



PANJAB UNIVERSITY, CHANDIGARH-160014 (INDIA)

(Estd. under the Panjab University Act VII of 1947 – enacted by
the Govt. of India)

**FACULTY OF BUSINESS MANAGEMENT AND
COMMERCE**

**OUTLINES OF TESTS SYLLABI AND COURSES OF
READING**

FOR

M.COM. (BUSINESS ECONOMICS)[SEMESTER SYSTEM]

For the Session, 2016-2017

PANJAB UNIVERSITY, CHANDIGARH

SCHEME, SYLLABI AND COURSES OF READING FOR M. COM. (BUSINESS ECONOMICS) SEMESTER SYSTEM EXAMINATION, 2016-2017

- Note:
1. The duration of the examination in each subject will be 3 hours.
 2. Maximum marks for external/written examination are 80 marks and Internal Assessment is 20 marks.
 3. The marks for Internal Assessment will be divided as Follows:
 - (a) Attendance: 20%
 - (b) Written Assignments: 30%
 - (c) Mid Semester Test: 50%

N.B.: Use of non-programmable calculators by the students in the Examination Hall is allowed. The calculators will not be provided by the University.

INSTRUCTIONS TO THE PAPER SETTERS:

IF THERE ARE TWO UNITS: Set 10 questions in all. Five questions from each unit. The students are required to answer five questions in all selecting at least 2 questions from each unit.

IF THERE ARE THREE UNITS: Set 10 questions in all. Three or Four questions from each unit. The students are required to answer five questions in all selecting at least one question and not more than two from each unit.

IF THERE ARE FOUR UNITS: Set 10 questions in all two or three question from each unit. The students are required to answer five questions in all selecting at least one question from each unit.

IF THERE ARE FIVE UNITS: Set 10 questions in all. Two questions from each unit. The students are required to attempt five questions in all selecting one question from each unit.

<u>1ST SEMESTER</u>		Marks
MB 6101	Micro Economics	100
MB 6102	Quantitative Methods in Business	100
MB 6103	Management Information System	100
MB 6104	Accounting for Managerial Decisions	100
MB 6105	Organizational Behavior	100
MB 6106	Marketing Management	100
MB6107	Workshop on IT and its application in Business	100
Total :		700

<u>2ND SEMESTER</u>		Marks
MB 6108	Macro Economics	100
MB 6109	Financial Management and Policy	100
MB 6110	Corporate Tax Planning	100
MB 6111	Research Methodology in Commerce	100
MB 6112	Business Environment	100
MB 6113	Legal Framework of Business	100
MB 6114	Viva-Voce and Summer Training Project	100
		Total : 700

Note: 1. After 2nd semester Examination all students will be required to undergo summer training for 6-8 weeks in an organization approved by the Chairman/Head and submit a report thereon.

2. Summer Training Report will be submitted within two weeks of the commencement of third semester and viva-voce will be fixed within fifteen days thereof

<u>3RD SEMESTER</u>		Marks
Compulsory Papers :		
MB : 7101	Operation Research	100
MB : 7102	Business Forecasting and Econometrics	100
MB : 7103	Project Planning and Control	100
MB : 7104	Decision Making Under Uncertainty	100
MB 7105:	Business Ethics and Corporate Governance	100
<u>One of the following groups each with two papers</u>		
Group-A Banking and Insurance		
MB : 7106	Banking and Insurance Legislation	100
MB : 7107	Financial Markets and Institutions	100
Group-B Trade and Marketing		
MB : 7108	Industrial Structure and Performance	100
MB : 7109	Foreign Trade and Foreign Business	100
		Total : 700

4TH SEMESTER

Marks

Compulsory Papers :

MB : 7201	Contemporary Indian Economy	100
MB : 7202	Business Policy and Strategic Management	100
MB : 7203	Consumer Behaviour	100
MB : 7204	Industrial Economics	100
MB: 7205	Viva óvoce	100

One of the following groups each with two papers

Group-A Banking and Insurance

MB :7206	Marketing of Financial Services (Insurance and Banking)	100
MB :7207	International Banking	100

Group-B Trade and Marketing

MB :7208	Retail and Supply Chain Management	100
MB :7209	International Business Laws	100

Total : 700

FIRST SEMESTER

MB 6101: MICRO ECONOMICS

Time : 3 Hours

Max. Marks : 100

External : 80

Internal : 20

Objective: The objective of the paper is to rigorously and comprehensively equip the students with theoretical concepts, methodology and process of reasoning involved in analyzing economic behavior of individuals, firms and markets.

Unit I

Nature & scope of Micro-Economics: Demand theory & techniques of demand estimation.

Demand elasticity: Definition, types, measurement, factors & importance.

Theory of production: Law of returns, law of variable proportion & returns to scale. Production function for a single & multiple products, technological progress & production functions.

Unit II

Cost & cost curves: Concept of nominal, real, economic, implicit, explicit and opportunity cost. Cost curves under short run & long run. Constant, increasing & decreasing returns to scale. Economies & diseconomies of scale.

Unit III

Perfect Competition: Features, profit maximization and equilibrium of a firm & industry in short run & long run under perfect competition. Role of time element in price determination.

Monopoly: Features, equilibrium of firm & industry in short run & long run. Benefits of monopoly power. Monopoly price determination.

Unit IV

Monopolistic competition: Characteristics. A firm's short & long run equilibrium with differentiated products & selling costs (advertisement). The issue of excess capacity under monopolistic competition.

Oligopoly: Features, price leadership, kinky demand curve analysis, equilibrium under short run & long run.

Unit V

Distribution: Wages: Meaning, types, marginal productivity theory of wages, modern theory of wages.

Rent: Meaning, types, Ricardian theory of rent, Modern theory of rent, quasi rent.

Interest: Meaning. Types, classical theory of interest , neo-classical theory of interest, liquidity preference theory of interest.

Profit: Nature, types, dynamic theory of profit, innovation theory of profits, risk bearing theory of profits, uncertainty bearing theory of profit.

References:

1. Salvatore Dominick (2003) : Micro Economics: Theory and applicayions;4th Edition, Oxford University Press.
2. Pindyck, Robert S., Rubinfel Daniel, L. : Micro Economics, Prentice Hall of India, New And Gupta, P.L.(2006) Delhi
3. Ferguson,C.E. and Gold J.P.(1989) : Micro Economic Theory(6th Edition) All India Book Seller.
4. H.L. Ahuja : Advanced Economic Theory
5. A. Koutsoyiannis : Modern Micro Economics
6. Edger K. Browning, Jaqceleme M. Browning : Micro Economic Theory

MB 6102 : QUANTITATIVE METHODS IN BUSINESS

Time : 3 Hours

Max. Marks : 100

External : 80

Internal : 20

Objective: The objective of the course is to acquaint the students with statistical techniques for managerial decision making with emphasis on their applications in business and economics.

Unit-I

Frequency distribution, graphical representation, Measures of Central Tendency: types of averages- (simple and weighted), median and mode, harmonic and Geometric mean. Measures of Dispersion: Range, Quartile deviation, Mean deviation, Standard deviation and Coefficient of variation.

Unit-II

Probability and Probability distribution: definitions, probability rules, states, independence, joint probability, marginal probability. Notion of random variables. Expectation, Bayes's Theorem, probability distribution. Binomial distribution. The Poisson distribution and the normal distribution. Regression Analysis and Correlation Analysis; (Two Variables only).

Unit-III

Hypothesis Testing : Meaning of population, parameters and statistics, Central limit theorem, concept of Standard error, Confidential limit estimation of population parameters, properties of a good estimator, Point and interval estimation, hypothesis formulation and testing procedure, Type I and Type II errors, one tail and two tail tests- Sampling of Attributes- Estimation and testing Number and Proportions of Successes, Difference between two proportions.

Unit-IV

Sampling and Sampling Distributions. Large and Small Sample tests (Z-test, T-test and F-test). Applications of T-test- ANOVA- assumptions, procedure, one-way and two-way analysis of variance.

Unit-V

Non Parametric Test; Chi square, Run Test and Sign Test.

Statistical Decision Theory: Introduction, steps or stages of decision making theory, components, utility theory, decision making under uncertainty, decision making under risk and decision making under certainty, decision tree.

References :

- Levin R.I. and D.S.
1. Rubin : Statistics of management, Prentice Hall of India.

2. S.C. Gupta : Fundamentals of Statistics, Himalaya Publishing House, New Delhi.
3. Anderson : Quantitative Methods for Business Decision, Thomson
4. Barry Render, Ralph M Stair Jr. Micheal E Hanna : Quantitative Analysis for Management, Prentice Hall of India.
5. Anderson : Introduction to Management Science: Quantitative Techniques for Decision making, Thomson.
6. D.C. Sancheti & V.K. Kapoor : Statistics, Sultan Chand & Sons, New Delhi
7. Sharma J.K. : Operations Research Theory and application, Macmillan India Ltd
8. Gupta S.P. : Statistical Methods, S Chand & Sons, New Delhi

MB 6103 : MANAGEMENT INFORMATION SYSTEM

Time : 3 Hours

Max. Marks : 100

External : 80

Internal : 20

Objective: The objective of this course is to acquaint the students with the technical environment of business. The focus of this course is to help the participants in challenges encountered in M.I.S. implementation

Unit I

MIS Definition -Characteristics -Evolution of MIS: Concepts; framework for understanding and designing MIS in an organization; MIS and other related disciplines: MIS and Management Accounting, MIS and Computer Science, MIS and OR, MIS and Organizational Behavior, MIS and Management.

