

**PROGRAMME PROJECT REPORT**  
**MASTER OF COMMERCE**

**CENTRE FOR DISTANCE & ONLINE  
EDUCATION {CDOE}**

<b>Programme Name</b>	<b>:-</b>	<b>Master of Commerce</b>
<b>Eligibility</b>	<b>:-</b>	<b>Graduate or equivalent</b>
<b>Minimum Duration</b>	<b>:-</b>	<b>2 years (4 Semesters)</b>
<b>Maximum Duration</b>	<b>:-</b>	<b>4 years</b>

**Programme's Mission and Objective:**

The main aim of the programme is to help the students build a successful career in the business world while they have a clear understanding of the concepts, systems and theories which connects business with modern society. It builds their hands-on skills by providing the practical knowledge needed for the students to be a part of such an exciting and fast-moving professional field. The only true mission of AUS is to enrich the students at a higher level in the field of commerce. So M.COM is one great programme offered by AUS, for all those who wish to further their experience and learning in their field concerned.

**Relevance of the Programme with HEI Mission and Goals:**

Keeping the commerce sector in mind, the demand for business experts has increased in Arunachal Pradesh over the past years. It is not clerical or administrative work. If a candidate is looking to have a career in finance, banking sector and other sectors prevailing commerce and business then opting to study Master of Commerce is a perfect choice. Arunachal University of Studies offers this course to encourage students to develop an intense appreciation concerning taxes, trade, economy, revenue, etc. The curriculum of M.Com is structured in a way to offer students smooth conduct of academic sessions keeping the industrial requirements in mind.

**Nature of Prospective Target Group of Learners:**

The reason students choose this stream is its popularity in the country. A PG in commerce can land one in a secured job immediately. The stream is highly successful and offers complete financial security, which is a very important mission for all youngsters of the state. A student wanting to pursue this course needs to be good at accounting by virtue to be well versed in applying all principles in business enterprise both practically and theoretically. Lastly, keeping the present scenario in mind, the social influence in India has influenced a new era of modern commerce activities. There is no way that commerce does not affect a person's day-to-day activity. Therefore, the programme's pedagogy focused on a market research-based curriculum for an advanced learning session.

**Appropriateness of the Programme:**

The M.Com programme of AUS significantly emphasizes research. The program is career-oriented in its design course structure and teaching-learning process, as compared to traditional M.Com. The programme includes value-adding modules on teaching methodology and student behaviours, in addition to descriptive research-oriented study modules on various subjects of Commerce & Management, with options for specialization. The curriculum is developed duly considering the desired level of knowledge exposure in the context of the ever-changing environment in global business.

**Outcome of the Programme:**

Knowledge has no end and for those who wish to learn, there is always something open. M.Com is one such door that opens with great means to move ahead for a good future. Students who complete their masters can get themselves enrolled for professional studies like life and non-life insurance, professions in banks, professions in capital and commodity markets, and the field of Accountancy like CA, costs managements accountancy, financial analysis and management, accounting & auditing, taxation and others.

- |  |                           |            |
|--|---------------------------|------------|
| 1. Title of the Programme                    | : Master of Commerce      |            |
| 2. Minimum Duration of the Programme         | : 2 Years {4 Semester}    |            |
| 3. Maximum Duration of the Programme         | : 4 Years                 |            |
| 4. Weather Listed in Section (22) of UGC Act | : Yes                     |            |
| 5. Level of the Programme                    | : PG-I & PG-II            |            |
| 6. Eligibility                               | : Graduate or equivalent. |            |
| 7. Optional Early Exit Certification         | : Not Applicable          |            |
| 8. Credit Transfer                           | :                         | Applicable |

8.1 To the Second Year of Programme: For the Candidates who has successfully completed First Year of Programme from a recognized University/ Institution or any other Institution recognized by the Arunachal University of Studies. A student admitted under this system requires submitting fees for Second Year of the Programme along with Credit Transfer fees as prescribed by the University from time to time.

8.2 The cases where exact title of Programme is different from the aforementioned Programme Title and more than 75% credits earned in previous qualification matches with the Programme Credits then such Credit Transfers are permitted by the Arunachal University of Studies as per 8.1.

- |                                |   |            |
|--------------------------------|---|------------|
| 9. Skill Based Credit Transfer | : | Applicable |
|--------------------------------|---|------------|

9.1 A Candidate who has successfully completed minimum one year of work experience in relevant field or have completed minimum of one-year professional certification from an institution after prescribed qualification for the admission into programme are eligible for Skill Based Credit Transfer. The Skill Based Credit Transfer candidates have to appear in all theory examinations in order to earn minimum One Year credits of the Programme.

9.2 To the Second Year of Programme: Such Candidates are required to earn mismatched theory, practical and industrial credits of First Year along with Second Year Examinations. A student admitted under this system requires submitting fees for First and Second Year of the Programme along with Skill Based Credit Transfer fees as prescribed by the Arunachal University of Studies from time to time.

- |                   |                  |  |
|-------------------|------------------|--|
| 10. Lateral Entry | : Not Applicable |  |
|-------------------|------------------|--|

**11. Division:**

The University will award the Divisions to successful candidates in accordance with Section 22 of Rules and Regulations made under the Arunachal University of Studies Act (No. 9 of 2012).

12. Grading Scale:

The Grading Scale of the University will be in accordance with Section 23 of Rules and Regulations made under the Arunachal University of Studies Act (No. 9 of 2012).

13. Programme Credit Distribution:

The Credit System and Programme Credit Distribution of the University will be in accordance with Section 45 and Section 46 of the First Statutes made under the Arunachal University of Studies Act (No. 9 of 2012).

14. Abbreviations and Formulae for Performance Acknowledgement:

Abbreviations and Formulae for Performance Acknowledgement of the University will be in accordance with Section 25 of the Rules and Regulations made under the Arunachal University of Studies Act (No. 9 of 2012).

