



K.R. MANGALAM UNIVERSITY
THE COMPLETE WORLD OF EDUCATION

SCHOOL OF MANAGEMENT & COMMERCE

(SOMC)

Master of Commerce (M.Com)

Programme Code: 58

2019-21

(Approved in the 20th Meeting of Academic Council Held on 16 July 2019)



Registrar

K.R. Mangalam University
Sohna Road, Gurugram, (Haryana)



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1. Introduction

The K.R. Mangalam Group has made a name for itself in the field of education. Over a period of time, the various educational entities of the group have converged into a fully functional corporate academy. Resources at KRM have been continuously upgraded to optimize opportunities for the students. Our students are groomed in a truly inter-disciplinary environment wherein they develop integrative skills through interaction with students from engineering, social sciences, management and other study streams.

The K.R. Mangalam story goes back to the chain of schools that offered an alternative option of world-class education, pitching itself against the established elite schools, which had enjoyed a position of monopoly till then. Having blazed a new trail in school education the focus of the group was aimed at higher education. With the mushrooming of institutions of Higher Education in the National Capital Region, the university considered it very important that students take informed decisions and pursue career objectives in an institution, where the concept of education has evolved as a natural process.

K.R. Mangalam University is established under the Haryana Private University Act 2006, received the approval of Haryana Legislature vide Amendment Act # 36 of 2013 and consent of the Hon'ble Governor of Haryana on 11th April 2013, which was published in the Gazette notification vide Leg. No.10/2013, dated 3rd May 2013.

KRM University is unique because of its

- Enduring legacy of providing quality education and thereby creating achievers who demonstrate leadership in diverse fields.
- Protecting and nurturing environment for teaching, research, creativity, scholarship, social and economic justice.

Objectives

- i. To impart undergraduate, post graduate and doctoral education in identified areas of higher education.
- ii. To undertake research programmes with industrial interface.
- iii. To integrate its growth with the global needs and expectations of the major stake holders through teaching, research, exchange & collaborative programmes with Foreign, Indian Universities/Institutions and MNCs.
- iv. To act as a nodal center for transfer of technology to the industry. v. To provide job oriented professional education to the students.

2. About School of Management & Commerce

The School of Management & Commerce takes pride in its professional and highly-qualified faculty, modern infrastructure, technology and resources in the fields of General Management, Human Resource, Finance, Operations, Marketing, Information Technology, Economics and

International Business. This step towards development of professionals who are committed for its excellence in their personal and professional endeavors and also to match the industry practices through research, training and consultancy programmes. Hence, the school makes a meaningful contribution to the socio-economic development of its students and further to nation. The approach to pedagogy combines fieldwork, case studies and instrumented feedback with a strong emphasis on concepts and theory.

VISION

To create a School that is truly distinctive in its multidisciplinary and integrated approach, which harnesses talent, provides enabling environment for resources to be converted into competitive capabilities and one which “celebrates and rewards” both success and failure as it marches ahead in its relentless pursuit of providing an enriching educational platform connecting students and organization to deliver social and economic impact.

MISSION

SOMC is committed to:

M 1: Foster employability and entrepreneurship through futuristic curriculum and progressive pedagogy with cutting-edge technology.

M 2: Instill notion of lifelong learning through stimulating research, Outcomes-based education and innovative thinking.

M 3: Integrate global needs and expectations through collaborative programs with premier universities, research centers, industries and professional bodies.

M 4: Enhance leadership qualities among the youth having understanding of ethical values and environmental realities.

3. Programmes Offered

3.1 Master of Commerce (M.Com.) Programme

This programme has the distinct objective of equipping students with the knowledge, skill and attitude necessary to become employable in the area of Accounting, Auditing, Taxation, Valuation, Capital Markets, Financial Management and Law.

Duration: 2 Years (4 Semesters)

Course Outline: Management Process & Behavior / Business Communication / Marketing Management / Taxation Planning and Management/Computer

Applications / Accounting Theory and Practice / Managerial Economics / Quantitative Techniques
/ Human Resource Management / Financial Management / International Business Environment/ Securities Analysis/ International Marketing/ Statistical Analysis.

4 Career Options

In **BBA** several options are there like in the field of Commerce and Business, Marketing Research, Research Analysis, Banking & Finance, Insurance, Marketing, Travel & Tourism, Advertising, HR, Civil Services.

MBA - Management of both for Profit and Non-profit organization, Real-world Projects from industry opening; Marketing, Finance, Project Management, Entrepreneurship and many other domains depending on one's specialization, PSUs and Civil Services.

Similarly in **B.Com.** (Hons.) several options are there like in field of Finance, Commerce, Accountancy, Taxation, Discipline related to Business, Banking, Insurance, Auditing and Taxation, Cost & Works Accounts, Chartered Accountant/ Finance, Investment Banking, PSU, Defense Services and Civil Services.

M.Com. - Commerce, Marketing and Finance, Insurance & Banking, Investment Banking, Research and Teaching, Taxation, Industrial Firms and Organizations, PSUs and Civil Services.

5. Programme Duration

M. Com - 2 years (4 semesters)

6. Class Timings:

The classes will be held from Monday to Friday, from 9.10 am to 4.00 pm.

7. Syllabi:

The syllabi of all courses for two year for all the programmes offered by SOMC are given in the following pages. For each course, the first line contains; Course Code, Title and credits of the course. This is followed by the course objectives, syllabus (Unit I to IV), Text book and reference books.

Master of Commerce (M.Com)

Scheme of Studies as per Choice-Based Credit System

Semester-I

Year	S. N.	Course Code	Nature of Course	Course Title	Credit
FIRST	1	SMMC731A	Core Course	People's Behaviour in An Organisation	3
	2	SMMC709A	Core Course	Economic Analysis for Business	3
	3	SMMA780A	Core Course	Statistical Analysis for Business	4
	4	SMAW773A	Core Course	Corporate Legal Framework	4
	5	SMCS736A	Core Course	Computer Application	4
	6	SMMC701A	Core Course	Principles and Practices of Taxation	4
	7	SMMC702A	Core Course	Financial Services	4
				Total	26

Semester-II

Year	S. N.	Course Code	Nature of Course	Course Title	Credit
FIRST	1	SMMC724A	Core Course	Financial Management Using Excel	4
	2	SMMC728A	Core Course	Research Methodology for Modern Business	4
	3	SMMC739A	Core Course	Management Accounting- I	4
	4	SMMC756A	Core Course	Auditing-I	3
	5	SMCS720A	Core Course	E-Commerce	3
	6	SMMC736A	Core Course	Creating and Retaining Motivated Work force	3
	7	SMMC706A	Core Course	GST Framework for Business	4
				Total	25

Semester-III

Year	S. N.	Course Code	Nature of Course	Course Title	Course credit
Second	1	SMMC801A	Core Course	Summer Internship Project Report	4
	2	SMMC803A	Core Course	Ethical Delima and Profitability	4
	3	SMMC805A	Core Course	Creating An Entrepreneurial Mindset	4
	4	SMMC732A	Core Course	Management Accounting- II	3
	5	SMMA733A	Core Course	Quantitative Techniques for Business Decisions	3
	6	SMMC865A	Core Course	Financial Strategy for Global Business	3
	7	SMMC705A	Core Course	Corporate Tax and Structure Planning	4
	8	SMMC758A		Auditing-II	3
				Total	28

Semester-IV

Year	S. N.	Course Code	Nature of Course	Course Title	Course credit
Second	1	SMMC884A	Core Course	Dissertation	6
	2	SMMC802A	Core Course	Contemporary Issues in Strategic Management	3
	3	SMMC887A	Core Course	Documentation for Global Business	3
	4	SMMC838A	Core Course	Derivatives Market	3
	5	SMMC863A	Core Course	Global Marketing	3
	6	SMMC839A	Core Course	Managing Portfolio Risk and Return	3
	7	SMMC760A	Core Course	Comprehensive Viva-Voce	3
					Total Credits[C]
				Total	104

SEMESTER I

SMMC731A	PEOPLE'S BEHAVIOUR IN AN ORGANISATION	L	T	P	C
		3	0	0	3

Overview:

Human behaviour at work is the universal market, and to run the business effectively for a long term, it is critical for the organizations to shape their business with the current trends. For this, organizational behavior is an important factor to operate the business. The course sheds light on understanding the employees in a better way to maximize the profits which are only possible by satisfying customer's needs which are the ultimate target of an organization. It also considers factors that hamper or foster job satisfaction. The course focuses on how managers become effective leaders by addressing the human side of enterprise. This helps in examining teams, individuals, and networks in the context of job satisfaction, organization culture, leadership and conflict resolution, understanding employees better, establishing productive relationships with peers and seniors over whom the manager has no formal authority, managing the performance of individual subordinates, introduces a model for strategic career management.

The course will help the students examine the contemporary principles, techniques and research findings in management and organizational behaviour that are driving high performance and continuous improvement in business today. To understand human behaviour at work, its concepts associated with continuous improvement in individual and group processes will be discussed. The focus in the course structure is laid on human behaviour at work, diversity in organization, attitudes and job satisfaction, personality and values, perceptions and individual decision making, motivation concepts, foundations of group behaviour, communication, leadership, power and politics, conflict and negotiation etc.

The course will be taught with a combination of lectures and experiential learning techniques so that students learn the specifics of a particular subject matter and about their own strengths and weaknesses as a learner (i.e. learning how to learn from experience). Each topic will be presented as an educational intervention to facilitate each stage of the experience- based learning process. Personal Application assignments and simulations are designed to relate personal experiences.

Observational methods and team project are added to facilitate the understanding of these experiences. Theories and models are introduced to form generalizations and mental models. And finally, the intervention is structured with the purpose that will encourage students to experiment with and test what they have learned in class as well as in other areas of their lives.

Objective and Expected Outcome:

The main objective of the course is to understand the human interactions in an organization, what is driving it and influence it for getting better results in attaining business goals. The organizations in which people work have an effect on their thoughts, feelings, and actions. These thoughts, feelings, and actions, in turn, affect the organization itself.

This study aims to achieve the goals as it controls and develops human activity at work. The managers are responsible for the productivity. They need to make an impact on the employee behaviour, develop their skills, motivate them to work in a team collectively for better productivity and thus, ultimately achieve their targets.

The course will enable the students to list and define basic organizational behaviour principles, and analyse how these influence behaviour in the workplace. This will also help in analysing individual human behaviour in the workplace as influenced by personality, values, perceptions, and motivations. They would be able to outline the elements of group behaviour including group dynamics, communication, leadership, power & politics and conflict & negotiation and understand their own management style as it relates to influencing and managing behaviour in the organization systems. This course will enhance critical thinking and analysis skills through the use of management case studies, personal application papers and small group exercises.

Course Content:

Unit I

Foundation and background of OB: concept, nature & scope of OB, Foundations of OB, challenges & opportunities, ethical issues in OB.

Unit II

Individual behavior and processes: individual differences—values and attitudes; Perception concept, process and applications; Personality—concept, determinants and theories applications; Learning and Reinforcement, Stress—symptoms, causes, consequences and management.

Unit III

Interpersonal and team processes: group behavior, group development, group dynamics, social loafing; developing teams–self-directed work teams, virtual teams; team building; Empowerment-concept, significance, Conflict–Concept, sources, types, management of conflict, Power–concept, sources, approaches; organizational politics

Unit IV

Organizational processes and structure: organizational structure and design, Work and job design; organizational learning; organizational culture; organizational change and development.

TEXT BOOKS:

1. Robbins, S.P. (2008) Organizational Behaviour, (7th Edition), New Delhi ND: Prentice Hall of India.

REFERENCE BOOKS

1. Pareek, Udai. (2012). Understanding Organisational Behaviour (3rd Edition). New Delhi ND: Oxford University Press.
2. Prasad, L.M. (2014). Organizational Behaviour (5th Revised Edition) Sultan Chand & Sons.
3. Aswathappa, K. (2007). Organizational Behavior, (7th Edition) New Delhi ND: Himalaya Publishing House.
4. VSP Rao, (2009) Organizational Behavior, (9th Edition) Excel Books.

SMAW773A	CORPORATE LEGAL FRAMEWORK	L	T	P	C
		4	0	0	4

Overview:

The course is covering all the rules relating to the formation of a company and the rules relating to the managerial personals of a company. The students will be able to know the provisions relating to the Stock Exchange Board Of India, RERA and FEMA which are mandatory for the smooth functioning of a company.

Objective and Expected Outcome:

The course is prepared with the intention to make commerce graduates to understand and deal with *legal* and regulatory compliances, which should be synchronized with budgets as well as alignment with strategic *objectives* of the firm. The course is designed to understand the formation, management and other activities of the companies. Accordingly the paper aims to introduce to the students the nuance of corporate law and the obligations of it towards society in discharging its trade relations and to be a good corporate citizen. To gain an expert knowledge of Corporate functions in the context of Companies Act & related Corporate Laws. To able to assess whether strategies and the organization is in compliance with established regulatory framework

The students will learn how to incorporate a company, and the kinds of company.

- Learn about the regulation of appointments, liabilities, functions, resignation and removal of officers and key managerial personnel of a company
- Learn how to structure the Memorandum & Articles of association, transactions relating to the company, directors' liability under Companies Act,
- Understand the use of the memorandum of association and article of association in a company,
- Learn about the basic laws relating to the competition laws, RERA and FEMA etc. so that they can deal with the day to day issues related to it.

Course Syllabus:

UNIT I

The Indian Contract Act: Essentials of a valid contract, void agreements, performance of contracts, breach of contract and its remedies, Quasi-Contracts

UNIT II

The Sale of Goods Act: Contract of sale of goods, conditions and warranties, transfer of property, rights of an unpaid seller; **The Negotiable Instruments Act:** nature and types; negotiation and assignment; holder-in due course, dishonor and discharge of a negotiable instrument, arbitration

UNIT III

The Companies Act, 1956: Nature and types of companies; formation; memorandum and articles of association; prospectus, shares and share capital, allotment of shares

UNIT IV

Membership; borrowing powers; management and meetings; accounts and audit; compromise arrangements and reconstruction; prevention of oppression and mismanagement; winding up; Consumer Protection Act and Cyber Law; RTI Act 2005 : Purpose, Right to Information and Obligation of Public Authorities, Exemption from disclosure of information.

Text Books

1. 1. Murty, C Tulisian P.C.,Busienss Law, TMH, New Delhi
2. Kuchhal, M.C. and Deepa Parkash, Business Legislation Management, Vikas Publishing House Pvt. Ltd.
3. Khergamwala, J.S.,The Negotiable Instrument Acts, N.M. Tripathi, Bombay, 1980
4. Ramaiyam, A.,Guide to the Companies Act, Wadhwa, Nagpur, 1992
5. Shah, S.M.,Business Law for Managers,Sultan Chand, New Delhi, 1998

SMMC709A	ECONOMIC BUSINESS	ANALYSIS	FOR	L	T	P	C
				3	0	0	3

Overview:

This unique and exciting course of Managerial Economics would encourage the action-oriented and value adding potential business learners who are passionate and excited with the thought of working in International behemoths and soon-to-be-Indian behemoths of today,-as SBI is one of them- it could be in IT, print & media, FMCGs and the like. Also, then they need to be abreast of Business Economics jargons which is basically from various disciplines like Management Accounting, Economics, Basic Finance, and the like. As Business Economics / Managerial economics gives practical inside to solve business dilemmas by using tools from other disciplines.

Also, our business students need to have an edge in our VUCA times and as chaos and disruption is order of the day, the business managers need to be abreast of micro economic tools, too & techniques in the global context as forewarned is forearmed. They need to be aware of conceptual understanding business economic tools in order to appreciate the relevant jargon and theories.

To make this course student-friendly, the learning would be anecdotal, personal examples from the eyes of the instructor and including amazing CFOs and it will highlight their new roles in ever-growing and changing business ecosystem in this digital world & sensitizing them of principles of managerial economics at firm level.

Objectives and Expected Outcome:

While going through this course, students would be exposed to business dilemmas as per the course boundaries which will be updated with new thinking and tools while delivering the course. Also, given the recent Wal-Mart, Flipkart merger and the like disruptive new models of business forms and its impact on new business ecosystem.

They will appreciate dynamic Managerial Economic principles in action. Moreover, given uncertain and dynamic environment around us, they need to have a global mind set with Indian ethos and values.

On completion of this unique and over-encompassing of these principles of Managerial Economics insightful will take future managers locally and globally acceptable. Most specifically, this course will make learners-

- To appreciate and understand what factors influence their choices and how their decisions affect the goods markets by affecting the price, the supply and demand?
- Overview of economic tools, theories and principles, the exciting concepts of Marginal Decisions and Incremental Decisions
- Understand the various types of elasticities as consumer shift from one market from to another as this will add insight profit maximization and cost minimization
- Understanding the dynamics of Cost Analysis & Price Output Decisions, and thereby leading to optimal costing decisions with the help of interesting curves.
- Understand the theory of production which includes insightful laws of production at the firm level.
- To appreciate the concept of market and its various forms and its impact on demand and price.

Course Content

UNIT – I

Introduction: Nature, Scope and Significance of Managerial Economics, its Relationship with other Disciplines, Role of Managerial Economics in Decision Making, Decision Making under Risk and Uncertainty.

UNIT II

Consumer Behavior and Demand Analysis: Cardinal and Ordinal Approaches to Consumer Behavior; Demand Functions; Determinants of Demand; Elasticity of Demand; Derivation of Market Demand; Demand Estimation and Forecasting.

UNIT III

Theory of Production and Cost: Managerial uses of Production Function, Short Run and Long Run Production Analysis, Isoquants, Optimal Combination of Inputs, Empirical Estimation of Production Functions; Traditional and Modern Theory of Cost in Short and Long Run, Economies of Scale and Economies of Scope, Empirical Estimation of Cost Function.

UNIT IV

Theory and Behavior of Firm: Profit Maximization; Alternative Objectives of Business Firms; Price Output Decisions; under Perfect Competition, Monopoly, Monopolistic Competition and Oligopoly; Pricing Policies and Methods, Strategic Behavior of Firms; **Game Theory:** Nash Equilibrium, Prisoner's Dilemma Price & Non-Price Competition.

Text book [TB]:

1. Salvatore, D. Managerial economics in a global economy. Irwin, McGraw-Hill.

Reference book(s) [RB]:

1. Geetika, Ghosh, P., & Choudhury, P.R. (2nded). Managerial economics. New Delhi: McGraw Hill Education.
2. Dwivedi, D. N. Managerial economics. New Delhi, ND: Vikas Publication House.
3. Christopher, R. Thomas, & S. Charles, Maurice. Managerial economics. New Delhi: Tata McGraw Hill.
4. Dholakia, R.H., & Oza, A.N. Micro economics for management students. New Delhi: Oxford University Press.
5. Keating, Berry, & Wilson, J. H. An economic foundation for business decision. New Delhi: Biztantra Publication.
6. Gupta, G.S. Managerial economics: Micro economic. McGraw Hill.
7. Truett & Truett. Managerial economics. John Wiley & Sons Inc.
8. Petersen, H. Craig, & Cris, L W. Managerial economics. New Delhi: Pearson Education (Singapore) Ltd.

SMMA780A	STATISTICAL ANALYSIS FOR BUSINESS	L	T	P	C
		4	0	0	4

Overview:

In this course the students will learn the principles and methods of statistical analysis, but will also put them into practice using a range of real-world data sets. The objective is to provide a basic understanding of data analysis using statistics and to use computational tools on problems of applied nature. This course is designed to prepare students to analyse and interpret business problems using Statistical methods. The quantitative evaluation of a problem is imperative to eliminate/minimize the subjectivity associated with the managerial decision-making process. This course is intended to help students “in making-sense-of” enormous amount of statistics to which they are exposed in their everyday life.

