



यहतापुनः प्रोत्साहनं कुरुते
छोलेखण्ड विश्वविद्यालय, बरेली

M.J.P. Rohilkhand University, Bareilly

FACULTY OF COMMERCE

REVISED SYLLABUS MASTER OF COMMERCE (M.Com.)

COURSE STRUCTURE

A Candidate Seeking admission to M.Com. Programme shall offer the following papers :-

M.Com.(Previous) 2006-2007 and onwards :-

COURSE	COURSE TITLE (All Compulsory)	M.M.
I.	Management Concepts and Organizational Behaviour	100
II.	Indian Economic Environment	100
	OR	
	E-Commerce	
III.	Human Resource Management	100
IV.	Statistical Analysis	100
V.	Accounting for Managerial Decisions	100
VI.	Marketing Management	100

M.Com. (Final) 2007-2008 and onwards :

COURSE	COURSE TITLE (Compulsory Group)	M.M.
I.	Corporate Financial Accounting	100
II.	Financial Management	100
III.	Income Tax :- Law, Accounts and Planning	100
IV.	Viva-Voce	100

ELECTIVE GROUP :

And any one of the following four Elective Groups:

ELECTIVE GROUP - I : ACCOUNTING AND FINANCE

COURSE	COURSE TITLE	M.M.
I.	Accounting Theory and Contemporary Concepts	100
II.	Financial Institutions & Markets	100
III.	Security Analysis & Portfolio Management	100

ELECTIVE GROUP - II: Marketing

COURSE	COURSE TITLE	M.M.
I.	Advertising & Sales Management	100
II.	Consumer Behaviour	100
III.	Marketing Research	100

ELECTIVE GROUP - III : International Business

COURSE	COURSE TITLE	M.M.
I.	International Business Environment	100
II	International Marketing	100
III	Foreign Trade Policy, Procedures & Documentation	100

Elective Group - IV : Human Resource Development

COURSE	COURSE TITLE	M.M.
I	Human Resource Planning and Development	100
II	Legal Framework Governing Human Relations	100
III	Cross Cultural and Global Human Resource Management	100

A regular student who has secured 55% or more marks at the M.Com. (Prey.) shall have a further option to offer a Project Report/Dissertation in lieu of any one of the above three Papers from the Elective Group opted by him in the concerned area. For 50 marks, the project shall be evaluated by the Internal Examiner i.e. supervisor and for remaining 50 marks it shall be evaluated by the External Examiner appointed by the University.

A comprehensive Viva-Voce Examination of 100 marks at the end of M.Com. (Final) Examination will be held at the centre of Examination. Viva-Voce will be conducted by a Board of Two Examiners-One Internal and the other External appointed by the University.

M.Com. (Previous) 2006-2007 and onwards

COURSE INPUT

Course - 1: MANAGEMENT CONCEPTS AND ORGANIZATIONAL BEHAVIOUR

1. **School of Management Thought** : Scientific, process, human behaviour and social system school; Decision theory school; Quantitative and system school; contingency theory management; Functions of a manager.
2. **Managerial Functions** : Planning -concepts, significance, types; Organizing concept, principles, theories, types of organizations, authority, responsibility, power delegation, decentralization; Staffing; Direction; coordination; Control-nature, process, and techniques.
3. **Organizational Behaviour** : Organizational behaviour-concept and significance; Relationship between management and organizational behaviour; Emergence and ethical perspective; Attitudes; Perception; Learning; Personality; Transactional analysis.
4. **Motivation** : Process of motivation; Theories of motivation-need hierarchy theory, theory X and theory Y, two theory, Alderfer's ERG theory, McClelland's learned need theory, Victor Vroom's expectancy theory, Stacy Adams equity theory.
5. **Groups Dynamics and Team Development** : Group dynamics-definition and importance, types of groups, group formation, group development, group composition, group performance factors; Principle-centered approach to team development.
6. **Leadership** : Concept; Leadership styles; Theories-trait theory, behavioural theory, Fielder's contingency theory; Harsey and Blanchard's situational theory; Managerial grid; Likert's four systems of leadership.
7. **Organisational Conflict** : Dynamics and management; Sources, patterns, levels, and types of conflict; Traditional and modern approaches to conflict; Functional and dysfunctional organizational conflicts; Resolution of conflict.
8. **Interpersonal and Organizational Communication** : Concept of two-way communication; Communication process; Barriers to effective communication; Types of organizational Communication; Improving Communication; Transactional analysis in Communication.
9. **Organizational Development** : Concept; Need for change, resistance to change; Theories of planned change; Organizational diagnosis; OD Intervention.