15. Admission Procedure:

- 15.1 Admission in Master of Commerce Annual/ Semester programme of study shall be made on Merit.
- 15.2 Admission cannot, however, be claimed by any candidate as a matter of right. The admission or re-admission of a candidate shall be entirely at the discretion of the University which may refuse to admit any student without assigning any reason there for.
- 15.3 On selection for admission to the programme, the candidate shall, within the time fixed by the Dean/ Director deposit the fees prescribed for the programme. If the candidate fails to deposit fees within the stipulated time, the selection shall automatically stand cancelled. Such a candidate shall not be admitted to the concerned programme unless a fresh order of selection and extension of date for payment of fees is issued.
- 15.4 The candidates other than the domicile of Arunachal Pradesh are required to fulfill the entry criteria as prescribed by the Government of Arunachal Pradesh time to time.
- 15.5 The Foreign Nationals are eligible for the Programme. Applications of foreign nationals nominated by the Government of India under scholarship schemes and self-financing Foreign Nationals shall be entertained for the aforesaid programme. The Foreign Nationals are required to obtain Restricted Permit from the Government of Arunachal Pradesh in addition to other papers required by Govt. of India before coming to Arunachal Pradesh.

16. Attendance:

- 16.1 Attendance of a newly admitted candidate shall be counted from the date of his/her admission, or date of beginning of classes whichever is later, while in the case of promoted candidates, attendance shall be counted from the date on which respective class begins. However, in case of promotion after declaration of results of supplementary examination (if any), the attendance will be counted from the date of admission in the respective case.
- 16.2 There shall be an Attendance Monitoring Committee in the Faculty under the Chairmanship of the Dean/ Director.
- 16.3 The Condonation upto 25% can be considered for the following specific cogent reasons:
  - Participation in NCC/NSC/NSS Camps duly supported by certificate.
  - Participation in University or College Team Games or Interstate or Inter-University tournaments, duly supported by certificate.

- Participation in Educational Excursions, which form a part of teaching in any subject conducted on working days duly certified by the Dean/ Director.
- University Deputation for Youth Festival duly certified by the Dean/ Director.
- Prolonged illness duly certified by the Medical Officer or any other Registered Medical Practitioner, provided such certificate is submitted to the Dean/ Director.

16.4 Minimum attendance criteria will be decided by Dean/ Director of Concerned Faculty from time to time.

16.5 There shall be no attendance criteria for External Candidates.

17. Programme Fee:

Programme Fee will be displayed on official website of the University from time to time.

18. Examination and Result:

18.1 The Distribution of Continuous Internal Assessment and Term End Examination of the programme will be in accordance with Section 24 of the Rules and Regulations made under the Arunachal University of Studies Act (No. 9 of 2012).

18.2 Result will be displayed on the official website of the University. The Statement of Grades will be issued by the Controller of Examination.

18.3 Students can apply for Re-Totaling/ Re-Evaluation on demand as per the procedure in practice from time to time.

18.4 Students designated in Grade F or the students desirous of improving their grades can apply for the same through Backlog/ Improvement examination as per the procedure in practice from time to time.

19. Programme Contents: -

The Total Marks includes Continuous Internal Assessment and End Term Examination. The bifurcation of Continuous Internal Assessment and End Term Examination marks will be in accordance with Section 24 of the Rules and Regulations made under the Arunachal University of Studies Act, 2012 (9 of 2012).

<b>First Semester</b>			
<b>S. No.</b>	<b>Name of Subject</b>	<b>Credits</b>	<b>Total Marks</b>
1	Business Statistics	6	100
2	Managerial Economics	6	100
3	Managerial Accounting	5	100
4	Organizational Theory and Behaviour	5	100
<b>Total</b>		<b>22</b>	

<b>Second Semester</b>			
<b>S. No.</b>	<b>Name of Subject</b>	<b>Credits</b>	<b>Total Marks</b>
1	Quantitative Techniques for Business	6	100
2	Financial Management and Policy	6	100
3	Marketing Management	5	100
4	International Business	5	100
<b>Total</b>		<b>22</b>	

<b>Third Semester</b>			
<b>S. No.</b>	<b>Name of Subject</b>	<b>Credits</b>	<b>Total Marks</b>
1	Global Strategic Management	6	100
2	Entrepreneurship	6	100
3	Financial Planning	5	100
4	Legal Aspects of Business	5	100
<b>Total</b>		<b>22</b>	

<b>Fourth Semester</b>			
<b>S. No.</b>	<b>Name of Subject</b>	<b>Credits</b>	<b>Total Marks</b>
1	Corporate Governance, Ethics and Social Responsibility of Business	6	100
2	Business Research	6	100
3	Human Resource Development	5	100
4	India's Foreign Trade and Investment	5	100
<b>Total</b>		<b>22</b>	

**Total No. of Credits of Programme: 88**

**20. Detailed syllabus: -**

**First Semester**

<b>First Semester</b>			
<b>S. No.</b>	<b>Name of Subject</b>	<b>Credits</b>	<b>Total Marks</b>
1	Business Statistics	6	100
2	Managerial Economics	6	100
3	Managerial Accounting	5	100
4	Organizational Theory and Behaviour	5	100
<b>Total</b>		<b>22</b>	

**Subject Name: BUSINESS STATISTICS**

**Unit I: Theory of Probability and Probability Distributions:** Approaches to calculation of probability. Marginal, joint and conditional probabilities. Probability rules. Bayes' theorem. Expected value and standard deviation of a probability distribution. Standard probability distributions - Binomial, Poisson, Hypergeometric, and Normal.

**Unit II: Statistical Decision Theory:** Decision-making process. Payoff and Regret tables. Decision rules under risk and uncertainty. Expected value approach and EVPI. Marginal analysis. Decision-tree analysis.

**Unit III: Sampling Distributions and Estimation:** Sampling concepts. Sampling methods. Concept of sampling distribution, its expected value and standard error. Sampling distribution of means and Central Limit Theorem. Sampling distribution of proportions.

Point and interval estimation; Properties of a good estimator. Confidence intervals for means (a) when  $\sigma$  is known, and (b) when  $\sigma$  is not known. Sample size determination for a mean. Confidence intervals for proportions.

**Unit IV: Hypothesis Testing: One and Two-sample Tests:** General methodology of hypothesis testing. One and two-tailed tests. Type I and type II Errors. Power of a test. Calculation and use of p-value.

One Sample Tests: Hypothesis testing of means when the population standard deviation is known and when it is not known. Hypothesis tests concerning proportions.

Two-sample Tests: Tests for difference between means – when population standard deviations are known, and when they are not known. Inferences about difference between two means for matched samples. Testing of difference between two proportions.

