHAR)

Course Code: CMRC4201

Course Name: MANAGEMENT ACCOUNTING

Credits Equivalent: 4 Credits

Course Objectives: The course is designed to:

- To acquaint students with the techniques and principles to manage human resource of an organisation.

Course Contents:

Unit 1: Introduction

(10 Lectures)

Management accounting: Definition, differences with Financial Accounting and Cost Accounting, Role of Management Accounting, Measurement of cost behaviour.

Unit 2: Analysis and Interpretation of Financial Statements

(10 Lectures)

Ratio Analysis, Comparative Statements, Common Size Statements, trend analysis, Du Pont Control Chart, Mechanism of Cash Flow and Uses of Cash Flow Data in Decision Making. Analytical tools used in Managerial Accounting.

Unit 3: Marginal Costing Vs. Absorption Costing

(10 Lectures)

Cost Volume Profit (CVP) Analysis, Relevant information and short term decision making: Make or Buy decisions, deciding the Product Mix, deletion of product and services, pricing decisions. Activity Based Costing.

Unit 4: Budget and Budgetary Control

(10 Lectures)

Preparing the Master Budget and Functional Budgets, Cash Budget, Flexible budgets, Preparing the Master Budget and Functional Budget, Zero Base Budgeting; Performance Budgeting.

Unit 5: Responsibility Accounting & Control

(10 Lectures)

Variance Analysis, Responsibility Accounting- Concept; Responsibility Centres, Transfer Pricing - Market-based Price and Cost-based Price, Reporting to Management, Management Control System.

Prescribed Text Books:

1. Khan and Jain: *Management Accounting*, THM Horngren, C. J.: Accounting for Management Control
2. Ashish, K. Bhattacharya: *Introduction to Financial Statement Analysis*, Elsevier
3. Sharma, R. K. and Gupta, Shashi, K.: *Management Accounting*, Kalyani.
4. Jawahar Lal: *Advanced Management Accounting*, HPH
5. Gupta, S. P.: *Management Accounting*, Sahitya Bhawan
6. Prakash, J. & Rao, N.: *Prabandhkiya Lekhankan*, Prayag Pustak Bhawan
7. Gupta, S. P.: *Prabandhkiya Lekha Vidhi*, Sahitya Bhawan.
8. Singhal, A. K.: *Cost Accounting – A Multidimensional Approach*, Prayag Pustak Bhawan, Allahabad

Note: Latest editions of the books may be used.

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PO BOX: 1, MOTIHARI, DISTRICT: EAST CHAMPARAN – 845 401 (BIHAR)

Course Code: CMRC4202

Course Name: MANAGERIAL FINANCE

Credits Equivalent: 4 Credits

Course Objectives: The course is designed to:

- provide conceptual knowledge of the tools of financial analysis and management. It aims at helping the students develop skills to make financial decisions in business situations..

Course Contents:

Unit 1: Introduction

(10 Lectures)

Managerial Finance, Evolution of Managerial Finance, and Financial Goal of the Firm: Profit maximization vs. Wealth Maximization, Emerging role of Finance Manager. Valuation of Bonds, Preference Share and Equity Shares.

Unit 2: Capital Budgeting: Features and Techniques

(10 Lectures)

Valuation of Projects under conditions of certainty: Accounting Rate of return, Pay Back Period Method, Net Present Value Method, Benefit –Cost Method, Internal Rate of Return Method, and Comparative Analysis of various Methods.

Unit 3: Evaluation of Projects under Conditions of Uncertainty

(10 Lectures)

Methods of incorporating risk: Conventional techniques and statistical techniques: Risk Adjusted Discount Rates, Certainty Equivalents, Sensitivity Analysis, Probabilistic, Decision Tree Method, Capital Rationing.

Unit 4:

(10 Lectures)

Cost of Capital: Cost of Debt and preference, Cost of Equity, Cost of Retained Earnings, WACC, Factors affecting WACC.

Capital Structure Theories: Net Income Approach, Net Operating Income Approach and MM Approach; Capital Structure Decisions: EBIT-EPS analysis; Leverage- Operating, Financial and Combined.

Unit 5:

(10 Lectures)

Dividend Decisions and Theories: Irrelevance of Dividends: Modigliani and Miller Hypothesis, Relevance of Dividends: Walter's Model, Gordon's Model, Determinants of Dividend Policy

Working Capital Management: Concepts: Net working Capital and Gross Working Capital, Permanent working capital and variable working capital, managing working capital through Operating cycle, Issues in WCM.

Prescribed Text Books:

1. Khan & Jain: *Financial Management*, Tata McGraw Hill, New Delhi
2. I.M. Pandey: *Financial Management*, Vikas Publishing House, New Delhi
3. Prasanna Chandra: *Financial Management*, TMH, New Delhi
4. J. C. Van Horne: *Financial Management and Policy*, Printice Hall of Hall.
5. S. C. Kuchhal: *Financial Management*, Chaitanya Publishing House.
6. V. K. Bhalla: *Financial Management and Policy*, Anmol Publications.
7. R. P. Rustagi: *Financial Analysis and Financial Management*, Sultan Chand & Sons.

Note: Latest editions of the books may be used.

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Course Code:	CMRC4203
Course Name:	Corporate Governance and Corporate Social Responsibility
Credits Equivalent:	4 Credits

Course Objectives: The course is designed

- 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.

COURSE CONTENT

Unit I- Conceptual Framework of Corporate Governance: (10 Lectures)

Evolution of Corporate Governance; Developments in India; Regulatory Framework of Corporate Governance in India; SEBI Guidelines; Secretarial Audit; Class Action; NCLT; Insider Trading; Rating Agencies; Green Governance/E-Governance; Corporate Governance in PSUs and Banks; Legislative Framework of Corporate Governance-An International Perspective (United Kingdom, USA, Australia, China, Russia, South Africa).

Unit II- Corporate Management: (10 Lectures)

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 III- Major Corporate Failures: (10 Lectures)

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 IV-Business Ethics: (10 Lectures)

Concept of Ethics; 'Ethics' and Related Connotations; Business Values and Ethics; Business Ethics; Various Approaches to Business Ethics; Ethical Theories; Ethical Governance; Social Responsibility - An Extension of Business Ethics; Benefits of Adopting Ethics in Business; Code of Ethics.

Unit V-Corporate Social Responsibility (CSR): (10 Lectures)

Meaning; Corporate Philanthropy; CSR- An overlapping concept; Corporate Sustainability Reporting; CSR and Business Ethics; CSR and Corporate Governance; environmental aspect of CSR; CSR models; drivers of CSR; global reporting initiatives; major codes on CSR; initiatives in India.

Suggested Readings:

1. Tricker, Bob, Corporate Governance- Principles, Policies and Practices, Oxford University Press, UK
2. Bajpai, G.N., The Essential Book of Corporate Governance, Sage Publications India Pvt. Ltd.
3. Khanka, S.S., Business Ethics and Corporate Governance- Principles and Practices, Sultan Chand and Sons.
4. Mallin, Christine A., Corporate Governance (Indian Edition), Oxford University Press, New Delhi.
5. Blowfield, Michael, and Alan Murray, Corporate Responsibility, Oxford University Press.
6. Francesco Perrini, Stefano, and Antonio Tencati, Developing Corporate Social Responsibility-A European Perspective, Edward Elgar.
7. Sharma, J.P., Corporate Governance, Business Ethics & CSR, Ane Books Pvt Ltd, New Delhi.
8. Robert, A.G. Monks, Corporate Governance, John Willey and Sons Ltd., UK.
9. Sharma, J.P., Corporate Governance and Social Responsibility of Business, Ane Books Pvt. Ltd, New Delhi.

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

Course Code: CMRC4204

Course Name: Research Methodology

Credits Equivalent: 4 Credits (One credit is equivalent to 10 hours of lectures; 5 hours of practical / Tutorial / teacher-led activity and 15 hours of other workload such as Homework, library work etc.)