Unit-II

Concept of information: definition, features, types, process of generation and communication; quality of information; information overload; techniques for managing overload; summarizing; filtering; inferences and message routing. System concepts: definition, types and characteristics of system-control in systems: feedback: positive and negative; negative feedback control system, input, process and output control; law of requisite variety.

Unit-III

Structure of MIS: Basic structural concepts: formal and informal information systems; public and private information systems; multiple approaches to the structure of MIS: Operational elements (physical components, process, and outputs for users), activity subsystems, functional subsystems and decision support ó synthesis of multiple approaches into a conceptual structure for MIS.

Unit IV

System Development and Implementation: System development methodologies; SDLC approach; prototyping approach and user development approach -Systems Analysis; Systems Design; Concepts of database and database design; system implementation; management of information system projects; system documentation óinformation system audit. Security of information resources; threats to information resources; security systems for risk management. Enterprise Resource Planning Systems

Unit V

Issues in Information Technology Management in India. Problems and prospects of I.T. implementation in Business Organizations. Information Systems in Marketing Operations. Human Resource Management. Accounting and Finance. Project Management. Management Information Services. Managing International Information Systems.

References :

1. Menneth C. Landon, Jane P.Landon : öManagement Information Systems Managing the Digital Firmö.
2. Merrdick and Ross : öInformation Systems for Managementö.
3. Oø Brian, James A : Management Information Systems, Tata McGraw Hill, New Delhi.
4. Gordon B Davis, etEl : Management Information System; Prentice Halll of India, New Delhi.
5. Post Gerals V and Anderson, David L : Management Information Systems, Tata McGraw Hill, New Delhi.

MB 6104 : ACCOUNTING FOR MANAGERIAL DECISIONS

Time : 3 Hours

Max. Marks : 100

External : 80

Internal : 20

Objective: The course aims to acquaint the students about the concepts, techniques and methodology relevant to accounting function and to impart knowledge regarding their use in managerial decision making.

Unit-I

Introduction to Accounting: Relationship of Economics with Accounting. Accounting Concepts, conventions and principles, branches of accounting: Financial, cost and management accounting and their inter-relationship.

Unit-II

Marginal Costing and Break-even Analysis: Concept of marginal cost, marginal costing and absorption costing; cost volume profit analysis, break-even analysis. Assumption and practical applications of break-even analysis. Decisions relating sales mix make or buy decisions and discontinuation of a product line.

Unit-III

Budgeting : Definition of Budget, Essentials and budgeting kinds of budgets ó Functional Budgets, Master Budget, Fixed and Flexible Budget, Budgetary control, Zero-Base Budgeting, Activity Based Budgeting.

Unit-IV

Standard Costing and Variance Analysis: Standard costing as a control technique, setting, of standards and their revision. Variance analysis ó Meaning and importance, kinds of variances and their uses computation of material, labour and overhead variances.

Unit-V

Accounting Plan and Responsibility Centers : Meaning and significance of responsibility accounting, responsibility centers : cost centre, profit centre and investment centre. Objectives and significance of responsibility centers, transfer pricing. Reporting to management ó objectives need types and methods.

References :

1. Horngren, Sundem and Ostratton : Introduction to Management Accounting ó Prentice Hall of India.
2. Hilton : Management Accounting, The McGraw Hill. Accounting for Management Test and Cases, Vikas Publishing House.
3. Bhattacharyya, Deardon :

MB 6105 : ORGANIZATIONAL BEHAVIOUR

Time : 3 Hours

Max. Marks : 100

External : 80

Internal : 20

Objective: The objective of this course is to develop understanding among students about the organizational behaviour. The course will help them to understand and predict the human behaviour in organization.

Unit I

Organizational behaviour: concept & significance, contributing disciplines to OB, challenges and opportunities of OB. Individual behaviour: personality, perception , learning, attitude and values.

Unit II

Group dynamics & Group development: definition & importance, types of groups, group formation, group development, group composition, group performance factors, group cohesiveness, group decision making.

Team development: concept, importance, types of teams, factors affecting team performance, team building techniques.

Unit III

Leadership: Concept, leadership styles, theories- trait theory, behavioral theory, contingency theory, Harsey and Blanchard's situational theory; Managerial grid; Likert's School of leadership.

Motivation: need, importance, types, factors & theories of motivation-Need hierarchy, Two factor theory, Theory X and Theory Y, ERG , Expectancy model, Porter and Lawler model of motivation ,Equity, Goal setting, Mc Clelland's need theory of motivation.

Unit IV

Interpersonal & Organizational Communication: Concept, importance of communication, communication process, types of organizational communication, barriers to effective communication, improving communication, Transactional analysis.

Organizational conflict: Concept, sources, patterns, levels of conflict, traditional & modern approach to conflict, functional & dysfunctional organizational conflicts, and resolution of conflicts.

Unit V

Organizational change: concept, process of organizational change, resistance to change, overcoming resistance to change.

Organizational development: meaning, significance, process of organizational development, organizational development interventions.

Stress Management: Individual & Organizational factors to stress, consequences of stress on individual & organization. Management of stress.

References:

- 1, Stephen Robbins, Organizational Behavior, Pearson Education
2. Fred Luthans, Organizational Behavior, Mc Graw Hill
3. Wagner, Organizational Behavior, Thomson Learning
4. S.S. Khanka, Organizational Behavior, S.Chand & Co., New Delhi
5. Dr. S. Shahjahan & Linu Shahjahan, Organisational Behavior, New Age International Publishers, New Delhi.
6. Hellriegel, D & J.W. Slocam, Organizational Behavior, Thomson Learning
7. McSchane, Organization Behavior, TMH.
8. New Storm Davis Organization Behavior, TMH, New Delhi
9. Slocum, Fundamentals of Organizational Behavior, Thompson Press (Indian Edition).
- 10 Cummings, Thomas G. and Christopher G. Worley, Organisation Development and Change, Thomson Learning.
- 11 Ramnarayan S., T.V. Rao and Kuldeeo Singh, Organisation Development Interventions and Strategies, Response Books, New Delhi.

MB 6106 : MARKETING MANAGEMENT

Time : 3 Hours

Max. Marks : 100

External : 80

Internal : 20

Objective: The objective of the course is to familiarize the students with the basic concepts and principles of marketing and to develop their conceptual and analytical skills to be able to manage marketing operations of a business firm.

Unit-I

Marketing tasks and Philosophies; marketing environment; the consumer market and buyer behavior, Strategic Marketing Process : Industrial Markets; Market Segmentation..

Unit-II

Market Measurement and forecasting, marketing of Services, Marketing Mix in Services, Concept of relationship marketing, Multi level marketing.

Unit-III

Decisions relating to product policy including branding and packaging; price policies and strategy channel decisions; management of physical distribution. Product Development, Product Life Cycle.

Unit-IV

Promotional decisions including management of personal selling, management of advertising and sales promotion; Marketing Control; International Marketing Tasks.

Unit-V

Introduction to Internet Marketing ó Origin, growth, prospects, terminology, technology. The demographic, psychographic and behavioural profile of internet users. B2B Scenario, Concept of green marketing.

References :

1. Cundiff. Still & Govoni : Fundamentals of Modern Marketing.
2. Philip Kotler :Marketing Management : Analysis, Planning & Control.
3. Hunt, Shelby : Modern Marketing Theory
4. Stanton : Fundamentals of Marketing.
5. Philip Kotler : Principles of Marketing.

6. Robert Buzell : Marketing Management.
7. Tull, S. Kahel, L.R. : Marketing Management.
8. Kelley & Lazer :Managerial Marketing : Perspectives and View Point.
9. E.J. Mcarthy :Basic marketing ó A Managerial Approach.
10. Subhash C. Mehta : Indian Consumers
11. Dholakia, Khurana :Marketing Management, Cases & Concepts.
12. S. Neelamegham :Marketing Management and the Indian Economy.
13. Hanson Wad :Principles of Internet Marketing.
14. McDonald Malcolm and :E-Marketing ó Improved Marketing Effectiveness.
Hugh Wilson
15. Zimmerman, Jan : Marketing on Internet.

Objective: The objective of the course is to expose the students with the use of IT technologies to solve business problems regarding various functional areas of business.

Unit-I

IT applications in commerce-application areas - An Overview of Management Science and Quantitative Analysis: The Management Science Process - Model development- Steps in modeling- Benefits of Business models.