Objectives and Expected Outcomes:

Objectives

- Summarize data graphically by displaying data using methods from descriptive statistics, interpreting data in tables graphically by using histograms, frequency distributions, box-and-whisker (five-number summary); find measures of central tendency for data sets: mean, median, and mode; find measures of variation for data sets: standard deviation, variance, and range; relative positions of data, distinguish among scales of measurements and their implications; distinguish between populations and samples; also identify the standard method of obtaining data with advantages and disadvantages of each.
- Find simple probabilities and probabilities of compound events and compute probabilities using the complement, discrete probability distributions, apply concepts of sample space, the binomial probability distribution.
- Standardize a normally distributed random variable, use normal distribution tables to find probabilities for normally distributed random variables and the t-distribution, and use the Central Limit Theorem to find probabilities for sampling distributions.
- Construct and interpret confidence intervals for proportions and means.

- Identify the basics of hypothesis testing ; perform hypothesis testing for means, proportions, standard deviations from one population, difference of means and proportions from two populations, including finding and interpreting p-value with examining Type I and Type II error.
- Find linear least-squares regression equations for appropriate data sets, graph least-square regression equations on the scatter plot for the data sets, and find and apply the coefficient of correlation.
- Use the chi-square distribution to test independence and to test goodness of fit.
- Conduct a one-way Analysis of Variance (ANOVA) hypothesis test.
- Select an appropriate hypothesis test and interpret the result using p-value; use appropriate statistical technique to analyze and interpret applications based on data related to business, social sciences, psychology, life sciences, health sciences or education, and interpret results using technology-based statistical analysis.

Outcomes:

- To construct a histogram for a given set of data. This can be done by hand or with a graphing calculator.
- To construct a single-sample confidence interval, and draw an appropriate conclusion. This can be done by hand or with a graphing calculator.
- To state a single-sample hypothesis test based on a given claim, and draw an appropriate conclusion. This can be done by hand or with a graphing calculator.

Course Content

UNIT I

Role of statistics: Application of statistics in managerial decision-making; Descriptive Measures: Measures of central tendency - mean, median, mode and their implications; Measures of Dispersion: range, mean deviation, standard deviation and their significance, Measures of Skewness

UNIT II

Correlation Analysis: Meaning and uses; Types of correlation, Methods of calculation of coefficients – Karl Pearson and Rank correlation, Analysis and interpretation; Regression Analysis: Introduction, Difference between correlation and regression, Linear regression equation, Standard error of the estimate, Coefficient of determination

UNIT III

Probability: Concept of probability and its uses in business decision-making; Addition and multiplication theorem of probability; Bayesian analysis and its application; Probability Theoretical Distributions: Concept and application of Binomial; Poisson and Normal distributions

UNIT IV

Sampling and Hypothesis Testing: Sampling theory; Formulation of hypotheses; Application of Z-test, t-test and χ^2 (Chi) square-test in testing of the hypothesis

TEXT BOOK:

1. Lenin Rubin- Statistics for Management, Pearson (2000), 7th Ed., New Delhi

REFERENCE BOOKS:

1. Beri- Statistics for Management (Tata McGraw-Hill)
2. Chandran J S- Statistics for Business and Economics (Vikas), 1998.
3. Render and Stair Jr- Quantitative Analysis for Management (Prentice-Hall, 7th edition)
4. Sharma J K - Business Statistics (Pearson Education)
5. Gupta C B- An Introduction to Statistical Methods (Vikas), 1995, 9th ed.
6. Earshot L- Essential Quantitative Methods for Business Management and Finance (Palgrave, 2001)
7. Ken Black- Business Statistics for Contemporary Decision Making – (John Wiley), 4th ed.

SMCS736A	COMPUTER APPLICATION	L	T	P	C
		4	0	0	4

Course Overview:

This course is designed to enhance computer skills and knowledge for commerce students so that they can apply information technology tools successfully in various business operations. The contents are designed to suit the requirements of commerce professionals. The relevance of the course is much vital in the present time as Indian economy is heading towards digitalization in fast manner. The majority of syllabus is dedicated to Microsoft Excel and Microsoft Access.

Microsoft excel is used to create grids of text, numbers and formulas specifying calculations. That's extremely valuable for many businesses, which use it to record expenditures and income, plan budgets, chart data and succinctly present fiscal results.

Microsoft Access is an information management tool that helps you store information for reference, reporting, and analysis. Microsoft Access helps you analyze large amounts of information, and manage related data more efficiently than Microsoft Excel or other spreadsheet applications.

Objectives and Expected Outcome:

The objective of this course is

1. To provide in depth knowledge in Commerce and Computer Application courses.
2. To train the students in the application of computers in various business operations.
3. To inculcate initiative in students for better industry acceptance with necessary skills.

At the completion of the course students are expected to develop five general types of applications:

1. Personal applications
2. Small-business applications
3. Departmental applications
4. Corporation-wide applications
5. Front-end applications for enterprise wide client/server databases

Course Syllabus:

UNIT

I 7 hours

Computer Fundamentals and Number System: Block Structure of a Computer System, Characteristics of Computers, Generations of Computers, Classification of Computers, Computer Memory and Mass Storage Devices. Logic Gates, Computer Memory, Computer Hierarchy, Input Technologies, Output, Technologies. Number System: Binary, Octal and Hexadecimal Number System.

UNIT II

8 hours

Computer Software Application and System Software: Programming Languages and their Classification, Assemblers, Compilers and Interpreters. Operating Systems: Functions of Operating Systems, Types of Operating Systems (Batch Processing, Multitasking, Multiprogramming and Real time Systems), DBMS: Traditional File Environment, Database Management Systems Concepts, Data Models, ER Modeling, Constraints, Introduction to SQL queries.

UNIT III

7 hours

Telecommunication and Networks: Types of Telecommunication Networks, Telecommunications Media, Network Topologies, Network Architectures-The OSI Model. The Internet, Intranet and Extranets: Operation of the Internet, Services provided by Internet.

UNIT IV

8 hours

Functional and Enterprise Systems: Management Information Systems, Transaction Processing Information Systems, Accounting and Finance Systems, Marketing and Sales Systems, Production and Operation Management Systems, Human Resources Management Systems.

TEXT BOOK:

Turban, Rainer and Potter. Introduction to information technology. John Wiley & Sons.

REFERENCE BOOKS:

1. Norton, P. Introduction to computers. TMH
2. Rajaraman, V. Introduction to Information Technology. PHI.
3. Ram, B. Computer Fundamentals. New Age Publications
4. Sinha, P.K., Priti Sinha. Foundation of computing. BPB Publications.
5. James, A. O'Brien. Introduction to Information Systems. TMH

SMMC701A	PRINCIPLES AND PRACTICES OF TAXATION	L	T	P	C
		4	0	0	4

Overview:

This course looks at how tax systems work and the principles that lie behind tax systems. Topics covered include the reasons for taxation and the main types of tax, how income is taxed, how the tax administration operates, the interpretation of tax legislation and tax avoidance. The course uses examples from the tax systems of the India and other countries to illustrate the issues discussed. The course is suitable for those who have not studied taxation before, as well as for those with a background in tax who are interested in studying the principles of taxation in greater depth.

Objectives and Expected Outcome:

This course aims to foster an understanding of the policy, principles and practice that underpin the Indian taxation system. The main emphasis is on taxation principles associated with the Income Tax Act, 1961 together with those acts which are complementary to the this Act. The course provides students with the skills and expertise to move more confidently through the tax law maze and enhance student’s ability to identify and evaluate taxation issues and tax planning opportunities.

Students upon completion of this course would be able to:

- Critically evaluate the various principles of taxation based on the taxation legislation and landmark taxation decisions issued by the courts and the Administrative Appeals Tribunal.
- Apply advanced knowledge of the principles that distinguish between the concepts of income, capital and gifts and general and specific
- deductions; and incorporate these into a tax planning environment.
- Critically analyse the complexities of taxation principles in relation to various taxable entities and analyse and critically address the key issues related to tax planning opportunities.
- Apply knowledge of research principles to work individually or collaboratively in diverse groups to research and develop appropriate and relevant solutions to taxation issues and problems.

Course Content

Unit I:

Introduction: Principles of taxation, Tax-GDP Ratio: Meaning, Significance & Determinants. Tax Equity: Benefit Principle of Taxation; Ability to-pay principle of taxation. Tax Capacity & Tax Effort, Tax bases and tax policy – Determinants of tax yield – Classification of taxes.

Unit II:

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

Unit III:

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

Unit IV:

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

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

TEXT BOOKS:

1. Musgrave. Richard and Peggy Musgrave, Public Finance in Theory and Practice, McGraw Hill Book Company.
2. Sury, M.M. Fiscal Policy Development in India: 1947 to 2007, Indian tax foundation in association with New Century publications, New Delhi.

REFERENCE BOOKS:

1. Peerzode, Sayal Afzal, Economics of Taxation, Atlantic Publishers & Distributors Pvt. Ltd.
2. Goode. Richard, Government Finance in Developing Countries, New Delhi. Tata –McGraw Hill publishing Company Ltd.
3. Government of India, Ministry of Finance, Report of the Indirect Taxation Enquiry Committee
4. Government of India, Ministry of Finance, Speeches of Union Finance Ministers, 1947-48 to 1984-85
5. Singhania. Vinod K, Direct Taxes: Law and Practice (Delhi: Taxmann Publications (p)

SMMC702A	FINANCIAL SERVICES	L	T	P	C
		4	0	0	4

Overview:

The Financial sector has become very vibrant after implementation of new economic policy and introduction of financial sector reforms by the Government. The impact of these changes is seen in the form of competition, technological up-gradation, diversification and thrust on the various financial services with aggressive marketing strategy. The need of the hour, therefore, is to face the challenges with efficient, dedicated and energetic staff having required knowledge and skill. The financial sector need young energetic staff, familiar with latest technology, ready to accept challenges and competent to handle business situations arising out of specialization. This course is designed to prepare students with specialized skills, knowledge and attitude to work in financial services sector.

Objectives and Expected Outcome:

Keeping in view job prospects in financial sector the objective of the course is to give in-depth knowledge of financial sector to the students with practical inputs and prepare them for career in Financial Institutions. The course will provide participants with an opportunity to develop knowledge of basic concepts, insights into quality financial services and sharpen the decision making process. The course will address the full range of financial services including Hire purchase, leasing venture capital financing, mutual funds, merchant banking, underwriting, credit rating, stock broking, Depository services. Finally, the course will provide a comprehensive overview of the structure of the financial system, interest rate and business cycle determinates, and international financial markets.

Course Syllabus:

Unit I

Hire-Purchase: Conceptual; Framework; Features; Hire-purchase and Credit Sale; Hire-purchase and Installment Sale; Legal Framework; Taxation Aspects; Banks and Hire-purchase Business; Bank Credit for Hire-purchase Business

Leasing: Meaning; Steps in Leasing; Types of Lease; Advantages and Disadvantages of Leasing ; Leasing and Hire-purchase; Legal Aspects of Leasing.

Unit II

Venture Capital: Meaning, Features, Scope and Significance; Venture Capital Guidelines; Methods of Venture Financing; Indian Venture Capital Scenario.

Mutual Fund : Meaning and Classification of Mutual Funds; Organisation of the Funds; Operation of the Funds; Net Asset Value; Mutual Funds in India; Regulation of Mutual Funds in India.

Factoring and Forfaiting: Factoring-Meaning; Modus Operadi; Terms and Conditions; Functions; Types of Factoring; Factoring Vs. Discounting; Factoring in India; Forfaiting – Definition, Working of Forfaiting; Factoring Vs. Forfaiting.

Unit III

Merchant Banking: Meaning; Origin; Merchant Banks and Commercial Banks; Services of Merchant Banks; Regulation By SEBI; Merchant Banking in India.

Underwriting: Meaning and Nature of Underwriting; Forms of Underwriting; Need and Significance of Underwriting; Underwriting of Capital Issues in India; SEBI's Guidelines on Underwriting.

Unit IV

Credit Rating : Meaning and Functions of Credit Rating; Significance of Credit Rating; Credit Rating in India; Rating Process and Methodology; Credit Rating Agencies in India; Limitations of Rating; Future of Credit Rating in India.

Stock Broking: Introduction; Stock Brokers; Sub-Brokers; Foreign Brokers; Stock Market Trading.

Depository Services: Meaning and Objectives of Depository Services; Depository Process; Trading in a Depository System; Depository System in India; Depository Institution in India; SEBI Regulations

TEXT BOOKS:

Siddaiah, Thummuluri.(2011). *Financial services*, Noida: Pearson Education.

REFERENCE BOOKS:

1. Bhole, L. M., *Financial institutions and markets* , New Delhi: Tata McGraw Hills.
2. Pathak, *Indian financial system*, Noida: Pearson Education.
3. Khan, M.Y., *Indian financial system*, New Delhi: Tata McGraw Hill.
4. Machiraju, H.R., *Indian financial system*, Vikas Publishing House.

SEMESTER II

SMMC724A	FINANCIAL MANAGEMENT USING EXCEL	L	T	P	C
		4	0	0	4

Overview:

The course builds a conceptual and analytical framework focused on financial analysis and the creation of shareholder value. The fundamental time value of money building blocks are developed and refined into models that are applied to the valuation of 1.) financial securities, 2.) the expected impact of strategic decisions and investments, and ultimately 3.) the firm itself. Spread sheet assignments provide the foundation for an extended case study featuring a detailed financial analysis of a firm's revenues, profits, performance metrics and capital requirements. The practical implementation of the theories and models also facilitates the complete understanding of them. Additionally the students will be benefitted by having created throughout the course a collection of templates that can be readily used later on in practice. Probably the most widely used tool by financial practitioners is Excel. During the course students will learn how to use this powerful program to apply a series of financial models which the students will likely have encountered in their previous courses. For each concept applied the course will provide a brief overview of the relevant theory or model but focus

Objectives and Expected Outcome:

The course is aimed at building an understanding of concepts, vital tools and techniques applicable for financial decision making by a business firm.

After the completion of the course, the students would be able to:

Describe, discuss and think critically about the conceptual foundations of shareholder value creation.

Display proficiency with basic time value of money calculations and integrated multi-level time value of money problems.

Display a conceptual and technical understanding of bond price and yield relationships.

Display accounting ratios and how they are used in financial statement analysis, background issues, calculations and assumptions related to these models

Display a conceptual and technical understanding of the metrics used to identify new corporate investments and the value-creation potential of these investments (capital budgeting).

Create and analyze a capital budget.

Display a conceptual and technical understanding of how risk is measured in finance and the models used to relate risk to the concept of expected return.

Display the ability to calculate a firm's weighted average cost of capital (WACC) and a conceptual understanding of the WACC inputs and the WACC's role in capital budgeting and general valuation models

Display a conceptual and technical understanding of value creation metrics such as MVA, EVA, FCF, NOPAT and ROIC Display a conceptual and technical understanding of forecasting financial statements and how to adjust historical ratios to generate plausible forecasts.

Display a conceptual and technical understanding of how to integrate accounting ratio analysis and finance-based valuation metrics in a comprehensive spreadsheet model of a firm's financial performance and valuation.

The student having successfully completed this course will be able not only to apply the various finance models and theories taught throughout their studies but also understand the applicability of these theories in light of the working assumptions required for those theories to be useful in practice. Students develop significant expertise in applying finance principles to the analysis of complex business problems and situations using Excel.

Unit I	Introduction to Excel for basic Financial Calculation
Local	Financial management principles are essential for organizations to attract investments, access capital markets, and support infrastructure development.
Regional	Understanding financial management concepts and techniques contributes to the overall economic development of a country or region
National	Effective financial management practices enable businesses to generate profits, create jobs, and stimulate local and national economies
Global	Sound financial management helps address developmental challenges, such as poverty reduction, income inequality, and sustainable economic growth
Employability	Knowledge of financial management enhances employability prospects, particularly in roles related to finance, accounting, and business analysis.
Entrepreneurship	Understanding financial management is crucial for aspiring entrepreneurs to develop business plans, secure funding, and manage financial resources effectively
Skill Development	Proficiency in financial management equips individuals with the ability to make informed decisions, evaluate investment opportunities, and assess financial risks
Professional Ethics	Adhering to professional ethics in financial management ensures transparency, integrity, and accountability in financial reporting and decision-making
Gender	Promoting gender equality in financial management fosters equal opportunities and representation for women in finance-related roles.
Human Values	Considering human values, such as fairness and honesty, in financial management practices helps build trust and maintain ethical standards
Environment & Sustainability	Integrating environmental and sustainability considerations into financial management supports responsible investment decisions, resource conservation, and sustainable business practices.
SDG	-
NEP 2020	Inclusive Education
POE/4 th IR	-
Unit II	Deciding Capital Structure Using Excel
Local	It assists in analyzing the financial viability of projects, evaluating investment opportunities, and allocating resources effectively.
Regional	By providing insights into financial trends and projections, it supports economic growth, stability, and development
National	It enables scenario analysis and stress testing, helping policymakers and businesses prepare for potential challenges and uncertainties.
Global	Financial modeling using Excel helps in economic planning and decision-making at various levels, contributing to local, national, regional, and global developmental needs.

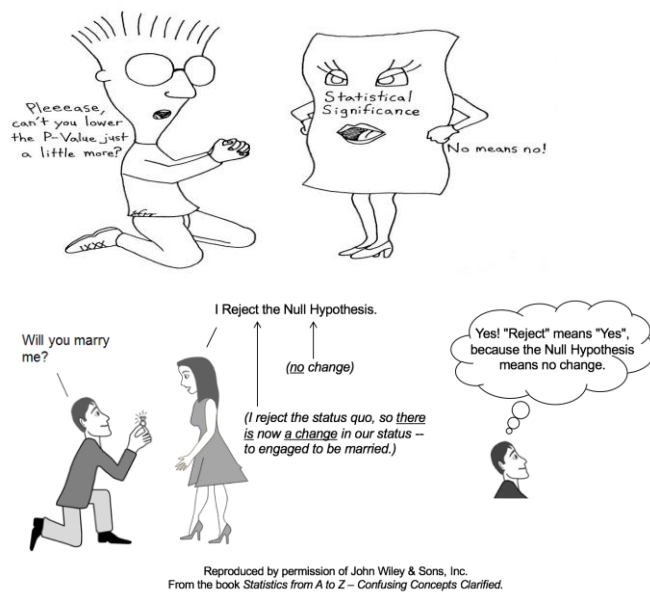
Employability	Proficiency in financial modeling using Excel enhances employability and job prospects, especially in finance, consulting, and data analysis roles.
Entrepreneurship	Financial modeling proficiency enables entrepreneurs to assess the financial feasibility and potential profitability of their business ideas
Skill Development	It supports skill development by promoting critical thinking, problem-solving, and data-driven decision-making abilities
Professional Ethics	Financial modeling using Excel should be conducted ethically, ensuring accuracy, transparency, and integrity in financial analysis and reporting.
Gender	Gender equality should be upheld by providing equal opportunities for training and development in financial modeling skills.
Human Values	Human values such as accountability, honesty, and fairness should be integrated into financial modeling practices
Environment & Sustainability	Environmentally sustainable practices should be considered when evaluating the financial implications of projects and initiatives.
SDG	SDG4
NEP 2020	Inclusive Education
POE/4 th IR	Analysing impact of electronic media on child behaviour
Unit III	Time Value of Money Using Excel
Local	It assists in analyzing the financial viability of projects, evaluating investment opportunities, and allocating resources effectively.
Regional	By providing insights into financial trends and projections, it supports economic growth, stability, and development
National	It enables scenario analysis and stress testing, helping policymakers and businesses prepare for potential challenges and uncertainties.
Global	Financial modeling using Excel helps in economic planning and decision-making at various levels, contributing to local, national, regional, and global developmental needs.
Employability	Proficiency in financial modeling using Excel enhances employability and job prospects, especially in finance, consulting, and data analysis roles.
Entrepreneurship	Financial modeling proficiency enables entrepreneurs to assess the financial feasibility and potential profitability of their business ideas
Skill Development	It supports skill development by promoting critical thinking, problem-solving, and data-driven decision-making abilities
Professional Ethics	Financial modeling using Excel should be conducted ethically, ensuring accuracy, transparency, and integrity in financial analysis and reporting.
Gender	Gender equality should be upheld by providing equal opportunities for training and development in financial modeling skills.
Human Values	Human values such as accountability, honesty, and fairness should be integrated into financial modeling practices
Environment & Sustainability	Environmentally sustainable practices should be considered when evaluating the financial implications of projects and initiatives.
SDG	SDG4
NEP 2020	Inclusive Education
POE/4 th IR	Analysing impact of electronic media on child behaviour
Unit IV	Working Capital Management in Excel
Local	Financial modeling helps businesses make informed decisions, which can contribute to local, national, regional, and global economic growth
Regional	Financial modeling helps businesses make informed decisions, which can contribute to local, national, regional, and global economic growth

National	Financial models can incorporate sustainability metrics and environmental factors, promoting responsible decision-making and aligning with global developmental goals.
Global	By providing a comprehensive understanding of financial risks and opportunities, financial modeling helps ensure the stability and resilience of businesses and financial systems.
Employability	Financial modeling requires strong analytical skills, which are highly valued in the job market and can enhance employability.
Entrepreneurship	Financial models assist entrepreneurs in evaluating the feasibility and profitability of business ventures, supporting entrepreneurship.
Skill Development	Learning financial modeling enhances individuals' understanding of financial concepts and their ability to make informed financial decisions.
Professional Ethics	Financial models can incorporate ethical considerations, such as responsible investment practices and transparency, promoting ethical decision-making.
Gender	Financial modeling can help identify and address gender disparities by providing insights into financial patterns and supporting gender-inclusive policies and practices.
Human Values	Financial modeling can assess the social impact of business decisions, aligning with human values such as social responsibility and philanthropy.
Environment & Sustainability	Financial models can incorporate environmental factors, enabling businesses to assess the environmental impact of their operations and make sustainable decisions.
SDG	SDG4
NEP 2020	Inclusive Education
POE/4 th IR	Analysing impact of electronic media on child behaviour

SMMC728A	RESEARCH METHODOLOGY FOR MODERN BUSINESS	L	T	P	C
		4	0	0	4

Overview:

This course is designed to introduce students to the logic of social inquiry. It focus on the very basic issues of social research, such as identifying puzzles through formulating hypothesis followed by research questions and review the literature to understand the background story of problem in previous studies. Understanding the very phenomenal issues and uses of qualitative as well as quantitative data.