**Unit V: Analysis of Variance and Non-Parametric Tests:** F-test of equality of variances. One-factor ANOVA (Completely Randomised Model) and Two-factor ANOVA without replication (Randomised Block Model). Chi – square test for Independence and for Goodness-of-fit. Sign test, One-sample runs test and Rank correlation test.

**Unit VI: Correlation and Regression Analysis:** Simple, multiple and partial correlation analysis. Rank correlation. Simple and Multiple linear regression analysis (involving up to three variables). Multiple regression analysis using MS Excel.

**Suggested Readings:**

1. Levin, R.I. and D.S. Rubin, Statistics for Management, Prentice-Hall of India.
2. Aczel, Amir D., and Sounderpandian, J., Complete Business Statistics, Tata McGraw Hill Publishing.
3. Anderson, Sweeny and Williams, Statistics for Business and Economics, CENGAGE Learning, New Delhi
4. Kazmeir Leonard J., Business Statistics, Tata McGraw Hill Publishing Company, New Delhi
5. Vohra, N. D., Business Statistics, Tata McGraw Hill Publishing Company, New Delhi
6. Freund, J. E. And F. J. Williams, Elementary Business Statistics – The Modern Approach, Prentice Hall of India Private Ltd., New Delhi.

**Subject Name:** MANAGERIAL ECONOMICS

**Part A: Firm and Market**

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

**Unit II: Production and Cost:** Production: Law of variable proportion. Returns to scale. Production function: Concept of productivity and technology. Producer's Equilibrium. Isoquants ridge lines, Isoclines, Isocost lines.

Cost function: Classification of costs, Short run cost functions, Relationship between return to scale and return to a factor, Long run cost functions.

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

**Part B: Macroeconomic Environment**



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

**Unit V: Aggregate Demand and Aggregate Supply:** Modern aggregate demand function. Demand Management. Philips Curve. Aggregate supply and the price level.

**Unit VI: Trade Cycles and The Open Economy:** Real Business Cycles. Exchange rate, trade balance, net saving, Macroeconomic movements in an open economy.

**Suggested Reading:**

1. Koutsiyannis, A., Modern Microeconomics, Macmillan Press Ltd.
2. Varian, Micro-Economic Analysis, Norton.
3. Pindyck Robert S., Daniel L. Rubinfeld and Prem L. Mehta, Micro Economics, Pearson Education Asia, New Delhi.
4. Branson William H., Macro Economics Theory and Policy, First East – West Press.
5. Dornbusch, R. and S. Fischer Macro Economics, Publisher Tata McGraw Hill.
6. Oliver Blanchard Macro Economics, Pearson Education, LPE.
7. Mankiw, N. Gregory, Macro Economics, Macmillan.

**Subject Name:** MANAGERIAL ACCOUNTING

**Unit I: Management Accounting** – Nature and Functions; Financial vs. Management Accounting; Cost vs. Management Accounting; Role of Management Accountant. Cost Concepts and Classifications.

**Unit II: Activity Based Costing (ABC)** – Concept and uses; Flow of Costs in ABC; Emerging Costing Approaches; Traditional Costing System vs. ABC.

**Unit III: Variable and Absorption Costing** - Concept, Comparison, Applications of Variable Costing, Preparation of Income Statements. Cost-Volume-Profit (CVP) Analysis - Contribution Margin; Break – Even Analysis; Profit Volume (P/V) Analysis; Multiple-Product Analysis; Optimal use of Limited Resources.

**Unit IV: Relevant Information and Short-Run Managerial Decisions** – Managerial Decision Making; Decision Making Process; Differential Analysis; Types of Managerial Decisions – Make/Buy, Add/Drop, Sell/ Process Further, Operate/Shutdown, Special Order, Product-Mix, Pricing Decisions.

**Unit V: Budgeting** – Nature and functions; Preparation of Different Types of Budgets, Fixed Versus Flexible Budgeting. Standard Costing – Concept, Advantages; Types of Standards; Variance Analysis; Materials, Labour, Overhead; Managerial Uses of Variances.

**Unit VI: Responsibility Accounting and Divisional Performance Measurement** – Advantages and Disadvantages of Divisionalisation; Concept of Responsibility Accounting; Responsibility Centres – Cost Centre, Revenue Centre, Profit Centre, Investment Centre, Responsibility Performance Reporting, Financial Measures of Performance, Non- Financial Performance Measures. Transfer Pricing: Concept; Objectives; requisites; Methods of Transfer Pricing; Transfer Pricing in Multinational Companies.

Performance Measurement: Traditional Performance Measures; Balanced Scorecard- Meaning, Perspectives in Balanced Scorecard, Weighting Performance Measures; Requisites of Balanced Scorecard.



**Suggested Readings:**

1. Atkinson Anthony A., Rajiv D. Banker, Robert Kaplan and S. Mark Young, Management Accounting, Prentice Hall.
2. Horngreen Charles T., and Gary L. Sundem and William O. Stratton, Introduction to Management Accounting, Prentice Hall of India.
3. Drury Colin, Management and Cost Accounting, Thomson Learning.
4. Garison R.H. and E.W. Noreen, Managerial Accounting, McGraw Hill.
5. Ronald W. Hilton, Managerial Accounting, McGraw Hill Education.
6. Jawahar Lal, Advanced Management Accounting, Text, Problems and Cases, S. Chand & Co., New Delhi.

**Subject Name:** ORGANISATIONAL THEORY AND BEHAVIOUR

**Unit I- Conceptual Foundations of Organisation Theory and Behaviour:** Organisational Theories - Classical, Neo-classical and Contemporary; Authority, Power, status, formal and informal structure; Bureaucratic structure; Boundary Less organisation; Flat and Tall structures; Impact of Environment on Organisational Design.

Organisational Behaviour (OB)- concept, determinants, models; challenges and opportunities of OB; Transaction cost; Disciplines contributing to the field of OB; Individual Behaviour- Foundations of individual behaviour, values, attitudes, personality, and emotions; Perceptual process and Learning; Management assumptions about People-McGregor's Theory X and Theory Y, Chris Argyris behaviour patterns.