Unit-II

Introduction to Spread sheet- Understanding basic features of Spread sheet ó Statistical functions- Database Functions -Finance Functions - Logical statements and formula creation- Creating Charts.

Unit-III

Building decision models and data analysis through Spreadsheets - Forecasting Analyzing Financial Statements using accounting ratios - Project Appraisal IRR,NPV, MIRR - Inventory management ó EOQ and Quantity discounts- Leasing decisions ó Flexible budgets -Break even analysis-goal seek-scenario management and pivot table applications.

Unit-IV

Database management systems - Concept of database-features- components of DBMS, Types of databases hierarchical, network, relational,-Normalization- Database administrator- Data warehousing- Data mining .Features of RDBMS -Database design and application development ó Tables- creation- relationships- Forms designing forms queries- types of queries- reports- report design-use of RDBMS in business decisions.

Note: The workshop will include (a) Regular training of the students in labs and through interactions with experts and presentations. (b) Assigning a project to the students as per the curriculum of the subject (c) Internal Examination to be conducted by the subject teacher (e) Presentation session of the students on the assigned project.

References:

1. Hoffer, Jeffrey A, Marry B. Prescott, and Fred R. McFadden: Modern Database Management, Pearson Education, New Delhi.
2. Silberschatz, Korth and Sudarshan: Database System and Concepts, Tata McGraw Hill, New Delhi.
3. Novathe and Elmasri: Fundamentals of Database Systems, Addison Wesley. Loney, Kevin and George Kochi, Oracle 9i, The Complete Reference, Tata McGraw Hill, New Delhi.
5. Ullmann, Jeffry D, Principles of Database Systems, Galgotia, New Delhi. Post, Gerald V., Database Management Systems, Tata McGraw Hill.
7. Stephan G Powell and Kenneth R Baker Management Science, Art of Modeling with Spread Sheets, Wiley India(p) Ltd., New Delhi.
8. Elmasri and Nawathe- Fundamental of Database Systems, Pearson Education Asia, New Delhi.

SECOND SEMESTER

MB 6108: MACRO ECONOMICS

Time : 3 Hours

Max. Marks : 100

External : 80

Internal : 20

Objective: Macro economics or aggregate economic Analysis establishes the functional relationship between the large aggregates. The aggregate analysis has assumed such a great significance in recent times that a prior understanding of macroeconomic theoretical structure is considered essential for the proper comprehension of different issues and policies.

Unit-I

Consumption function, theories of consumption function, factors affecting the level of aggregate consumption, average and marginal propensity to consume, propensity to save, psychological law of consumption and its importance.

Investment: Meaning, types, factors affecting investment, role of investment, investment function. Role of monetary and fiscal policy. Business cycles and trade cycles.

Unit-II

National income: Meaning, concept of national income. Measurement of national income and its significance.

Inflation and Macroeconomic policies: Cost push and demand pull theories of inflation. Measures to control inflation.

Unit-III

Money and Banking: Money: Definition, functions and role.

Quantity theory of money: Fisher's equation, Cambridge equation,. Keynesian Liquidity preference theory.

Banking: Major functions of commercial banks and process of credit creation.

Unit-IV

Classical theory of income output and employment, Keynesian theory of income, output and employment. Evaluation of Keynesian theory. Keynesian theory and underdeveloped countries

Unit-V

Balance of payments: Current and capital accounts, disequilibrium in balance of payments and its consequences. Exchange rates.

References:

1. J. Aschheim and C.Hiech : Macroeconomics: Income and Monetary theory
2. Branson, W. H. (1994) : Macroeconomic Theory and Policy, Harper and Row, New York
3. Edward Shapiro : Macro economics
4. H.L. Ahuja : Advanced economic theory
5. Friedman, M. (1970) : A Theory of the Consumption Function, Oxford and IBH. 6. Hicks, J. R. (1950)
: A Contribution to the Theory of Trade Cycles,
Clarendon Press, Oxford.
7. Hicks, J. R. (1974) : The Crisis in Keynesian Economics, Oxford University Press, New Delhi.

MB 6109: FINANCIAL MANAGEMENT AND POLICY

Time : 3 Hours

Max. Marks : 100

External : 80

Internal : 20

Objective: The objective of the course is to help the students in planning, organizing, directing and controlling the financial activities such as procurement and utilization of funds of the enterprise.

Unit-I

Corporate Finance: Goals and Functions of Finance; Market risk and return; Capital Budgeting Decisions : Investment Evaluation Criterion; Methods of Estimating Cash Flows and Cost of Capital; Investment Decisions Under Capital Rationing.

Unit-II

Capital Structure Decisions : Relationship between Capital Structure and Value of A firm (Net Income Approach, Net operating Income Approach, Traditional Approach, Modigliani and Miller Approach); Factors Influencing Capital Structure; EBIT-EPS Analysis; Operating and Financial Leverage.

Unit-III

Working Capital Management : Need for Working Capital : Determinants of Working Capital Requirements and their Estimation; Sources of Working Capital Finance; Management of Cash and Inventory.

Unit-IV

Dividend Decisions: Forms of Dividends; Objectives of Dividend Policy; Dividend Theories (Walter, Gordon and Modigliani and Miller Models).

Unit-V

Emerging Areas of Corporate Finance: Lease Financing; Venture Capital Financing; Corporate Restructuring & Mergers, Acquisitions, Takeovers and Privatisation (Motives behind them and their cost-benefit analysis).

References :

1. I.M. Pandey : Financial Management, Vikas Publishing House, New Delhi.
2. Khan and Jain : Financial Management, Tata McGraw Hill, New Delhi.

3. R.M. Srivastava : Financial Management and Policy, Himalyan Publishing House, Bombay.
4. Prasana Chandra : Financial Management ó Theory and Practice, Tata McGraw Hill, New Delhi.
5. J.J. Hampton : Financial Decision Making Concepts. Problems and Cases, Prentice Hall of India, New Delhi.
6. Van Horne : Financial Management and Policy, Prentice Hall of India, New Delhi.
7. J. C. Verma : Corporate Mergers Amalgamations and Takeovers, Bharat Law House, New Delhi.

MB 6110 CORPORATE TAX PLANNING

Time : 3 Hours

Max. Marks : 100

External : 80

Internal : 20

Objective: The primary objective of this course is to make the students familiar with relevant provisions of the taxation for entrepreneurs. At the conclusion of the paper students will have a thorough knowledge about the Direct and Indirect Taxation System prevalent in India.

Unit I

Introduction to Corporate taxation: Importance of tax planning as a management decisions, minimizing tax liability: tax evasion, tax avoidance and tax planning, objectives and basis of tax planning, key terms related to tax assessment of companies: Indian company ,domestic company, foreign company, investment company, residential status of a company, scope of total income, carry forward and set of losses, minimum alternative tax, provisions related to tax assessment of companies, tax assessment rates and exemption limit for companies

Unit II

Tax planning for different entities: tax provisions for new businesses, export business, industrial undertakings and infrastructural development undertakings, SEZ business in special category states ,hotel industry, telecom industry, entertainment industry, IT, power ,shipping and aircraft, oil and minerals, construction and retail business, related tax deductions allowed to respective industries, business restructuring and tax planning: tax and relief provisions under merger ,amalgamations and acquisitions, demerger

Unit III

Tax planning vis-à-vis, managerial decisions: capital structure decisions in wale of tax planning, provisions related to tax on dividend and deductions allowed, tax planning through bonus shares, lease or buy decisions, make or buy decisions, repair/renewal or replacement decisions, tax planning through employees remuneration: fringe benefits of tax, ESOPs, double taxation relief, advance tax payment procedure ,TDS,: tax on salary, Interest, dividend interest

Unit IV

Value Added Tax-Its features, terms, definitions, procedure of assessment, filling of returns. Central sales tax act: objectives, key terms and provisions, service tax: general principles, charge and exemptions, registration and mode of payment

References:

1. Agarwal K.K. , Corporate tax planning, Atlantic publishers and distributors.
2. Agarwal K.K. , Direct tax planning and Management, Atlantic publishers and distributors.
3. Ahuja,G. and Gupta, R. . Corporate tax planning and Management, Bharat Law House,New Delhi
4. Singhanian, V.K., Direct Taxes- Law and Practice, Taxmann Publications_Pvt Limited,New Delhi

MB 6111: RESEARCH METHODOLOGY IN COMMERCE

Time : 3 Hours

Max. Marks : 100

External : 80

Internal : 20

Objective: The objective of this paper is to impart knowledge about various stages of the research processes and their application in Commerce and Management Education.

Unit-I

Introduction to research in Business- meaning of research, types of research, purpose of research, qualities of a researcher. Choosing the research problem. General phases and principles of research procedure. Scientific Method- definition, stages of scientific study.

Unit-II

Data Collection- Types of data, use of bibliographical data in research- use of books, periodicals and encyclopedia. Case Study method, Survey method- Observation method, Interview method, Questionnaire method, designing questionnaires and schedule. Selection of method- advantages and disadvantages of various methods.