Course Objective: The objective is to equip the students with the basic understanding of research methodology and to provide an insight into the application of modern tools of analysis and interpretation.

Attendance Requirements: Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination.

Course Outlines:

Unit – I

(10 Lectures)

Conceptual Framework of Research: Concept, Objectives and Significance of Research, Research Process, Research Approaches; Selection and Formulation of a Research Problem; Criteria of a Good Research Problem.

Unit – II

(10 Lectures)

Hypothesis and Research Design: Concept, Sources and Types of Hypotheses; Formulation of Hypothesis; Research Design: Exploratory Research, Descriptive Research and Experimental Design.

Unit – III

(10 Lectures)

Sampling and Data Sources: Sampling Process, Sampling Techniques: Probability and Non-Probability Sampling, Sample Size Decision, Primary and Secondary Data, Questionnaire Design.

Unit – IV

(10 Lectures)

Measurement and Scales: Primary Level of Measurement Scales, Comparative Scaling: Paired Comparison Scaling, Rank Order Scaling, Constant Sum Scaling, Q-Sort Scaling, Noncomparative Scaling: Likert Scale, Semantic Differential Scale, Staple Scale; Scale Evaluation: Validity and Reliability

Unit – V

(10 Lectures)

Interpretation and Report Writing: Meaning and Importance of Interpretation; Pre-requisites of Interpretation; Errors in Interpretation; Essentials of a Good Research Report; Types of Reports; Layout of a Research Report; Writing up of the Report; Evaluating a Research Report. Citations, Bibliography and Annexure in Report

Suggested Readings:

1. William G Zikmund ,Business Research Methods, Cengage Learning 2008
2. Uma Sekaran, Research Methods for Business Wiley India 2007.
3. Paneerselvam, Research Methodology, Prentice Hall of India 2009.
4. Aaker, D. A., Kumar, V., & Day, G. S. (2008). Marketing research. John Wiley & Sons.
5. Boyd, H. W., Westfall, R. L., & Stasch, S. F. (1977). Marketing research: text and cases. McGraw-Hill/Irwin.
6. Dash, M., & Malhotra, N. K. (2016). Marketing Research an Applied Orientation. Indian Institute of Management Lucknow.
7. Donald R.Cooper, Pamela S.Schindler, Business Research Methods, Tata McGraw Hill Publishing 2009.

Note: Latest edition of text books may be used.

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Course Code: CMRC4205

Course Name: HUMAN RESOURCE MANAGEMENT

Credits Equivalent: 4 Credits

Course Objectives: The course is designed to:

- To acquaint students with the techniques and principles to manage human resource of an organisation.

Course Contents:

Unit 1: Introduction

(10 Lectures)

Concept and functions; Role, status and competencies of HR manager; HR policies; Evolution of HRM; Emerging challenges of human resource management - Workforce diversity, empowerment, downsizing, VRS, work life balance.

Unit 2: Acquisition of Human Resource

(10 Lectures)

Human resource planning- Quantitative and qualitative dimensions; Job analysis - Job description and job specification; Recruitment - concept and sources; Selection - concept and process; Test and interview; Placement, induction and socialization; Retention.

Unit 3: Training and Development

(10 Lectures)

Concept and importance; Role specific and competency based training; Training and development methods - Apprenticeship, understudy, job rotation, vestibule training, case study, role playing, sensitivity training, In-basket, management games, conferences and seminars, coaching and mentoring, management development programs; Training process outsourcing.

Unit 4: Performance Appraisal and Compensation Management

(10 Lectures)

Performance appraisal- Nature, objectives and process; Performance management; Methods of performance appraisal; Potential appraisal; Employee counselling; Job changes - Transfers and promotions, Human resource audit;

Compensation - Concept and policies, Base and supplementary compensation; Individual, group and organization incentive plans; Fringe benefits; Performance linked compensation; Employee stock option; Pay band compensation system; Job evaluation..

Unit 5: Maintenance of employees and Emerging Horizons of HRM

(10 Lectures)

Employee health and safety; Employee welfare; Social security (excluding legal provisions); Employer-employee relations- An overview; Grievance handling and redressal; Industrial disputes: Causes and settlement machinery; e-HRM; Human Resource Information System and e-HRM; Impact of HRM practices on organisational performance; HR audit, Contemporary issues in human resource management.

Prescribed Text Books:

1. Dessler, G., and Varkkey, B. *Human Resource Management*. Pearson Education, Delhi.
2. Mondy, A. W., and Noe, R. M. *Human Resource Management*. Pearson Education..
3. Decenzo, D.A., and Robbins, S. P. *Fundamentals of Human Resource Management*. Wiley, India.
4. Chhabra, T.N. *Human Resource Management*. Dhanpat Rai & Co., Delhi.
5. Aswathappa, K. *Human Resource Management*. Tata McGraw-Hill, New Delhi.

Suggested Extra Readings:

1. French, W. L. *Human Resource Management*. Houghten Mifflin, Boston.
2. Gupta, C.B. *Human Resource Management*. Sultan Chand & Sons, Delhi.
3. Rao, V. S. P. *Human Resource Management: Text and Cases*. Excel Books.

Note: Latest editions of the books may be used.

Course Objectives: The course is designed:

- To provide theoretical foundations of international business to the extent these are relevant to the global business operations and developments

Course Contents

Unit 1: Introduction to International Business

(12 Lectures)

International business vs. domestic business: Complexities of international business; Modes of entry into international business. National and foreign environments and their components - economic, cultural and political-legal environments, Global Recession.

Unit 2: Theories of International Trade

(12 Lectures)

An overview of Classical Theories, Leontief Paradox, Product Life Cycle theory, Theory of National Competitive Advantage, New Trade Theory; Commercial Policy Instruments - tariff and non-tariff measures – difference in Impact on trade, types of tariff and non-tariff barriers (Subsidy, Quota and Embargo in detail) ; Balance of payment account and its components.

Unit 3: International Organizations and Arrangements

(12 Lectures)

WTO, UNCTAD; Commodity and other trading agreements (OPEC). Regional Economic Co-operation: Forms of regional groupings; Integration efforts among countries in Europe, North America and Asia (NAFTA, EU, ASEAN, BRICS and SAARC). International financial system and institutions (IMF and World Bank – Objectives and Functions), Special Drawing Rights, IFC, IDA, MIGA; Foreign exchange markets and risk management.

Unit 4: Developments & Issues in International Business

(12 Lectures)

Designing Global Organisational Structure, Global Value Chains, Enhancing Global Competitiveness, International Business Ethics, Global trends in International Production, Ease of doing business in India, Outsourcing and its potentials for India, Ecological considerations in International Business, Foreign Trade Policies, International Business Management, Country Risk Analysis.

Unit 5: Foreign Trade Promotion Measures and Organizations in India

(12 Lectures)

Special Economic Zones (SEZs) and Export Oriented Units (EOUs); Measures for promoting foreign investments into and from India; Indian joint ventures and acquisitions abroad. Contemporary Issues.

Suggested readings:

1. Charles W.L. Hill and Arun Kumar Jain, *International Business*. New Delhi: McGraw Hill Education
2. Daniels John, D. Lee H. Radenbaugh and David P. Sullivan. *International Business*. Pearson Education
3. Cherunilam, Francis. *International Business: Text and Cases*. PHI Learning
4. Johnson, Derbe., and Colin Turner. *International Business - Themes & Issues in the Modern Global Economy*. London: Routledge
5. Bhalla, V. K., *International Business*. S. Chand & Company Pvt. Ltd, New Delhi.

Note: Latest edition of readings may be used

Course Objectives: The course is designed:

- To enable the students to undertake corporate tax planning exercises like determination of corporate tax liability and understanding tax implications for corporate business decisions.

Course Contents

Unit 1: Introduction (12 Lectures)

Nature and scope of Corporate Tax Planning; Evasion, avoidance and management of Tax; Significance of corporate tax planning; Residential Status of various types of companies and Tax incidence.