Objectives and Expected Outcome:

Objectives:

- Understand research terminology
- Be aware of the ethical principles of research, ethical challenges and approval processes
- Describe quantitative, qualitative and mixed methods approaches to research
- Identify the components of a literature review process
- Critically analyze published research

Learning Outcomes:

Upon completing this course, each student will be able to:

- demonstrate knowledge of research processes (reading, evaluating, and developing);
- perform literature reviews using print and online databases;
- employ American Psychological Association (APA) formats for citations of print and electronic materials;

- identify, explain, compare, and prepare the key elements of a research proposal/report;
- define and develop a possible Social Science research interest area using specific research designs;
- compare and contrast quantitative and qualitative research paradigms, and explain the use of each in Social Science research;
- describe, compare, and contrast descriptive and inferential statistics, and provide examples of their use in Social Science research;
- describe sampling methods, measurement scales and instruments, and appropriate uses of each;
- explain the rationale for research ethics, and the importance of and local processes for Institutional Review Board (IRB) review; and
- demonstrate how educational research contributes to the objectives of your doctoral program and to your specific career aspirations in Social Science.

Course Content

UNIT I

Introduction to Business Research: Definition; Nature and Scope of Business Research; The Research Process; Problem Identification and Definition; Determination of Information Needs; Hypothesis Formulation; Developing Research Proposal; Ethical issues in Research; Marketing Research.

UNIT II

Research Design and Data Collection: Types of Research Design; Secondary and Primary Data; Primary Data Collection Instruments -Questionnaire Designing and Testing; Schedule; Observation Methods; Qualitative Research; Scaling Techniques and Attitude Measurement; Online Data Sources and Research.

UNIT III

Sample Design: Defining the Universe and Sampling Unit; Sampling Frame; Probability and Non-probability Sampling Methods; Sample Size Determination, Data Collection and Survey Errors.

UNIT IV

Data Analysis, Interpretation and Report Preparation: Data Editing and Coding; Tabulation; Hypothesis Testing; Analysis of Variance; Advanced Data Analysis Techniques- Factor Analysis, Cluster Analysis, Discriminant Analysis; Conjoint Analysis; Multi-Dimensional Scaling; use of SPSS/Mini-Tab in data analysis, Report Preparation and Presentation.

Text Books

1. Business Research Methods – Zikmund- Thomson
2. Marketing Research – Naresh Kumar Malhotra & David F. Birks

Reference Books/Materials

1. Research Methodology - R.Panneerselvam-PHI
2. Research Methods for Business Students- Saunders- Pearson
3. Business Research- Collis J & Hussey R-Palgrave
4. Business Research Methods – Donald R. Coopers and Schindler.
5. MLA handbook for researchers
6. Donald, R. Cooper and Parmela, S.Schindler .Business Research Methods.TataMcGraw Hill.

SMMC739A	MANAGEMENT ACCOUNTING-I	L	T	P	C
		3	0	4	4

Overview:

Management accounting is the process of identifying, measuring, analysing, interpreting and communicating information for the pursuit of an organization’s goals. Small business owners are faced with countless decisions every business day. Managerial accounting information provides data-driven input to these decisions, which can improve decision making over the long term. This course provides students with an understanding of management accounting concepts related to the management functions of planning, control, and decision making. The course covers management accounting fundamentals and introduces a range of management accounting tools, including job and process costing, variance analysis, activity based costing and Cost Volume Profit analysis, as well as behavioral responses to management accounting information. Students are introduced to the application of management accounting tools for pricing, budgetary control, cost allocation and performance evaluation as well as new developments in management accounting knowledge and techniques and how to assess these through cost-benefit analysis.

Objectives and Expected Outcomes:

The study of Management accounting intends to provide wide knowledge to students as to how firm pursue its goals by identifying, measuring, analyzing, interpreting and communicating information. Usually, the work is related to the costs of firm’s products or services. Therefore its study will enable students to comment on the profitability and prediction of profits of the firm with the help of various tools like, Cost Volume and Profit analysis, it will help in understanding the concept of Cost Reduction and Cost control through the technique of Standard Costing and variance analysis and will also help them in taking various profitability decisions for the firm in future.

Upon the successful completion of this course students will be able to critically analyze and provide recommendations to improve the operations of organizations through the application of management accounting techniques, demonstrate mastery of costing systems, cost management systems, budgeting systems and performance measurement systems. This will help students to demonstrate the need for a balance between financial and non-financial information in decision making, control and performance evaluation applications of management accounting, evaluate the costs and benefits of different conventional and

contemporary costing systems, learn independently and to demonstrate high level personal autonomy and accountability and evaluate complex ideas and tolerate ambiguity in managerial and organizational problem-solving.

Course Syllabus:

Unit I

Management Accounting-An Introduction: Nature & Scope, Financial Accounting vs. Cost Accounting vs. Management Accounting; Functions, Techniques, Principles; Scope; Utility; Limitations; Essentials for Success. Management Accountant: Position, Role and Responsibility;

Unit II

Managerial Control Process- Budgetary Control; Meaning and functions, Benefits, Limitations, Classification of the Budgets, Preparation of different types of Budgets, Fixed Versus Flexible Budget.

Standard Costing and Variance Analysis; Concept, Advantages, Types of Standards; Variance Analysis; Analysis of different types of material, labour, overhead variances.

Unit III

Marginal Costing and Break even analysis : Marginal Cost; Marginal Costing and Differential Costing, Marginal Costing and Absorption Costing; Contribution Analysis; Cost – Volume- Profit Analysis; Break-even Analysis, Different types of Break-even Points and Charts.

Unit IV

Decisions Involving Alternate Choices: Cost Concepts Associated with Decision-making; Specific Management Decisions – Make or buy; Add or Drop; Sell or Process Further; Operate or Shutdown; Special Order; Product-Mix; Pricing Decision.

Text book [TB]:

1.J.K.Aggarwal, R.K.Aggarwal, M.L.Sharma – Accounting for Managerial Decisions – Ramesh Book Depot., Jaipur.

2. R.Kishore – Advance Management Accounting – Taxamn allied Services Pvt. Ltd.

Reference book(s) [RB]:

1. Maheshwari, S.N. Advanced Accountancy -Vol. I & II. Vikas Publishing House.
2. ICAI, Accounting Standards (Latest).
3. Maheshwari, S.N. Corporate Accounting for Managers. Vikas Publishing House, New Delhi.
4. Khan, M.Y. and Jain, P.K. Financial Management, Text, Problems & Cases. Tata McGraw Hill Company, New Delhi.
5. M.Y.Khan, P.K.Jain – Management Accounting – Tata Mcgraw Hill.
6. S.N.Mittal – Accounting & Financial Management – Shree Mahavir Book Depot, NaiSarak, New Delhi

SMMC756A	AUDITING-I	L	T	P	C
		3	0	0	3

Overview:

Auditing means an examination of the books of accounts and vouchers of the business by an independent person who should be qualified for the job so that he can express his opinion about accuracy and fairness with which books of account are maintained in the business.

Auditing has gained lot of importance in the current business scenario of tougher regulatory environment as well as high standards of international financial reporting. Independent auditing assures Key business stakeholders as well as relevant revenue and review committees that a thorough investigation is done into an organisation's finances and accounting processes. This credibility is particularly important to small and start-up companies, as well as companies that may have suffered a data breach and thus be working to repair their reputation and restore faith in customers, shareholders and the public. It is the job of an external auditor to identify areas of non-compliance to the regulations, as well as any issues with fraud or abuse within the organisation.

In addition to pinpointing areas where compliance efforts may be lacking, the role of auditor is also to highlight other areas for improvement. It is the auditor's job to locate any functional areas of the business where processes could be tightened in order to reduce waste and inefficiency. They can provide recommendations to key decision makers within the organisation to enhance internal controls or perhaps implement automation in order to streamline business and accounting practices.

Objectives and Expected Outcome:

The course aims to provide knowledge of generally accepted auditing procedure, techniques and skills required to apply in audit engagements with corporate. The present course would require students to integrate knowledge acquired in other courses such management accounting, cost accounting, corporate laws in a meaningful manner.

The course begins with the basic understanding of the audit principles and standards followed by the study of various substantive and analytical audit procedures that would be required to audit various items of the balance sheet of a corporate. It familiarizes the students about how to plan an audit, how to do audit sampling.

After completing the course, students will be able to design audit programme for corporate. Students will also understand nuances of other functional areas of auditing such as cost auditing

and management auditing. The experiential learning through real life case studies would help students to apply acquired knowledge in to problem solving.

Course Content

Unit I:

Introduction: Definition, Scope and Objectives of Auditing; Basic Principles Governing an Audit; Audit Evidence; Audit Planning and Programming; Audit Sampling; Analytical Procedure; Introduction to Statements on Standard Auditing Practices.

Unit II:

Company Audit : Provisions of the Companies Act, 1956 as Regards Maintenance of Books of Accounts and Registers; Audit of Share Capital; Audit of Reserves and Surplus; Audit of Debentures; Audit of Public Deposits; Audit of Investment.

Unit III:

Cost Audit : Definition and Objective; Cost Audit vis-à-vis Financial Audit; Advantages and Criticism against Cost Audit; Cost Auditor–Qualifications and Appointment Cost Audit Procedure – Material, Labour, Overheads, Depreciation, Work-in-progress and Stores and Spare Parts; Cost Audit Report.

Unit IV:

Management Audit : Definition, Objectives, Need and Importance of Management Audit; Management Auditor – Qualifications and Appointment; Techniques of Management Audit; Management Audit Vs. Financial Audit; Audit of Management Functions – Production, Personnel, Finance and Accounts, Selling and Distribution, General Management and Management Information System; Management Audit Report.

Text Books

1.Sharma T.R. Principles of Auditing Sahitya Bhawan Agra.

Reference Books/Materials

1. Tondon B.N. Principles of Auditing, S. Chand and Co., New Delhi.
2. Gupta Kamal contemporary Auditing Tata Mc Graw Hill, New Delhi.
3. Kumar, Ravinder, and Sharma, Virender, Auditing: Principles and Practices, PHI.
4. Jha, Aruna, Auditing, Taxmann Publishers.
5. Meenakumari, S. and Nagarajan, I., Fundamentals of Auditing, APH Publishing

https://www.icai.org/post.html?post_id=13814

SMCS720A	E-COMMERCE	L	T	P	C
		3	0	0	3

Overview: This course focuses on principles of e-commerce from a business perspective, providing an overview of business and technology topics, business models, virtual value chains and social innovation and marketing strategies. In addition, some of the major issues associated with e-commerce—security, privacy, intellectual property rights, authentication, encryption, acceptable use policies, and legal liabilities—will be explored. Students will build their own web presence and market it using an online platform

Objective and outcomes:

At the end of this course, students should be able to:

- Identify and apply relevant problem solving methodologies
- Design components, systems and/or processes to meet required specifications for a web presence
- Demonstrate research skills
- Communicate effectively in ways appropriate to the discipline, audience and purpose.
- Work as an effective member or leader of diverse teams within a multi-level, multi-disciplinary and multi-cultural setting for the Group Website Research Project
- Appreciate ethical implications of professional practice
- Be aware of global perspectives (needs, rules/regulations, and specifications)

Course Content:

Unit I

Introduction to online transactions :The meaning, nature, concepts and advantages of such transactions; categories of e-commerce; planning online businesses: nature and dynamics of the Internet, pure online vs. brick and click business, assessing requirement for an online business, designing, developing and deploying the system, E-Commerce Sales Product Life Cycle (ESLC) Model

Unit II

Technology for online business: Internet, IT infrastructure; middleware contents: integrating e-business applications; mechanism of making payment through the Internet: electronic

payment systems, payment gateways, plastic money: debit card, credit card; digital currencies and payment systems.

E-Marketing- Scope and Techniques of E-Marketing, Traditional web promotion; Web counters; Web advertisements, Role of Social media.

Unit III

World Wide Web and E-enterprise: Offline secure processing, laws relating to online transactions, World Wide Web-Reasons for building own website, Benefits of Website, Registering a Domain Name, Role of web site in B2C E-commerce; push and pull approaches; Web site design principles. EDI and paperless trading; Pros & Cons of EDI; Related new technologies use in Ecommerce.

Applications of E-commerce and E-enterprise- Applications to Customer Relationship Management- Types of E-CRM, Functional Components of E-CRM.

Managing the E-enterprise- Introduction, Methodologies to manage the E-enterprise, Comparison between Conventional and E-organisation, Organisation of Business in an E-enterprise, Benefits and Limitations of E- enterprise

Unit IV

Legal and Regulatory Environment and Security issues of E-commerce: Introduction to Cyber Laws-World Scenario, Cyber-crime& Laws in India and their limitations, Hacking, Web Vandals, E-mail Abuse, Software Piracy and Patents. Taxation Issues, Protection of Cyber Consumers in India and CPA 1986, Importance of Electronic Records as Evidence.

Security Issues in E-Commerce- Risk management approach to Ecommerce Security - Types and sources of threats, Protecting electronic commerce assets and intellectual property.

TEXT BOOKS:

1. Murty, C.V.S., E-commerce, Himalaya Publications, New Delhi.
2. Kienam, Managing Your E-Commerce business, Prentice Hall of India, New Delhi.

REFERENCE BOOKS:

1. Amor, Daniel – Pearson Edude, “E Business R (Evolution)”
2. Greenslein & Feinman, “Electronic Commerce”, TMH.
3. Kosiur, Understanding E-Commerce, Prentice Hall of India, New Delhi.
4. Kalakota, Whinston, Frontiers of Electronic Commerce, Addison Wesley

SMMC736A	CREATING AND RETAINING MOTIVATED WORK FORCE	L	T	P	C
		3	0	0	3

Overview

This course is designed for individuals interested in changing how people are managed-to dispel flawed assumptions about human resource strategies and develop new techniques. In the past, human resource practices rarely served as a source of innovation in organizations. Rather, when establishing guidelines, policies, and rules, most companies chose to follow the norm, which often was unsatisfying and frustrating for their employees. These same firms chose not to focus on their human resource practices as a source of competitive advantage that could be used to hire the best talent, perform at the highest level, and weather the most difficult times. More recently, new ideas about the optimal approach to managing the firm's most important asset-its human capital-have flourished. As a result, a debate has surfaced in the corporate world about the best ways to get work done-from the allocation of job tasks to the structure of financial incentives. This course helps tackle many of the fundamental questions-what is the best way to hire people, to give performance feedback, to foster collaboration-but these problems are looked at through a new lens, one informed more by evidence and analysis than by tradition and intuition.

Objective and Expected Outcome:

After taking this course, student will be better able to:

- (1) Identify misconceptions that undermine the effectiveness of human resource strategies;
- (2) Learn new insights about human motivation in the workplace and
- (3) Design new tools that can improve the working lives of your employees. In each session, we will tackle a novel and important topic (e.g., engagement surveys?) from three distinct points of view, first describing what is currently done, then identifying alternative approaches in other firms, and finally considering what a bold and creative approach might look like.

Course Syllabus

UNIT I

Introduction to HRM: Nature scope Characteristics, objectives, functions, evolution, role of HR Manager, strategic HRM, HR Policies, challenges to HR professionals;

UNIT II

Talent acquisition: HRP, Job analysis, Recruitment and Selection, Placement, Induction, Socialization, training and development; executive development; career planning and management, succession planning; HRD; Employee empowerment

Unit III:

Managing performance Appraisal: Performance appraisal; Wage and Salary administration; Incentive Compensation; **Maintaining and Retaining HR:** Job changes, Employee Health and Safety, employee welfare, social security, Discipline and Grievances.

Unit IV:

Integrating HR: Industrial Relations and Disputes, Collective bargaining, QWL, trade Unions. **HR in knowledge era:** HR in virtual organizations, HR in mergers and acquisitions, outplacement, outsourcing, employee leasing, HR audit, international HRM, HRIS

Text Books

1. Dessler, G. & Varkkey B. (2011) Human Resource Management, 12th Ed, Pearson Education
2. Aswathappa K. (2005) Human Resource and Personnel Management, 4th Ed, Tata Mc Graw Hill Publishing Co. Ltd

Reference Books/Materials

1. Durai, P. (2010), Human Resource Management, Pearson Education
2. Snell/ Bohlander, Human resource Management, Cengage Learning
3. David Lepak \ Mary Gowan, Human Resource Management: managing Employees for the Competitive advantage

SMMC706A	GST FRAMEWORK FOR BUSINESS	L	T	P	C
		4	0	0	4

Overview:

This most relevant and exciting course in ‘Understanding GST Framework for Business’ would empower people in the areas of finance, compliance and money management. As two things are certain in life as per Romans, i.e., Death and Taxes. The Goods and Services Tax (GST) was introduced with effect from 1st July 2017. GST follows principles of value-added taxes (VAT) and shifts the focus of the country from a consumption-based tax system to a supply-based tax system. One may regard GST as one of the most debated topics, not only in India but across the world. Globally the principles, practices are modified it to suit to the economic and practical needs of the country. Out of 193 countries in the world, 160 countries have implemented the indirect tax in the form of GST or VAT. This legislation has its own flavor of technicalities and complexities.

Also, our business students need to have an edge in our VUCA times and as chaos and disruption is order of the day, the finance professionals need to be abreast of new tax legislations.