**Unit II- Group Decision making and Communication:** Concept and nature of decision making process; Individual versus group decision making; Nominal group technique and Delphi technique; communication effectiveness in organisations; Feedback, Improving Inter-personal Communication- Transactional Analysis and Johari Window.

**Unit III- Motivation:** Content Theories- Maslow's Need Hierarchy, Herzberg's Two factor theory; Contemporary theories of motivation (ERG, Cognitive evaluation, goal setting, equity, Intrinsic Motivation Theory by Ken Thomas), expectancy model; Behaviour modification; Motivation and organisational effectiveness.

**Unit IV - Leadership, Power and Conflict:** Concept and theories of leadership- Behavioural approach, Situational approach, Leadership effectiveness; Leadership across cultures; Power- Bases of Power, power tactics; Conflicts- sources, patterns, levels and strategies.

**Unit V- Organisational Culture, Organisational Development and Stress Management:** Concept and determinants of organisational culture, creating sustaining and changing organisational culture. Managing misbehaviour at work- Aggression and Violence, Sexual abuse, Substance abuse, Cyberslacking. Organisational Development- concept, values, and intervention techniques; Appreciative Inquiry. Individual and organisational stressors; consequences of stress on individual and organisation; management of stress.

**Suggested Readings:**

1. Robbins, Stephen P. and Timothy A. Judge, *Organizational Behaviour*, Prentice -Hall, New Delhi.
2. Robins S.P., and Mathew, M., *Organisational Theory: Structure, Design and Application*, Prentice Hall of India Pvt. Ltd.

3. Luthans, Fred, *Organizational Behaviour*, McGraw-Hill, New York.
4. Sekaran, Uma, *Organisational Behaviour: Text and Cases*, Tata McGraw-Hill Publishing Co. Ltd.
5. Aswathappa, K., *Organisation Behaviour*, Himalaya Publishing House, New Delhi.
6. Singh, K., *Organizational Behaviour: Text and Cases*, Pearson.
7. Pareek, U. and Khanna, S., *Understanding Organizational Behaviour*, Oxford University Press.
8. Newstorm, John W., *Organizational Behaviour: Human Behaviour at work*, Tata McGraw- Hill Pub. Co. Ltd. New Delhi.
9. Hersey, Paul, Dewey E. Johnson, and Kenneth H. Blanchard, *Management of Organisational Behaviour*, Prentice-Hall of India, New Delhi.
10. Terrance R. Motchell, *People in Organization an Introduction to Organisational Behaviour*, McGraw- Hill, New York.

### Second Semester

Second Semester			
S. No.	Name of Subject	Credits	Total Marks
1	Quantitative Techniques for Business	6	100
2	Financial Management and Policy	6	100
3	Marketing Management	5	100
4	International Business	5	100
<b>Total</b>		<b>22</b>	

**Subject Name:** QUANTITATIVE TECHNIQUES FOR BUSINESS DECISIONS

**Unit I – Fundamental of decision making:** Types of decisions; Steps in decision making; Quantitative analysis and decision making; Different types of models and their uses; Model building steps.

**Unit II - Linear Programming:** Basic concepts; mathematical formulation and applications; Solution of LP problem using graphic and simplex method; Use of artificial variables; Sensitivity analysis and interpretation of solution; Duality in linear programming – formulation and solution; Integer linear programming – solution.

**Unit III – Transportation, Assignment and Trans-shipment:** Formulation; Solving transportation and assignment problems; Dealing with exceptional cases of transportation and assignment problems.

**Unit IV - Inventory and Queuing Management:** Concepts of inventory management; Inventory models – classical EOQ, EOQ with price breaks, EOQ model for production runs, planned shortage model- deciding optimum safety stock and reorder level, probabilistic model; Techniques of selective control. Queuing models: Elements of a queuing system; Models with Poisson arrival and Exponential services rates- single server and infinite and finite population; Cost behavior analysis.

Simulation: Monte Carlo Simulation, Application of simulation in inventory management and queuing situation.

**Unit V – Project Scheduling:** Concepts of PERT & CPM techniques and their applications; Network analysis- scheduling activities, determining critical path, calculation of floats; Time-cost trade-off; Resource allocation and resource levelling.

**Unit VI- Markov Chains and Theory of Games:** Markov Chains- decision processes; Market share analysis; Account receivable analysis. Game Theory- Pure strategy games; Mixed strategy games; Value of the game; Rules of Dominance.

**Suggested Readings:**

1. Levin, R.I., D.S. Rubin and J.P. Stingson, *Quantitative Approaches to Management*, McGraw - Hill.
2. Vohra N.D., *Quantitative Techniques in Management*, The McGraw Hill companies
3. Bierman H. Jr, C.P. Bonini and W.H. Hausman, *Quantitative Analysis for Business Decisions*, Homewood, Ill., Irwin.
4. Anderson, *Quantitative Methods for Business*, CENGAGE.
5. Gupta and Khanna, *Quantitative Techniques for Decision Making*, Prentice Hall of India.
6. Kapoor V.K., *Operations Research: Concepts, Problems and Solutions*, Sultan Chand & Sons.

**Subject Name:** FINANCIAL MANAGEMENT AND POLICY

**Unit I- Introduction:** Nature, scope and objectives of financial management. Financial decision making and types of financial decisions. Finance as a strategic function. Role of finance manager. Agency problem. Stock price maximization and agency costs. Alternatives to stock price maximization. Stakeholders' wealth maximization. Risk-return framework for financial decision making.

**Unit II- Capital Budgeting:** Nature, significance and kinds of capital budgeting decisions. Cash flow estimation. Capital budgeting techniques- ARR, Payback period, Discounted payback period, NPV, Equivalent annual NPV, IRR, Incremental IRR and Modified IRR. Capital budgeting decisions under constraints and with multiple objectives using mathematical programming models (Linear programming and Integer Programming). Capital rationing. Capital budgeting decision under inflation. Capital budgeting decision under uncertainty. Techniques for incorporating risk and uncertainty in capital budgeting decisions- RADR, Certainty equivalent method, DCF Break even analysis, Simulation method, Probability distribution method, Decision tree analysis, Sensitivity analysis and Scenario analysis. Real options.