Course - II : INDIAN ECONOMIC ENVIRONMENT

1. **Economic and Social Environment** : Environment of Business, Economic Environment- Meaning and elements, Socio-cultural environment, Inter-relationship between ecology and development, environmental movement in India, New Economic policy.
2. **Structure of Indian Economy** : Position and prospects of Agriculture, small scale and large scale Industries of India, New Industrial Policy of India.
3. **Economic Planning and Policy** : Function of planning commission, planning process in India, Economic development during plan period, critical analysis of latest five year plan.
4. **International Business scene of India** : India's foreign Trade, India's Balance of payment, India's Export-Import policy foreign capital and collaborations, India's external debt, FEMA.
5. **Economic reforms since 1991** : Concepts of liberalisation, Globalisation and Privatisation, Financial Sector Reforms, Fiscal Sector reforms, Economic reforms and social justice, impact of globalisation on Indian economy.
6. **Concept of Corporate Social Responsibility, Citizen charter and corporate Governance.**

Course -II : E-COMMERCE

1. **Introduction to E-Commerce** Meaning and concept; Electronic commerce versus traditional commerce; Media convergence; E-commerce and e-business; Channels of e-commerce Business applications of e-commerce; Need for e-commerce, e-commerce as an electronic trading system- special features.*
2. **Internet Concepts and Technologies:** Concept and evolution, of Internet; Web technologies - global publishing concept, universal reader concept and client server concept; Hypertext publishing and hypertext information network; Benefits of hypertext, URLs, HTTP, HTTPD Servers, HTML, HTML Forms and CGI gateway services.
3. **Business Models of E-Commerce and Infrastructure:** E-commerce models; Supply chain management, product and service digitisation, remote servicing, procurement; Online marketing and advertising; E-commerce resources and infrastructure, resources and planning for infrastructure.
4. **Business to Consumer E-Commerce** : Cataloguing, order planning and order generation, cost estimation and pricing, order receipt and accounting, order-selection and prioritisation, order scheduling, order fulfilling and delivery, order billing and payment management; Post sales services.

5. **Web-site Design:** Role of web site in B2C e-commerce; Web-Site strategies and web-site design principles; Push and pull technologies, alternative methods of customer communication.
6. **Electronic Payment Systems:** Special features required in payment systems for e-commerce; Types of e-payment systems; E-cash and currency servers, e-cheques, credit cards, smart cards, electronic purses and debit cards; Business issues and economic implications; Operational, credit and legal risks of e-payment systems; Risk management options in e-payment systems; Components of an effective electronic payment system.
7. **Business to Business E-Commerce:** Need and alternative models of B2B e-commerce; Technologies, EDI and paperless trading; EDI architecture, EDI standards, VANs, Costs of EDI infrastructure, features of EDI service arrangement, Internet-based EDI and FTP. based messaging.
8. **E-Business:** Workflow management, mass customization and product differentiation; Organisation restructuring; Integrated logistics and distribution; Knowledge management issues and role of e-commerce infrastructure.
9. **Internet Protocols :** Layers and networking, OSllayering and TCP layering; TCP, UDP, IP, DNS, SLIP and PPP; Emerging scenario in ISP.
10. **Security Issues in E-Commerce :** Security risks of e-commerce, exposure of resources, types of threats, sources of threats, security tools and risk-management approach, e-commerce security and a rational security policy for e-commerce; Corporate Digital Library; IT Act 2000.
11. **Regulatory and Legal Framework of E-Commerce :** Cyber laws-aims and salient provisions; Cyber-laws in India and their limitations; Taxation issues in e-commerce.
12. **Multi-Media and E-Commerce :** Concept and role of multimedia; Multimedia technologies; Digital video and digitisation of product and customer communication; Desk-top video conferencing and marketing; Broadband networks and related concepts; ISDN, ATM, Cell relay.