Unit-III

Formulating hypothesis- meaning and types of hypothesis, hypothesis testing procedure, errors in hypothesis testing. Review of sampling methods, sampling designs, scaling techniques, research designs.

Unit-IV

Presentation of Information- Analysis of information- classification, tabulation and interpretation. Presentation of data, and its applications,. Pictorial presentation. Composition of information (quotation, footnotes, bibliography, tables, abbreviations.). Style of writing, coordinating contents- Front matter (blank sheet, title page, dedication, preface, table of contents, list of tables, list of figures, list of appendices etc.)- Text proper (chapter wise information)- Back matter (appendices, glossary, bibliography, index, blank sheet)

Unit V

Multivariate Analysis- an overview of dependence and interdependence methods (multiple regression, discriminate analysis, conjoint analysis, factor analysis, cluster analysis), Research findings and preparation and writing of Research Report.

References:

1. Methods of Social Survey and Research, S. R. Bajpai, Kitab Ghar, Kanpur.
2. Zikmund, Millian G., Business Research Methods, Thomson Learning, Bombay.
3. Cooper, Donald R. and Pamel Schindler, Business Research Methods, Tata McGraw Hills, New Delhi.
4. Geode, Millian J. & Paul K. Hatl, Methods in Research Methods, Tata McGraw Hills, New Delhi
5. Shekhran, Uma, Business Research Method, Miley Education, Singapore.
6. Kothari, C.R., Research Methodology- Methods and Techniques, New Age International Publishers.

M. Com. (Business Economics)

MB 6112: BUSINESS ENVIRONMENT

Time : 3 Hours

Max. Marks : 100

External : 80

Internal : 20

Objective: The objective of this course is to acquaint the students with the concept of Business Environment. This course will help the students to understand the impact of environmental changes on business.

Unit-I

Nature, Role and changing profile of business environment; Micro & Macro environments and their significance for business.

Unit-II

Social responsibility of Business, Social Audit; Role of business pressure groups in changing Business Environment.

Unit-III

Indian Economic Environment; Indian Economic System ó its basic features, promotional and regulatory role of State; Economic planning process in India; Current central budget plan and implications of economic policies for business.

Unit-IV

Institutional infrastructure for Export in India. India's export performance; India's export-import policy. Trade liberalization and incentives, Role of SEZ.

Unit-V

Global business environment: Significance of Foreign Investment in India; Opportunities and threats in WTO and the New International Trading Regime; Tariff and non-tariff barriers in global trade.

References:

1. Adhikary, M. : Economic Environment of Business.
2. Aswathappa, K. : Legal Environment of Business.
3. Davis and Biomstrom : Business and its Environment.
4. Ghosh, Alak : Indian Economy.
5. Nair and Kumar (ed) : Intellectual Property Rights.
6. Mussieman and Hughes : Introduction to Modern Business, Issues and Environment.
7. Ramchandran, K.S. : Global Trade-Challenges and Opportunities.
8. R.L. Varshney & B : International Marketing Management. Bhattacharya

MB 6113: LEGAL FRAMEWORK OF BUSINESS

Time : 3 Hours

Max. Marks : 100

External : 80

Internal : 20

Objective: The objective of this course is to acquaint the students with various laws related to business .This will help them to conduct business effectively

Unit-I

Corporate personality, features of company, registration and incorporation, memorandum of association, articles of association, prospectus, shares, shareholders and members.

Unit-II

Management of companies: directors, their appointment, duties, liabilities and powers. Meetings of a company. Borrowing power of the company, charges and their registration. Prevention of oppression and mismanagement, winding up of a company; compulsory winding up and voluntary winding up.

Unit-III

Objectives of Foreign Exchange Management Act, provisions of FEMA dealing with regulation and management of foreign exchange, economic offences and penalties. Objectives of SEBI, provisions of SEBI and dealing with takeover and substantial acquisition of shares, buyback of shares and investor protection.

Unit-IV

Objectives of Consumer Protection Act 1986, rights of consumers, duties and obligations of business organization under Consumer Protection Act. Objectives of Environment Protection Act 1986. Duties and obligations of business organization under Environment Protection Act.

Unit-V

Labour Law: Factories Act; Industrial Disputes Act; Workman's Compensation Act. Payment of Wages Act, Payment of Bonus Act

References:

1. V.S. Datey : Student's Guide to Economic Laws
2. Avtar Singh : Company Law
3. V.S Datey : Student's Guide to Company Laws
4. A.K. Majumdar & G.K.Kapoor: Company Law & Practices

MB 6114: VIVA VOCE AND SUMMNER TRAINING PROJECT

Max. Marks : 100

Internal : 100

After the Completion of Second Semester Examination the students will go on 6-8 Weeks summer training in various Industrial undertakings, banking and financial services institutions, and Retail Sector organizations, undertake a project there to study a particular problem and file three copies of summer training report within 15 days completion of the training. The student has to file a certificate of completion of training issued by training organization. A VIVA-VOCE Examination will be conducted by the External examiner appointed by the University on the problems undertaken in the summer training report. Principal of the College/Chairperson of the Department must appoint one internal supervisor for the guidance of the student regarding the Summer Training Project. The Internal supervisor will also be acting as Internal Examiner at the time of Conduct of VIVA-VOCE and sit with External Examiner.

THIRD SEMESTER

MB 7101: OPERATION RESEARCH

Time : 3 Hours

Max. Marks	:	100
External	:	80
Internal	:	20

Objective: The objective of the course is to acquaint the students with the application of Operations Research to business and industry and help them to grasp the significance to analytical approach to decision making.

Unit-I

Evolution, methodology and role of Operation Research in decision making..Meaning, Assumptions, advantage scope and limitations of LPP. Formulation of LPP, Graphical Method, simplex method, Duality, Sensitivity Analysis

Unit-II

Transportation model, Special cases in transportation problems, unbalanced problems, degeneracy, maximization objective and multiple optimal solutions, least time transportation.

Assignment model, Special cases in assignment problems, unbalanced problems, degeneracy, maximization objective and multiple optimal solutions, least time Assignment model.

Unit-III

Inventory Control Models; Meaning, Type, Scope ,Importance, Models, Economic Order Quantity, Reorder Point, Quantity discount Models, Safety Stock, Approaches to Inventory Analysis.

Decision Theory, Decision Making under uncertainty, Maximax, Maximin, Criteria of Realism, Equally Likely, Minimax Regret, Decision Making Under Risk- Expected Monetary Value, Expected Value of Perfect Information , Expected Opportunity Loss, Decision Trees

Unit-IV

Game Theory, Dominance Graphical Method 2x2 games. Saddle point, Pure and Mixed strategies, Sequencing.

Unit-V

Queuing Theory: Characteristics, Single Channel with Poisson Arrival and Exponential Service, Multiple Channel with Poisson Arrival and Exponential Service .

Simulation Modeling: Advantages and Disadvantages, Monte Carlo Simulation to Business solution. Simulation and Inventory Analysis.

References :

1. .Kalavathy.S.,Operations Research, Vikas Publishing House, New Delhi.
2. Kapoor, V.K.,Operations Research, Sultan Chand & Sons, New Delhi.
3. Paneerselvam, R., Operations Research, Prentice Hall of India, New Delhi.
4. Sharma, J.K.,Operations Research: Theory and Applications, Macmillan India Ltd, New Delhi.
5. Vohra, N.D., Quantitative Techniquesin Management; Tata McGraw Hill Publishing Company Ltd

MB 7102: BUSINESS FORECASTING AND ECONOMETRICS

Time : 3 Hours	Max. Marks	: 100
	External	: 80
	Internal	: 20

Objective: The objective of this course is to expose the participants to the concept and methods of business forecasting.

Unit-I

Introduction: Meaning and Importance of Business Forecasting in Good Decision Making; Important Considerations for Forecasting [Objectives, Cost Function, Model Specification], Business Forecasting in Practice.

Smoothing Techniques: Trends, Moving Averages, Exponential Smoothing, Holts Linear Exponential Smoothing, Holt-Wintersø Forecasting Technique, Forecasting by Z chart and Decomposition Analysis.

Unit-II

Probabilistic Models: Use of Logit, Probit and Tobit Models in Business Forecasting.

Dynamic Econometric Models: DL and AR Models.

Unit-III

Econometric and Time Series Models-I

Univariate Approach: Concept and Tests of Stationarity, Processes Generating Time Series, DSP and TSPs. Box-Jenkins Methodology to Forecasting AR, ARMA and ARIMA Models.

Multivariate Approach: Co-integration-Concept and Test; Co-integration Regression, Error Correction Mechanism.

Unit-IV

Econometric and Time Series Models-II : VAR models, Representation of VAR Process, Impulse Response, VERM, and Forecasting with VAR Models.

Volatility Modeling: ARCH and GARCH Models.