Objectives and Expected Outcome:

On completion of this exciting course, learners, as future managers/Auditors/finance executives and leaders of MNCs or their own businesses, will be able to:

- To understand the basics and get an insight into the biggest reform in India’s indirect tax structure i.e. the Goods & Services Tax (GST).
- To appreciate and understand structure of GST in India.
- To appreciate payment of GST liability, late fee and penalties.
- To appreciate audit, assessments and appeals under GST.
- To appreciate the impact of GST on various sectors and Economy.

Course Content

Unit I:

Indirect Taxes: Issues & Challenges, Service Tax, Value Added Tax, Direct Tax Code.

Goods & Services Tax (GST) - Overview, Implementation, Liability of tax payer, GST council, Levy of GST

Unit II:

Compliances, Input Tax Credit, Place and Time of Supply, Valuation in GST, Payment of GST

Unit III:

E-Commerce, Input Tax Credit, Input Service distributor, matching of Input Tax credit

Unit IV:

Special Transactions, Assessment, Audit & Inspection, CGST & SGST, Refunds, GST Portal

Text Books

1. Dr. Vandanabangar, Dr. YogendraBangar, Comprehensive Guide to Indirect Tax Laws , AadhyaPrakashan Publishing
2. Nitya Tax Associates, Basics of GST, Taxmann's Publication

Reference Books/Materials

1. V. S. Datey. Students Guide to Service Tax & VAT. New Delhi: Taxmann
2. Dr. Girish Ahuja & Dr. Ravi Gupta. Practical Approach to DIRECT & INDIRECT TAXES, (Income Tax, Excise, Customs, CST, VAT & Service Tax). New Delhi: Bharat publication

SEMESTER III

SMMC801A	SUMMER INTERNSHIP PROJECT REPORT	C
		4

Summer Internship Project (SIP) is an integral part of the academic curriculum of M.COM. For the successful completion of the M.COM program the students are required to complete the SIP. After completion of the 1st year of the program, i.e., after the 2nd semester and before the commencement of the second year of the program, the students are required to work with an organization for hands on experience.

The duration of the SIP is six to eight weeks. In some cases this period may be a little longer, but in no case the duration should be more than 10 weeks. SIP aims at widening the student's perspective by providing an exposure to real life organizational and environmental situations. This will enable the students to explore an industry/organization, build a relationship with a prospective employer.

During the internship, the student has the chance to put whatever he/she learned in the 1st year of MBA into practice while working on a business plan or trying out a new industry, job function or organization. The organization, in turn, benefits from the objective and unbiased perspective the student provides based on concepts and skills imbibed in the first year at the MBA institute. The summer interns also serve as unofficial spokespersons of the organization and help in image building on campus.

The SIP process involves working under the mentorship of an executive of the concerned organization and also with a faculty member of the institute where the student is studying, if required. The student is expected to concentrate on the specific topic of study, its objectives, its rationale, and adopt a methodology and identify a suitable analysis procedure for the completion of the study. Thereafter, the student should prepare a report and submit one copy to the organization and one copy each to the institute and the university. The student should also obtain a certificate from the organization/s where the SIP was done and attach the same with the copy submitted to the institute.

The university will arrange for evaluation of the SIP reports submitted by the students. For the purpose, the university will nominate one faculty from outside the institute and one faculty member from the institute who will be the examiners. The student/s is/are expected to make a

10 minute presentation before the examiners regarding the SIP project work undertaken, which will be followed by questions by the examiners.

The Summer Training Project report evaluation will be based on the content of the report and its validity in the current business scenario. The report has to be in the prescribed as laid down by the university. The student will submit written report and make an oral presentation before a panel of internal examiner (Dean of School or his nominee) and external examiner (to be appointed by Dean of School from a panel proposed by him and approved by the Vice - Chancellor of the University). The assessment of the report and its presentation will be jointly done by the internal and external examiner.

The total marks for the SIP project will be 100 and it carries 5 credits. The marks will be awarded for the following aspects:

1. Introduction: Clear understanding of the topic/subject; understanding of the organization/unit//field.
2. Literature Review: Published studies, review of similar studies
3. Details about the study: Objectives, formulation of the problem, scope, and rationale of the study.
4. Methods/methodology adopted for the study: Analytical, Survey, Field Work or any other method with appropriate justification and reasoning.
5. Analysis and conclusions: The logic of analysis, source of data, whether the conclusions are in line with the objectives, etc.
6. Contribution and learning from the project: Details of the contribution of the study, the benefits to the organization, the learning from the study for the student, etc.
7. Acknowledgements: References/Citations and Bibliography and help, if any, received from other individuals/organizations.
8. Presentation of the report, format of the report, flow of the report, style, language, etc.
9. Presentation of the report to the examiners: Substance and treatment of the topic, style of presentation, and performance in the question answer session time management, language, etc.
10. Overall impression.

SMMC803A	ETHICAL DELIMA AND PROFITABILITY	L	T	P	C
		3	0	0	3

Overview:

There is growing recognition that good ethics can have a positive economic impact on the performance of firms. Many statistics support the premise that ethics, values, integrity and responsibility are required in the modern workplace. It is not just only achieving high levels of economic performance, but also to conduct one of business’s most important social challenges, ethically. Ethics in business is nothing but the do’s and don’ts by the business users in business.

The concept of Corporate Governance has emerged as a result of shifting of objective of the corporate from profit maximization to value maximization through transparent, fair, efficient and effective policies of the organization. The buzz word in the corporate circles since many decade is the term ‘Governance’ which has made many a corporation hold their breath to comply their rules.

The focus in this course structure is laid on business ethics, various ethical issues, business ethics in global economy and Corporate Governance. The course will be taught with a Dialectical method of teaching it will be best for making this paper meaningful, in which all the answers will be taken out from the head and heart of the students by simply a skilful questioning session and also through an open discussion in class which will surely be the best way for teaching this paper, along with this, combination of lectures and experiential learning techniques so that students will learn the specifics of a particular subject matter and about their own strengths and weaknesses as a learner (i.e. learning how to learn from experience).Observational methods and team project are added to facilitate the understanding of these concepts. Theories and models are introduced to form generalizations and mental models.

Objectives and Expected Outcome:

This course suggests, as a starting point, general suppositions as to why businesses are ethical and proceeds with a review of the semantics of business ethics and a foundational presentation of the definitions of business ethics/morality and corporate governance (CG). The course seeks to bridge the gap between the ethical behaviour of the individual and the challenges posed by organized business activity in the global marketplace. It further seeks to educate participants

about legal, social and ethical matters in business, and make them sensitive to the consequences of their decisions. The course does not provide solutions to ethical dilemmas, but encourages critical ethical thinking and decision making. The students will also be exposed to ethical problems and issues in various situations.

After completing this course the students will be able to understand the core concept of ethics, corporate governance in the current scenario; it will also help the students to go under deep self- introspection and will also get a chance to have a self- reflection like- (what do they understand by ethics, what is their opinion about value in management, and what is CG in their opinion and much more). The organizations in which people work have an effect on their thoughts, feelings, and actions.

This course aids to achieve the goals as it makes students believe that everyone in an organization is responsible for the ethical and value based working environment which will be one of the major reasons for achieving the organizational vision and mission. This will help analyze individual human behavior in the workplace as influenced by personality, values, perceptions, and motivations. This course will enhance critical and rational thinking along with a deep self- reflection skill through the understanding of ethics and value in the context of management perspective.

Course Content

UNIT I

Ethics and Business: Meaning, Evolution, Ethical Issues, Classification of Ethics, Ethical Decision Making, Concept, Evolution, Characteristics and Principles of Business Ethics, Advantages of Business Ethics, Approaches of Business Ethics, Relationship between Ethics and Business Ethics.

UNIT II

Ethical Issues: Ethics in Human Resources, Ethics in Marketing, Ethics in Information Technology, Ethics in Finance, and Theories of Ethics: Teleological (Utilitarianism), Deontology (Kantianism), Virtue Ethics.

UNIT III

Business Ethics in Global Economy: Ethical Perception and International Business, Global Values, Various Ethical Issues around the Globe, Cross Cultural Issues, Cross Religion and cross Racial Issues

UNIT IV

Corporate Governance: Definition of Corporate Governance, Need for Corporate Governance, Principles and Importance of Corporate Governance, Important Issues in Corporate Governance, Corporate Governance in India Past, Present and Future, Current Scenario of Corporate Governance in India, Clause 49, Corporate Social Responsibility for Business.

TEXT BOOKS:

1. Ghosh, B.N. (2015). "Business Ethics and Corporate Governance" New Delhi; McGraw Hill.
2. Murthy. (2015). "Business Ethics and Corporate Governance" Mumbai; Himalaya Publishing House.

REFERENCE BOOKS:

1. Manuel G. Velasquez. (2012). "Business Ethics" New Delhi; Pearson Education Inc.
2. S.S. Khanka. (2014). "Business Ethics and Corporate Governance" New Delhi; S. Chand Publication.
3. Nirmala, Reddy, Rani. (2015). "Business Ethics and Corporate Governance" Mumbai; Himalaya Publishing House.
4. Badi Ravindernath V. (2014). "Business Ethics" New Delhi; Vrinda Publication.
5. Hartman, Lauro (2014). "Perspective in Business Ethics" New Delhi; McGraw Hill.
6. Fernando A. C. (2015). "Business Ethics: An Indian Perspective" Noida; Pearson Edu. Inc.

SMMC805A	CREATING AN ENTREPRENEURIAL MINDSET	L	T	P	C
		3	0	0	3

Overview:

The Entrepreneurial managers transform opportunities into companies and institutions that make a difference in the world. In their successful “pursuit of opportunity without regard to resources currently controlled,” they make decisions under conditions of profound uncertainty and do so while balancing great risks against potentially attractive rewards. Moreover, they operate without the benefit of well-defined processes for making such choices and with few resources. As a consequence, entrepreneurial companies offer an ideal platform for understanding the challenges facing a general manager.

Building the foundation today's Entrepreneurs, Creating an Entrepreneurial Mind set (CEM) will provide students with an understanding of issues facing entrepreneurs and an exposure to the skills involved in addressing them. We will explore how executives should approach making critical decisions during the different phases of an entrepreneurial company's life. Starting from the vantage point of the individual, we will put ourselves in the shoes of decision makers ranging from technology entrepreneurs to venture capitalists, from real estate developers to inventors. CEM will give students the opportunity to hone their skills in identifying and testing business opportunities, decomposing complex business problems, determining what decisions the responsible business executive must make, and establishing a ‘burden of proof’ standard for making those decisions. We will also introduce a range of specific tools—including business model design, lean testing, and customer and channel analytics—that are particularly relevant to entrepreneurs, as well as introduce students to the fundamentals of entrepreneurial finance and governance.

Objectives and Expected Outcome:

The course provides insight as to how the interests of other important constituencies—employees, potential and actual investors, business partners, suppliers, and distribution channels—constrain and contribute to an entrepreneur’s ability to create value.

At the end of this course, students should be able to:

1. Explore and experience the joy of creating unique solutions to market opportunities
2. Create and exploit innovative business ideas and market opportunities
3. Turn market opportunities into a business plan
4. Build a mind-set focusing on developing novel and unique approaches to market opportunities
5. Demonstrate and present successful work, collaboration and division of tasks in a multidisciplinary and multicultural team
6. Demonstrate understanding and application of the tools necessary to create sustainable and viable businesses

Course Content

UNIT I

Entrepreneurship: Concept, knowledge and skills requirement; characteristics of successful entrepreneurs; role of entrepreneurship in economic development; entrepreneurship process; factors impacting emergence of entrepreneurship; managerial vs. entrepreneurial approach and emergence of entrepreneurship

UNIT II

Starting the venture: generating business idea –sources of new ideas, methods of generating ideas, creative problem solving, opportunity recognition; environmental scanning, competitor and industry analysis; feasibility study –market feasibility, technical/operational feasibility, financial feasibility: drawing business plan; preparing project report; presenting business plan to investors

UNIT III

Functional plans: marketing plan –marketing research for the new venture, steps in preparing marketing plan, contingency planning; organizational plan –form of ownership, designing organization structure, job design, manpower planning; Financial plan – cash budget, working capital, proforma income statement, proforma cash flow, proforma balance sheet, break even analysis

UNIT IV

Sources of finance: debt or equity financing, commercial banks, venture capital; financial institutions supporting entrepreneurs; legal issues –intellectual property rights patents, trademarks, copy rights, trade secrets, licensing; franchising. Role of Central and State Governments in promoting entrepreneurship – Start-up India, Standup India, PM YuvaYojna, NITI Aayog.

TEXT BOOK:

1. Hisrich, Robert D., Michael Peters and Dean Shepherd. Entrepreneurship. New Delhi: Tata McGraw Hill.

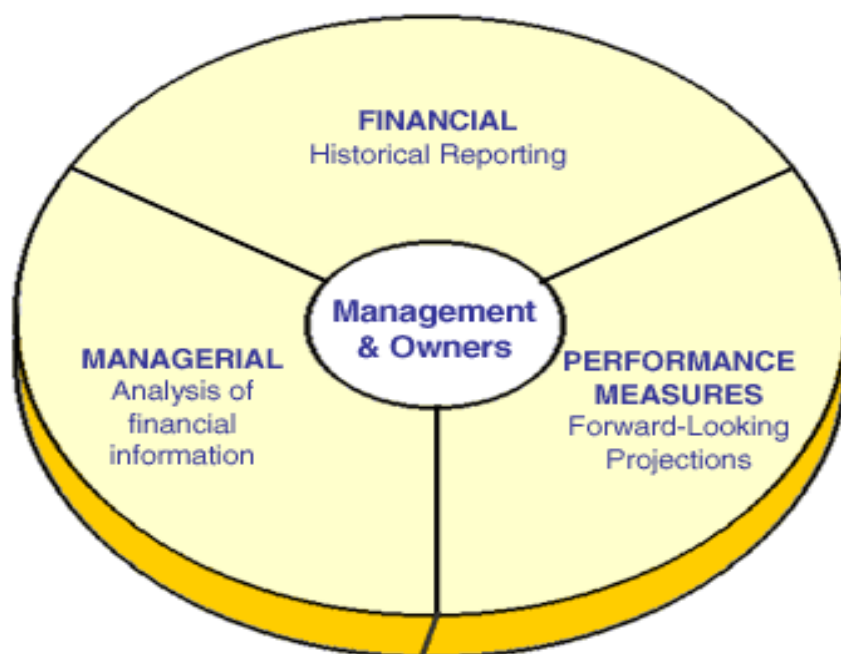
REFERENCE BOOKS:

1. Barringer, Brace R., and R. Duane Ireland, Entrepreneurship. New Jersey (USA): Pearson Prentice Hall.
2. Lall, Madhurima., and ShikhaSahai. Entrepreneurship. New Delhi : Excel Books.
3. Charantimath, Poornima. Entrepreneurship development and small business enterprises. New Delhi: Pearson Education

SMMC732A	MANAGEMENT ACCOUNTING II	L	T	P	C
		4	0	0	4

Overview:

Management accounting is one of the four major areas of accounting. Management accounting enables the sharing of specific internal information that is not subject to the strict compliance of financial accounting. Methods for management accounting include formulas and reports that generate numerical information which can be applied to make your business run more profitably. The study of Management accounting will enable our students to become efficient managers, marketing professionals, analysts and decision-makers which will help them in effective planning, control and making informed decisions within the business.



Objectives and Expected Outcomes:

The primary objective of management accounting is to provide a decision-making framework. The course aims at enabling students to understand the analysis of accounting statements.

Upon successful completion of this course, the students will be able to:

- Understand what managerial accounting is and why it is important.
- Describe fundamental concepts of managerial accounting.
- Apply the financial perspective of accounting for costs.
- Identify problems associated with relying on financial accounting information for internal decision making.

- Organize cost information according to the decision-making needs of the organization.
- Apply activity-based costing (ABC) and recognize the influence of setting and decision characteristics on the relevance of ABC systems.
- Address common "what-if" questions using cost-volume-profit (CVP) analysis.
- Apply CVP analysis in a variety of scenarios.
- The use and making of cash flow statement will help student to assess the cash flows of the organization through various activities.
- The ratio analysis of the syllabus will help in assessing the financial position of the firm

Course Content

Unit I:

Financial Statements: Analysis and interpretation - Forms and nature of financial statements; Uses and Limitations, types and tools of analysis; Comparative Financial Statements; Common – Size Statements; Trend Percentages.

Unit II:

Contemporary issues in Management-Accounting: Variable and Absorption Costing, Activity Based Accounting; Target and Life—Cycle Costing, Transfer Pricing Methods.

Unit III:

Accounting Ratios- Classification; Profitability ratios; Turnover Ratios; Solvency Ratios' Analysis of Capital Structure; Ratios as Predictors of insolvency; Significance Limitations and interpretation of Ratio Analysis.

Funds Flow Statement- Concept; Uses; Preparation.

Unit IV:

Cash Flow Statement- Objectives; Sources and Application; Preparation of Statement as per Indian Accounting Standard 3. Responsibility Accounting – Principles; Definition; Types of Responsibility Centers; Pre-requisites; Utility; Problems. Reporting to Management- Steps for Effective Reporting; Requisites of Ideal Report; Types of Reports; Uses.

TEXT BOOKS:

1. Management Accounting: Dr.Mittal S.N. (Shree Mahaveer Book Depot..Delhi)
2. Management Accounting: Pandey I.M.

REFERENCE BOOKS:

1. Management Accounting Principles: Anthony R.N. and Reece J.S.
2. Management Accounting: Harngren Charles T. Management Accounting: Dr.Maheshwari S.N.
3. Management Accounting: A Decision Emphasis – De Coster, D.T/ and Scholefr E.L.
4. Management Accounting: Batty J.

SMMA733A	QUANTITATIVE TECHNIQUES FOR BUSINESS DECISIONS	L	T	P	C
		4	0	0	4

Overview: This course gives the learner an insight into the conceptual understanding of the role of quantitative methods play in the decision-making process.

In the business world, and in fact, in practically every aspect of daily living, quantitative techniques are used to assist in decision making. Why? Unlike the classroom, in the “real world” there is often not enough information available to be guaranteed of making a correct decision. For instance, if advertisers would like to know how many households in the United States with televisions are tuned to a particular television show, at a particular date and time, it would be impossible to determine without the complete cooperation of every household and an astonishing amount of time and money. If a consumer protection agency wants to determine the true proportion of prescription drug users who also use herbal non-regulated over-the-counter supplements, this information would most likely not be available. As a result of the inability to determine characteristics of interest, the application of statistics and other quantitative techniques has developed.

For example, we generally face a long queue in bank/post office/metro/vending machine and many more. Have you ever think, if system fail to deliver services within the arrival time of customer, will result in long queue with no end, hence result in loss of sales/customer with bad word of mouth.

Similarly, we generally encounter with many machines from home to office like mobile, laptop, washing machine to heavy machines of factory. Each machine has an optimum life apart from how long you can stretch its use, existing items have out-lived, or it may not be economical anymore to continue with them, or the items might have been destroyed either by accident or otherwise. So the right time to replace a machine/equipment is necessary to minimize the running cost and replacement cost.

Objective and Expected Outcomes The central objective of operations research is optimization, i.e., "to do things best under the given circumstances." This general concept has many applications, for instance, in agricultural planning, biotechnology, data analysis, distribution of goods and resources, emergency and rescue operations, engineering systems design, environmental management, financial planning, health care management, inventory control, manpower and resource allocation, manufacturing of goods, military operations, production

process control, risk management, sequencing and scheduling of tasks, telecommunications, and traffic control.

From student point of view the objective is to understand the problem of day-to-day business situation and how it can overcome by limited key factor like material, labor, machine hour etc. The best part of this course structure is the in-depth content of operation research which touch day to day life and student will enjoy the concept in more of game manner

The course will create opportunity to solve real-world problem from both descriptive and analytical way. After successful completion of the course, the student can use these operational research skills across manufacturing and service industry which make you more diverse person on field of operations.