**Unit III- Capital Structure:** An overview of cost of capital- Specific and WACC. Financial leverage and evaluation of financial plans (EBIT-EPS analysis). Theories of capital structure- NI, NOI, MM Hypothesis without and with corporate taxes, Merton Miller argument with corporate and personal taxes, Trade off theory, Pecking order theory, Signaling theory and effect of information asymmetry on capital structure. Optimal capital structure. Determinants of Capital structure in practice.

**Unit IV- Dividend Policy:** Forms of dividends. Theories of relevance and irrelevance of dividend in firm valuation (Walter's model, Gordon's Model, MM Hypothesis, Bird-in-hand theory and Dividend signaling theory). Relevance of dividend policy under market imperfections. Traditional and Radical position on dividend. Issues in dividend policy. Types of dividend policies in practice (constant rupee dividend policy, constant dividend payout policy, smooth stream dividend policy etc.) Determinants of dividend policy. Lintner's Model on corporate dividend behavior.

**Unit V- Working Capital Planning and Management:** Concept and types of working capital. Operating and cash cycle. Estimation of working capital requirement. Working capital financing. Determinants of working capital. Components of working capital management. Cash management- Baumol's Model and Miller-Orr Model of managing cash. Receivables management- dimensions of credit policy of a firm and evaluation of credit policies; credit analysis. Inventory management.

**Unit VI- Corporate Restructuring and Contemporary Issues in Financial Management:** Corporate restructuring. Mergers and Acquisitions- types, sources of takeover gains, valuation and financing of M&As. Leveraged buyouts; Spin offs; demerger. Contemporary issues in financial management.

**Suggested Readings:**

1. Van Horne, James C., *Financial Management and Policy*, Prentice Hall of India.
2. Pandey, I. M., *Financial Management*, Vikas Publishing.
3. Ross S.A., R.W. Westerfield and J. Jaffe, *Corporate Finance*, McGraw Hill.
4. Brealey R.A. and S.C. Myers, *Principles of Corporate Finance*, McGraw Hill.
5. Damodaran, A., *Corporate Finance: Theory and Practice*, John Wiley & Sons.
6. Chandra, P. *Financial Management*, Tata McGraw Hill.
7. Khan, M.Y & Jain, P.K *Financial Management: Text, Problems and Cases*, Tata McGraw Hill.
8. Ehrhardt, M. C. & Brigham E. F, *Corporate Finance*, Indian Edition, Cengage Learning
9. Srivastava, Rajiv and Misra. Anil, *Financial Management*, Oxford University Press.
10. Arthur J. Kewon, John H. Martin, J. William Petty & David F. Scott, *Financial Management: Principles & Application*, Pearson.
11. Meyer. et.al, *Contemporary Financial Management*, Cengage Learning.

**Subject Name:** MARKETING MANAGEMENT

**Unit I-Introduction:** Nature and Scope of Marketing; Core Marketing Concepts; Evolution of modern marketing concept; Modern marketing concepts; Marketing Mix; Marketing management process-a strategic perspective; Customer quality, value and satisfaction; Planning and control.

Marketing Environment: Significance of scanning marketing environment; Analyzing macro environment of marketing-economic, demographic, socio-cultural, technological, political and legal segments; Impact of micro and macro environment on marketing decisions.

Buyer behaviour: Need for studying buyer behaviour; Consumer vs. business buying behaviour; Consumer buying decision process and influences; Industrial buying process. Market Segmentation, Targeting and Positioning: Bases for segmenting a consumer market; Levels of market segmentation; Factors influencing selection of market segments; Criteria for effective market segmentation; Target market selection and strategies; Positioning – concept, bases and process.

**Unit II-Product and Pricing Decisions:** Product - concept and classification; Major product decisions; New product development; Packaging and labelling; Product support services; Branding decisions; Product life cycle – concept and appropriate strategies adopted at different stages.

Pricing- Objectives, Factors affecting price of a product, Pricing policies and strategies. Ethical issues in product and pricing decisions.

**Unit III-Distribution Decisions:** Channels of distribution – concept and importance; Different types of distribution middlemen and their functions; Channel management, selection, motivation and performance appraisal of distribution middlemen; Distribution logistics – concept, importance and major logistics decisions; Channel integration and systems. Ethical issues in distribution decisions.

Retailing and Wholesaling: Types of retail formats; Retail theories; Retailing strategies; Non-Store retailing; Wholesaling-nature and importance, types of wholesalers; Developments in retailing and wholesaling in Indian perspective.

**Unit IV-Promotion Decisions:** Role of promotion in marketing; Promotion methods; Integrated Marketing Communication – Concept; Communication process and promotion; Determining promotion mix; Factors influencing promotion mix; Developing advertising campaigns. Ethical issues in promotion decisions.

**Unit V- Marketing Planning, Organising and Control:** Marketing planning process; Different ways of organising marketing department; Sales, cost and profit analysis.

**Unit VI-Trends in Marketing:** Service Marketing, Social Media Marketing, Green Marketing, Customer Relationship Management, Rural marketing, other emerging trends.

**Suggested Readings:**

1. Kotler, Philip; Keller, Kevin Lane; Koshy, Abraham, and Mithileshwar Jha, *Marketing Management: A South Asian Perspective*, Pearson.
2. Lamb, Charles W.; Hair, Joseph F., and Carl McDaniel, *Mktg*, Cengage Learning.
3. Etzel, Michael J., Walker, Bruce J., Staton, William J., and Ajay Pandit, *Marketing Concepts and Cases*, Tata McGraw Hill (Special Indian Edition).
4. Czinkota, Miachel, *Marketing Management*, Cengage Learning.
5. Kazmi, SHH, *Marketing Management Text and Cases*, Excel Books.
6. Kumar, Arun and N. Meenakshi, *Marketing Management*, Vikas Publishing House.
7. Zikmund, William G. and Michael D’Amico, *Marketing: Creating and Keeping Customers in an E-Commerce World*, South-Western College Pub.

**Subject Name:** INTERNATIONAL BUSINESS

**Unit I – Introduction:** International Business - Importance, nature and scope; Globalization; Drivers of Globalization. Basic Entry Decisions; Modes of entry into international business, selecting an Entry Strategy; IT and international business, India’s involvement in International Business

**Unit II - International Business Environment:** Political, Legal, Economic, and Cultural environment and associated risks; Framework for analyzing international business environment.