References:

1. Hanke, John E. and Dean W. Wichern and Arthur G. Reitsch : Business Forecasting, 7th Edition, Prentice Hall, 2001.
2. Evans, Michael K., Practical Business Forecasting, Blackwell Publishing Co, 2003.
3. Maddala G.S. Econometrics, 4th Edition, McGraw Hills, New York.

MB 7103: PROJECT PLANNING AND CONTROL

Time: 3 Hours

Max. Marks	:	100
External	:	80
Internal	:	20

Objective:

The course aims at acquainting the students with the subject of project management and also nature, significance and problems of small business with special reference to India.

Unit-I

Private commercial criteria for project choice, project cycle, feasibility, marketing feasibility, financial feasibility. Technical Feasibility.

Unit-II

Brief outline of social cost benefit analysis: rationale, UNIDO and little Mirrlees approaches, shadow 3 prices and conversion factors, applications in India.

Unit-III

Planning and scheduling networks, critical path, PERT model, CPM model, PERT/cost, resource leveling and allocation.

Unit-IV

Small Business : Concept and definition, Nature and characteristics, Rationale and objectives of small business, Role of small business in modern Indian economy, Organizational structure and ownership pattern of small scale business, Growth of small business in India, Small entrepreneur in International business. Problems of small business, Industrial sickness in S.S.I. ó Causes, consequences and remedial measures.

Unit-V

Establishing small scale enterprises, scanning of opportunities. Choice of enterprise, Market assessment for S.S.E. ó How question of opportunities identification, Choice of technology and selection of site ó question of market entry, financing the new and small enterprise, Preparation of the Business Plan, Operating the small scale enterprises, Financial Management Issues in S.S.E, Operation Management Issues in S.S.E, Marketing Management Issues in S.S.E, Organizational Relation in S.S.E, Performance appraisal and growth strategies.

References:

1. Manual for the preparation of Industrial Feasibility Studies, United Nations 1978.
2. Manual for Evaluation of Industrial Projects, United nations, 1980.
3. IMD little and J.A. Mirrlees : Project Apraisal and Planning in Developing Countries.
4. Prasanna Chandra : Projects : Preparation, Appraisal Budgeting and Control.
5. D.W. Pearc & C. A. Nash : Social Appraisal of Projects.
6. J.D. Wiest and F.K. Levy : A Management Guide to PERT/CPM (PH India).
7. Petroj : Small Business Management.
8. D. Anderson : Small industry in developing countries.
9. D. Strenloff and J. Burges : Small business management fundamentals, McGraw Hill, 1980.
10. Vijay, K Jain : Marketing Management for Small Units, Management Publication Company, 1980.

MB 7104: DECISION MAKING UNDER UNCERTAINTY

Time : 3 Hours	Max. Marks	:	100
	External	:	80
	Internal	:	20

Objective: The aim of this course is to expose the students to the concept of uncertainty and how to take decisions under uncertainty.

Unit-1: Choice under Uncertainty

Introduction to Risk, Differentiate Risk from Uncertainty, Measurement of Risk, Probability, expected value, deviation from it; attitude towards risk : risk aversion, preference, neutrality (representation through indifference curves), coping with risk : diversification, insurance; role of information, choice between risk and return, the consumer's optimum decision.

Unit II: Strategic Behaviour (Game Theory)

Importance of strategic behaviour in economic decision making, co-operative and non-co-operative games; different equilibrium concepts: dominant strategy equilibrium, Nash equilibrium in pure and mixed strategy; repeated games, sequential games, subgame perfect Nash equilibrium and non-credible threats; applications: Cournot and Bertrand models, entry deterrence and commitment models.

Unit-III: Market Failure

Why competitive markets are efficient: brief idea of the two welfare theorems, why markets fail: problem of externality, problem of information, market power. Coase theorem, role of transaction costs. Public goods: definition, market failure, property rights. Application: problem of emission.

Unit-IV: Asymmetric Information and Markets

Adverse selection: market for used cars, importance of standards, guarantees and reputation, signaling. Moral hazards: principal-agent problems, market for insurance.

Unit-V: Stochastic Process

Random variables, random vectors, dependence and independence, definition of stochastic process, Brownian motion, Bernoulli process, Markov chain and continuous time Markov processes; application in finance, exchange rate markets.

References:

1. Pindyck, Robert S. and Daniel L. Rubinfeld (2002) *Microeconomics*, Pearson Education Fifth Edition.
2. Varian, H. R., (1992) *Microeconomic Analysis*, W. W. Norton and Co, Third Edition.
3. Mas-Colell, Andreu, Michael D. Whinston and Jerry R. Green, (1995) *Microeconomic Theory*, Oxford University Press.
4. Mikosch, T., *Elementary Stochastic Calculus with Finance in View*, World Scientific. (freely available on the internet).

5. Papoulis, Athanasios & Pillai, S. Unnikrishna (2001). *Probability, Random Variables and Stochastic Processes*, McGraw-Hill.

MB 7105: BUSINESS ETHICS AND CORPORATE GOVERNANCE

Time : 3 Hours

Max. Marks : 100

External : 80

Internal : 20

Objective: The objective of the course is to highlight the need, importance of business ethics and corporate governance in the era of globalization to match the high standards of transparency, level and efficiency and effectiveness in corporate sector.

Unit-I

Business Ethics: Introduction to Business Ethics, Ethics, Morals & Values, Concepts of Utilitarianism and Universalism ó Theory of rights, theory of Justice ó Virtue ethics ó ethics of care ó Law and Ethics. The Nature of Ethics in Management Business Standards and Values, Value Orientation of the Firm. Typical Problems in Business Ethics: Environmental Pollution & Society, Marketing Ethics (in Products, Pricing, Promotion and Place) and Consumer protection ó Ethics in Human Resources management (Recruitment and promotion policies, Working Conditions, Downsizing Workforce), Ethical issues at the top management, Ethics in financial markets and investor protection ó Ethical responsibility towards competitors and business partners.

Unit-II

Complexity of Ethical Issues: Conflicts in decision making from ethical and economic point of view, Ethical Dilemma, Solving ethical dilemma Managerial integrity and decision making. Ethical Leadership: Personal Integrity and self development ó wisdom based leadership. Corporate Governance: History of Corporate form and models, Corporate Objectives and goals, Ownership pattern ó Issues in managing public limited firms ó Agency problems. Nature & Evolution of Corporate Governance:

Unit-III

Global and National Perspectives ó Global Corporate Governance models, Anglo American and Relationship model (Germany, Japan and France) Claims of Various Stakeholders, Why governance ó Changes in eighties Cadbury Report, Hampel Report and OECD Committee Recommendations.

Unit-IV

Internal Corporate Governance Mechanism: Board of Directorsó Functional Committees of Board; Code of conduct, whistle blowers. External Corporate Governance Mechanism: Regulators, Gate keepers, Institutional Investors,

Unit-V

Corporate Governance Ratings Corporate Governance in India: corporate form in India 50s to 90s ó developments in Corporate Governance in India in nineties and 2000só CII, Kumaramangalam, Narayanamoorthy, Legal and Regulatory Changes ó introduction and modification of Clause 49, Corporate governance in practice in India .

References:

1. Velasquez, M. G., Business Ethics: Concepts and Cases, Prentice Hall of India.
2. Monks, R. / Minow, N. Corporate Governance, Blackwell.
3. Banks, Eric., Corporate Governance, John Wiley.
4. Fernando, A C., Corporate Governance, Pearson Education.
5. N. Gopalsamy : Corporate Governance : The New Paradigm, Wheeler Pub., New Delhi.
6. Surendar Kumar : Corporate Governance : A Question of Ethics, Galgotia Pub., New Delhi.
7. N. Balasubramanian : Corporate Boards and Governance, Sterling Pub., New Delhi.
8. Harvard Business Review : Harvard Business Review on Corporate Governance, Boston Harvard Business School.

MB 7106: BANKING AND INSURANCE LEGISLATION

Time : 3 Hours	Max. Marks	:	100
	External	:	80
	Internal	:	20

Objective: The objective of this paper is to study the legal framework for carrying Banking and Insurance operations in India

Unit-I

Negotiable Instrument Act 1881, Banking Regulation Act 1949 (study to be based on case law).

Unit-II

Reserve Bank of India Act, Indian Contract Act 1872 (section 10, 11, 13, 25, 29, 42, 43, 44, 56, 60, 61, 68, 71, 72, 124, 126 to 129, 131, 132, to 138, 148, to 152, 170 to 176, 182, 183, 202) sale of goods act 1930 (section 2,26,39 53).

Unit-III

SARFAESI Act 2002, Prevention of Money Laundering Act 2002, Know Your Customer (KYC) Guidelines (RBI). Bankers Book Evidence Act 1891 (Section 2, 4, 5 & 6). Companies Act 1956(section 125,132,135,142,143)

Transfer of Property Act 1882(Sections 3,5,6,8,58,60,65,67,130)

Code of Criminal Procedure 1973(Sections 91,102,162,349)

Information Technology Act 2000, Provisions for Digital Signatures, Punishing Electronic Crimes, Computer Printouts as Evidence, Authority for Certification of Digital Signatures giving a Digital Identity.