Course Content

Unit I

Introduction: Quantitative approach to management decision making. Linear Programming: Mathematical formulation of linear programming problems and their solution using graphic approach and simplex algorithm. Duality Sensitivity analysis.

Unit II

Transportation: Solving the problem, Testing optimality MODI method. Cases of unbalanced problems, degeneracy, maximization objective, multiple solutions and prohibited routes. Assignment: Solving the problem. Cases of unbalanced problems, multiple optimum solutions, maximisation objective and unacceptable assignments. Game Theory: Games of pure strategy. Games of mixed strategy. Dominance.

Unit III

Inventory Control: Techniques of selective control, Economic order quantity, (EOQ) models-classical, gradual replenishment without shortages, price breaks and planned stockouts, Deciding optimum safety stock and reorder level. Sequencing: n-jobs to be processed on two machines in the same order of machines. n-jobs to be processed on m machines in the same order of machines - by converting it into a two - n machine case. Two jobs to be processed on machines in the different orders of machines.

Unit IV

PERT/CPM: Networking with one estimate of time. Networks with three estimates of time. Time-cost trade-off. PERT/cost. Resource allocation and resource levelling. Queuing

Theory: Elements of a queuing system. Models with Poisson arrival and services rates, single server and infinite and finite population .

TEXT BOOKS:

1. Vohra N.D., "*Quantitative Techniques in Management*", The McGraw Hill companies.
2. KantiSwaru, P.K .*Gupta*, Operations Research, Sultan Chand & Sons

REFERENCE BOOKS:

1. Levin, R.I., D.S. Rubin and J.P. Stinson, "*Quantitative Approaches to Management*", McGraw - Hill.
2. Bierman H. Jr, C.P. Bonini and W.H. Hausman, "Quantitative Analysis for Business Decisions", Homewood, Ill., Irwin 1983
3. Taha, Hamdy A., "Operations Research: An Introduction", Latest Edition, Prentice - Hall of India.

SMMC865A	FINANCIAL STRATEGY FOR GLOBAL BUSINESS	L	T	P	C
		3	0	0	3

Overview:

This unique and exciting course in ‘Financial Strategy For Global Business’ would encourage the action-oriented and value adding potential business learners who are passionate and excited with the thought of working in International behemoths and soon-to-be-Indian behemoths of today,-as SBI is one of them- it could be in IT, print & media, FMCGs and the like. Also, then they need to be abreast of exciting world of international finance with global finance jargons & frameworks to conceptualize finance strategies.

Also, our business students need to have an edge in our VUCA times and as chaos and disruption is order of the day, the finance professionals need to be abreast of new financial tools & techniques in the global context as forewarned is forearmed. They need to be aware of financial engineering and exciting hedging tools and financial jargon.

To make this course student-friendly, the learning would be anecdotal, personal examples from the eyes of the instructor and including amazing CFOs and it will highlight their new roles in ever-growing and changing financial ecosystem in this digital world & sensitizing them of Corporate Governance issues.

Objective and Expected Outcome:

International boundaries are blurring therefore MNCs can raise funds domestically and globally. The purpose of this paper is to equip the students with financial and investment decision of MNCs/TNCs.

While going through this course, students would be exposed to financial-sourcing dilemmas as per the course boundaries which will be updated with new thinking and tools while delivering the course. Also , given the recent Brexit from EU, etc.& its implications on foreign trade & TNCs.

They will appreciate pros and cons of globalization, CACs and FCACs, international flows, financial derivatives and the like so they truly get into mindset today's global manager and surely make India INC. proud in the global and competitive era. And at the same time it will be emphasized that business has values which are most significant than valuations.

On completion of this exciting course, learners, as future managers and leaders of MNCs or their own businesses, will be able to:

- To appreciate and understand an overview of multinational financial management
- To appreciate euro currency market, euro bond market and placement of bonds.
- Understanding the advantages of cash management-netting, currency diversification, pooling and financial efficiency.
- Understand the concept of optimal portfolio and CAPM and understand the benefits of international diversification.
- Understand the techniques to measure country risk and explain how the assessment of country risk is used by MNC when making financial decisions. Also to appreciate GDRs, ADRs and IDRs.
- Understand the types of tax-havens.
- Understand the concept of double taxation and ways to avoid it.

Course Content:

Unit I

An overview of multinational financial management - International monetary and financial systems, IBRD and development banks, finance function in multinational firms, international flow of funds.

Unit II

International working capital management: International cash management, international receivable management, managing short term assets and liabilities, international capital money markets, euro dollar and currency market; Financial market instruments – GDRs, ADRs, Euro issues, CP and ECB.

Unit III

Multinational capital budgeting, cost of capital and capital structure decisions, dividend policy of multinational firm.

Unit IV

Developments in foreign exchange markets, exchange rate determination, measuring and managing various risks and exposure, country risk analysis, taxation in multinational firms.

Text Book:

1. Apte, P.G. (2011). International financial management (6th ed.). Noida, Uttar Pradesh: Tata McGraw Hill.

Suggested Readings:

1. Financial Dailies and the like.
2. Shapiro, A. (2002). Multinational financial management (7th ed.). New Jersey, United States: John Wiley & Sons.
3. Levi, M. D. (2009). International finance (5th ed.). Abingdon, United Kingdom: Routledge.
4. Jeff, M. (2015). International financial management (12th ed.). New Delhi: Cengage Learning.
5. Sharan, V. (2012). International financial management (6th ed.). New Delhi: PHI.
6. Eiteman, D. K., Stonehill, A. I., & Moffett, M. H. (2016). Multinational business finances (14th ed.). Noida, Uttar Pradesh: Pearson Education

SMMC705A	CORPORATE TAX STRUCTURE AND PLANNING	L	T	P	C
		4	0	0	4

Overview:

The whole content meant to understand how an individual to corporate can plan their financials in such a way which maximize the net wealth and minimize the tax incidence in a planned manner.



Objectives & Expected Outcomes:

- This course is designed to make the students aware of the corporate tax laws of India.
- Understanding the corporate tax laws and use it for tax planning is the basic objective of the course.
- The course is designed so that the students are aware of what business income is and when it gets taxed.
- The course also provides students with knowledge the difference between tax avoidance and tax planning.
- This course will be a step above Personal Financial Planning where they will learn tax laws for personal income.
- The main objective of the course is to give an understanding of income tax laws in India and be able to do tax planning.

Learning Outcomes:

- Students who complete this course will be able identify the difference between tax evasion and tax planning.
- By the end of the course students will able to describe how the provisions in the corporate tax laws can be used for tax planning.
- Students of the course will able to explain different types of incomes and their taxability and expenses and their deductibility.
- Students who complete this course will be able to outline the corporate tax laws.

- Students of the course will be able to state the use of deductions of expenses to reduce the taxable income.

Course Content

Unit I

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

Unit II

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

Unit III

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

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

Unit IV

Tax Planning and Financial Management Decisions: Capital structure decisions; Dividend Policy; Bonus Share; Investments and Capital Gains. Owning or leasing of an asset; purchase of assets by installment system or Hire System; Purchase of an asset out of own funds or out of borrowed capital; manufacturing or buying; Repairing or replacing an asset;

TEXT BOOKS:

1. Srinivas.E.A, *Corporate Tax Planning*, Tata McGraw Hill,
2. Singhania, Vinod. K, *Taxmann's Direct Taxes, Law & Practice*.

REFERENCE BOOKS:

1. Ahuja. Girish & Ravi Gupta, *Bharat's Professional Approach to Direct Taxes, Law & Practice*, Bharat Law House Pvt. Ltd.
2. Lal. B. B & N. Vashisht, *Direct Taxes Income Tax, Wealth Tax and Tax Planning*. Taxman, The Tax and Corporate Law Weekly.
3. Bhagmati Prasad, *Direct Taxes And Laws And Practice*, WishwaPrakashan,

SMMC758A	AUDITING –II	L	T	P	C
		3	0	0	3

Overview:

Auditing means an examination of the books of accounts and vouchers of the business by an independent person who should be qualified for the job so that he can express his opinion about accuracy and fairness with which books of account are maintained in the business.

Auditing has gained lot of importance in the current business scenario of tougher regulatory environment as well as high standards of international financial reporting. Independent auditing assures Key business stakeholders as well as relevant revenue and review committees that a thorough investigation is done into an organisation’s finances and accounting processes. This credibility is particularly important to small and start-up companies, as well as companies that may have suffered a data breach and thus be working to repair their reputation and restore faith in customers, shareholders and the public. It is the job of an external auditor to identify areas of non-compliance to the regulations, as well as any issues with fraud or abuse within the organisation.

In addition to pinpointing areas where compliance efforts may be lacking, the role of auditor is also to highlight other areas for improvement. It is the auditor’s job to locate any functional areas of the business where processes could be tightened in order to reduce waste and inefficiency. They can provide recommendations to key decision makers within the organisation to enhance internal controls or perhaps implement automation in order to streamline business and accounting practices.

Objectives and Expected Outcome:

The course aims to provide knowledge of Auditing and assurance standard both International and Indian required in audit engagements. The courses aims to provide working knowledge of auditing by emphasises on the special points related to audit of different types of organisations such as clubs, hospitals, electricity companies Banking and Insurance companies etc. Students would be able to appreciate and understand branch audit, joint audit, special audit.

The course begins with the basic understanding of the audit standards followed by the study of audit procedures required in a sole proprietor business, small firm to small corporate. After completing the course, students will be able to design audit programme for the different types of organisations such as Educational institutions, Hotels, Clubs, Hospitals, Hire-purchase and

leasing companies, Banks, electricity companies, cooperative societies, and insurance companies.

Students will also understand nuances of government audit, audit of Local bodies and not-for-profit organizations, as well as constitutional role of Comptroller and Auditor General. Students will be made conversant with the Current Issues in Auditing such as Audit of Members of Stock Exchange; Non-Banking Financial Company; Mutual Funds; Depositories; Environmental Audit; Quality Audit.

The experiential learning through real life case studies would help students to apply acquired knowledge in to problem solving.

Course Content

Unit I

Auditing and Assurance standards- Overview, Standard-setting process, Role of International Auditing and Assurance Standards Board and Auditing and Assurance Standards Board in India. Audit of a sole trader, Audit of a firm, Audit of a small company.

Company Audit - Audit of Shares, Branch audit, Joint audit, Special audit, Reporting requirements under the Companies Act, 1956.

Unit II

Special points in audit of different types of undertakings-Audit of Educational institutions, Audit of Hotels, Audit of Clubs, Audit of Hospitals, Audit of Hire-purchase and leasing companies, Audit of Banks, Audit of electricity companies, Audit of cooperative societies, and Audit of insurance companies.

Unit III

Features and basic principles of government audit, Local bodies and not-for-profit organizations, Comptroller and Auditor General and its constitutional role

Unit IV

Current Issues in Auditing : Audit of Members of Stock Exchange; Non-Banking Financial Company; Mutual Funds; Depositories; Environmental Audit; Quality Audit.

TEXT BOOKS:

1. Sharma T.R. Principles of Auditing SahityaBhawan Agra.

REFERENCE BOOKS:

1. Tondon B.N. Principles of Auditing, S. Chand and Co., New Delhi.
2. Gupta Kamal contemporary Auditing Tata Mc Graw Hill, New Delhi.
3. Kumar, Ravinder, and Sharma, Virender, Auditing: Principles and Practices, PHI.
4. Jha, Aruna, Auditing, Taxmann Publishers.
5. Meenakumari, S. and Nagarajan, I., Fundamentals of Auditing, APH Publishing
6. PagareDinkar: Principles & Practice of Auditing: Sultan Chand, New Delhi
7. Sekhar&Sekhar: Auditing: Vikas Publishing House Ltd., New Delhi.
8. S.D Sharma: Auditing Principles, Taxman publication New Delhi.
9. Ravinder Kumar &Virender Sharma: Auditing Principles & Practice: Prentice Hall of India, New Delhi

SEMESTER IV

SMMC884A	DISSERTATION	C
		6

Student of Master of Commerce (M.COM) is required to undertake a major individual piece of research work - **Dissertation**. The aim of the Dissertation is to give the opportunity to learn independently and show that one can identify, define and analyses problems and issues and integrate knowledge in a business context. It is an important part of the programme that tests one's ability to understand and apply the theory, the concepts and the tools of analysis to a specific problem situation.

The only precise rule on what constitutes an acceptable Dissertation is that it should be an ordered critical exposition, which affords evidence of reasoning power and knowledge of the relevant literature in an approved field falling within the subject matter of the programme - Management. The emphasis should be on applied research and the investigation of some practical problem or issue related to the situation in which an organization or system operates.

Students must ensure that they maintain regular contact and attendance with their supervisor and also they should provide the draft of their work to their supervisor at regular intervals.

DEFINITIONS AND OVERVIEW OF DISSERTATION

The Dissertation is a practical, in-depth study of a problem, issue, opportunity, technique or procedure – or some combination of these aspects of business. Typically, you will be required to define an area of investigation, carve out research design, assemble relevant data, analyze the data, draw conclusions and make recommendations. Your Dissertation should demonstrate organizational, analytical and evaluative skills, and, where appropriate, an ability to design a suitable implementation and review procedure.

GUIDELINES AND REQUIREMENTS FOR THE DISSERTATION

The university will arrange for evaluation of the dissertation submitted by the students. For the purpose, the university will nominate one faculty from outside the institute and one faculty member from the institute who will be the examiners. The student/s is/are expected to make a 10 minute presentation before the examiners regarding the dissertation work undertaken, which will be followed by questions by the examiners.

The Dissertation evaluation will be based on the content of the report and its validity in the current business scenario. The report has to be in the prescribed as laid down by the university. The student will submit written report and make an oral presentation before a panel of internal examiner (Dean of School or his nominee) and external examiner (to be appointed by Dean of School from a panel proposed by him and approved by the Vice - Chancellor of the University). The assessment of the report and its presentation will be jointly done by the internal and external examiner.

The total marks for the dissertation will be 100 and it carries 5 credits. The marks will be awarded for the following aspects:

11. Introduction: Clear understanding of the topic/subject; understanding of the organization/unit//field.
12. Literature Review: Published studies, review of similar studies
13. Details about the study: Objectives, formulation of the problem, scope, and rationale of the study.
14. Methods/methodology adopted for the study: Analytical, Survey, Field Work or any other method with appropriate justification and reasoning.
15. Analysis and conclusions: The logic of analysis, source of data, whether the conclusions are in line with the objectives, etc.
16. Contribution and learning from the dissertation: Details of the contribution of the study, the benefits to the organization, the learning from the study for the student, etc.
17. Acknowledgements: References/Citations and Bibliography and help, if any, received from other individuals/organizations.
18. Presentation of the report, format of the report, flow of the report, style, language, etc.
19. Presentation of the report to the examiners: Substance and treatment of the topic, style of presentation, and performance in the question answer session time management, language, etc.
20. Overall impression.

SMMC802A	CONTEMPORARY ISSUES STRATEGIC MANAGEMENT	IN	L	T	P	C
			3	0	0	3

Overview:

There is a Japanese saying that goes, “When you’re dying of thirst, it is too late to think about digging a well.” This saying exalts the importance of strategic management to success in any endeavor. Planning is something that has become a habit for many, in one or more areas of our lives weather we are making a big move in our career or presenting an idea, or anything else for that matter; planning is a part of nearly everything we do and many of the steps we take in life require an enormous amount of planning. Contemporary Issues in Strategic Management is the most important key for solving strategic tasks; it is the process of developing, controlling and maintaining a strategic balance between organizational goals and resources available in the external environment.

There is numerous benefit of strategic management like; it allows organizations to be *proactive* rather than reactive, it sets up a sense of direction, it increases operational efficiency, it helps to increase market share and profitability, and it can make a business more durable etc.

Objectives and Expected Outcome:

This course intends to acquaint the learners to the concept of Strategic Management and how it can be used as a significant course of action to gain competitive advantage. Learners would appreciate elements like; Six Sigma, MBO and TQM, BCG matrix, GE matrix and TOWS matrix.

On completion of this Strategic Management course, learners, as future managers and leaders of MNCs or their own businesses, will be able to:

- 1) Understand the urge of strategic management for the successful execution of organizational tasks at national and international level.
- 2) Understand the complexities of external environment by imposing the techniques of environmental scanning.
- 3) Comprehend organizational dynamics and structuring organizational appraisal

- 4) Figure out the strategy formulation and Implementation
- 3) Appreciate the techniques of strategic evaluation and control.
- 5) Recognize opportunities and threats creating cut throat competition the world market.

Course Content

UNIT I 07 hours

Introduction to strategic management: Defining strategy, basic concept of strategic management, mission, vision, objectives, strategic business unit, process of strategic management, strategic decision making, environmental scanning, SWOT analysis, industry analysis, competitive intelligence.

UNIT II 08 hours

Organization appraisal and strategy formulation: organizational dynamics and structuring organizational appraisal, strategy formulation: corporate level strategies and business strategies, strategy analysis and choice—the process, BCG matrix, GE matrix and TOWS matrix.

UNIT III 07 hours

Strategy implementation: aspects and structures; behavioral implementation—leadership, culture, value and ethics; overview of Six Sigma, MBO and TQM.

UNIT IV 08 hours

Strategic evaluation and control: an overview of strategic evaluation and control, techniques of strategic evaluation and control: Mc Kinsey's 7S model, organization life cycle, Activity based costing, strategic information system.

Text Books

1. Kazmi Azhar and Adela Kazmi,(2015) "Strategic Management", Tata McGraw Hill Publishing Company Ltd., New Delhi

Reference Books/Materials

1. David, Fred R. Strategic Management—Concept and Cases, Pearson Education, Delhi
2. Hitt, M.A., Ireland R.D. and Hos Kisson R.D., Strategic Management Competitiveness and Globalisation; Thomson Asia Pvt. Ltd.

3. Pearce II J A and Robinson Jr., R.B., Strategic Management–Strategy Formulation and Implementation, AITBS Publishers and Distributors, Delhi

SMMC887A	DOCUMENTATION FOR GLOBAL BUSINESS	L	T	P	C
		3	0	0	3

Overview

There are many documents involved in international trade, such as commercial documents, financial documents, transport documents, insurance documents and other international trade related documents. In processing the export consignment, documentation may be executed up to four contracts: the export sales contract, the contract of carriage, the contract of finance and the contract of cargo insurance. It is therefore important to understand the role of documentation for global business and its requirements in international trade. Export credit has become an important tool of export promotion in countries like India. Even developed countries like the US, Germany and Japan are building comprehensive systems and institutions for providing finance to their exporters. The development of a suitable financing mechanism provides not only adequate and timely credit but also credit at cheaper rates, and it is the sine qua non for export promotion.

The financing mechanism is more necessary for a country like India where foreign trade constitutes a high percentage of its GNP. The high volume of transactions in our export/import requires finance through the banks without which it is not possible to maintain and augment it for increased development of our economy. Moreover, since 1991, we have moved from command economy to market driven economy and the repeal draconian FERA & leading to open and convertibility of rupee to a large extent with robust banking system.

In international trade, payment for goods can be made by adopting advance payment, open account, documentary collections, document against payment, document against acceptance and documentary credit (letter of credit).

The contract to buy and sell goods is the starting point of international trade. Around the sales contract revolves a series of connected but distinct relationships, including the transport arrangement and cargo insurance. In an international trade transaction, rules and practices concerning such contract may vary considerably from one situation to another, depending not only on the legal system involved but also on the types of agreement developments at the international level to harmonize rules on international trade contracts.

As of April 2019, our current PM has made 41 foreign trips on six continents, visiting 59 countries including the visits to USA to attend UN general assembly, to Asian countries.

So global connect and trade procedure for our future managers/ business leaders need to understand nitty-gritties of this exciting international documentation for internationally business-inclined learners of global trade. As such, Trade Procedures and Documentation play a vital and critical role in carrying out the international operations.