**Unit III - International Trade:** Reasons for international trade; Theories of international trade; Foreign trade multiplier; World trading environment – Pattern and structure of world trade in goods and services; Government intervention in International Trade: Arguments for Government intervention; Instruments of Commercial Policy: Tariffs, quotas and other measures and their effects.

World Trade and Protectionism: GATT, The Uruguay Round, WTO, Evaluation of WTO, Important Agreements of WTO – Agriculture Agreements; SPS, TBT, GATS, TRIPS; WTO and Developing Countries, WTO and India.

**Unit IV - Balance of Payment Account:** Components of BOP: Current Account, Capital Account, Official Reserve Account; Disequilibrium in BOP; Correction of Disequilibrium.

**Unit V - International Economic Institutions and Financial Environment:** IMF, World Bank, UNCTAD, International commodity trading and agreements - India’s involvement and consequences; International Financial Environment: International Monetary System; Exchange rate mechanism and



arrangement; Types of Exchange rate systems in the world; International money and capital markets; Movements in foreign exchange and interest rates. Foreign Direct Investment: Types of FDI; Theories of FDI, Cost and Benefit of FDI to Host and Home Countries, Government Policy Instruments and FDI, Trends in FDI.

**Unit VI - Regional Economic Integration:** Levels of Regional Economic Integration: Free trade area, customs union, economic union, common market, political union; Trade creation and diversion effects; Regionalism vs. Multilateralism; Structure and functioning of EU and NAFTA, SAARC.

**Unit VII - Contemporary Issues in International Business:** Environmental and Labour issues in International Business.

**Suggested Readings:**

1. Daniels, John D., Radebaugh, Lee H., Sullivan, Daniel P. and Salwan, P., *International Business: Environment and Operations*.
2. Griffin, Ricky W. and Pustay, Michael W, *International Business: A Managerial Perspective*, Prentice Hall.
3. Hill, Charles, W.L., *International Business*, McGraw Hill Company, New York.
4. Cherunilam, F., *International Business Text and Cases*, PHI.
5. Bhasin, N., *Foreign Direct Investment in India: Policies, Conditions and Procedures*, New Century Publications.
6. Ball, Donald, Wendall H. McCulloch, Miachel Geringer, Michael S. Minor and Jeanne M. McNett, *International Business: The Challenge of Global Competition*, McGraw Hill Co.

**Third Semester**

Third Semester			
S. No.	Name of Subject	Credits	Total Marks
1	Global Strategic Management	6	100
2	Entrepreneurship	6	100
3	Financial Planning	5	100
4	Legal Aspects of Business	5	100
<b>Total</b>		<b>22</b>	

**Subject Name:** GLOBAL STRATEGIC MANAGEMENT

**Unit I-Introduction:** Concept and Role of Strategy; The Strategic Management Process; Approaches to Strategic Decision Making; Strategic Role of Board of Directors & Top Management. Strategic Intent; Concept of Strategic Fit, Leverage and Stretch; Global Strategy and Global Strategic Management; Strategic flexibility and learning organization.

**Unit II-Environmental Analysis:** Analysis of Global Environment- Environmental Profile; Constructing Scenarios; Environmental scanning techniques- ETOP, PEST and SWOT (TOWS) Matrix; Michael Porter's Diamond Framework; Analysis of Operating Environment - Michael Porters Model of Industry Analysis; Strategic Group Analysis; The International Product Life Cycle (IPLC) Analysis of Internal Environment– Resource Audit; Resource Based View (RBV), Global Value Chains Systems; Core and Distinctive Competencies; From Sustainable Competitive Advantage to Transient Competitive Advantage.

**Unit III-Strategic Choice:** Strategic options at Corporate Level – Growth, Stability and Retrenchment Strategies; Corporate Restructuring; Strategic options at Business Level- Michael Porters’ Competitive Strategies and Cooperative Strategies.

Evaluation of Strategic Alternatives – Product Portfolio Models (BCG matrix, GE Matrix, etc.)

**Unit IV-Situation Specific Strategies:** Strategies for situation like competing in emerging industries, maturing and declining industries, fragmented industries, hyper –competitive industries and turbulent industries; Strategies for industry leaders, runner -up firms and weak businesses.

**Unit V-Strategic Issues and Alternatives in Globally Competitive Markets:** Why & how firms internationalize; International entry options; Joint Ventures, Foreign Technology Agreements, Mergers and Acquisitions; Multi-country and global strategies; Outsourcing strategies.

**Unit VI-Strategy Implementation and Control:** Interdependence of Formulation and Implementation of Strategy; Issues in global strategy implementation- Planning and allocating resources; Organisation Structure and Design; Budgets and support system commitment; culture and leadership. Strategy evaluation and control.

**Unit VII-Ethical and Social considerations in Global Strategic Management:** The Global Context of Corporate Governance.

#### **Suggested Readings**

1. Hill, Charles W.L. and Gareth R. Jones, *Strategic Management: An Integrated Approach*, Cengage Learning, India.
2. Ungson, G.R. and Yim-Yu-Wong, *Global Strategic Management*, M.E. Sharpe.
3. Davidson, W.H., *Global Strategic Management*, John Wiley, New York.
4. Thompson, Arthur A. and A. J. Strickland, *Strategic Management*, McGraw Hill, New York.
5. Hitt, Michael A., Ireland, R. D., Hokiison, Robert E. and S. Manikutty, *Strategic Management: A South- Asian Perspective*, Cengage Learning, India
6. Bartlett, C.A., Ghoshal, S. and P. Beamish, *Transnational Management: Text, Cases, and Readings in Cross-Border Management*, McGraw Hill.
7. Porter, Michael E., *Competition in Global industries*, Harvard University Press, New York, 1986.
8. Porter, Michael E., *The Competitive Advantage of Nations*, Macmillan, London, 1990.
9. Frynas, J.G. and K. Mellahi, *Global Strategic Management*, Oxford University Press.
10. Henry, Anthony E., *Understanding Strategic Management*, Oxford University Press, New York.
11. Wheelen, Thomas L., Hunger, J. David, Hoffman, Alan N. and Charles E. Bamford, *Strategic Management and Business Policy: Globalization, Innovation and Sustainability*, Prentice Hall, New Jersey.
12. Sengupta, N. and J.S. Chandan, *Strategic Management: Contemporary concepts and Cases*, Vikas Publishing.
13. Ghosh, P.K., *Strategic Management- Text & Cases*, Sultan Chand & Sons.
14. Nag, A., *Strategic Management- Analysis, Implementation, Control*, Vikas Publishing.