Unit-IV

IRDA Act, Insurance Act (1938) (Section 2, 40, 64 (b) 102, 103, 104, 114, Regulations issued by IRDA under Section 114 of Insurance Act.) Public Liability Insurance Act 1991.

Unit-V

Selected Sections : of Motor Vehicle Act 1988 (Section 140, 141, 142, 14)

Indian Railways Act 1989 (Section 124, 124A & 125)

Indian Post Office Act (Section 30 to 33)

Workmen's Compensation Act 1923 (Section 2 & 4)

Employee State Insurance Act 1948

Consumer Protection Act ,1986

Law related to Marine Insurance

Introduction to FEMA 2000

References :**M. Com. (Business Economics)**

1. Taxmannø : Insurance Act 1938
2. IRDA : IRDA Act
3. N.M. Mishra : Principles & Practices of Insurance
4. Taxman : Bankers Manual
5. Varshney, P.N. : Banking Law and Practice

MB 7107: FINANCIAL MARKETS AND INSTITUTIONS

Time : 3 Hours	Max. Marks	:	100
	External	:	80
	Internal	:	20

Objective: The aim of this course is to expose the students to financial system of the country, capital markets, money markets and derivative markets.

Unit-I

Indian financial system, financial instruments, financial markets, financial intermediaries. Regulators in financial markets. SEBI, RBI. Dimensions of financial markets. Capital market, money market, derivative markets, foreign exchange market.

Unit-II

Capital market I: Introduction functions and types of capital market. Primary market : Introduction, regulatory framework, free pricing regime, IPOS (SEBI provisions including book building on line IPOs, green shoe option). Brief about GDRs, ADRs, FCCBs ,ECBs. Recent trends in IPOs.

Unit-III

Capital Market II ó Secondary market : Stock Exchange in India detail study of NSE & BSE. Listing of Securities, Trading Clearing and Settlement System (including Internet Trading, stock market indices. Buy back of securities, role of credit rating in debt segment stock lending. Impact of reforms on the secondary market.

Unit-IV

Money Market: Introduction, steps to develop money market in India, call money market, treasury bills market, commercial bills market, markets for commercial papers and certificate of deposits. Players in money market. DFHI, Money market and monetary policy.

Unit-V

Markets for future, option and other financial derivatives foreign exchange markets, introduction to mortgage markets.

References:

1. Bhole, L.M. : Financial Institutions and Market.
2. Frederic, S. Mishkin & Stauley G. Eakins : Financial Markets and Institutions.
3. Khan, M.Y. : Indian Financial System
4. Avadhani, V.A. : Studies in Indian Financial System
5. Discount and Finance : Annual Reports Discount & Finance House of India
6. Reserve Bank of India : Report of Currency & Finance

MB 7108: INDUSTRIAL STRUCTURE AND PERFORMANCE

Time : 3 Hours	Max. Marks	:	100
	External	:	80
	Internal	:	20

Objective: The paper aims to study the structure, conduct performance, Market Performance, Public Policy towards Market Structure, Conduct and Performance of Modern corporate firms.

Unit-I

Ownership and Control Structure of Modern Corporate Firms.

Separation of Ownership from Control and Management: Causes and Consequences. Owner, Majority, Minority, Nominal/Managerially controlled firms.

Managerial Discretion and alternate theories of the firm: Neoclassical Theory of the firm; Non Profit Maximization Models of the Firm: Contributions of William Boumol, O.Willianson, Robin Marris and Cyert & March.

Unit-II

Market Structure of an industry: Concept, measurement and determinants of Sellers Concentration; Concept of Countervailing Power and Buyer's Concentration; Barriers to Entry; Stochastic Determinants of Market Structure. Government Policies and Market Structure. Seller's Concentration and Market Power.

Firms Structure and determinants of Firm's Market Power : Market Share, Vertical Integration; Diversification; Mergers; Multi-plant operations; Product Differentiation and advertisement.

Unit-III

Market Conduct : Pricing with Market Power : Current and Inter temporal Price Discrimination; Peak Load Pricing; Two Part Tariff; Factors facilitating and limiting collusion among oligopoly firms. Pricing under varying shades of colluding and Rivalry. Predatory Pricing. Discrimination and Exclusionary Practices.

Vertical Restraints: Re-Sale Price ó Maintenance; Territorial Restrictions. Exclusive dealing. Tying and Bundling.

Potential Competition and Market Contestability. Entry prevention. Advertising.

Unit-IV

Market Performance : Structure ó Conduct ó Performance relationship : Alternative views : The Traditional (Bain's), The UCLA, The Behaviorists Views and Boumol's Contestability Hypothesis.

Allocative Efficiency : Industrial Market Structure and Profitability : Theory and Evidence.

Structure, Conduct and Technological Performance of an industry : Research & Development and innovations under different Market Structures.

Unit-V

Public Policy towards Market Structure, Conduct and Performance : Optimality of Perfect Competition. Costs of Monopoly : Theoretical issues and empirical measurement of social welfare losses.

Evolution of Government of India's policy towards Monopolistic, Restrictive & Unfair Trade Practices; Mergers, Amalgamations and Takeovers.

Competition Policy in the UK, USA and India.

References :

1. Hay, D.A. and Morris, D.J. (1991) : Industrial Economics : Theory and Evidence, Oxford University Press.
2. Martin Stephen (1989) : Industrial Economics : Economic Analysis and Public Policy, MacMillan Publishing Company.
3. Shepherd, W.G. (1990) : The Economics of Industrial Organization (3rd Edition), Prentice Hall.
4. Scherer, F.M. and Ross, D. (1990) : Industrial Market Structure and Economic Performance, (3rd Edition) Houghton Mifflin Company, Boston.
5. Wildsmith, J.R. (1975) Managerial Theories of the Firm.
6. Caves, R. (1972) American Industry : Structure, Conduct and Performance (2nd Edition) Prentice Hall.
7. Barthwal, R.R. (2005 reprint) Industrial Economics, New Age International Publishers.

MB 7109 : FOREIGN TRADE AND FOREIGN BUSINESS

Time : 3 Hours

Max. Marks : 100

External Exam. : 80

Internal Exam. : 20

Objective: The objective of this course to highlight the International Environment including relationships between Business, Government, Economic Groupings, and The Consumer. The course will also highlight the problems encountered and issues raised in managing overseas business.

Unit-I

Absolute and comparative advantage, gains from trade ó Adam Smith, David Ricardo, production possibility curve, Indifference Curves, offer curves, free trade equilibrium. Heckscher ó Ohlin Model ó factor prices, factor intensities, factor reversals, comparative advantage, factor price equalization, Leontief paradox.

Unit-II

Modes of international business ó merchandise exports and imports, trade in services, investment including direct and portfolio investment. Environment facing business ó cultural including language, religion, behavioural practices, Calvin and Hobbes study, Hofstede and culture. Political and legal environment including WTO, Economic Environment.

Unit-III

Foreign Direct Investment ó Growth, Direction, Source, Horizontal and Vertical direct Investment. Product life cycle theory, location specific advantages (Dunning), Michael Porter's Diamond model and national competitive advantage. Regional economic integration ó Free Trade Area, Customs Union, Common Market, Customs Union.

Unit-IV

Foreign Exchange Market ó Functions, Nature Currency Convertibility Exchange Rate System, International Monetary Fund, Balance of Payments, Global Capital Market.

Unit-V

The strategy of International Business ó Strategy and The Firm, cost reductions and local skills, strategic choices ó International Strategy, Multidomestic, Global Strategy Transnational strategy. Organization of International Business Business, Entry Decisions, Global Manufacturing and Supply Chain, Marketing Strategy, Global Human Resource Management, Accounting in the International Business, Financial Management.

References :

- | | |
|-------------------------------------|-----------------------------------|
| 1. International Economics | ó Bo Sodersten and Geoffrey Reed. |
| 2. International Business | ó John Daniels and Lee Radebaugh. |
| 3. International Business | ó Charles W. Hill. |
| 4. International Business | ó Alan M. Rugman. |
| 5. Competitive Advantage of Nations | ó M.E. Porter. |

FOURTH SEMESTER

MB 7201: CONTEMPORARY INDIAN ECONOMY

Time : 3 Hours

Max. Marks : 100

External : 80

Internal : 20

Objective: The course is designed for graduates from any discipline who wish to acquire a professional, theoretical and practical understanding of the major developments and issues in contemporary Indian Economy

Unit-I

Changes in the Indian Economy: Analyzing the structure and growth performance of Indian economy since independence.