Course -III : HUMAN RESOURCE MANAGEMENT

1. Concepts and Perspectives of Human Resource Management; Human Resource Management in a changing Environment.
2. Corporate Objectives and Human Resource Planning; Career and Succession Planning; Job Analysis and Role-Description.
3. Procurement of Manpower: Methods of Manpower Search; Attracting and Selecting Human Resources; Induction and Socialisation.
4. Manpower Training and Development; Performance Appraisal and Potential Appraisal; Job Evaluation & Wage Administration.
5. Employee Welfare; Industrial Relations & Trade Unions; Dispute Resolution & Grievance Management; Employee Empowerment.

Course - IV : STATISTICAL ANALYSIS

1. Business Forecasting, Multiple correlation and multiple regression, Analysis of time series
2. Interpolation and Extrapolation
3. Association of Attributes, Chi-Square Test and Analysis of Variance
4. Sampling :
 - (a) **Small Sampling** : Students 'T' test, Fisher's 'Z' test and 'F' test.
 - (b) **Large Sample** : Test of significance in attributes and variables, standard error of mean significance of difference between two sample means and standard deviation.
5. **Probability** : Concepts and utility, permutations and combinations, Theorems of simple, total and compound probabilities, conditional probability Bernouli's Theorem and Inverse probabilities.
6. **Theoretical Frequency Distribution** : Binomial, Poisson and normal distribution, their characteristics and applications.
7. **Statistical Quality Control** : Objectives and functions, importance, methods, control charts and its types, control charts for attributes and acceptance sampling.
8. **Vital Statistics** : Meaning and uses of vital statistics, shortcomings of Indian vital statistics, calculation of vital rates, measures of mortality, measurement of fertility, measurement of population growth, Life table.

Note : Use of Calculator be allowed in Statistical Analysis.

Course - V : ACCOUNTING FOR MANAGERIAL DECISIONS

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

Course -VI : MARKETING MANAGEMENT

- 1. Introduction :** Concept, nature, scope and importance of marketing; Marketing concept and its evolution; Marketing mix; Strategic marketing planning- an overview.
- 2. Market Analysis and Selection :** Marketing environment -macro and micro components and their impact on marketing decisions; Market segmentation and positioning; Buyer behaviour; Consumer versus organisational buyers; Consumer, decision-making process.
- 3. Product Decisions :** Concept of a product; Classification of products; Major product decisions; Product line and product mix; Branding; Packaging and labelling; Product life cycle -strategic implications; New product development and consumer adoption process.
- 4. Pricing Decisions :** Factors affecting pricing determination; Pricing policies and strategies; Discounts and rebates.
- 5. Distribution Channels and Physical Distribution Decisions :** Nature, functions, and types of distribution channels; Distribution channel intermediaries; Channel management decisions; Retailing and wholesaling.
- 6. Promotion Decisions :** Communication process; Promotion mix -advertising, personal selling, sales promotion, publicity and public relations; Determining advertising budget, Copy designing and its testing; Media selection; Advertising effectiveness; Sale:: promotion -tools and techniques.
- 7. Marketing Research :** Meaning and scope of marketing research; Marketing Research process.
- 8. Marketing Organisation and Control :** Organising and controlling marketing operations.
- 9. Issues and Developments in Marketing :** Social, ethical and legal aspects of marketing; Marketing of Services; International Marketing; Green Marketing; Cyber Marketing; Relationship Marketing and other developments in Marketing.

M.Com. (Final) 2007-08 and onwards

COURSE INPUT

Compulsory Group :

Course - I : CORPORATE FINANCIAL ACCOUNTING

1. Accounting Principles, Concepts, convention and postulates; Financial Accounting v/s cost Accounting and Management Accounting Analysis and Interpretation of Published Accounts and Statements, Accounting Standards and standard audit practices in India.
2. Advanced Problems and Accounting treatment in case of Internal and External Reconstruction, Merger and Acquisition of Corporate business (using latest provisions of related accounting standards)
3. Consolidated Accounts of Holding Companies with one or more than one subsidiary companies.
4. Liquidation of companies; Preparation of Statement of Affairs, Receipt and Payment account and deficiency/surplus account.
5. Corporate Reporting and Information Disclosure, Concept of Adequate Disclosure, Reporting for Stake holders and Stock holders, Concept of Balanced Score Card.
6. Contemporary Concepts in Accounting: Responsibility Accounting, Social Accounting, Human Resource Accounting and Environmental Accounting.