Objectives & Expected Outcomes:

This course will enable students to outline, relate and classify the impact of EXIM policy on International trade. The student will be better positioned to discover and demonstrate different concepts of International Business, especially for export and import.

Moreover, they will appreciate new legislations in international trade and how the right documentation can facilitate trade smoothly and making it globally competitive.

On completion of this insightful course, learners, as future managers/ C&F Agents and leaders of MNCs or their own businesses, will be able to:

- Appreciate and understand International Trade Operations & export-import contract
- Understand commercial documents, financial documents, transport documents, insurance documents
- Appreciate Export documentation framework & INCO TERMS
- Evaluate and justify the various documents for processing export and import orders
- Develop the ability to critically examine the EXIM policy framework
- Understand the implications of foreign trade policy
- Understand the role of govt. and semi-govt. organizations.
- Appreciate the framework of international trade documentation and logistics for both regulatory and commercial aspects.

Course Content:

Unit I

Introduction: International Trade Operations Getting Started in International Trade Export/Import Contracts – Major Laws and Practices

Export documentation framework; EDI Initiatives at Customs, Incoterms 2000 and terms of payment in international trade. Pre and post shipment finance; Foreign exchange risk management.

Unit II

Trade Procedures: Export Payment Terms, Excise Clearance of Exports, Customs Clearance of Exports at ICD and Gateway Port, Export documentation and role of clearing and forwarding agents, Overview of FEMA

Unit III

Marketing Logistics System: Concept and its relevance in international marketing; trends and structure of world shipping; ports and overseas marketing logistics, overview of e-initiatives

Unit IV

Developments in international Transport System: Various modes of transport, their comparison and technological developments; Trade Financing, Export Credit Risk Management, Doing Business with ASEAN, Nigeria, Australia, Middle East Countries, China, Japan & New Zealand

TEXT BOOKS:

1. Phillip R. Cateore & John M. Hess: International Marketing Management.
2. Van Buytenen P.M.: Business Logistics.
3. Ram Singh, International Trade Operations, Excel Books

REFERENCES:

1. Gorden E. Miracle & Gerald S. Albaum : International Marketing Management
2. Felix R.L. Wentworth : Physical Distribution Management
3. Damodar Pande : Cargo Handling in Major Ports in India
4. H.B.R. Reprint Series on “Manufacturing Management - Logistics, Materials Inventory
“(Ref. No. 8531/Series No. 18081).
5. John F. Magee : The Logistics of Distribution (HBR July- August, 1960)
6. Mc Garth R.E.: Logistics for International Manufacturing (HBR Vol. 44 No. 2, March-
April, 1966).
7. P.K. Khurana, Export Management, Galgotia Publishing Co.
8. ICC Publications Nos. UCPDC 600 and ICC Incoterms
9. Uniform Rules for Documentary Collection,
10. ICC Pub. No. 522FEMA 1999 and Rules and Regulations The Marine Insurance Act
1963.

SMMC838A	DERIVATIVES MARKET	L	T	P	C
		3	0	0	3

Overview:

A Derivative is a financial security with a value that is reliant upon, or derived from, an underlying asset, or group of assets. The derivative itself is a contract between two or more parties, and its price is determined by fluctuations in the underlying asset. The Financial Derivatives have become increasingly popular and is most commonly used in the world of finance. This has grown with so phenomenal speed all over the world that now it is called as derivatives revolution. Financial derivatives like futures, forward options and swaps are important tools to manage assets, portfolios and financial risks. Thus, it is essential to know the terminology and conceptual framework of all these financial derivatives in order to analyse and manage the financial risks.

Objectives and Expected Outcomes:

The course aims to develop an understanding of the importance of financial derivatives and the institutional structure of the markets on which they are traded as well as developing the analytical tools necessary to price such instruments. The course will have four main parts:

First, the most commonly traded derivative instruments will be introduced, and their role in the modern capital markets, in particular for risk management, explained both from a theoretical as well as practical point of view.

Second, there will be discussion on the institutional structure of the markets on which such instruments are traded.

Third, the pricing of the derivatives instruments and the risk characteristics of derivatives will be discussed in detail.

Fourth, the students would be given an insight about the Regulatory Framework for Derivatives

The course will conclude with a discussion on derivatives application in India, namely index options and futures, computations of the index and its impact cost, and the analytical issues relating to trading in Indian markets.

After the successful completion of the course the students will be able to:

- Use Hedging strategies & various derivatives.
- Have complete knowledge about the financial markets & uncertainty.

- Use Statistics & statistical distributions & their properties.
- Derive statistics from information theoretical arguments.
- Derive the stochastic differential equations & partial differential equations. The meaning of equivalent descriptions at the micro & macro evolution levels.
- The portfolio of assets & derivatives & the maximization of its efficiency. The Black-Scholes equation, a backwards Fokker-Planck etc.

Course Content

Unit I:

Financial Derivatives: An Introduction to Financial Derivative Markets; Past and Present, Concept, Purpose and Types of Financial Derivative Instruments; Forwards, Futures, Options, Swaps, and Other Derivatives; Weather Derivatives, Energy Derivatives and Insurance Derivatives. Hedgers, Arbitrageurs and Speculators. Difference between Exchange Traded and OTC Derivatives.

Unit II:

Financial Forward and Futures Contracts: Financial Forward Contracts; Concept Characteristics, and Type of Financial Forward Contracts; Equity Forward, Currency Forward, Bond and Interest Rate Forward, Forward Rate Agreements.

Financial Future Contracts: Concept, Characteristics, and Type of Financial Future Contracts; Stock Future, Index Future, Currency Future, Interest Rate Future and Commodity Future. Future Market-Trading and Mechanism; Future Pricing-Theories, Cost of Carry Model, Valuation of Individual Contracts.

Unit III:

Financial Option and Swap Contracts: Financial Options; Concept, Characteristics and Types of Financial Options; Stock Options, Index Options, Currency Options, Commodity Options, Option on Futures, Interest Rate Options. Option Pricing Models-the Black-Scholes Option Pricing Model, Binomial Option Pricing Model, Trading with Option, Option Strategies; Straddle, Strangle, Spreads. Option Greeks; Delta, Gamma, Theta, Vega, Rho.Exotic Option; Types of Exotic Options; Bermuda Option, Forward Start Option, Barrier

Option, Chooser Option, Compound Option, Basket Option, Binary Option, Look Back Option, Asian Option. Swaps; Concept, characteristics and Types of Swaps.

Unit IV:

Regulatory Framework for Derivatives: Regulation of Financial Derivatives in India; Securities and Contracts (Regulation) Act, Guidelines of SEBI and RBI.

Text Books

1. Hull, J. C., & Basu, Shakaran. (2016) Options, Futures and other Derivatives. New York, NY: Pearson Education.

Reference Books/Materials

1. Chako, G., & Sjöman, A., & Motohashi, H., & Dessain, V. (2016) Credit Derivatives: A Primer on Credit Risk, Modelling and Instruments. London, UK: Pearson FT

SMMC863A	GLOBAL MARKETING	L	T	P	C
		3	0	0	3

Overview:

The increasing opportunities and threats placed by the growth in international business makes the skills of the international marketer critical for business survival. This is true no matter what the business sector or type or size of firm. Even firms not directly involved in active international marketing are likely to be effected by internationalization, if only in the form of increased competition from international players. This course examines core issues in global marketing, with every effort made to reflect the diversity of firms and markets across the world and not focused solely on western industrialized economies. The course starts by considering changes in the global marketplaces and emphasizes the importance of understanding cultural diversity in order for businesses to respond effectively to different market conditions. In addition to cultural factors, this course also examines other macro and micro-environmental factors which all help towards identifying and evaluating market entry strategies. This course focuses on various key topics in global marketing planning, including: standardization vs. adaptation: marketing communications, looking at global branding and advertising, exporting, managing and logistics: pricing; ethical, financial and organizational issues.

Objectives and Expected Outcome:

There are two primary objectives for the Global Marketing course:

- To gain a solid understanding of the theoretical and conceptual principles of International marketing;
- To understand how to develop and manage a strategic international marketing initiative.

Upon completion of this course, students should be able to:

- Apply the key terms, definitions, and concepts used in marketing with an international perspective.
- Compare the value of developing global awareness vs. a local perspective in marketing.
- Evaluate different cultural, political, and legal environments influencing international trade.

- Distinguish the advantages and disadvantages Canadian products and services possess in international marketing in both emerging markets and mature markets.
- Explain the impact of global and regional influences on products and services for consumers and businesses.
- Apply basic internationally oriented marketing strategies (total product concept, pricing, place, and promotion).
- Develop creative international market entry strategies.
- Understand the importance of the Internet for global business.
- Explain the differences in negotiating with marketing partners from different countries and the implications for the marketing strategies (4Ps).
- Students will develop an understanding of major issues related to international marketing.
- Students will develop skills in researching and analyzing trends in global markets and in modern marketing practice.
- Be able to assess an organization's ability to enter and compete in international markets.

Course Content:

Unit I

Overview Need, Scope, Tasks, Contrast in domestic and international marketing, EPRG Framework, Socio cultural environment – culture defined, elements of culture, culture analysis, Political & Legal Environment – Embargoes & sanctions, Political risk, legal factors, legal differences hofstede model.

Unit II

International Business Entry & Development Strategic effects of going international, Strategies employed by Indian companies to sustain globally, Global Market Entry Strategies – Export/Import, International Intermediaries – EMC's, Trading Companies, Licensing, Franchising, FDI, Local presence – Inter firm co-operation, MNC's and Globalisation, Merger's and Acquisitions.

Unit III

Environment and Global Marketing Economic Environment, New trade theory, Macro economic objectives, Function of WTO, Regional Economic groups (EEU, NAFTA, etc.), World Bank,

Product and Promotion Strategy in International Marketing The international product and its life cycle, Global product policy, Global branding and different positioning of the same brand in different countries, Intellectual property, Gray market, Role of Services in global economy, Media advertising, PR, Trade Fairs.

Unit IV

Pricing for International Market Key factors in global pricing & methods, Pricing policies – Marginal cost, cost plus, Market oriented, Export payment methods – L/C, Advance, DA/DP, FIBC, Counter trade, Transfer price, Dumping & legal aspects.

Module VI: India's International Policy and Impact on Economy Government measures and export incentives, Exim policy, ECGC services, Role of Indian banks & F.I's, Balance of trade/payments, Current stand on WTO, Services export from India, sourcing newly emerging democracies.

Text Books:

1. Varshney & Bhattacharya, International Marketing Management

Suggested Readings:

1. Daniels & Lee, International Business Keegan, Global Marketing
2. Harvard Business Review, Global Business Review (Sage Publications), Global Forum – ITC Geneva
3. Czinkota, International Business
4. Khurana PK, Export Marketing

SMMC839A	MANAGING PORTFOLIO RISK AND RETURN	L	T	P	C
		3	0	0	3

Overview:

Analyzing security before committing funds into it is the most important and primitive step one starts with. The analysis of various financial instruments traded in the market is security analysis which determines the real worth of the security. We see its application in normal life routines as well, like we make sure the price what we pay for any item we purchase is worth it or not. It may be overpriced and sometimes it could be underpriced as well if compared with the benefits it possesses and a rational buyer would undoubtedly go for the one which is underpriced. The stock is analyzed in all the contexts possible and the overall net worth is thus accurately arrived at. It's important to reduce the cost line to enhance the bottom line and same goes with the investment. The stock which is bought should be assessed in light of all past, present and hidden informations. The investor puts his investments in group of assets to make sure the portfolio he makes gives the maximum return and carries less risk. The portfolio construction which in other words is diversification is built optimally and managed from time to time and revised if the need arises.

Objective and Expected Outcome:

The course would help the learner to fundamentally and technically study the security or any stock before considering it for investments. Since the investor makes a portfolio and makes investment in a group of assets, the learner studies to select the securities in a way that would combat the risk of other security keeping the portfolio theory as the base. The beauty of the course is that it enables one to plan investments for oneself as well as act as a financial advisors for others. The investment objective and the risk appetite of the individual differs from others and this acts as a stepping stone before suggesting or considering the stock for investments and the course provide a deep insights into this context.

The course will make the learner to understand how securities are analyzed and a portfolio is built, managed/revised to enjoy the optimum return from the investment in the given risk. It enables one to decide at what rate the security will be a good buy and how much funds to hold in each security.

Course Content

Course Syllabus:

UNIT I

Investment- Meaning, nature, process and alternatives; return and risk; Concept and components of total risk; Measuring historical and expected return and risk; systematic and unsystematic risk. Measurement of systematic risk.

UNIT II

Objectives and benefits of investment analysis and security valuation- Theories of fixed and variable income securities; Efficient Market Theory; Fundamental Analysis - Economic, Industry and Company Analysis; Technical Analysis.

UNIT III

Portfolio – Meaning, Portfolio Construction; advantages, Portfolio selection; Selection Problems: Markowitz portfolio theory; expected return and standard deviation for portfolios; the efficient frontier; the efficient frontier and investor utility; the selection of the optimal portfolio; Sharpe single -index model; Capital Asset Pricing Model; Arbitrage Pricing Theory.

UNIT IV

Bond portfolio management strategies – passive portfolio strategies, active management strategies; Portfolio revision – meaning, need, constraints and strategies; formula plans - constant-dollar-value plan, constant ratio plan, variable ratio plan; Portfolio performance evaluation: risk adjusted measures of performance.

Text Books

Pandian, P. (2013). Security analysis and portfolio management (2nd ed.). New Delhi: Vikas Publishing House.

Reference Books/Materials

Sharpe, W.F., Alexander, G.J., and Bailey, J.V. (2007). Investments (6th ed.). New Delhi: Prentice Hall of India.

Fischer, Donald.E., Jordan, Ronald.J. Security analysis & portfolio management (6th ed.). New Delhi: Prentice Hall of India.

Avadhani. V.A.(2000). Investment management (10th ed.). New Delhi: Himalaya Publishing House.

Haugen, Robert A. (2001) Modern Investment Theory (5th ed.). New Delhi: Prentice Hall of India.

SMMC760A	COMPREHENSIVE VIVA-VOCE	C
		3

Overview: The performance of the student at comprehensive viva examination will be done by a panel of internal examiners. Viva is conducted for the overall assessment of the personality of the student as well as his/her understanding of the subjects studied during the programme. The aim is to judge the student's abilities to apply the theoretical concepts in the practical world through application based questions.

The student will make an oral presentation before a panel of examiners to be appointed by Dean of the School.



Specialization M Com 2022 - 24

Pool A Elective: Discipline Specific DSE

S.NO	Course Code	Pool A Elective: Discipline Specific DSE	Credit
1	SMMC731A	People's Behaviour in An Organisation	3
2	SMCS720A	E-Commerce	3
3	SMMC865A	Financial Strategy for Global Business	3
4	SMMC887A	Documentation for Global Business	3
5	SMMC884A	Global Marketing	3
6	SMMC955A	Strategic Management issues in contemporary business environment	3

SMMC731A	PEOPLE'S BEHAVIOUR IN AN ORGANISATION	C
		3

Overview:

Human behavior at work is the universal market, and to run the business effectively for a long term, it is critical for the organizations to shape their business with the current trends. For this, organizational behavior is an important factor to operate the business. The course sheds light on understanding the employees in a better way to maximize the profits which are only possible by satisfying customer's needs which are the ultimate target of an organization. It also considers factors that hamper or foster job satisfaction. The course focuses on how managers become effective leaders by addressing the human side of enterprise. This helps in examining teams, individuals, and networks in the context of job satisfaction, organization culture, leadership and conflict resolution, understanding employees better, establishing productive relationships with peers and seniors over whom the manager has no formal authority, managing the performance of individual subordinates, introduces a model for strategic career management.

The course will help the students examine the contemporary principles, techniques and research findings in management and organizational behaviour that are driving high performance and continuous improvement in business today. To understand human behaviour at work, its concepts associated with continuous improvement in individual and group processes will be discussed. The focus in the course structure is laid on human behaviour at work, diversity in organization, attitudes and job satisfaction, personality and values, perceptions and individual decision making, motivation concepts, foundations of group behaviour, communication, leadership, power and politics, conflict and negotiation etc. The course will be taught with a combination of lectures and experiential learning techniques so that students learn the specifics of a particular subject matter and about their own strengths and weaknesses as a learner (i.e. learning how to learn from experience). Each topic will be presented as an educational intervention to facilitate each stage of the experience- based learning process. Personal Application assignments and simulations are designed to relate personal experiences.

Observational methods and team project are added to facilitate the understanding of these experiences. Theories and models are introduced to form generalizations and mental models. And finally, the intervention is structured with the purpose that will encourage students to experiment with and test what they have learned in class as well as in other areas of their lives.

Objective and Expected Outcome:

The main objective of the course is to understand the human interactions in an organization, what is driving it and influence it for getting better results in attaining business goals. The organizations in which people work have an effect on their thoughts, feelings, and actions. These thoughts, feelings, and actions, in turn, affect the organization itself.

This study aims to achieve the goals as it controls and develops human activity at work. The managers are responsible for the productivity. They need to make an impact on the employee

behaviour, develop their skills, motivate them to work in a team collectively for better productivity and thus, ultimately achieve their targets.

The course will enable the students to list and define basic organizational behaviour principles, and analyse how these influence behaviour in the workplace. This will also help in analysing individual human behaviour in the workplace as influenced by personality, values, perceptions, and motivations. They would be able to outline the elements of group behaviour including group dynamics, communication, leadership, power & politics and conflict & negotiation and understand their own management style as it relates to influencing and managing behaviour in the organization systems. This course will enhance critical thinking and analysis skills through the use of management case studies, personal application papers and small group exercises.

Course Content:

Unit I

Foundation and background of OB: concept, nature & scope of OB, Foundations of OB, challenges & opportunities, ethical issues in OB.

Unit II

Individual behavior and processes: individual differences–values and attitudes; Perception concept, process and applications; Personality-concept, determinants and theories applications; Learning and Reinforcement, Stress–symptoms, causes, consequences and management.

Unit III

Interpersonal and team processes: group behavior, group development, group dynamics, social loafing; developing teams–self-directed work teams, virtual teams; team building; Empowerment-concept, significance, Conflict–Concept, sources, types, management of conflict, Power–concept, sources, approaches; organizational politics

Unit IV

Organizational processes and structure: organizational structure and design, Work and job design; organizational learning; organizational culture; organizational change and development.

Text Books:

1. Robbins, S.P. (2008) Organizational Behaviour, (7th Edition), New Delhi ND: Prentice Hall of India.

Reference Books

1. Pareek, Udai. (2012). Understanding Organisational Behaviour (3rd Edition). New Delhi ND: Oxford University Press.
2. Prasad, L.M. (2014). Organizational Behaviour (5th Revised Edition) Sultan Chand & Sons.
3. Aswathappa, K. (2007). Organizational Behavior, (7th Edition) New Delhi ND: Himalaya Publishing House.
4. VSP Rao, (2009) Organizational Behavior, (9th Edition) Excel Books.

SMCS720A	E-COMMERCE	C
		3

Overview:

This course focuses on principles of e-commerce from a business perspective, providing an overview of business and technology topics, business models, virtual value chains and social innovation and marketing strategies. In addition, some of the major issues associated with e-commerce—security, privacy, intellectual property rights, authentication, encryption, acceptable use policies, and legal liabilities—will be explored. Students will build their own web presence and market it using an online platform

Objective and outcomes:

At the end of this course, students should be able to:

- Identify and apply relevant problem solving methodologies
- Design components, systems and/or processes to meet required specifications for a web presence
- Demonstrate research skills
- Communicate effectively in ways appropriate to the discipline, audience and purpose.
 - Work as an effective member or leader of diverse teams within a multi-level, multi-disciplinary and multi-cultural setting for the Group Website Research Project
- Appreciate ethical implications of professional practice
- Be aware of global perspectives (needs, rules/regulations, and specifications)

Course Content:

Unit I

Introduction to online transactions :The meaning, nature, concepts and advantages of such transactions; categories of e-commerce; planning online businesses: nature and dynamics of the Internet, pure online vs. brick and click business, assessing requirement for an online business, designing, developing and deploying the system, E-Commerce Sales Product Life Cycle (ESLC) Model

Unit II

Technology for online business: Internet, IT infrastructure; middleware contents: integrating e-business applications; mechanism of making payment through the Internet: electronic payment systems, payment gateways, plastic money: debit card, credit card; digital currencies and payment systems.