Unit-II

Inter Sectoral Balance: Agriculture, industry and infrastructure, service sector led growth

Unit-III

Challenges of development: Poverty, education, employment, MDG(Millennium Development Goals) & SDG(Sustainable Development Goals), Demographic Dividend

Unit-IV

Public Finance: Fiscal Imbalances in Indian Economy, Sustainability of Public Debt and Fiscal Deficits in Central and State Finances

Unit-V

External Sectors: Analysis of trade policies in post Reform period, Liberalized Exchange rate system, trends and problems of Foreign Direct Investment and Foreign Institutional Investment in India, WTO and India

References:

1. Acahya Shankar and Rakesh Mohan(2011), India's Economic Performances and Challenges: Essays in Honour of Montek S Ahluwalia, Oxford University Press.
2. Ahluwalia, I J(1985), Industrial Growth in India, Oxford University Press, New Delhi.
3. Ahluwalia, I.J. and IMD Little(2011), India's Economic Reforms & Development: Essays in Honour of Manmohan Singh, Oxford University Press, New Delhi
4. Ahluwalia, Montek Singh(2002) Economic Reforms in India since 1991, Has Gradualism Worked? Journal of Economic Perspectives Summer.
5. Bardhan, P.(2001), Political Economy of Development in India, Oxford University Press, New Delhi.

6. Basu, K.(Ed.)(2005), India's Emerging Economy, Oxford University Press, New Delhi.
7. Brahmananda, P R and V R Panchmukhi(1987) the Development Process of Indian Economy, Himalaya Publishing House, Bombay
8. Brahmananda, P R and V R Panchmukhi(2001), Development Experience in the Indian Economy: Inter-State Perspectives, Bookwell, Delhi

MB 7202: BUSINESS POLICY AND STRATEGIC MANAGEMENT

Time : 3 Hours

Max. Marks : 100

External : 80

Internal : 20

Objective: This course focuses on organizational strategy and managing for sustained competitive advantage. It is based on the premise that companies can become and remain successful if managers have an appropriate vision and plan for running the organization, and if they carry out the plan proficiently.

Unit-I

Business Policies ó An Introduction ó Evolution of business policy as a discipline ó Concept of strategic management ó Characteristics of strategic management ó Defining strategy.

Strategic analysis and choice ó Environmental Analysis (ETOP, PEST analysis) Industry analysis and Competitive analysis (Organizational Capability Profile, Strategic Advantage Profile, industry Life cycle, Porter's Five Forces Model, Mc Kinsey's 7s Framework), Creating competitive advantage, Internal resources analysis and identification of 'core competencies' of the firm (VRIO framework, Porters Value Chain, Resource Capability Profile, Financial Analysis), Developing a vision for the firm.

Unit-II

Strategy formulation ó Stakeholders in business ó Vision, mission and purpose ó Business definition, objectives and goals ó Tailoring strategy to fit specific industry stage (SWOT, TOWS, Resource Based View, Industrial Organization Model, industry life cycle, GAP Analysis) ó Levels of strategies (functional Business, Corporate level) ó Guidelines for crafting successful strategies, GE9 Cell Model.

Unit-III

Strategy implementation ó Issues in implementation ó Resource Allocation ó Budgets ó Organization Structure ó Matching structure and strategy ó Behavioral issues ó Leadership style ó Corporate culture ó Values ó Power ó Social responsibilities ó Ethics ó Building a capable organization ó Functional issues ó Functional plans and policies ó Financial, Marketing, Operations and Personnel plans and policies.

Unit-IV

Strategy Evaluation & Control ó Importance ó Symptoms of malfunctioning of strategy ó Turnaround strategy ó Organization anarchies ó Operations Control and Strategic Control ó Measurement of performance ó Analyzing variances ó Role of organizational systems in evaluation.

Unit-V

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

References:

1. Hunger & Wheelen, òEssentials of Strategic Managementö (4th edition), Prentice Hall.
2. Hitt, Ireland & Hoskisson, ò Strategic Management : Competitiveness and Globalizationö (5th edition), South Western Thomson.
3. Hill and Jones, òStrategic Managementö, (6th edition), Dreamtech press India, Indian adaptation.
4. Porter, òCompetitive Advantageö, 1985, The Free Press. New York.
5. Montgomery & Porter (Editors), òStrategy : Seeking and Securing Competitive Advantageö, Harvard Business Press.
6. Jauch & Glueck, òBusiness policy and strategic managementö, (5th edition), McGraw-Hill.
7. Azhar Kazmi, òBusiness Policyö, (2nd edition), Tata McGraw Hill.
8. Ramaswamy and Namakumari : Strategic Planning-Formulation of Corporate strategy; MacMillan India Ltd. New Delhi.
9. Thompson & Strickland, òStrategic Management : Concepts and Casesö, (12th edition), Tata McGraw Hill.
10. P.K. Ghosh : Strategic Planning and Management-sultan Chand & Sons; New Delhi, 8th Ed. 2000.
11. McCarthy, Minichiello & Curran : Business Policy and Strategy-Concepts and Readings; AITBS Publishers & Distributors (Regd.) Delhi; 4th Ed., 2000.

MB 7203: Consumer Behaviour

Time : 3 Hours

Max. Marks : 100

External : 80

Internal : 20

Objective: To provide a conceptual base for understanding the behavior of consumers within the marketing system in a society. Actual marketing research of corporations will be considered in developing the application side of the consumer topics discussed in class

Unit 1

Introduction to Consumer Behaviour: Definition, Consumer and Customers, Buyers and Users, Consumer Decision-making Process, Diffusion of Innovation.

Situational Influence on Consumer's Decision and the Decision Models: Nature of Situational Influence, Situational Variables, Types of Consumer Decisions, Nicosia Model of Consumer Decision-making (Conflict Model), Howard-Sheth Model (also called Machine Model), Engel-Kollat- Blackwell (EKB) Model.

Unit 2

Consumer Motivation: Introduction, Needs and Goals, motivational Conflict, Defense Mechanisms, Motive Arousal, Motivational Theories, Maslow's hierarchy of needs. Motivation research.

Consumer Attitudes: Introduction, Functions of Attitude, Attitude Models, Factors that Inhibit Relationship between Beliefs, Feelings and Behaviour, Learning Attitudes, Changing Attitudes, Attitude Change Strategies

Unit 3

Consumer Personality: Introduction, Self-concept, personality Theories, Brand Personality, emotions.

Consumer Perception: Introduction, Sensation (Exposure to Stimuli), Perceptual Selection, Perceptual Organisation, Factors that Distort Individual Perception, Price Perceptions, Perceived Product and Service Quality, Consumer Risk Perceptions.

Unit 4

Cultural, Social Class and Group Influences on Consumer Behaviour: Introduction, Characteristics of Culture, Values, Sub-cultures, Nature of Social Class, Social Class Categories, Types and Nature of Reference Groups, Applications of Reference Group Influences, Opinion Leadership.

Consumer Learning, Memory and Involvement: Components of Learning, Behavioral and Cognitive Learning Theories.

References:

1. Schiffman, L.G. and L.L.Kanuk, Consumer Behaviour, Pearson, Ltd., New Delhi.
2. Engel, J.F., Roser D. Blackwell and Paul W. Miniard, Consumer Behaviour, Cengage Learning.
3. Peter, J. Paul, and Jerry C. Olson, Consumer Behaviour and Marketing Strategy, McGraw Hill.
4. Assael, H., Consumer Behaviour and Marketing Action, Cengage Learning.
5. Hawkins Dell, Roger J. Best, Kenneth A. Conej, Consumer Behaviour, Building Marketing Strategy

MB: 7204: INDUSTRIAL ECONOMICS

Time : 3 Hours

Max. Marks : 100

External Exam. : 80

Internal Exam. : 20

Objective: The objective of the course is to acquaint the students with economic concepts applied to industrial behavior. The course makes students capable to analyze and take decisions in respect of a firm's or industry's operations.

Unit-I

Scope and methods of Industrial Economics: Objectives of Industrial Economics, Firms, Industry and markets. Industrial and market structure: Pattern of industrial structure, industrial interdependence, Structure and performance, Determinants of market structure.

Unit-II

Economies of size: Economies of size, vertical and horizontal integration, diversification, economies of scale and scope. Merger, Acquisition and takeover, innovation, export led industrialization, economies of location and spatial structure. Economies of ownership structure.

Unit-III

Economies of Non Price Decision of firm: Research and Development and Innovation: R& D Expenditure decision, financing R&D , Relationship between R&D and valuation, Economics of R&D, Structure of market & R & D , Transfer of technology.

Unit-IV

Performance Measurement: Profitability, Productivity and capacity utilization, Accounting measure and growth. Perfect and workable competition. State intervention in private sector, Legal and institutional framework competition policy, public policy and development of corporate sector.