Course - II : FINANCIAL MANAGEMENT

1. **Financial Management** : Meaning, nature and scope of finance; Financial goal - profit vs. wealth maximisation; Finance functions - investment, financing and dividend decisions.
2. **Capital Budgeting** : Nature of investment decisions; Investment evaluation criteria - net present value, internal rate of return, profitability index, payback period, accounting rate of return; NPV and IRR comparison; Capital rationing; Risk analysis in capital budgeting.
3. **Cost of Capital** : Meaning and significance of cost of capital; Calculation of cost of debt, preference capital, equity capital and retained earnings; Combined cost of capital (weighted); Cost of equity and CAPM.

4. **Operating and Financial Leverage** : Measurement of leverages; Effects of operating and financial leverage on profit; Analysing alternate financial plans; Combined financial and operating leverage.
5. **Capital Structure Theories** : Traditional and M.M. hypotheses - without taxes and with taxes; Determining capital structure in practice.
6. **Dividend Policies** : Issues in dividend decisions, Walter's model, Gordon's model, M-M hypothesis, dividend and uncertainty, relevance of dividend; Dividend policy in practice; Forms of dividends; Stability in dividend policy; Corporate dividend behaviour.
7. **Management of Working Capital** : Meaning, significance and types of working capital; Calculating operating cycle period and estimation of working capital requirements; Financing of working capital and norms of bank finance; Sources of working capital; Factoring services; Various committee reports on bank finance; Dimensions of working capital management.
8. Management of cash, receivables and inventory.

Course - III : INCOME TAX LAW, ACCOUNTS AND TAX PLANNING

1. Incidence of Tax on the basis of residential status, Income exempt from tax, Deductions to be made in computing total income, Tax rebates and tax reliefs.
2. Heads of Income: Salary, House Property, Business and Profession, Capital Gains, Other Sources, Computation of Income under each of the five heads.
3. Deemed Income or Clubbing of income, Aggregation of income Set off and carry forward of losses.
4. Assessment and computation of tax and tax liability of Individuals, Firms, HUF, Company and Co-Operative society, Non Residents, Charitable religious institutions.
5. Income tax Authorities, Procedure for Assessment, Collection Recovery and refund of tax, penalties, offences and prosecution, Appeals and Remission.
6. Tax Planning : Concept and objective element of tax planning, types of tax planning, Tax Planning and Tax Avoidance and Tax Evasion , Tax Planning and Tax Management.

ELECTIVE GROUP:

Optional Group - I : ACCOUNTING AND FINANCE

COURSE INPUT

Course - I : ACCOUNTING THEORY AND CONTEMPORARY CONCEPTS

1. Concept of Accounting theory, Role of Accounting Theory, Classification of Accounting Theory, Approaches in Accounting Theory.
2. Accounting Postulates, Concepts and Principles, Accounting Convention, Generally Accepted Accounting Principles and Practices.
3. Accounting Standards; International and Indian accounting standards, Accounting Standard Setting Process in India, Standard Auditing Practices in India.
4. Income Measurement: Concept and Relevance, Accounting Concept of income, Economic Concept of Income, Capital Maintenance Concept of Income, Concept of Operating Income, earnings, Net Income and comprehensive income, Measurement of Assets, Liabilities-and Income.
5. Accounting for Price Level Changes : Contemporary Concept in Accounting, Responsibility Accounting, Social Accounting, Human Resource Accounting, Environmental Accounting and other modern accounting concepts.

Course - II : FINANCIAL INSTITUTIONS & MARKETS

1. **Introduction** : Nature and role of financial system; Financial system and financial markets; Financial system and economic development; Indian financial system - an overview
2. **Financial Markets** : Money and capital markets; Money market - meaning, constituents, functions of money market; Money market instruments - call money, treasury bills, certificates of deposits, commercial bills, trade bills etc; Recent trends in Indian money market; Capital market- primary and secondary markets; Depository system; Government securities market; Role of SEBI - an overview; Recent developments.
3. **Reserve Bank of India** : Organisation, management and functions; Credit creation and credit control; Monetary policy.