Unit 2: Assessment of Companies (12 Lectures)

Determination of taxable income of companies: Carry forward and set-off of business losses, Deductions available to corporate assessee; Computation of corporate tax liability; Minimum Alternate Tax and Tax Credit; Tax on distributed profits.

Unit 3: Tax Planning for Startups and Established Businesses (12 Lectures)

Tax concessions and incentives for setting up startups; Tax planning and tax management for startups. Tax planning with reference to capital structure decisions, Dividend Policy, Issue of Bonus Shares. Tax planning for Investments and capital gains, Owning or leasing of an asset; Hire Purchase decisions; Manufacturing or Buying; Shutting down or continuing operations.

Unit 4: Tax planning for Business Restructuring (12 Lectures)

Tax planning for amalgamation and de-merger of companies, Slump sale, conversion of a firm into a company, conversion of sole proprietorship into a company, conversion of company into Limited Liability Partnership.

Unit 5: Tax planning for overseas issues (12 Lectures)

Transfer pricing in India and abroad, Arm's length pricing. Double Taxation Aspects: Foreign collaborations and incidence of taxation on domestic companies and other assessee, provisions for relief in respect of double taxation - unilateral and bilateral.

Prescribed Text Books:

1. Singhania, Vinod K. and Singhania, Monica. *Corporate Tax Planning & Business Tax Procedures with Case Studies*. New Delhi: Taxmann Publications
2. Ahuja, Girish and Gupta, Ravi. *Simplified Approach to Corporate Tax Planning & Management*. New Delhi: Bharat Law House Pvt. Ltd.
3. Mehrotra, H.C. and Goyal, S.P. .*Corporate Tax Planning & Management*. Agra: Sahitya Bhawan Publications .

Suggested Extra Readings:

1. Srinivas, E.A. . *Corporate Tax Planning*, Tata McGraw Hill.
2. Taxman-The Tax Law Weekly. New Delhi: Taxmann Publications

Note: Latest edition of text books may be used.

Course Objectives: The course is designed:

- To familiarise the students with the banking practices and its legal framework in India.

Course Contents:

Unit 1: Overview of Banking System and Regulatory Framework (12 Lectures)

Structure of banking system in India. CRR & SLR Concepts. RBI's Monetary and Credit Policy. Role & Functions of Banks. Different deposit products. Principles of lending. Various credit facilities: Working Capital and Term Loans. Credit appraisal techniques. Pledge, Overdraft, Hypothecation, Mortgage, Reverse Mortgage, Securitisation. NPA.

Unit 2: Legal Aspects of Banking (12 Lectures)

The Banking Regulation Act, 1949. Prevention of Money Laundering Act, 2002. The Reserve Bank of India Act, 1934. Foreign Exchange Management Act, 1999: Salient features. Basel III Norms. Narasimham Committee's Recommendation. Regulation of public, private, foreign and other banks – Banking Frauds & Supervision

Unit 3: Priority Sector Lending & Financial Inclusion (12 Lectures)

Self-Employment Schemes: Women Entrepreneurs, Small Scale Industries, Agricultural Finance, Export Finance, etc. Call loans and loans repayable at short notice. Micro Finance. Priority sector advances and socio-economic policies. Financial inclusion: meaning, significance and status. Measures towards financial inclusion.

Unit 4: Banker Customer Relationship (10 Lectures)

The legal relationship between the Banker and Customer. Types of accounts such as Current Accounts, Savings Bank Account and Fixed Deposits. Other services: Safe Deposit Vaults, Financial Advice, Letter of Introduction etc. Special features of the relationship between banker and customer: mutual rights and duties, lien, power to combine different accounts, secrecy of account.

Unit 5: Emerging Areas in Banking & IT (12 Lectures)

Universal Banking, Islamic Banking, Woman Banks, SME Banking, Payment Bank, Small Banks. Electronic payments systems. Teller Machines at the banking counters, credit and debit cards, smart cards. Electronic funds transfer systems. Mobile Banking. Merchant Banking, Investment Banking, Retail Banking, Integrated Communication Networks for Banks' Security and Control Systems. Cyber Crimes and Fraud Management.

Prescribed Text Books:

1. Tannan, M.L & Mitra, M. *Banking Law and Practice*. Indian Law House, Delhi
2. Indian Institute of Banking and Finance. *Principles of Banking*. Macmillan
3. Shekhar, K. C. *Banking Theory and Practice*. Vikas Publishing House Pvt. Ltd.
4. Srivastava, P. K. *Banking theory and Practice*. Himalaya Publishing House.
5. Sundaram, K.P.M & Varshaney, P.N. *Banking: Theory, Law & Practice*. Sultan Chand & Sons.

Suggested Extra Readings:

1. Mittal R.K., Saini A.K. & Dhingra Sanjay. *Emerging Trends in the Banking Sector*. Macmillan 2008.
2. Paul, J. & Pamalata Suresh, P. (2010). *Management of Banking & Financial Services*. Pearson Education Ltd.

Note: Latest edition of text books may be used.

Course Contents:

Unit 1: Introduction to Public Finance (12 Lectures)

Nature and scope of Public Finance, Financial role of the State, Public Goods, Externalities and the Coase Theorem, General Equilibrium model for Public sector analysis, Equity and the social welfare function.

Unit 2: Public Income (12 Lectures)

Sources of Public Income, Taxation system in India, Principles of Tax Policy, Incidence of taxation, efficiency and equity considerations, Taxation on personal income, business income and wealth; Indirect taxes; Taxes on transactions. Non-tax revenues, Income from public property and public enterprises.

Unit 3: Public Expenditure in India (12 Lectures)

Objects and classification of public expenditure, Factors affecting public expenditure, Effects of public expenditure, Pattern and growth of public expenditure.

Unit 4: Public Debt (12 Lectures)

Characteristics of Public Debt in India, Burden of public debt, Rate of Interest on public debt, Repayments of public debt, Inter-governmental debts. Management of public debt.

Unit 5: Financial administration and Fiscal Federalism (12 Lectures)

Budgetary exercise in Union and State Governments, Implementation machinery, deficits and subsidies in the Indian economy, Propriety of sectoral allocations of public expenditure, relevant legislations.

Centre-State financial relations, Fiscal federalism and the economic basis of decentralisation, role of Grants-in-aid, recommendations of the latest Finance Commission.

Prescribed Text Books:

1. R.A. and P.B. Musgrave, (1989). *Public Finance in Theory and Practice*, McGraw Hill.
2. John Cullis and Philip Jones. *Public Finance and Public Choice*, Oxford University Press.
3. Dalton, Hugh. *Principles of Public Finance*. New Delhi: Allied Publishers Pvt Ltd.
4. Tresch, Richard W., *Public Finance: A Normative Theory*. London : Academic Press
5. Singh, S K.. *Public Finance in Theory & Practice*. New Delhi: S. Chand & Co. Pvt Ltd.

Suggested Extra Readings:

1. Rakesh Mohan (2000), "*Fiscal Correction for Economic Growth: Data, Analysis and Suggestions*", Economic and Political Weekly, June 10.
2. D.K. Srivastava (ed.) (2000), *Fiscal Federalism in India: Contemporary Challenges*, Har Anand Publications, New Delhi.

Note: Latest edition of text books may be used

Course Objectives: The course is designed:

- To enable familiarise students with various sources of financing for MSMEs and availability of promotional schemes.

Course Contents

Unit 1: Introduction

(12 Lectures)

Definitions of Micro, Small and Medium enterprises (MSMEs), Significance of MSME: employment generation, innovation, exports and inclusive growth. Geographical distribution of MSME in India, Ministry of MSME.

Unit 2: Legislations related to MSME Sector

(12 Lectures)

Micro, Small and Medium Enterprises Development Act, 2006. The Khadi and Village Industries Commission Act, 1956. The Coir Industry Act, 1953.