References:

1. Divine P.J.N.Lee, R.M. Jones and W.J. Tyson, An introduction to Industrial Economics, Anmol Publications.
2. Hay, A. Donald and Derek J. Morris, Industrial Economics: Theory and evidence, Oxford University Press.
3. Scherer F.M and David Ross, Industrial Market Structure and Economic Performance, Houghton Mifflin Company, Boston.
4. Mukherjee, Dilip (Ed.), Indian Industry, Policies and Performance, Oxford University, Calcutta, India.
5. Seth, V.K. And A.K. Seth, Dynamics of Labour absorption in Industry, Deep and Deep Publication, New Delhi.
6. Koutsoyiannis A., Economics of Non-Price Decision of Firms, Macmillan 1980, London.
7. Seth V.K., Capacity Utilization Industrial: Theory and evidence, Deep and Deep Publisher, New Delhi.
8. Nayyar Deepak (ed.), Industrial Growth and Stagnation: The Debate in India, Sameeksha, Trust, Bombay.

MB 7205 VIVA VOCE

Marks: 100

Comprehensive Viva based on all the four (4) Semesters

The Comprehensive VIVA-VOCE will be conducted at the end of the 4th Semester by the External Examiner appointed by the University. The VIVA-VOCE will be based on the content of the subjects studied by the student during the all four semesters.

MB 7206: MARKETING OF FINANCIAL SERVICES (INSURANCE AND BANKING)

Time : 3 Hours

Max. Marks : 100

External : 80

Internal : 20

Objective: The objective of this course is to help the participants to understand the conceptual framework of marketing management in banking and insurance sector.

Unit-I

Marketing of Financial Services: A Conceptual Framework : Issues In Marketing and Financial Services, Consumer Behaviour In Relation To Financial Services.

Unit-II

Life Insurance Products: Terms, Endowment, Whole Life and Annuity, ULIP, Insurance Documents, Best Life Insurance Policy. Life Insurance Pricing: Tools of Rate Making And How To Compute Premium.

General Insurance Products: Property and Liability Insurance Health Insurance. Personal Accident Insurance, Insurance Documents, General Insurance Pricing: Tools of Rate Making and How To Compute Premium.

Unit-III

Distribution Channel of Insurance, Duties of Intermediaries Related to Selling of Insurance Products and After Sales Services, Sales Techniques ó The Art of Building Customer Relationship Salesmanship- Principles of Quality Service, One to One Sale, Claim Procedures in Life and General Insurance, General Nature of Disputes Arising in Settlement of Claims.

Unit-IV

Banking Products and Services: Deposit Products Credit Products, Fee Based Products, Bank Marketing Features of Retail Banking, Cooperate Banking and Core Banking. Market Planning and Strategies in Banks Vis-À-Vis Banking Regulations Covering Structural and Prudential Regulations and Investor Protection, Service Marketing Mix for Banks.

Unit-V

Channels of Distribution for Banks, Direct Selling In Banks Types of Branches, Electronic Banking, Internet Banking, Online Banking, Segmentation of Banking Services, Product and Pricing Strategy in Banks, Principles of Customer Relations in Banks, Relationship and Transaction Banking.

References :

1. Sudhir Kumar Jain : Principles of Insurance.
2. Insurance Institute of India : IC 22, 23, 54, 65, 74.
3. Cockerell, H.A.L. : Insurance.
4. Allan Hiwillet : Economic Theory of Risk and Insurance.

5. Madhukar, R.K. : Dynamics of Bank Marketing.
6. Jha S.M. : Service Marketing.
7. Indian Institute of Bankers : Marketing of Banking Services.
8. -do- : Marketing Financial Services.
9. Meidan Arthur : Bank Marketing Management.
10. Jain, V.K. and Hemlata : Electronic and Mobile Commerce.
11. Journal : IBA Bulletin of Indian Bankers Association
Mumbai
IRDA Journal of Insurance Regulatory Development
12. Journal : Authority Mumbai

MB 7207 : INTERNATIONAL BANKING

Time : 3 Hours

Max. Marks : 100

External : 80

Internal : 20

Objective: The objective of this course is to expose the students to the operations and working of international banks.

Unit-I

Introduction To International Banking; Organizational Features of International Banking : Contributory Factors for Growth of International Banking; Intermediation and Resource Allocation, Policy Implications of International Banking, Correspondent Banking, Resident Representatives, Bank Agencies, Foreign Branches, Foreign Subsidiaries and Affiliates, Consortium Banks.

Unit-II

Role and Function of Overseas Banking, Foreign Lending, International Lending Policies and Practices, The Payment Mechanism : Settlement System-Settlement System in US, Settlement System in UK, Settlement System in France, Settlement System in Germany, Settlement System in Switzerland, Japaneses Settlement System.

Unit-III

Financial Markets Internationalization, Globalization and Securitization : Deregulation, Technology and Financial Innovations, the Eurocurrency Market, Instruments of International Banking, Syndicated Loans, Globalization of Financial Markets ; International Banking Growth : Recent Trends; Banking Issues of Concern.

Unit-IV

Risk and Credit Analysis, Management of Foreign Exchange Risk, Current Banking Practice in The Analysis and Control of Foreign Portfolio Risk, A Modern Portfolio Theory Oriented Approach to Assessment of the Riskiness of Bank's Foreign Claims. Loans to Governments and Sovereign Risk. Asset Liability Management.

Unit-V

International and Regional Financial Centers Offshore Banking, Growth, Features and Functioning, Major off Shore Centers, Supervision of off Shore Banking. International Monetary Fund International Bank for Reconstruction and Development. India in international Banking; operations of Indian banks.

References:

1. International Banking Principles and Practice, edited by Emmanuel N. Roussakis.
2. International Banking and Finance, Frances A. Less.
3. International Financial Management, by V.K. Bhalla.
4. Global Financial Markets, by Ian H. Giddy.
5. Money Banking and Financial Markets, by Baye and Jansen.

MB 7208: RETAIL AND SUPPLY CHAIN MANAGEMENT

Time : 3 Hours

Max. Marks : 100

External : 80

Internal : 20

Objective: The objective of this course is to help the participants to understand the concept of retailing and supply chain management.

Unit-I

Retailing and types of retailers ó Specialty Store, Department Store, Supermarket, Convenience Stores, Discount Store, Importance of Retailing in the marketing strategy. Types of Retail Organizations ó Chain Store, Co-Operatives, Franchise, Conglomerates.

Unit-II

Target market, Product Assortment and Procurement, Services ó Pre purchase Post Purchase and Ancillary Services. Pricing decision. Promotion decisions including window displays, Point of Purchase Decisions, demonstrations. Place decisions. Role of IT retailing.

Unit-III

Concept of logistics, physical distribution and supply chain. Importance of supply chain for retail outlets, Systems approach to supply chain, activity centers. Concept of service package, service quality ó concept and measurement.

Unit-IV

Transportation ó mode, legal forms, choice of transportation. Routing and scheduling. Intra and inter-state movement of trucks. Inventory management conditions certainty and uncertainty. Inventory costs and EOQ, calculation of safety stock, demand estimation. Multi-item inventory policy, P and Q systems of inventory.

Unit-V

Warehousing ó size nuMBr and location of warehouses. Models for number of warehouses ó mathematical, simulation and heuristic models. Internal ware house management. Packaging and unitization. Packaging materials. Information system for logistics. Materials handling. Outsourcing of supply chain functions.

Books :

1. Logistics Management ó A Supply Chain Approach ó Kapoor S., and Kansal P.
2. Logistics Business Management ó Ballou Ronald H.
3. Logistics Strategy ó Shapiro Roy, Heskett James.
4. Supply Chain Management ó Chopra Sunil and Meindl Peter.
5. Logistics Management ó Bowersox Donald, David Closs, Theodore P. Stark.

MB 7209: INTERNATIONAL BUSINESS LAWS

Time : 3 Hours

Max. Marks : 100

External : 80

Internal : 20

Objective: The objective of this course is to expose the participants to the basic legal principles and issues involved in international business.

Unit-I

Overview of international business law, legal framework of India's foreign trade, Indian customs act, 1962. Foreign trade (development and regulation) act, 1992, Indian law of contracts, sale of goods act.

Unit-II

Export/import contracts for products, uniform law on international sale of goods : project export contracts; service contracts; contracts with shipping, air and overland. The carriage of goods and the liability of air and sea carrier.

Unit-III

Issues regarding methods of payments laws and overseas distribution; technology imports; regarding protection to intellectual WTO and property rights, patents trade marks, inventions, intellectual property rights.

Unit-IV

Marine insurance, foreign investment laws, international taxation and double taxation agreements international conventions and trade laws, international arbitration.

Unit-V

Cross-border Litigation and alternative dispute resolution. International sales and excess for non performance (legal as part of bank collections, trade finance and letters of credit. Host country regulations. Nationalization, expropriation and privatization. International concerns for protection of national environment.

References:

1. Journal of World Trade Law.
2. Schmitthoff C.R. Export Trade : The Law an Practice of International Trade, 1980.
3. Govt. of India, Handbook of Import ó Export Procedures.
4. John Daniels, Ernest W. Gram and Lee H. Pedepuugh, International Business; Environment and Operations.
5. International Trade Forum.
6. Schaffer, Earle, Agust ó öGATT Law and World Trade Organisationö