4. **Commercial Banks** : Meaning, functions, management and investment policies of commercial banks; Present structure; E-banking and e-trading; Recent developments in commercial banking.
5. **Development Banks** : Concept, objectives, and functions of development banks; Operational and promotional activities of development banks; IF CI, ICICI, IDBI, IRBI, SIDBI; State development banks, state financial corporations.
6. **Insurance Sector** : Objectives, role, investment practices of LIC and GIC; Insurance Regulatory and Development Authority- role and functions.
7. **Unit Trust of India** : Objectives, functions and various schemes of UTI; Role of UTI in industrial finance.
8. **Non-Banking Financial Institutions** : Concept and role of non-banking financial institutions; Sources of finance; Functions of non-banking financial institutions; Investment policies of non banking financial institutions in India.
9. **Mutual Funds** : Concept, performance appraisal, and regulation of mutual funds (with special reference to SEBI guidelines); Designing and marketing of mutual funds schemes; Latest mutual fund schemes in India-an overview.
10. **Merchant Banking** : Concept, functions and growth Government policy on merchant banking services; SEBI guidelines; Future of merchant banking in India.
11. **Interest Rate Structure** : Determinants of interest rate structure; Differential interest rate; Recent changes in interest rate structure.
12. **Foreign Investments** : Types, trends and implications; Regulatory framework for foreign investments in India.

Course - III : SECURITY ANALYSIS & PORTFOLIO MANAGEMENT

1. **Investments** : Nature and scope of investment analysis, elements of investment, avenues of investment, approaches to investment analysis; Concept of return and risk: Security return and risk analysis, measurement of return and risk.
2. **Financial Assets** : Types and their characteristics, sources of financial information.
3. **Security Markets** : Primary and secondary market; Primary market- role, functions and methods of selling securities in primary market; Allotment procedure; New financial instruments.

4. **Public Issue** : SEBI guidelines on public issue, size of issue, pricing of issue, promoters' contribution, appointment of merchant bankers, underwriters, broker, registrar and managers, bankers and allotment of shares.
5. **Secondary market** : Role, importance, type of brokers, trading mechanism, listing of securities in stock exchanges, screen based trading; Depository-role and need; Depositories Act, 1996.
6. **Valuation of securities** : bonds, debentures, preference shares, equity shares.
7. **Fundamental Analysis**. Economic analysis, Industry analysis and Company analysis.
8. **Technical Analysis**: Trends, indicators, indices and moving averages applied in technical analyses.
9. **Efficient Market Hypothesis** : Weak, semi-strong and strong market and its testing techniques.
10. **Portfolio Analysis** : Estimating rate of return and standard deviation of portfolio. Effect of combining the securities; Markowitz Risk-return optimisation; Single Index Model or Market Model; Portfolio total risk, portfolio market risk and unique risk, Simple Sharpe's optimisation solution.
11. **Capital Market Theory** : Capital market line, security market line, risk free lending and borrowings; Factor models: Arbitrage pricing theory, two factor and multi factor models; Principle of arbitrage, arbitrage portfolios.
12. **Portfolio Performance Evaluation** : Measure of return, risk adjusted measures of return, market timing, evaluation criteria and procedures.

ELECTIVE GROUP:

Optional Group - II : MARKETING

COURSE INPUT

Course - I : ADVERTISING & SALES MANAGEMENT

Course Contents

1. Advertising's Role in the Marketing Process : Types of advertisements, Legal Ethical and Social Aspects of Advertising; Advertising Budget, Lists of Advertising Expenses, Setting of Objectives and market positioning, DAGMAR approach.
2. Determination of Target Audience : Building of Advertising Programme- Message, Headlines, Copy, Logo, Illustration, Appeal, Layout; Role of Colours in Advertising, Campaign Planning; Media Planning; Scheduling, Measurement of advertising effectiveness - Rationale of Testing Opinion and Aptitude Tests, Recognition, Recall, Experimental Designs; Organisation of advertising department.
3. Selection, Compensation and Appraisal of an Advertising Agency; Electronic Media Buying. Advertising campaign- Advertising V/s Consumer behaviour; Sales promotion- Role of Creative strategies; Forms of Sales Promotion.
4. Nature and Scope of Sales Management; Setting and Formulating Personal Selling Objectives; Recruiting and Selecting Sales Personnel; Developing and Conducting Sales Training Programmes; Designing and Administering Compensation Plans; Supervision of Salesmen; Motivating Sales Personnel; Sales Meetings and Sales Contests; Designing Territories and Allocating Sales Efforts; Objectives and Qotas for Sales Personnel.
5. Selling as a career, Qualities of a successful Salesperson, salesmanship: Essence and Elements, Sales Manual, Sales Report, Tour Diary.