E-Marketing- Scope and Techniques of E-Marketing, Traditional web promotion; Web counters; Web advertisements, Role of Social media.

Unit III

World Wide Web and E-enterprise: Offline secure processing, laws relating to online transactions, World Wide Web-Reasons for building own website, Benefits of Website, Registering a Domain Name, Role of web site in B2C E-commerce; push and pull approaches; Web site design principles. EDI and paperless trading; Pros & Cons of EDI; Related new technologies use in Ecommerce.

Applications of E-commerce and E-enterprise- Applications to Customer Relationship Management- Types of E-CRM, Functional Components of E-CRM.

Managing the E-enterprise- Introduction, Methodologies to manage the E-enterprise, Comparison between Conventional and E-organisation, Organisation of Business in an E-enterprise, Benefits and Limitations of E- enterprise

Unit IV

Legal and Regulatory Environment and Security issues of E-commerce: Introduction to Cyber Laws-World Scenario, Cyber-crime& Laws in India and their limitations, Hacking, Web Vandals, E-mail Abuse, Software Piracy and Patents. Taxation Issues, Protection of Cyber Consumers in India and CPA 1986, Importance of Electronic Records as Evidence.

Security Issues in E-Commerce- Risk management approach to Ecommerce Security - Types and sources of threats, Protecting electronic commerce assets and intellectual property.

Text Books:

1. Murty, C.V.S., E-commerce, Himalaya Publications, New Delhi.
2. Kienam, Managing Your E-Commerce business, Prentice Hall of India, New Delhi.

Reference Books:

1. Amor, Daniel – Pearson Edude, “E Business R (Evolution)”
2. Greenslein & Feinman, “Electronic Commerce”, TMH.
3. Kosiur, Understanding E-Commerce, Prentice Hall of India, New Delhi.
4. Kalakota, Whinston, Frontiers of Electronic Commerce, Addison Wesley

SMMC 865A	FINANCIAL STRATEGY FOR GLOBAL BUSINESS	C
		3

Overview:

This unique and exciting course in ‘Financial Strategy For Global Business’ would encourage the action-oriented and value adding potential business learners who are passionate and excited with the thought of working in International behemoths and soon-to-be-Indian behemoths of today, -as SBI is one of them- it could be in IT, print & media, FMCGs and the like. Also, then they need to be abreast of exciting world of international finance with global finance jargons & frameworks to conceptualize finance strategies.

Also, our business students need to have an edge in our VUCA times and as chaos and disruption is order of the day, the finance professionals need to be abreast of new financial tools & techniques in the global context as forewarned is forearmed. They need to be aware of financial engineering and exciting hedging tools and financial jargon.

To make this course student-friendly, the learning would be anecdotal, personal examples from the eyes of the instructor and including amazing CFOs and it will highlight their new roles in ever-growing and changing financial ecosystem in this digital world & sensitizing them of Corporate Governance issues.

Objective and Expected Outcome:

International boundaries are blurring therefore MNCs can raise funds domestically and globally. The purpose of this paper is to equip the students with financial and investment decision of MNCs/TNCs.

While going through this course, students would be exposed to financial-sourcing dilemmas as per the course boundaries which will be updated with new thinking and tools while delivering the course. Also , given the recent Brexit from EU, etc.& its implications on foreign trade & TNCs.

They will appreciate pros and cons of globalization, CACs and FCACs, international flows, financial derivatives and the like so they truly get into mindset today's global manager and surely make India INC. proud in the global and competitive era. And at the same time it will be emphasized that business has values which are most significant than valuations.

On completion of this exciting course, learners, as future managers and leaders of MNCs or their own businesses, will be able to:

- To appreciate and understand an overview of multinational financial management

- To appreciate euro currency market, euro bond market and placement of bonds.
- Understanding the advantages of cash management-netting, currency diversification, pooling and financial efficiency.
- Understand the concept of optimal portfolio and CAPM and understand the benefits of international diversification.
- Understand the techniques to measure country risk and explain how the assessment of country risk is used by MNC when making financial decisions. Also to appreciate GDRs, ADRs and IDRs.
- Understand the types of tax-havens.
- Understand the concept of double taxation and ways to avoid it.

Course Content:

Unit I

An overview of multinational financial management - International monetary and financial systems, IBRD and development banks, finance function in multinational firms, international flow of funds.

Unit II

International working capital management: International cash management, international receivable management, managing short term assets and liabilities, international capital money markets, euro dollar and currency market; Financial market instruments – GDRs, ADRs, Euro issues, CP and ECB.

Unit III

Multinational capital budgeting, cost of capital and capital structure decisions, dividend policy of multinational firm.

Unit IV

Developments in foreign exchange markets, exchange rate determination, measuring and managing various risks and exposure, country risk analysis, taxation in multinational firms.

Text Book:

1. Apte, P.G. (2011). International financial management (6th ed.). Noida, Uttar Pradesh: Tata McGraw Hill.

Suggested Readings:

1. Financial Dailies and the like.
2. Shapiro, A. (2002). Multinational financial management (7th ed.). New Jersey, United States: John Wiley & Sons.
3. Levi, M. D. (2009). International finance (5th ed.). Abingdon, United Kingdom: Routledge.
4. Jeff, M. (2015). International financial management (12th ed.). New Delhi: Cengage Learning.

5. Sharan, V. (2012). International financial management (6th ed.). New Delhi: PHI.
6. Eiteman, D. K., Stonehill, A. I., & Moffett, M. H. (2016). Multinational business finances (14th ed.). Noida, Uttar Pradesh: Pearson Education

SMMC887A	DOCUMENTATION FOR GLOBAL BUSINESS	C
		3

Overview

There are many documents involved in international trade, such as commercial documents, financial documents, transport documents, insurance documents and other international trade related documents. In processing the export consignment, documentation may be executed up to four contracts: the export sales contract, the contract of carriage, the contract of finance and the contract of cargo insurance. It is therefore important to understand the role of documentation for global business and its requirements in international trade.

Export credit has become an important tool of export promotion in countries like India. Even developed countries like the US, Germany and Japan are building comprehensive systems and institutions for providing finance to their exporters. The development of a suitable financing mechanism provides not only adequate and timely credit but also credit at cheaper rates, and it is the sine qua non for export promotion.

The financing mechanism is more necessary for a country like India where foreign trade constitutes a high percentage of its GNP. The high volume of transactions in our export/import requires finance through the banks without which it is not possible to maintain and augment it for increased development of our economy. Moreover, since 1991, we have moved from command economy to market driven economy and the repeal draconian FERA & leading to open and convertibility of rupee to a large extent with robust banking system.

In international trade, payment for goods can be made by adopting advance payment, open account, documentary collections, document against payment, document against acceptance and documentary credit (letter of credit).

The contract to buy and sell goods is the starting point of international trade. Around the sales contract revolves a series of connected but distinct relationships, including the transport arrangement and cargo insurance. In an international trade transaction, rules and practices concerning such contract may vary considerably from one situation to another, depending not only on the legal system involved but also on the types of agreement developments at the international level to harmonize rules on international trade contracts.

As of April 2019, our current PM has made 41 foreign trips on six continents, visiting 59 countries including the visits to USA to attend UN general assembly, to Asian countries.

So global connect and trade procedure for our future managers/ business leaders need to understand nitty-gritties of this exciting international documentation for internationally business-inclined learners of global trade.

As such, Trade Procedures and Documentation play a vital and critical role in carrying out the international operations.

Objectives & Expected Outcomes:

This course will enable students to outline, relate and classify the impact of EXIM policy on International trade. The student will be better positioned to discover and demonstrate different concepts of International Business, especially for export and import.

Moreover, they will appreciate new legislations in international trade and how the right documentation can facilitate trade smoothly and making it globally competitive.

On completion of this insightful course, learners, as future managers/ C&F Agents and leaders of MNCs or their own businesses, will be able to:

- Appreciate and understand International Trade Operations & export-import contract
- Understand commercial documents, financial documents, transport documents, insurance documents
- Appreciate Export documentation framework & INCO TERMS
- Evaluate and justify the various documents for processing export and import orders
- Develop the ability to critically examine the EXIM policy framework
- Understand the implications of foreign trade policy
- Understand the role of govt. and semi-govt. organizations.
- Appreciate the framework of international trade documentation and logistics for both regulatory and commercial aspects.

Course Content:

Unit I

Introduction: International Trade Operations Getting Started in International Trade Export/Import Contracts – Major Laws and Practices

Export documentation framework; EDI Initiatives at Customs, Incoterms 2000 and terms of payment in international trade. Pre and post shipment finance; Foreign exchange risk management.

Unit II

Trade Procedures: Export Payment Terms, Excise Clearance of Exports, Customs Clearance of Exports at ICD and Gateway Port, Export documentation and role of clearing and forwarding agents, Overview of FEMA

Unit III

Marketing Logistics System: Concept and its relevance in international marketing; trends and structure of world shipping; ports and overseas marketing logistics, overview of e-initiatives

Unit IV

Developments in international Transport System: Various modes of transport, their comparison and technological developments; Trade Financing, Export Credit Risk Management, Doing Business with ASEAN, Nigeria, Australia, Middle East Countries, China, Japan & New Zealand

Text Books:

1. Phillip R. Cateore & John M. Hess: International Marketing Management.
2. Van Buytenen P.M.: Business Logistics.
3. Ram Singh, International Trade Operations, Excel Books

References:

1. Gordon E. Miracle & Gerald S. Albaum : International Marketing Management
2. Felix R.L. Wentworth : Physical Distribution Management
3. Damodar Pande : Cargo Handling in Major Ports in India
4. H.B.R. Reprint Series on “Manufacturing Management - Logistics, Materials Inventory
“(Ref. No. 8531/Series No. 18081).
5. John F. Magee : The Logistics of Distribution (HBR July- August, 1960)
6. Mc Garth R.E.: Logistics for International Manufacturing (HBR Vol. 44 No. 2, March
- April, 1966).
7. P.K. Khurana, Export Management, Galgotia Publishing Co.
8. ICC Publications Nos. UCPDC 600 and ICC Incoterms
9. Uniform Rules for Documentary Collection,
10. ICC Pub. No. 522FEMA 1999 and Rules and Regulations The Marine Insurance Act
1963.

SMMC863A	GLOBAL MARKETING	C
		3

Overview:

The increasing opportunities and threats placed by the growth in international business makes the skills of the international marketer critical for business survival. This is true no matter what the business sector or type or size of firm. Even firms not directly involved in active international marketing are likely to be effected by internationalization, if only in the form of increased competition from international players. This course examines core issues in global marketing, with every effort made to reflect the diversity of firms and markets across the world and not focused solely on western industrialized economies. The course starts by considering changes in the global marketplaces and emphasizes the importance of understanding cultural diversity in order for businesses to respond effectively to different market conditions. In addition to cultural factors, this course also examines other macro and micro-environmental factors which all help towards identifying and evaluating market entry strategies. This course focuses on various key topics in global marketing planning, including: standardization vs. adaptation: marketing communications, looking at global branding and advertising, exporting, managing and logistics: pricing; ethical, financial and organizational issues.

Objectives and Expected Outcome:

There are two primary objectives for the Global Marketing course:

- To gain a solid understanding of the theoretical and conceptual principles of International marketing;
- To understand how to develop and manage a strategic international marketing initiative.

Upon completion of this course, students should be able to:

- Apply the key terms, definitions, and concepts used in marketing with an international perspective.
- Compare the value of developing global awareness vs. a local perspective in marketing.
- Evaluate different cultural, political, and legal environments influencing international trade.
- Distinguish the advantages and disadvantages Canadian products and services possess in international marketing in both emerging markets and mature markets.
- Explain the impact of global and regional influences on products and services for consumers and businesses.
- Apply basic internationally oriented marketing strategies (total product concept, pricing, place, and promotion).
- Develop creative international market entry strategies.
- Understand the importance of the Internet for global business.
- Explain the differences in negotiating with marketing partners from different countries and the implications for the marketing strategies (4Ps).
- Students will develop an understanding of major issues related to international marketing.

- Students will develop skills in researching and analyzing trends in global markets and in modern marketing practice.
- Be able to assess an organization's ability to enter and compete in international markets.

Course Content:

Unit I

Overview Need, Scope, Tasks, Contrast in domestic and international marketing, EPRG Framework, Socio cultural environment – culture defined, elements of culture, culture analysis, Political & Legal Environment – Embargoes & sanctions, Political risk, legal factors, legal differences hofstede model.

Unit II

International Business Entry & Development Strategic effects of going international, Strategies employed by Indian companies to sustain globally, Global Market Entry Strategies – Export/Import, International Intermediaries – EMC's, Trading Companies, Licensing, Franchising, FDI, Local presence – Inter firm co-operation, MNC's and Globalisation, Merger's and Acquisitions.

Unit III

Environment and Global Marketing Economic Environment, New trade theory, Macro economic objectives, Function of WTO, Regional Economic groups (EEU, NAFTA, etc.), World Bank,

Product and Promotion Strategy in International Marketing The international product and its life cycle, Global product policy, Global branding and different positioning of the same brand in different countries, Intellectual property, Gray market, Role of Services in global economy, Media advertising, PR, Trade Fairs.

Unit IV

Pricing for International Market Key factors in global pricing & methods, Pricing policies – Marginal cost, cost plus, Market oriented, Export payment methods – L/C, Advance, DA/DP, FIBC, Counter trade, Transfer price, Dumping & legal aspects.

Module VI: India's International Policy and Impact on Economy Government measures and export incentives, Exim policy, ECGC services, Role of Indian banks & F.I's, Balance of trade/payments, Current stand on WTO, Services export from India, sourcing newly emerging democracies.

Text Books:

1. Varshney & Bhattacharya, International Marketing Management

Reference Books:

1. Daniels & Lee, International Business Keegan, Global Marketing
2. Harvard Business Review, Global Business Review (Sage Publications), Global Forum – ITC Geneva
3. Czinkota, International Business
4. Khurana PK, Export Marketing

SMMC955A	STRATEGIC MANAGEMENT ISSUES IN	C
	CONTEMPORARY BUSINESS ENVIRONMENT	3

Course Objectives

- To expose students to various perspectives and concepts in the field of Strategic Management and its successful execution of organizational tasks.
- To encourage students to think critically and strategically and Figure out the strategy formulation and Implementation process.
- To develop the ability to identify strategic issues and design appropriate courses of action along with recognizing opportunities and threats creating cut throat competition the world market.
- Expose students to the nature, design & structure of business environment.
- Students will develop a broader perspective to describe the recent developments in Indian Economy that have greatly influenced the working of business units in India; explain the concept of social responsibility of business.

Course Outcomes

At the end of the course, students will be able to:-

CO1. Understanding of the principles of strategic management, its process and the concept that decisions made today have implications on results in the future. Demonstrate and develop conceptual its framework generate interest in international business to sustainable competitive advantage and formulate strategies that leverage a firm's core competencies.

CO2. Develop the ability to identify various issues related to strategic implementation and design appropriate behavioral courses of action. Provide a basic understanding of the nature and dynamics of the functional strategy implementation as they occur in complex organizations. Develop and prepare organizational strategic evaluation and control techniques that will be effective for the current business environment.

CO3. Analyze the basic concept of business environment, assessing risk, design & structure of business environment.

CO4. Students will gain the clarity about current industrialization trends and industrial policy; also they will develop an understanding for Globalization Trends and Challenges.

Catalogue Description

This course intends to acquaint the learners to the concept of Strategic Management and how it can be used as a significant course of action to gain competitive advantage. The purpose of this course is to enhance students' abilities to do the job of higher level which makes them responsible for strategic performance. There is numerous benefit of strategic management like; it allows managers to be proactive rather than reactive, it sets up a sense of direction, it

increases operational efficiency, it helps to increase market share and profitability, and it can make a business more durable etc. The challenge is not only in identifying weaknesses and threats but to appreciate the strengths of the firm and anticipate opportunities in the external environment.

The learners would be able to explain the meaning of business environment; identify the features of business environment; describe the importance and types of business environment; describe the recent developments in Indian Economy that have greatly influenced the working of business units in India; explain the concept of social responsibility of business; state the social responsibility of business towards different interest groups; and explain the concept of business ethics.

The business environment consists of factors that influence the individual's business organization historical factors, psychological factors, government attitude and regard to foreign good, international factors and marketing approaches. The relationship between business and its environment is mutual, that is, the environment exerts pressure on business, while business, in turn influences various aspects of its environment.

Course Content:

UNIT I

Introduction to strategic management and Formulation: Defining strategy, basic concept of strategic management, mission, vision, objectives, process of strategic management, environmental scanning, SWOT analysis, Introduction to Strategy Formulation, Process of Strategy Formulation

UNIT II

Strategy implementation and Strategic evaluation and control: an overview of strategic implementation and evaluation and control, process of strategy implementation, techniques of strategic evaluation and control

UNIT III

Basics & Strategic Aspects of Economic Reforms in Business Environment: Nature and structure of business environment; assessing risk & emerging sectors of Indian economy. Macro Economics Policies: interest rate structure and monetary policy; fiscal policy and legislation for anti-competitive and unfair trade practices;

UNIT IV

Current Industrial & Globalization Trends; environment for the SME sector; public-private partnership; banking reforms and challenges; WTO and its Agreements with Indian Economy; exchange rate movements

Text Books

1. Kazmi Azhar and Adela Kazmi,(2015) "Strategic Management", Tata McGraw Hill Publishing Company Ltd., New Delhi
2. Cherunilam, Francis. Business environment. (3rd e d.). New Delhi: Himalaya Publishing House.

Reference Books/Materials

1. David, Fred R. Strategic Management–Concept and Cases, Pearson Education, Delhi
2. Hitt, M.A., Ireland R.D. and Hos Kisson R.D., Strategic Management Competitiveness and Globalisation; Thomson Asia Pvt. Ltd.
3. Pearce II J A and Robinson Jr., R.B., Strategic Management–Strategy Formulation and Implementation, AITBS Publishers and Distributors, Delhi
4. Saleem Shaikh, Business environment. New Delhi: Pearson Publication. India
5. Paul, Justin. Business environment: Text & cases (3ed.) New Delhi: McGraw Hill Education (India) Pvt. Ltd.
6. Mishra, S. K., & Puri, V. K. Economic environment for business. New Delhi: Himalaya Publishing House.
7. Fernando, A. C. Business environment. New Delhi: Pearson Publication. India
8. Economic Survey. Govt. of India.Monthly Bulletin. Reserve Bank of India. Mumbai

Pool B Elective: Discipline Specific Elective (DSE)

S.NO.	Course Code	Pool B Elective: Discipline Specific DSE	Credit
1	SMMC831A	Customer Relationship Management- The bond that lasts	3
2	SMMC858A	Accounting and Audit of Human Capital	3
3	SMMC889A	Banking and Business laws for Overseas Operations	3
4	SMMC881A	Organizational Development	3
5	SMMC854A	Project and Infrastructure Finance	3
6	SMMC827A	Consumer Behaviour - Expecting the Unexpected	3

SMMC831A	CUSTOMER RELATIONSHIP MANAGEMENT- THE BOND THAT LASTS	C
		3

Overview:

Building sustainable and efficacious relationships with a huge customer base is not the easiest thing to do and have a direct control on many core operational processes from product development to debt recovery. Customer Relationship Management is the strategy for managing an organization’s relationships and interactions with customers and potential customers. Customer Relationship Management is rapidly becoming an important new initiative for most companies when trying to improve their relationship marketing programs. They realize the power of systematically building the customer's business as a means to adding value for end-customers, and lowering system-wide costs in the supply chain. These are done through a variety of relationship marketing programs, including customer partnering, supplier partnering, alliances and internal partnering. The purpose of this course is to deal with these changes in the corporation and the global market place -by exploring issues related to challenges of developing and managing relationship marketing strategies and programs. This course explores a variety of factors and actions that drive successful partnering relationships and in turn lead to higher customer satisfaction, market share and net cash flow. Strategic, organizational, informational, operational and financial perspectives are brought to bear on the issue of building successful business relationships. Thus, the focal issues of the course are explored in a multi-dimensional facet.