Unit 3: Finances for MSMEs

(12 Lectures)

Purposes of financing: Overdraft, Short-term loan, Working capital loan, Collateral financing and Long-term loan. Sources of financing: Personal funds/savings, Family wealth, Money borrowed from friends, Moneylenders, Public banks, Private banks, Cooperative bank, NBFCs, MFIs, SIDBI etc. Financial requirement in different stages of the Life Cycle.

Unit 4: Challenges of Financial Accessibility for MSMEs

(12 Lectures)

Factors facilitating and impeding financial access: Proximity of a bank or financial institution to the location of the enterprise, Ease of approachability of the bank or financial institution, Simplicity of the process to access finance, Credit rating mechanism for MSMEs, lack of basic understanding of financial products, schemes and services, banking procedures and risk-return framework.

Unit 5: Financial Promotion Schemes for MSME Sector and Other Issues

(12 Lectures)

Credit Guarantee Trust Fund for Micro and Small Enterprises, Credit Linked Capital Subsidy Scheme for Technology Upgradation, Scheme of Fund for Regeneration of Traditional Industries (SFURTI), A Scheme for Promoting Innovation, Rural Industry & Entrepreneurship (ASPIRE), Marketing Support/Assistance to MSMEs (Bar Code) and Growth Capital and Equity Assistance Scheme of SIDBI.

Suggested Readings:

1. Abor, J. Y. *Entrepreneurial Finance for MSMEs: A Managerial Approach for Developing Markets*. Palgrave Macmillan, Switzerland
2. Singh, C., and K. P. Wasdani. 2016. *Finance for Micro, Small, and Medium-Sized Enterprises in India: Sources and Challenges*. ADBI Working Paper 581. Tokyo: Asian Development Bank Institute.
3. Biswas, A. 2014. Financing Constraints for MSME Sector. *International Journal of Interdisciplinary and Multidisciplinary Studies*. 1(5). pp. 60–68.
4. Govt. of India. 2015a. MSME at a Glance. Ministry of Micro, Small and Medium Enterprises. New Delhi.
5. Banerjee, A. A. 2006. Capital Market Access to SMEs in India. Paper presented at the 10th Indian Institute of Capital Markets (IICM) Conference, 18–19 December, Mumbai, India.
6. Sharma, S., & Dhaliwal, N. K. (2011). Financing of micro, small and medium enterprises (MSMEs) by The Small Industries Development Bank of India (SIDBI). *Asia Pacific Journal of Research in Business Management*, 2(8), 134-144.
7. Chand, O. (2020). Financing of micro small and medium enterprises by banks A case study of state bank of India.

Note: Latest edition of readings may be used.

Course Code: CMRC4321

Credits:4

Course Title: SKILL AND COMPETENCY MANAGEMENT

Course Objectives: The course helps students:

- To develop the interpersonal abilities in the students. It aims to develop an intimate understanding of the individual and group behaviour.

Course Contents

Unit 1: Introduction

(12 Lectures)

Genesis, Philosophy and Concept of HRD; Objectives and Significance of HRD in the Globalisation Era; HRD Skills; HRD Climate; Functions of a Modern HRD Department.

Unit 2: HRD Process, Instruments, Sub-systems and Outcomes

(12 Lectures)

Steps in HRD Process; HRD Instruments; Classical and Modern Subsystems of HRD; HRD Outcomes, Linkage between HRD Processes, Instruments, Outcomes and Organisational Effectiveness.

Unit 3: Career Planning and Development and Empowerment

(12 Lectures)

Concept and Rationale of Career Planning and Career Development; Career Stages; Process of Career Planning and Development; Effective Career Planning; Counselling for Career Planning; Concept and Process of Empowerment.

Unit 4: Training, Team Building, Multiskilling and Lean Thinking

(12 Lectures)

Modern Concept of Training; Types of Training; New Roles/Holds of Training; Building a Training System; Measuring Effectiveness of Training; Concepts of Multiskilling and Lean Thinking..

Unit 5: Performance Management and HRD Audit

(12 Lectures)

Concept, Components and Process of Performance Management; Assessment Centres and 360 Degree Performance Appraisal; Concept and Significance of Potential Appraisal and Development; HRD Audit -Concept and Key Audit Areas..

Suggested Readings

1. Beunet, Roger ed.: Improving Training Effectiveness, Gower, Aldershot.
2. Buckley R & Caple, Jim: The Theory & Practice of Training, Kogan & Page, London.
3. Lynton, R Pareek, U.: Training for Development, Vistaar, New Delhi.
4. Pepper, Allan D.: Managing the Training and Development Function, Gower, Aldershot.
5. Rae, L.: How to Measure Training Effectiveness, Gower, Aldershot.
6. Reid, M. A. etc.: Training Interventions: Managing Employee Development, IPM, London.
7. Senge, P.: The Fifth Discipline: The Art and Practice of the Learning Organisation, century, London.

Note: Latest edition of the readings may be used.

मयि श्री श्रयतां यशः

Course Objectives: The course helps students:

- To develop the interpersonal abilities in the students. It aims to develop an intimate understanding of the individual and group behaviour.

Course Contents

Unit 1: Introduction

(12 Lectures)

Meaning, Nature and Scope of Organizational Behaviour (OB), Models of OB, Challenges and Opportunities for OB, Impact of Global and Cultural diversity on OB.

Unit 2: Individual Behaviour

(12 Lectures)

Meaning, Theories and Determinants of Personality, Perception Concept, Perceptual process, Importance, Factors influencing Perception, Learning: Concept, Classical Conditioning, Operant Conditioning, Cognitive & Social Learning Theory.

Unit 3: Group Behaviour

(12 Lectures)

Meaning and Importance of Motivation, Theories of Motivation, Transactional Analysis-Levels of Self Awareness, Ego States, Life Positions, Transactions, Stroking, Group Dynamics-Meaning and Nature of Group.

Unit 4: Leadership, Power and Conflict

(12 Lectures)

Concept, Theories and Styles of Leadership, Power and Authority, Bases of Power, Sources of Authority, Conflicts, Meaning & Causes of Conflicts, types of conflicts Coping strategies for stress & conflict.

Unit 5: Morale and Stress Management

(12 Lectures)

Morale- Nature, Factors Influencing and Methods of Measurement; Morale Building; Productivity and Morale; Stress Management-Sources, Consequences and Coping Strategies.

Suggested Readings

1. Laurie J. Mullins. *Essentials of Organisational Behaviour*. Pearson Learning
2. Ian Brooks . *Organisational Behaviour*. Pearson Learning
3. Stephen P Robbins .*Organisational Behaviour*. Prentice Hall Inc.
4. L. M. Prasad : *Organisational Behaviour*. Sultan Chand & Sons
5. Kieth Davis . *Organisational Behaviour*. McGraw Hill
6. Fred Luthans . *Organisational Behaviour*. McGraw Hill

Note: Latest edition of the readings may be used.

मयि श्री श्रयतां यशः

Course Objectives: The course helps students:

- To develop basic understanding of the concepts and theories of consumer behaviour and their applications in marketing decision making.

Course Contents

Unit 1: Introduction

(12 Lectures)

Defining consumer behaviour; reasons for studying behaviour, applying consumer behaviour knowledge; scope of consumer behaviour; market segmentation; bases of segmentation, criteria for effective targeting of market segments.

Unit 2: Consumer as an Individual

(12 Lectures)

Consumer motivation; consumer involvement, personality and self-concept; perception consumer learning and memory; information processing, attitudes and changing attitudes.

Unit 3: Consumer in Social and cultural settings

(12 Lectures)

Reference groups and family influences; Social class, Indian cultural; sub cultural and cross-cultural influences on consumer behaviour; personal influences and diffusion of innovations; impact of media and globalization.

Unit 4: Consumer Decision Process

(12 Lectures)

Buying motives; Buying roles; Problem recognition; search and evaluating; purchasing processes; post purchase behaviour; consumer behaviour models; consumerism; organizational buying behaviour.