Course - II : CONSUMER BEHAVIOUR

1. Introduction to Consumer Behaviour; Consumer Behaviour and Marketing Strategy.
2. Consumer Involvement and Decision Making; Information Search Process; Evaluative Criteria and Decision Rules;

3. Consumer Motivation; Information Processing and Consumer Perception;
4. Consumer Attitudes and Attitude Change; Influence of Personality and Self Concept on Buying Behaviour; Psychographics and Lifestyle; Reference Group Influence; Diffusion of Innovation and Opinion Leadership Family Decision Making;
5. Industrial Buying Behaviour; Models of Consumer Behaviour;
6. Consumer Behaviour Audit; Consumer Behaviour Studies in India.

Course - III : MARKETING RESEARCH

1. **Introduction to Marketing Research** : Importance, nature and scope of marketing research; Marketing information system and marketing research; Marketing research process and organisation.
2. **Problem Identification and Research Design** : Problem identification and definition; Developing a research proposal; Determining research type - exploratory, descriptive and conclusive research; Experimental designs.
3. **Data Resources**: Secondary data sources and usage; Online data sources; Primary data collection methods - questioning techniques, online surveys, observation method; Questionnaire preparation.
4. Aptitude measurement and scaling techniques -elementary introduction to measurement scales.
5. **Sampling Plan** : Universe, sample frame and sampling unit; Sampling techniques; Sample size determination.
6. **Data Collection** : Organisation of field work and survey errors - sampling and non-sampling errors.
7. **Data Analysis**: Univariate, bivariate and multivariate data analysis; Report preparation and presentation.
8. **Market Research Applications** : Product research; Advertising research; Sales and market research; International marketing research; Marketing research in India.

Optional Group - III : INTERNATIONAL BUSINESS

COURSE INPUT

Course - I : INTERNATIONAL BUSINESS ENVIRONMENT

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

Course - II : INTERNATIONAL MARKETING

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

Course - III : FOREIGN TRADE POLICY, PROCEDURES & DOCUMENTATION

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

Optional Group - IV : HUMAN RESOURCE DEVELOPMENT

COURSE INPUTS

Course - 1: HUMAN RESOURCE PLANNING AND DEVELOPMENT

1. Macro Level Manpower Planning and Labour Market Analysis; Organisational Human Resource Planning; Stock Taking; work Force Flow Mapping; Age and Grade Distribution Mapping;
2. Models and Techniques of Manpower Demand and Supply Forecasting; Behavioural Factors in Human Resource Planning- Wastage Analysis; Retention; Redeployment and Exit Strategies;
3. Concepts and Practices of HRD, Subsystem of HRD, Employee Counselling
4. HRD- Career Management and Career Planning; Potentials Appraisal, Performance Appraisal; and Career Development
5. HRD Climate; Culture; QWL and Management of Change; TQM and HRD. Strategies; HRD in Strategic Organisations; Human Resource Information System.

Course - II : LEGAL FRAMEWORK GOVERNING HUMAN RELATIONS

1. Emergence and Objectives of Labour Laws and their Socio-economic Environment;
2. Industrial Relations Laws- Laws Relating to Industrial Disputes, Trade Unions, and Standing Orders;
3. Laws Relating to Discharge, Misconduct, Domestic Enquiry, Disciplinary Action; Social Security Laws;
4. Laws Relating to Workmen's Compensation, Employees State Insurance, Provident Fund, Gratuity and Maternity Relief;
5. Wages and Bonus Laws-The Law of Minimum Wages, Payment of Wages, Payment of Bonus; Laws Relating to Working Conditions- The Laws Relating to Factories, Establishment, and Contract Labour.

Course -III : CROSS CULTURAL AND GLOBAL HUMAN RESOURCE MANAGEMENT

1. Human and Cultural Variables in Global Organisations; Cross Cultural Differences and Managerial Implications;
2. Cross Cultural Research Methodologies and Hofstede's Hermes Study; Structural Evolution of Global Organisations;
3. Cross Cultural Leadership and Decision Making; Cross Cultural Communication and Negotiation;
4. Human Resource Management in Global Organisations; Selection, Source, Selection Criteria for International Assignment
5. Compensation and Appraisal in Global Perspective, MNC and Compensation system.