**Subject Name:** ENTREPRENEURSHIP

**Unit I-Introduction:** Concept and Definitions, Entrepreneur v/s Intrapreneur; Role of entrepreneurship in economic development; Entrepreneurship process; Factors impacting emergence of entrepreneurship; Managerial versus entrepreneurial Decision Making; Entrepreneur v/s Investors; Entrepreneurial attributes and characteristics; Entrepreneurs versus inventors; Entrepreneurial Culture; Women Entrepreneurs; Social Entrepreneurship; Classification and Types of Entrepreneurs; EDP Programmes; Entrepreneurial Training; Traits/Qualities of an Entrepreneurs.

**Unit II- Creating Entrepreneurial Venture:** Generating Business idea- Sources of Innovation, methods of generating ideas, Creativity and Entrepreneurship; Challenges in managing innovation; Business planning process; Drawing business plan; Business plan failures; Entrepreneurial leadership- components of entrepreneurial leadership; Entrepreneurial Challenges; Legal issues – forming business entity, considerations and Criteria, requirements for formation of a Private/Public Limited Company, Intellectual Property Protection- Patents Trademarks and Copyrights – importance for startups, Legal Acts Governing Business in India.

**Unit III-Functional plans:** Marketing plan– for the new venture, environmental analysis, steps in preparing marketing plan, marketing mix, contingency planning; Organizational plan – designing organization structure and Systems; Financial plan – pro forma income statements, pro forma cash budget, funds Flow and Cash flow statements; Pro forma balance sheet; Break Even Analysis; Ratio Analysis.

**Unit IV- Entrepreneurial Finance:** Debt or equity financing, Sources of Finance- Commercial banks, private placements, venture capital, financial institutions supporting entrepreneurs; Lease Financing; Funding opportunities for Startups in India.

**Unit V- Enterprise Management:** Managing growth and sustenance- growth norms; Factors for growth; Time management, Negotiations, Joint ventures, Mergers & acquisitions.

**Suggested Readings:**

1. Kumar, Arya, Entrepreneurship: Creating and Leading an Entrepreneurial Organization, Pearson, India.
2. Hishrich., Peters, Entrepreneurship: Starting, Developing and Managing a New Enterprise, Irwin
3. Taneja, Entrepreneurship, Galgotia Publishers.
4. Barringer, Brace R., and R. Duane Ireland, Entrepreneurship, Pearson Prentice Hall, New Jersey (USA)
5. Hisrich, Robert D., Michael Peters and Dean Shepherd, Entrepreneurship, Tata McGraw Hill, New Delhi
6. Lall, Madhurima, and Shikha Sahai, Entrepreneurship, Excel Books, New Delhi
7. Charantimath, Poornima, Entrepreneurship Development and Small Business Enterprises, Pearson Education, New Delhi
8. Natarajan., K and E. Gordon, Entrepreneurship Development, Himalya Publication, India.
9. Vasant, Desai., Small- Scale Industries and Entrepreneurship, Himalya Publication, India.
10. Kuratko, D.F., and T. V. Rao, Entrepreneurship: A South-Asian Perspective, Cengage Learning

**Subject Name:** FINANCIAL PLANNING

**Unit I: Introduction to Financial Planning:** Globally accepted six steps financial planning process; General principles of cash flow planning, budgeting, legal aspects of financial planning. Overview of risk management: investments, insurance, retirement solutions, tax and estate planning.

**Unit II: Investment Environment:** Types of investment options available to an individual investor - bonds, equity shares, mutual funds, fixed deposits, PPF, financial derivatives, commodity derivatives, gold and bullion, ETFs, REITs, real estate etc. Objectives and rewards of investing. Investment constraints (tax considerations, unique needs etc.). Impact of inflation and indexation. Sources of financial information. Understanding mutual funds (Schemes, NAV calculation, load structure, Systematic Investment Plans, Systematic withdrawal plan etc.)

**Unit III: Return-Risk Assessment:** Risk aversion and risk profiling. Concept, types and calculation of returns. Assessment of risks in various financial instruments. Power of compounding and Time value of money. Rupee cost averaging. Concept of Portfolio and Diversification. Basics of Portfolio risk and return (two assets case). Tactical and strategic asset allocation.

**Unit IV: Personal Financial Planning:** Personal financial planning process. Setting personal financial goals. Life cycle approach to financial planning. Components of financial plan; developing financial plan; Using time value concept to estimate savings. Evaluation of tax saving instruments. Objectives of will and creating a valid will; living will and power of attorney. Planning for life insurance and health insurance. Primary clauses in Insurance agreement. Main contents of healthcare insurance.

**Unit V: Credit Planning and Retirement Planning:** Assessment of credit - types, advantages, disadvantages. Consumer and housing finance planning. EMI calculations - methods and implications. Reverse mortgage. Education loan. Credit card management; credit limits, overdraft protection, grace period. Credit Bureaus - individual credit history and ranking, identity theft and protection against identity thefts. Retirement planning and pension plans. Impact of taxes and inflation.

**Unit VI: Investor Protection:** Role of SEBI. Investor grievances and redressal system in India.

**Suggested Readings:**

1. Madura, Jeff, *Personal Finance*, Pearson.
2. Kapoor, J R, Dlabay & Hughes R, *Personal Finance*, McGraw Hill.
3. Keown, A J, *Personal Finance – Turning money into wealth*, Pearson Publication.
4. Bajtelsmit, Vickie L. & Rastelli Linda G., *Wiley Pathways Personal Finance*, Wiley.
5. Rachel Siegel & Carol Yacht, *Personal Finance*, Saylor Foundation, Flat World Knowledge.

**Subject Name:** LEGAL ASPECTS OF BUSINESS

**Unit I: Law relating to Transfer of Property:** Important definitions; types of properties; movable and immovable property; properties which cannot be transferred; rule against perpetuities; lis pendens; provisions relating to sale; mortgage, charge, lease, gift and actionable claim.