Unit 5: Consumer Satisfaction

(12 Lectures)

Measurement of consumer satisfaction and dis-satisfaction, repeat buying, brand switching and loyalty, opinion leadership, complaining behaviour..

Suggested Readings

1. Blackwell, R. D., Miniard, P. W., & Engel, J. F. (2009). *Consumer Behavior*. New Delhi: Cengage Learning.
2. Hawkins, D. I., Motherbaugh, D. L., & Mookerjee, A. (2016). *Consumer Behavior: Building Marketing Strategies*. Chennai: Mc Graw Hill Education (India).
3. Audio Library. (n.d.). Retrieved from Sheth Leadership Academy: <https://www.shethleadershipacademy.com/audio/>
4. Kotler, P. & Keller, K. L. (2017). *Marketing Management*. Pearson.
5. McCarthy, E. J., Cannon, J. & Perreault, W. (2014). *Basic Marketing*. McGraw-Hill Education.

Note: Latest edition of the readings may be used.

Course Objectives: The course is designed:

- To familiarise the students with nature and scope of international marketing research and information system framework with the process and design of marketing research.

Course Contents

Unit 1: Introduction

(12 Lectures)

Nature and scope of marketing research; Marketing research - Importance, complexities and issues; Marketing information system (MIS); Ways of conducting marketing research; Terminology of research.

Unit 2: Problem Specification

(12 Lectures)

Management problem specification, formulating research problem, developing research proposal- research objectives, research hypotheses; Determining research design- Explorative research; Descriptive researches.

Unit 3: Determining Data Sources

(12 Lectures)

Secondary data sources and their usefulness; Primary data collection- Observation and questioning methods; Questionnaire preparation; Scaling techniques and attitude measurement; Panel data; Reliability and validity assessment.

Unit 4: Survey Design

(12 Lectures)

Census and survey methods; Designing sample survey – Defining universe, determining sampling frame, sampling unit, sampling method and sample size for cross sectional and longitudinal data; Data collection: Organizing fieldwork – selection, training, supervision and evaluation of fieldworkers, survey errors – sampling vs. non-sampling errors.

Unit 5: Data analysis and interpretation

(12 Lectures)

Data editing and coding, Univariate analysis; Bivariate analysis; Multivariate data analysis; Time series analysis; Major multivariate data analysis techniques; Issues in multi-country data analysis - Data comparability and validity problems; Cross cultural consumer research; Report writing.

Suggested Readings

1. Aaker, D. A., Kumar, V., & George, S. D. (2012). Marketing research. Wiley India
2. Andy, Field (2009). Discovering Statistics Using SPSS. Sage Publication.
3. Craig, C. S. & Douglas, S. P. (2009). International Marketing Research. John Wiley, New York.
4. David, Silverman (2010). Qualitative Research-issues of theory, method and practice. Sage publication.
5. Malhotra, N. K. & Dash, S. (2009). Marketing research: An applied orientation. Pearson Education, India.
6. Zikmund, W. & Babin, B. (2012). Essential of marketing research. South-Western, Cengage Learning.
7. Kumar, V. (2015). International Marketing Research. PHI Learning Private Ltd. New Delhi.

Note: Latest edition of the readings may be used.

Course Objectives: The course is designed:

- To enable the students to learn the concept and issues of international marketing, analyse foreign market environment and develop international marketing strategies.

Course Contents

Unit 1: Introduction

(12 Lectures)

Importance and scope of international marketing; International marketing information system. Typology of international marketing environment; Influence of foreign market's physical, economic, socio-cultural, political and legal environments on international marketing decisions. International Market Segmentation, International market entry strategies – Exporting, licensing, contract manufacturing, joint venture, operating through wholly-owned subsidiaries abroad.

Unit 2: International Product Planning

(12 Lectures)

Major product decisions –product quality, design, labelling, packaging, branding; Issue of product standardization vs. adaptation; International trade product life cycle. Pricing Decisions for International Markets: Factors influencing international price determination; International pricing process, policies; Delivery terms and currency for export price quotations.

Unit 3: International promotion strategies

(12 Lectures)

Communications across countries - Complexities and issues; Country-of-origin effects and strategies for dealing with adverse country-of-origin effects; International promotion mix: Concept, tools and their key features; Developing international promotion campaign.

Unit 4: International Distribution Decisions

(12 Lectures)

Distribution channel strategy; Different types of international distribution channels, their roles and functions; Selection and management of overseas middlemen; International distribution logistics - inventory management, transportation, warehousing, and insurance.

Unit 5: Emerging Trends in International Marketing

(12 Lectures)

International marketing through Internet; Ecological concerns in international marketing, International marketing ethics.

Suggested Readings

1. Cateora, Phillip R., Graham, John L. & Gilly, Mary (2016). International Marketing. Tata McGraw Hill.
2. Czinkota, Michael R. & Ronkainen, Ilkka A. (2013). International Marketing. Cengage Learning.
3. Joshi, Rakesh M. (2014). International Marketing. Oxford University Press.
4. Keegan, Warran J. & Green, Mark C. (2015). Global Marketing. Pearson.
5. Onkvist, Sak & Shaw, John J. (2009). International Marketing; Analysis and Strategy. Psychology Press.
6. Terpstra, Vern Foley, James & Sarathy, Ravi (2012). International Marketing. Naper Press.

Note: Latest edition of the readings may be used.

Course Objectives: The course is designed:

- To enable the students to learn about export-import procedures and required documentations.
- To equip the students with skills required for assisting an enterprise dealing in exports and /or imports.

Course Contents

Unit 1: Preliminaries for Exports and Imports (12 Lectures)

Meaning and Definition of Export & Import and Classifications. Registration Formalities, IEC, RCMC. Export Licensing. Selection of Export Product, Identification of Markets, Methods of Exporting. Pricing Quotations, Payment Terms, and Letter of Credit. Liberalization of Imports, Negative List for Imports, Categories of Importers, Special Schemes for Importers.

Unit 2: Export Import Documentation (12 Lectures)

Aligned Documentation System, Commercial Invoice, Shipping Bill, Certificate of Origin, Consular Invoice, Mate's Receipt, Bill of Lading, GR Form, ISO 9000, Procedure for obtaining ISO 9000, BIS 14000 Certification. Marine Insurance Policies.

Import Documents, Transport Documents, Bill to Entry, Certificate of Inspection, Certificate of Measurements, Freight Declaration.

Unit 3: Export Procedure (12 Lectures)

Steps in Export Procedure, Export Contract, Forward Cover, Export Finance, Institutional framework for Export Finance, Excise Clearance, Pre-shipment Inspection, Marine Insurance, Role of Clearing and Forwarding Agents, Shipping and Customs Formalities, Customs EDI System, Negotiation of Documents, Realisation of Exports Proceeds.

Unit 4: Import Procedure (12 Lectures)

Pre-Import Procedure, Steps in Import Procedure, Legal Dimensions of Import Procedure, Customs Formalities for Imports, Warehousing of Imported goods, Exchange Control Provisions for Imports, Retirement of Export Documents.

Unit 5: Policy and Institutional Framework for Exports and Imports (12 Lectures)

Foreign Trade Policy: Highlights, Special Focus Initiatives, Duty Drawback, Deemed Exports, ASIDE, MAI & MDA. Star Export Houses, Town of Export Excellence, EPCG Scheme, Incentives for Exporters. Export Promotion Councils. Commodity Boards – FIEO – IIFT – EOUs – SEZs – ITPO – ECGC – EXIM Bank.

Suggested Readings

1. Handbook of Import-Export Procedures – Ministry of Commerce, -, Government of India, New Delhi
2. Export: What, Where and How, Paras Ram, Anupam Publishers, Delhi
3. Exports – Do it Yourself, Mahajan M.I., Snow White Publications, New Delhi
4. Import – Do it Yourself, M. I. Mahajan, Snow White Publications, New Delhi
5. Export Marketing, TAS Balagopal, Himalaya Publishing House
6. Export Documentation and Procedures, , Nabhi Publications, New Delhi
7. International Marketing Management, R.L. Varshney, Sultan Chand
8. International Marketing, Terpstra, Holt Saunders
9. International Business, Concept, Environment and Strategy, Sharan V.,
10. Export Management, D.C. Kapoor, Vikas Publishing House

Note: Latest edition of the readings may be used.