Objectives and Expected Outcomes:

Customer Relationship Management (CRM) is one of the most important components for sustenance and growth of an organization. With the advancement of software technologies, significant progress has been made in designing and managing CRM systems. The Emergence of CRM Practice CRM focuses on automating and improving the institutional processes associated with managing customer relationships in the areas of recruitment, marketing, communication management, service, and support. In the case of a student, this might be seen through the interaction with and between the admissions, registration, financial aid, student accounts, and housing offices. The purpose of this course is to prepare the student to understand the importance of customer relations and service in marketing. While many will argue that customer service is nothing more than basic common sense, it has become increasingly clear that it is in fact vital to the success of any business. The harsh reality of the marketing and business world is that consumers hold in their grasp, the success or failure of a business. Prices will not cut it alone. The key is focusing on the total customer experience, no matter whether you are running a physical store or an e-commerce site. This course deals with why and how organizations must reach out and touch the customers and the benefits that can be derived from this course of action. It is about **satisfying the customers, increasing revenue and improving profitability**. The purpose of CRM and its Operational Goals is to improve marketing productivity and to enhance mutual value for the parties involved in the relationship. This course helps enhance marketing effectiveness by carefully selecting customers for their various programs, by individualizing and personalizing their market offerings to anticipate and serve

the emerging needs of individual customers.

Course Content:

UNIT I

Introduction: Origin, evolution and concept of CRM, strategic importance of CRM, goals of CRM, types of CRM, CRM Architecture

UNIT II

Operational CRM: Sales force automation: lead management, contact management, field force automation; enterprise marketing automation: market segmentation, campaign management, customer service and support, contact and call centre operations

UNIT III

Analytical CRM: Managing and sharing customer data: customer information database, ethics and legalities of data use, data warehousing and data mining; types of data analysis – online analytical processing, click stream analysis, collaborative filtering, CRM and business intelligence collaborative CRM

UNIT IV

CRM Implementation: Establishing CRM performance monitoring, CRM readiness assessment, system, CRM audit, CRM project management, employee engagement in CRM project, CRM budget, key account management, evaluating CRM return on investment

Text Book:

1. Dyche, Jill, The CRM Handbook – A Business Guide to Customer Relationship Management, Pearson Education, New Delhi

Reference Books

1. Buttle, Francis, Customer Relationship Management – Concept and Tools, Elsevier Butterworth – Heinemann, Oxford, UK
2. Payne, Adrian, Handbook of CRM – Achieving Excellence in Customer Management, Butterworth – Heinemann, Oxford, UK
3. Knox, Simon, Stan Maklan, Adrian Payne, Joe Peppard and Lynette Ryal, Customer Relationship Management, Butterworth – Heinemann, Oxford, UK
4. Greenlers, Paul, CRM at the Speed of Light, Tata McGraw Hill Publishing Ltd., New Delhi
5. Anderson, Kristen, and Carol J Kerr, Customer Relationship Management, Tata McGraw Hill

SMMC858A	ACCOUNTING AND AUDIT OF HUMAN CAPITAL	C
		3

Overview:

An Accounting and Audit of Human Capital (HR Audit) is like an annual health check-up, it plays a vital role in instilling a sense of confidence in the Management and the HR functions of an organization. The word “audit” comes from the Latin verb *audire*, which means, to *listen*. Listening implies an attempt to know the state of the affairs as they exist and as they are expected/ promised to exist. Auditing as a formal process is rooted in this feature of listening. Consequently, it is a diagnostic tool to gauge not only the current status of things but also the gaps between the current status and the desired status in the area that is being audited. Auditing has been a routine exercise in the area of finance, especially because it is a statutory obligation. An Accounting and Audit of Human Capital is very much useful to achieve the organizational goal and also is a vital tool which helps to assess the effectiveness of HR functions of an organization. Human Resource auditing is something that many companies do annually, just as they audit their financial information. This gives them an accounting of their workforce and the efficiency with which the organization as an entity deals with its people, from recruiting to firing. Human Resource auditing can be likened to a person going to the doctor for a general check-up to stay well. The process allows a company to get a general idea of where it stands so it can better correct any potential problems and plan for the future.

Objectives and Expected Outcome:

The main objective of this course is to understand An Accounting and Audit of Human Capital (HR Audit). This study aids to achieve the goals as it controls and develops human activity at work. This also helps to have an understanding of audits and how regular accounting audits carried out in accordance with specific statutory regulations. However, in the case of, an Accounting and Audit of Human Capital (HR Audit) there is no legal obligation, but enlightened managements have voluntarily accepted its usefulness depending upon the circumstances. Students will be able to understand the following circumstances felt concern by top management, compulsions of the external forces necessitating a situational audit, business changing significantly influenced by international business decisions affecting human resource management, and an urge on the part of human resource management professionals towards advancement of the practices and systems.

Course Content:

UNIT-I

Human Resource Management Practices: Introduction, Human Resources Concept and its Functions, Conceptual Understanding of Human Resource Audit: Introduction, Need for Human Resource Audit, Identifying the Human Resource Audit Goal, Defining the Audit Team, Approaches to Human Resource Audit, and Benefits of Human Resource Audit

UNIT II

HR Audit Methodology and Issues: Introduction, Conducting a Human Resource Audit, Preliminary Steps, Goals of the Audit, Areas of the Audit, Issues in HR Audit. The HR Audit Process: Introduction, Audit of Human Resource Function, Planning Questions, Collecting Data, Analysing the Audit Data, Interpretation: Assessing the Ability for Change, Post Audit Steps

UNIT III

Areas for HR Audit: Introduction, Audit of HR Planning , Audit of HR Development, Audit of Training, Audit of Industrial Relations, Audit of Managerial Compliance , Audit of HR Climate, Audit of Strategies. Audit and HR Scorecard: Introduction, Approach to implement Human Resource Scorecard, Reason for Implementing the Human Resource Scorecard.

UNIT IV

The HR Audit for Legal Compliance and Safe Business Practices: Introduction of Human Resource Audit Cover, Pre-employment Requirements, Hiring Process, New-hire Orientation Process, Workplace Policies and Practices. HR Audit as Intervention: Introduction, Effectiveness of Human Resource Development Audit as an Intervention, Human Resource Audit and Business Linkages.

Text Books

1. Rao, T.V. (2008). HRD Audit - Evaluating the Human Resource Function for Business Improvement, 1/e; New Delhi: Response Books

Reference Books

1. Kelli W. Vito, Auditing Human Resources, Institute of Internal Auditors Research Foundation, 2007
2. Brian E. Becker, Mark A. Huselid, David Ulrich, The HR Scorecard, Harvard Business Press, 2001.
3. John H. McConnell, Auditing Your Human Resources Department: A Step-by-Step Guide to Assessing the Key Areas of Your Program, American Management Association.

SMMC889A	BANKING AND BUSINESS LAWS FOR OVERSEAS OPERATIONS	C
		3

Overview:

This is a distinctive course that provides a comprehensive postgraduate study in the area of banking and finance law.

The program will enable us to develop knowledge and skills in relation to the legal rules regulating the financial and capital markets in the India, as well as at a global level. It also provides an opportunity to learn about the international regulatory frameworks in which banks and other financial institutions operate, as well as commercial financial issues such as the legal framework for international syndicated loans, bond issues, secured credit and insolvency.

It also helps to investigate and apply the complex rules of banking and finance law to novel problems and real-world and hypothetical scenarios.

Objective and Expected Outcome:

This course aims to introduce those students interested in commercial law, international law, and wider development studies to the operation of the international banking system.

It aims to give the opportunity to explore the development and purpose of banking regulations, and to discuss their operation in context. While a key aim is to give you the opportunity to acquire an in-depth knowledge of the law in this area, it also intends to enable you to evaluate the competing pressures on the banking market today, and the innovative sustainable finance. It also imparts students interested in pursuing a career in the area of commercial law. It provides key principles and practices of international banking law also.

On completion of this insightful course, learners, as future managers/ C&F Agents and leaders of MNCs or their own businesses, will be able to:

- Appreciate and understand international banking and assets liability management
- Appreciate General principles of lending with special reference to MNCs
- Appreciate exchange risk management by banks.
- Appreciate the contract for the international sale of goods
- Understand the role of commercial arbitration for settlement of international disputes.

Course Contents:

UNIT I

International Banking: Meaning, purpose and functions; universal banking; TQM in banking; relationship banking; role of commercial banks in international banking; forms of international banking; operation of foreign branches of Indian banks.

Asset liability management: Whole sale and retail banking; international financial centers; risks in international banking. exposure management. Foreign exchange risk management by banks.

UNIT II

Borrowing function: General principles of lending with special reference to MNCs; lending process; assessment of risks (particularly credit risk), syndicated loans; project loans; concept of asset classification and management of NPAs in Indian Context; purpose of security in international banking, Negative Pledge, General Lien. Law regulator in international banking and jurisdiction of courts.

UNIT III

International business law: Meaning; public law and private law; sovereignty; introduction to countervailing duty; antidumping law and anti-trust law. representation abroad: forms; legal aspects; essential clauses in agency agreements.

The contract for the international sale of goods: Concept; formation of the contract-offer, acceptance form of sales agreement; obligations of seller, obligations of the buyer; seller's remedies for breach of contract; rejection of the goods; non-performance by the seller.

UNIT IV

Commercial arbitration for settlement of international disputes: concept and role; arbitration vs. litigation; arbitration vs. conciliation and mediation; salient features of UNICITRAL - model law, jurisdiction, choice of applicable law/proper law of contract; appointment of arbitrators; courts, assistance and control over arbitration proceedings; venue of arbitration; enforcement of arbitral awards.

TEXT BOOKS:

1. Indian Institute of Bankers : International Banking – Legal and Regulation Aspects
2. Wood P. : Law & Practices of International Finance

REFERENCES:

1. Indian Institute of Bankers: International Banking Operations.
2. Indian Institute of Bankers: International Corporate Finance.
3. Srivastava, R.M.: Management of Financial Institutions.
4. Maurice D. Levi: International Finance.
5. Alan C. Shapiro: Foundations of Multinational Financial Mgmt.
6. Faud A. Abdullah: Financial Mgmt. for the Multinational Firms.
7. Dennis J.D. Connor & Alberto T. Buero: International Dimensions of Financial Management.

SMMC881A	ORGANIZATIONAL DEVELOPMENT	C
		3

Overview:

This course explores how systematic organizational interventions are accomplished within complex human networks. You will learn how to use behavioural science to assess an organization's current state and discover routes to its improvement. Also covered will be the role of internal and external consultants in intervention and the resulting impact on human behaviour and organizational performance.

In today's highly competitive and dynamic business environment, it is more important than ever for managers of all disciplines to be able to effectively deal with the wide range of organizational challenges with which they are presented. This course touches upon the full spectrum of organization development (OD) tools and methods which can be utilized to increase organization effectiveness. Students will gain an understanding of all aspects of OD including definitions and process models, leading change, elements of discovery and diagnosis, interventions for individuals, groups and organizations, and organization transformation. While theories are discussed to provide a foundation for learning, the emphasis of this course is to provide students with highly practical problem solving tools which they can quickly take back to any work environment and apply to real-world challenges and opportunities for growth

Objectives and Expected Outcome:

At the end of this course, students should have acquired sufficient knowledge of the field of organization development that they should (1) understand the basic theories upon which the field of OD is based, (2) have developed an understanding of the challenges of leading a planned change initiative and methods to increase the likelihood of success, (3) have developed a working knowledge of all aspects of the OD intervention process including entering and contracting, data collection and diagnosis, intervention methodologies, implementation, and sustaining change, (4) understand the unique challenges of attempting an organization transformation, (5) understand the roles that consultants, internal or external, can play in the OD process, and (6) have improved their own facilitation skills through a team facilitation assignment.

Course Content:

UNIT I

Organizational Development: Introduction, Nature, Values, Assumption and beliefs in OD, Foundation to OD, (Models and Theories), Action Research, OD Process, Factors affecting OD.

UNIT II

OD Intervention: interventions, Comprehensive OD, Structural intervention and Future of OD.

UNIT III

OD Intervention: Comprehensive OD, Structural intervention, Training Experiences

UNIT IV

Power, Politics and Organizational Development, Future of OD, Learning organization: Meaning, Nature, Feature, TQM and learning Organization and Blue print of Learning Organization.

Text Books

1. French, W. L., & Bell, C. H. (2013). *Organizational development* (6th ed.). New Delhi: Pearson India.
2. Pathak, H. (2010). *Organizational change* (1st ed.). New Delhi: Pearson Publication.

Reference Books

1. Cummins, T.G., & Worley, C.G. (2015). *Organizational change and development* (10th ed.). Mason: Cengage Publication.
2. Bhattacharyya, D. K. (2011). *Organizational change and development* (1st ed.). New Delhi: Oxford Press Publication.
3. Senior, B., & Swailes, S. (2016). *Organizational change* (5th ed.). New Delhi: Pearson India.

SMMC854A	PROJECT AND INFRASTRUCTURE FINANCE	C
		3

Overview:

Project finance is used on a global basis to finance over \$300 billion of capital-intensive projects annually in industries such as power, transportation, energy, chemicals, and mining. This increasingly critical, financial technique relies on nonrecourse, risk-mitigated cash flows of a specific project, not the balance sheet or corporate guarantee of a sponsor, to support the funding; using a broad-based set of inter-disciplinary skills. Project finance is a specialized financial tool necessitating an in-depth understanding of markets, technology, sponsors, offtakers, contracts, operators, and financial structuring. It is important to understand the key elements that support a project financing and how an investor or lender can get comfortable with making a loan or investment. Several industries will be used to demonstrate project-financing principles.

Objective and Expected Outcome:

This main objective of the course is to provide an understanding and appreciation of a financing technique that is widely used to finance infrastructure projects today. Project Finance, as it is called, differs quantitatively and qualitatively in many ways as compared to the traditional corporate finance. This course will provide an exposure to this innovative financing method - Project Finance, and its applicability and utility across industries.

The objective of this course is to give an exposure to the world of project finance on the following areas:

- Project structuring.
- Understand the complexities of accurately constructing and evaluating cash flows.
- Risk assessment and management in infrastructure projects.
- Financing and valuation of infrastructure projects.
- PPP's in infrastructure.

At the end of the course, students should be able to identify projects that meet the essential criteria for a project financing and know how to create the structure for a basic project financing. Various sources of financing will be discussed including commercial banks, equity sources, the bond markets and leasing. Financial modeling will be used as an important tool in understanding the economics, risks and sensitivities of a project.

Course Content:

UNIT I

Phases and objectives of capital budgeting; generation and screening of project ideas; market, demand and situational analysis, technical analysis and financial analysis.

UNIT II

Special decision situations, analysis of project risk; appraisal criteria, firm risk and market risk.

UNIT III

Social cost benefit analysis, UNIDO approach, SCBA by financial institutions, project financing in India - project appraisal by financial institutions, environmental appraisal of Projects.

UNIT IV

Project management: organisation, planning, control, human aspects and pre -requisites. Financing infrastructure projects: Concept, rational and financial instruments; Public finance for infrastructure projects; BOOT/ BOT system for infrastructure projects.

Text Books:

1. Chandra, Prasanna, Projects : Planning Analysis, Selection, Implementation and Review, Tata McGraw Hill, New Delhi, 2002.

Reference Books:

1. Bhavesh, M Patel, Project Management, Vikas Publishing House, New Delhi.
2. Machiraju, H. R., Project Finance, Vikas Publishing House, New Delhi.
3. Rao, P.C.K., Project Management and Control , Sultan Chand & Sons, N.Delhi.
4. Nijiru, Cyrus and Merna, Tony, Financing Infrastructure Projects, Thomas Telford, UK, ISBN

SMMC827A	CONSUMER BEHAVIOUR- EXPECTING THE	C
	UNEXPECTED	3

OVERVIEW:

An essential component of marketing is consumer insight – both the obvious needs and wants that are on the surface of conscious thought, but also the deeper, possibly unconscious motives that drive human behavior at an implicit level. Psychological science has produced numerous theoretical and technological advances in recent years that offer unprecedented access to the inner workings of the mind, and allow for new ways to assess opinion, test new products, evaluate packaging, predict emerging needs, design promotion and advertising executions, and map out overall marketing strategy. This course gives an overview of psychological knowledge as it pertains to capturing consumer insight, and includes a consideration of how the brain works, what factors influence consumer choice, and a critical evaluation of psychological assessment tools (including such diverse methods as online surveys, brain imaging, computerized reaction time assessment, and eye-tracking). The course also reviews a range of “levers” that can influence purchase behavior in unexpected ways and at efficient cost. The course is organized around a model of human cognition rooted to sequential mental processing steps (e.g., awareness, interpretation, attitude, etc.) that intervene between the marketing mix (input) and purchase behavior (output). Armed with this conceptual framework, the course covers the major topics of consumer Behavior, including attitudes, impulsive vs. deliberative purchase, psychographic profiling and assessment, brand loyalty, experiential marketing, self and identity, and product satisfaction. The course uses a mix of large cases, mini-cases, and lectures to advance these concepts.

OBJECTIVE AND EXPECTED OUTCOME:

This course provides an overview of consumer Behavior and is based primarily on the discipline of social psychology. The course goals are:

1. To acquire an understanding of the psychological processes that underlies the effectiveness of marketing strategy in terms of impact on Consumer Behavior.
2. To acquire a knowledge base that enables critical assessment of current and future metrics, research technologies, and research data output.
3. To acquire a “toolbox” of psychological principles applicable to marketing strategy.

COURSE CONTENT:

UNIT I

Significance and Underlying Principles of Consumer Behavior; The Basic Consumer Decision Process; Methods of Studying Consumer Behavior; Using Consumer Analysis to Build Consumer Relationships and Loyalty.

UNIT II

Pre-Purchases Processes; Consumer Resources and Purchase Decision Process; Post-Purchase Behavior; Consumer Demographics and Psychographics; Personality Factors in Consumer Behavior; Consumer Motivation and its Challenges; Managing Consumer Knowledge; Consumer Behavior towards New and Innovative Products.

UNIT III

Impact of Culture; Ethnicity and Social Classification on Consumer Behavior; Family Influences; Household Consumer Behavior; Group Influences; Influence through Dyadic Exchanges.

UNIT IV

Approaches to Attracting Consumer Attention; Managing Consumer Exposure; Process of Customer Opinion Formation; Approaches to Changing Consumer Opinion; Improving Consumer Memory through Cognitive Learning and Retrieval; Brand Recognition and Recall Measures.

TEXT BOOK

1. Schiffman L. G., Wisenblit J., & Kumar, S.R. (2015). Consumer behavior (11th ed., 4 color). New Delhi: Pearson Publication.
2. Blackwell, R. D., Engel, J. F., & Miniard, P. W. (2006). Consumer behavior (10th ed.). New Delhi: Thomson, South-Western.

REFERENCE BOOKS

1. Hawkins. (2012). Consumer behavior: Building marketing strategy (12th ed.). New Delhi: McGraw Hill Education.
2. Kumar, S. R. (2009). Consumer behavior and branding: Concepts, readings and cases- The Indian context, (1st ed.). New Delhi: Pearson Education.