Course Objectives: The course is designed:

- To develop the knowledge about strategy making process that is informed, integrative and responsive to rapid changes in organization environment and also about tasks implementing in a global market.

Course Contents:

Unit 1: Introduction

(12 Lectures)

Role and concept of strategy; Strategic management process; Management principles from Gita, Approaches to strategic decision making; Components of business policy; Strategic role of board of directors & top management. Strategic intent

Unit 2: Environmental Analysis

(12 Lectures)

Analysis of broad environment: Environmental profile; Constructing scenarios; Environmental scanning techniques; Strategic group analysis; Analysis of internal environment– Resource audit; Resource Based View (RBV); Core and distinctive competencies; Sustainable competitive advantage and transient competitive advantage.

Unit 3: Strategic Choices

(12 Lectures)

Strategic options at corporate level: Growth, stability and retrenchment strategies; Corporate restructuring; Strategic options at business level- Michael porter's competitive strategies and cooperative strategies. Evaluation of strategic alternatives – Product portfolio models.

Unit 4: Situation Specific Strategies

(12 Lectures)

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 5: Strategic Issues and Alternatives in Globally Competitive Markets

(12 Lectures)

Why & how firms internationalise; Strategy implementation and control: Interdependence of formulation and implementation of strategy; Issues in strategy implementation- Planning and allocating resources; Organization structure and design; culture and leadership. Strategy evaluation and control.

Prescribed Text Books:

1. Davidson, W. H. (2013). *Global Strategic Management*. John Wiley, New York.
2. Frynas, J. G. & K., Mellahi (2014). *Global Strategic Management*. Oxford University Press.
3. Ghemawat, P. (2017). *Strategy and the Business landscape*. Pearson Publishers
4. Hill, Charles W.L. & Jones, R.G. *Strategic Management: An Integrated Approach*. Cengage Learning, India.
5. Hitt, Michael A., Ireland, R. D., Hoskisson, Robert, E. & S., Manikuttu (2016). *Strategic Management: A South- Asian Perspective*. Cengage Learning, India

Suggested Extra Readings:

1. Thompson, Arthur A. & A., J. Strickland (2012). *Strategic Management*. McGraw Hill, New York
2. Wheelen, Thomas L., Hunger, J. David, Hoffman, Alan N. & Charles, E. Bamford (2017). *Strategic Management and Business Policy: Globalization, Innovation and Sustainability*. Prentice Hall, New Jersey.

Note: Latest edition of the text books may be used.

Course Code: CMRC4402

Credits:4

Course Title: DISSERTATION & VIVA VOCE

Students will have to select a topic for dissertation in consultation with the proposed mentor/supervisor. The topic should be preferably from the discipline of commerce. The work should be original in about 7500 words. Students would be required to report at least on a weekly basis to the mentor/supervisor.

Viva-voce would be conducted only after successful submission of the dissertation work. Two copies of the dissertation work need to be submitted to the Department.



Course Title: Entrepreneurship and New Venture Planning

Course Objectives: The course aims:

- To provide necessary inputs for entrepreneurial effort and planning to start a new venture and to enable them to investigate, understand and internalise the process of setting up a business.

Course Contents:

Unit 1: Introduction

(12 Lectures)

Concept, Role of Entrepreneurship; Factors impacting emergence of entrepreneurship; Managerial vs. entrepreneurial approach; Types and Characteristic of entrepreneurs; Women entrepreneurs; Social entrepreneurship; Entrepreneurial challenges

Unit 2: Entrepreneurship Development and Leadership

(12 Lectures)

Types of startups; Entrepreneurial class theories; Entrepreneurial training; EDP programmes; Characteristics of entrepreneurial leadership, Components of entrepreneurial leadership; Spirituality in leadership, Source of innovative ideas; Techniques for generating ideas, Impediments to creativity.

Unit 3: New Venture Planning

(12 Lectures)

Methods to initiate ventures; Acquisition-Advantages of acquiring an ongoing venture and examination of key issues; Franchising- how a franchise works, franchising law, evaluating of franchising opportunities; Developing a marketing plan- customer analysis, sales analysis and competition analysis, Business plan-benefits of drivers, elements of a business plan; Business plan failures.

Unit 4: Financing Venture

(12 Lectures)

Financing stages; Sources of finance; Venture capital; Criteria for evaluating new venture proposals; Evaluating Venture Capital- process; Sources of financing for Indian entrepreneurs.

Unit 5: Special Issues for Entrepreneurs

(12 Lectures)

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.

Prescribed Text Books:

1. Arya, K. (2016). *Entrepreneurship: Creating and Leading an Entrepreneurial Organization*. Pearson.
2. Hisrich, R. D., Shepherd, D. A. & Peters, M. P. (2016). *Entrepreneurship*. McGraw-Hill Education.
3. Ramachandran, K. (2014). *Entrepreneurship Development: Indian cases on Change Agents*. Tata McGraw Hill.

Suggested Extra Readings:

1. Robinson, P. J. (2017). *A Guide for Writing Your Business Plan*. Independently published.
2. Galindo, C. R. (2018). *The Entrepreneur's Guide To Winning: 7 Arts You Need To Master To Win The Game Of Business*. CreateSpace Independent Publishing.

Note: Latest edition of text books may be used

Course Objectives: The course is designed:

- To enable students to develop a sound understanding of the functioning of financial markets.

Course Contents

Unit 1: Introduction

(12 Lectures)

Overview of financial markets, Money market, Capital Market, Financial system and economic development, financial inclusion.

Unit 2: Regulatory and Other Institutions

(12 Lectures)

Role of financial institutions, Reserve Bank of India (RBI), Securities and Exchange Board of India (SEBI), Insurance Regulatory and Development Authority of India (IRDAI), Pension Fund Regulatory and Development Authority (PFRDA), Department of Economic Affairs, Ministry of Corporate Affairs, National Payments Corporation of India (NPCI).

Unit 3: Primary market

(12 Lectures)

Public issues and Rights Issue, Corporate Securities, Euro Issues, Private Placement, Debt Issues.

Unit 4: Secondary market

(12 Lectures)

Stock exchanges in India, Mutual Funds, Pension funds, Exchange Traded Funds, Wholesale Debt market, Government Securities, Insurance, venture capital funds, ADRs, GDRs, ECBs, FCCBs, Financial derivatives.

Unit 5: Contemporary Issues

(12 Lectures)

Nidhi Companies, Insider Trading, Corporate Frauds, Serious Fraud Investigation Office (SFIO), FIIs & FDI, Fintech Companies, Bank mergers & NPAs.

Suggested readings:

1. Fabozzi, F., Modigliani, F. & Jones, F. (2013). *Foundations of Financial Markets and Institutions*. Pearson.
2. Kidwell, D., Blackwell, D., Whidbee, D. & Sias, R. (2016). *Financial Institutions Markets and Money*. Wiley
3. Tripathi, Vanita., *Security Analysis & Portfolio Management*, Taxmann Publications Pvt Ltd.
4. Hull, J.C., *Options, Futures and Other Derivatives*, Prentice Hall.
5. Kohn Meir, 'Financial Institutions and Markets', Oxford University Press.
6. Mohan, R. & Ray, P. (2017). Indian Financial Sector: Structure, Trends and Turns. IMF Working Papers.

Note: Latest edition of text books may be used

मयि श्री श्रयतां यशः

Course Objectives: The course is designed:

- To enable students to understand the nitty-gritty of financial security valuation and portfolio management.
- To familiarise the learner with the financial tools, models and financial theories for making sound investment decisions.

Course Contents

Unit 1: Introduction

(12 Lectures)

Investment process, types of financial instruments. Return, Risk and their inter-relation. Types and sources of risks. Risk aversion and management. Diversification and Hedging. Contemporary issues in investment management- Socially responsible investing (SRI), Ethical investing, Tax considerations etc

Unit 2: Analysis of Fixed Income Securities

(12 Lectures)

Bonds; Types of bonds; valuation of bonds; bond yields - yield to maturity, yield to call, realised annual yield; bond price- yield relationship; Risks in bonds- interest rate risk, price risk, reinvestment rate risk, inflation risk, default risk. Bond portfolio management- passive bond management and active bond management including bond immunization strategies.

Unit 3: Equity Analysis

(12 Lectures)

Measurement of return and risk of equity shares. Approaches to equity analysis. Fundamental Analysis- Economy, Industry, Company Analysis (EIC framework); Equity Valuation Models (DDM, P/E Ratio model and Free Cash Flow Valuation approach). Technical Analysis – Market indicators and specific stock indicators including Bollinger bands. Efficient market hypothesis. Behavioural Finance- behavioural biases (Framing, Mental accounting, Regret avoidance and Prospect theory).

Unit 4: Portfolio Management

(12 Lectures)

Concept of portfolio. Calculation of portfolio return and risk. Markowitz portfolio selection model. Sharpe's single Index Model and optimal portfolio construction. Capital Market theory: CAPM, SML and Stock market anomalies (Size effect, Value effect, Seasonality effect, Overreaction effect). Active and Passive portfolio management. Investment strategies- value investing, momentum and contrarian strategies. Portfolio performance evaluation (Sharpe index, Treynor Index, Jensen's alpha and Information ratio).

Unit 5: Financial Derivatives and Digital Currencies

(12 Lectures)

Futures-types and payoffs. Pricing of financial futures and commodity futures (Cost of carry model). Options- types and valuation using Black and Scholes Model. Put call parity. Options trading strategies. Financial engineering. Blockchain and Digital Currencies.

Prescribed Text Books:

1. Chandra, P., *Security Analysis and Portfolio Management*, Tata McGraw Hill.
2. Damodaran, A., *Investment Valuation*, John Wiley & Sons.
3. Tripathi, Vanita., *Security Analysis & Portfolio Management*, Taxmann Publications Pvt Ltd.
4. Hull, J.C., *Options, Futures and Other Derivatives*, Prentice Hall.
5. Bhalla, V. K., *Investment Management*, S. Chand & Company Ltd

Note: Latest edition of text books may be used

Course Objectives: The course enables students:

- To develop the understanding of organisational change processes and development of the organisation.

Course Contents

Unit 1: Executive Development

(12 Lectures)

Concept, Need and Significance, Objective of Executive Development Programmes, Steps in the Organisation of an Executive Development Programmes: On-the-Job and Off-the-Job Methods, Techniques of Executive Development.

Unit 2: Organisational Change

(12 Lectures)

Managing Change-Nature, Causes, Process and Chain Effect of Change; Resistance to Change-Individual and Organisational; Overcoming Resistance to Change; Change Models - Lewin's Three Step Model; Change Agents.

Unit 3: Organisational Development

(12 Lectures)

Meaning and Nature; OD Interventions – Sensitivity Training; Survey Feedback; Process Consultation; Team Building; MBO; Problems in OD; Organisational Effectiveness-Concept and Approaches; Organisational Vs. Managerial Effectiveness; Factors Causing Ineffectiveness.

Unit 4: Organisational Culture

(12 Lectures)

Impact of Organisational Culture; Socio-Cultural Features of India and Its Impact, Organisation Effectiveness, Organisational Climate.

Unit 5: Grievance and Discipline

(12 Lectures)

Causes of Grievance, Grievance Redressal, Model Grievance Procedure, Guiding Principles, Discipline-Objectives, Principles, Forms of Disciplines, Misconduct, indiscipline, Offences, Disciplinary Policy and Action, Code of Discipline in Indian Industries.

Suggested Readings

1. Beunet, Roger ed.. *Improving Training Effectiveness*. Gower, Aldershot.
2. Buckley R & Caple, Jim. *The Theory & Practice of Training*. Kogan & Page, London.
3. Lynton, R Pareek, U.: *Training for Development*. Vistaar, New Delhi.
4. Pepper, Allan D. *Managing the Training and Development Function*. Gower, Aldershot.
5. Rae, L. *How to Measure Training Effectiveness*. Gower, Aldershot.
6. Reid, M. A. etc. *Training Interventions: Managing Employee Development*. IPM, London.
7. Senge, P. *The Fifth Discipline: The Art and Practice of the Learning Organisation*. Century, London

Note: Latest edition of the readings may be used.

मयि श्री श्रयतां यशः

Course Objectives: The course enables students:

- To impart knowledge of the laws relating to Labour – Welfare and Social Security and their applications.

Course Contents

Unit 1: Industrial Relation in India and Emerging Challenges (12 Lectures)

Industrial Relation in India -Evolution of Industrial Relations; Approaches to Industrial Relations; Contextual and Constitutional Framework; Industrial Relations Strategy; Future of Industrial Relations in India; Emerging Challenges-Emerging Trends in Industrial Relations in an Era of Globalization

Unit 2: Trade Unionism and Collective Bargaining (12 Lectures)

Trade Unions-Historical Evolution and Types of Unions; Growth and Development of Unions; Functions of Unions; Trade Unions Act, 1926 and Recent Amendments; Collective Bargaining-Concept, Stages and Prerequisites for Collective Bargaining Process.

Unit 3: Grievance Redressal and Discipline Mechanisms (12 Lectures)

Discipline: Objects, forms/types of discipline, principles of maintaining discipline, causes of indiscipline, suggestions for effective discipline Disciplinary Proceedings; Domestic Enquiries; Charge-sheets; Conduct of Enquiry and Award of Punishments.

Unit 4: Labour Welfare and Social Security (12 Lectures)

Concept, Objectives and Scope of Labour Welfare; Types of Labour Welfare-Statutory and Non-Statutory; Main Provisions of the Factories Act, 1948, Concept, Need and Significance of Social Security; Types of Social Security; Social Assistance and Social Insurance.

Unit 5: Labour Laws and International Labour Organisation (ILO) (12 Lectures)

Main Features and Provisions of the Industrial Disputes Act and Dispute settlement Machinery, Employees State Insurance Act, 1948; The Workmen's Compensation Act, 1923 and the Maternity Benefit Act, 1961 with regard to Labour Welfare. Genesis, Structure, Functions and Roles of ILO, Impact of ILO in India..

Suggested Readings

1. Ghaiye.B.R.: *Laws and Procedure of Developmental Enquiry in Private and Public Sector*, Eastern Law Company, Lucknow.
2. Malhotra,O.P. : *Law of Industrial Disputes*, N.M. Tripathi, Mumbai.
3. Malik.P.L. : *Handbook of Industrial Law*, Eastern Book, Lucknow.
4. Srivastava, S.C.: *Industrial Relations and Labour Law*, Vikas Publishing House, New Delhi.
5. Padhi, P.K., *Labour and Industrial Laws*, Prentice-Hall of India Pvt. Ltd., New Delhi
6. *Labour Laws*, Taxmann Allied Services Pvt. Ltd., New Delhi.
7. Kapoor, N.D.: *Mercantile Law*, Sultan Chand, New Delhi
8. Monappa A: *Industrial Relations*, Tata McGraw-Hill, New Delhi
9. Sinha, *Industrial Relations, Trade Unions, and Labour Legislation*, Pearson Education
10. Mamoria CB and Mamoria, Gankar- *Dynamics of Industrial Relations*, Himalayan Publication, Mumbai

Note: Latest edition of the readings may be used.

Course Objectives: The course helps students:

- To develop an in-depth understanding of the modern concepts and latest techniques of personal selling and salesmanship which is an integral area of marketing.

Course Contents

Unit 1: Introduction

(12 Lectures)

Nature and Importance of Personal Selling, Door-to-door Selling, Relationship of personal selling to advertising, Relationship Between Sales Management, Personal Selling and Salesmanship, Situations where Personal Selling is more effective than Advertising, Cost of Advertising vs. Cost of Personal Selling.

Unit 2: Selling Function

(12 Lectures)

A model of Selling, Types of Selling Situations, Type of Sales Persons, Type of Markets: Consumer and Industrial Markets, Their characteristics and Implications for the Selling Function, Social influences that shape buyer behaviour.

Unit 3: Selling Process

(12 Lectures)

Process of Effective Selling, Prospecting, Pre-approach, Presentation and Demonstration, Handling Objections, Closing the Sale, Post-sale Activities, Qualities of successful Sales Person, with reference to Consumer Services.

Unit 4: Selling Behaviour & Career

(12 Lectures)

Psychology of selling: Principle of Contingency benefits, Principles of Suggestion, Selling Appeals; Selling as a career, Advantages and Difficulties, Measures for making selling an Attractive Career, Distribution Network Relationship.

Unit 5: Selling Documentation & Other Issues

(12 Lectures)

Reports and Documents, Sales Manual, Order-book, Cash Memo, Tour Diary, Daily and Periodical Reports, Closing Sales, Post-Sale Activities, Common Post-Sale Problems, Special Problems in selling in Rural areas.

Suggested Readings

1. Anderson, Rolph. E., Dubinsky, Alan. J. (2004). *Personal selling: achieving customer satisfaction and loyalty*. Houghton Mifflin.
2. Cant, M. C., & Heerden, CH. Van. (2008). *Personal Selling*. Formeset Printers Cape.
3. Peterson, R. (1978). *Personal selling: an introduction*. Wiley.
4. Kotler, Philip and Armstrong, Gary, *Principles of Marketing*. Prentice Hall.
5. Buskirk, *Selling: Principles and Practices*. McGraw-Hill.
6. Futrell, Charles, *Sales Management*. South-Western College

Note: Latest edition of the readings may be used.

Course Objectives: The course helps students:

- To develop an in-depth understanding of the modern concepts and latest techniques of advertising and brand management which is an integral area of marketing.

Course Contents

Unit 1: Introduction

(12 Lectures)

Communication and marketing; Communication response hierarchy models; Cognitive processing of communication; 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.

Unit 2: Advertising Message and Media Decisions

(12 Lectures)

Creativity and advertising; Creative process; Creative strategy, creative appeals and execution styles; Copywriting for print, radio, television and web ad.
Media Decisions –Types of media; Advertising through internet and interactive media; Developing media plan; Media selection and scheduling..

Unit 3: Organization and Evaluation of Advertising Efforts

(12 Lectures)

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 4: Branding context

(12 Lectures)

Concept of value, brand and marketing metrics; Brand meaning: brand image and personality, brand and product; Brand planning; Brand vision and visioning process, business of brand: Brand audit brand reality check and brand appraisal.

Unit 5: Brand positioning

(12 Lectures)

Choice of context, parity and differentiation. Repositioning brand equity: brand assets and liabilities, equity creation and management.

Suggested Readings

1. Aakar, D. A., Batra, R. & Mayers, J. G. (1992). *Advertising Management*. Prentice-Hall International
2. Belch, G. & Blech, M. (2003). *Advertising and Promotion: An Integrated Marketing Communication Perspective*. <http://lib.dtc.ac.th/ebook/BusinessAdministration/5183.pdf>: The McGraw-Hill.
3. Patel, V. N., & Sharma, S. (2011). *Brand Management & Consumer Marketing*. New Delhi: Oxford Book Company.
4. Shimp, T. A. (2000). *Advertising Promotion, Supplemental Aspect of Integrated Marketing Communication*. Harcourt College Publishers.

Note: Latest edition of the readings may be used.

Course Code: CMRC4441

Credits:4

Course Title: INTERNATIONAL H.R.M.

Course Objectives: The course is designed to:

- To understand and discuss the various issues involved in international human resource management and enhance the knowledge of students according to global scenario.

Course Contents:

Unit 1: Introduction

(12 Lectures)

Introduction to IHRM; Human resource management in the international firm- The framework; International HRM department and functions; Contemporary global trends in HRM

Unit 2: International Context of HRM

(12 Lectures)

Cross national differences in personnel and organizations- Cultural factor in human resource policies; Complexities and issues in managing human resource across countries; Models of international HRM.

Unit 3: International Staffing

(12 Lectures)

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

Unit 4: Training, Development and Appraisals in International Perspective

(12 Lectures)

Training and development for expatriates and International staff; Compensation in International Perspective- Factors, package, methods and trends; International reward system; Motivation in cross-cultural context. Multinational performance appraisal – Criteria and process, Performance management.

Unit 5: Industrial Relations and Other Issues in IHRM

(12 Lectures)

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

Prescribed Text Books:

1. Aswathappa, K. & Dash, S. (2008). *International Human Resource Management*. Mc Graw Hill Education India.
2. Barlett, Christopher & Sumantra, Ghoshal (1998). *Managing Across Borders: The Transnational Solution*. Harvard Business School Press.
3. Dowling, Peter J., Festing M. & Engle A.D. (2013). *International Human Resource Management*. Cengage Learning.
4. Tayeb, M.H. (2005). *International Human Resource Management*. Oxford University Press, India.

Suggested Extra Readings:

1. Pucik, V., Evans, P., Bjorkman, I. & Morris, S. (2017). *The Global Challenge: International Human Resource Management*, Chicago Business Press.
2. The global sourcing of science and engineering talent. *Academy of Management Perspectives*, 22(3), 35-54.

Note: Class discussions to be supplemented with the case studies. Latest edition of text books may be used

Course Objectives: The course is designed:

- To enable students to identify and evaluate exchange rate risks facing Indian companies and finding ways to manage foreign exchange (forex) in a better way.

Course Contents:

Unit 1: Introduction (12 Lectures)

Foreign Exchange and its Market, Functions of the Forex Market, Characteristics of Indian Forex Market, Movement of Exchange Rates in India, Market Participants, Implications of Forex Exposure.

Unit 2: Indian Currency Exchange Market (12 Lectures)

An overview, Primary and Counter Currency, Exchange Rate, Fixed, Floating and Dirty Float, Currency Basket System. Purchasing Power Parity and Paper Currency Standards. Factors affecting exchange rate fluctuations, Central bank intervention, Interest rate differentials.

Unit 3: Foreign Exchange Management Act (12 Lectures)

Salient provisions of FEMA: Permissible & non-permissible dealings in foreign exchange, Holding, realisation and repatriation of foreign exchange, Authorised person, Penalties & Enforcement, Adjudicating Authority, Appellate Tribunal.

Unit 4: Forex Markets (12 Lectures)

Trading terminologies, Spot Market, Forex derivatives: Forwards, Futures, Swaps, Options. Foreign Exchange Exposures and Transaction Exposure, Money and Forex Markets interaction, Operating Exposure Assessment & Management. Currency Correlation and Variability as Hedging Tools,

Unit 5: Forex Facilities & Regulations (12 Lectures)

Foreign Exchange Remittance, Investment and Accounts Facilities available to Resident & Non-Resident Indians, Salient Provisions of Regulatory Requirements & Rules under FEMA, Contemporary Issues.

Prescribed Text Books:

1. Alan C. Shapiro. *Multinational Financial Management*. Wiley India, 8th Ed.
2. Apte P.G. *International Financial Management*. Publication, 4th Ed.
3. Eun & Resnick. *International Finance Management*. TMH Publication, 4th Ed.
4. David K Eiteman, Arthur I Stonehill, Michael H Moffett, Alok Pandey, *Multinational Business Finance*. Pearson Publication, 10th Ed

Suggested Extra Readings:

1. Jeff Madura, *International Finance Management* Thomson Publication, 7th Ed.
2. FEMA 1999 Bare Act

Note: Latest edition of text books may be used