**Unit II: Law relating to Societies and Trusts:** General concept relating to registration of societies; property of societies; suits by and against societies; enforcement of judgment against societies; dissolution of societies; general concept relating to trusts; creation of a trust; duties and liabilities of trustees; rights and powers of trustees, disabilities of trustees; rights and liabilities of the beneficiary.

**Unit III: Law relating to Intellectual Property:** Concept and development of intellectual property law in India; law and procedure relating to patents, trademarks and copyrights; geographical indications;

design act; overview of laws relating to other intellectual property rights; intellectual property appellate board.

**Unit IV: Law relating to Competition and Consumer Protection:** Concept of competition; Competition Act, 2002 - anti competitive agreements, abuse of dominant position, combination, regulation of combinations, competition commission of India; compliance of competition law; Consumer protection in India- Consumer Protection Act, 1986; rights of consumers; consumer disputes redressal agencies.

**Unit V: Law Relating to Information:** Right to Information Act, 2005- Definitions, right to information, obligations of public authorities, request for obtaining information, disposal of request, exemption from disclosure of information, grounds for rejection to access in certain cases, severability; central information commission- its constitution, term of office, conditions of service and removal; powers and functions of Central Information Commissions, appeals and penalties.

**Unit VI: Law relating to Pollution Control and Environmental Protection:** Concept of sustainable development, biodiversity and carbon credit; government policy regarding environment; law relating to prevention and control of air pollution and water pollution; Environment (Protection) Act, 1986; national green tribunal.

**Suggested Readings:**

1. Singh, Avtar, *The Principles of Mercantile Law*, Eastern Book Company, Lucknow.
2. Sharma J. P., and SunainaKanojia, *Business Laws*, Ane Books Pvt. Ltd, New Delhi.
3. Bhandari, Munish, *Professional Approach to Corporate Laws and Practice*, Bharat Law House, New Delhi.
4. *Handbook of Corporate Laws*, Bharat Law House, New Delhi
5. Sir Dinshaw Fardunji Mulla, revised by Dr. Poonam Pradhan Saxena, *Mulla's The Transfer of Property Act*
6. Sanjiva Row, revised by Justice K. Shanmukham & Shrinivas Gupta, *Transfer of Property Act (with Model Forms of Sale Deed, Agreement to Sell, Mortgage, Lease Deed, Gift Deed, Partition Deed, Assignment of Actionable Claim etc.) (in 2 Vols)*
7. *Bare Acts on Societies and Trusts*
8. *Bare Act on Competition Law*
9. *Bare Act on Consumer Protection Law*
10. *Bare Act on Pollution Control and Environmental Protection*
11. *Bare Act on Right to Information Act Law*

**Fourth Semester**

<b>Fourth Semester</b>			
<b>S. No.</b>	<b>Name of Subject</b>	<b>Credits</b>	<b>Total Marks</b>
1	Corporate Governance, Ethics and Social Responsibility of Business	6	100
2	Business Research	6	100
3	Human Resource Development	5	100
4	India's Foreign Trade and Investment	5	100
<b>Total</b>		<b>22</b>	

**Subject Name:** CORPORATE GOVERNANCE, ETHICS AND SOCIAL RESPONSIBILITY OF BUSINESS

**Unit I: Business Ethics-** The concept of ethics; 'ethics' and related connotations; business values and ethics; concept of business ethics; various approaches to business ethics; ethical theories; ethical governance; social responsibility—an extension of business ethics; the concept of corporate ethics; benefits of adopting ethics in business; ethics programme; code of ethics; ethics committee.

**Unit II: Conceptual Framework Of Corporate Governance-** Evolution of corporate governance; developments in India; regulatory framework of corporate governance in India; SEBI guide lines and clause 49; reforms in the Companies Act; secretarial audit; class action; NCLT; insider trading; rating agencies; green governance/e-governance; shareholders' activism; corporate governance in PSUs and banks; legislative framework of corporate governance—an international perspective (United Kingdom, USA, Australia, China, Russia, South Africa).

**Unit III: Corporate Management-** Management vs. Governance; internal constituents of the corporate governance; key managerial personnel (KMP); chairman- qualities of a chairman, powers, responsibilities and duties of a chairman; chief executive officer (CEO), role and responsibilities of the CEO; separation of roles of chairman and CEO; CFO; manager; company secretary; auditor.

**Unit IV: Role and Functions of Board Committees-** Standing committees, ad-hoc committees, task force committees, advisory committees; powers, functions and duties of board committees; enhanced performance of board committees; limitations of board committees; statutory committees of board- audit committee, remuneration committee, nomination committee, compliance committee, shareholders grievance committee, investors relation committee, investment committee, risk management committee, other committees.

**Unit V: Major Corporate Failures** –Bank of credit and commerce international (UK), Maxwell communication corporation and Mirror group newspapers (UK), Enron (USA), World.com (USA), Andersen worldwide (USA), Vivendi (France), News of the world (UK); Satyam computer services ltd (India); Sahara (India); Kingfisher ltd (India); common governance problems noticed in various corporate failures; policy actions including major codes and standards.

**Unit VI: Whistle blowing and Corporate Governance** – The Concept of Whistle-Blowing; Types of Whistle-blowers; Whistle-blower Policy; the Whistle-Blower Legislation across Countries; developments in India.

**Unit VII-Corporate Social Responsibility (CSR)** –Meaning; corporate philanthropy; CSR-an overlapping concept; corporate sustainability reporting; CSR through triple bottom line; CSR and business ethics; CSR and corporate governance; environmental aspect of CSR; CSR models; drivers of CSR; global reporting initiatives; major codes on CSR; initiatives in India.

**Suggested Readings:**

1. Mallin, Christine A., *Corporate Governance (Indian Edition)*, Oxford University Press, New Delhi.

2. Blowfield, Michael, and Alan Murray, *Corporate Responsibility*, Oxford University Press.
3. Francesco Perrini, Stefano, and Antonio Tencati, *Developing Corporate Social Responsibility-A European Perspective*, Edward Elgar.
4. Sharma, J.P., *Corporate Governance, Business Ethics & CSR*, Ane Books Pvt Ltd, New Delhi.
5. Sharma, J.P., *Corporate Governance and Social Responsibility of Business*, Ane Books Pvt. Ltd, New Delhi.

**Subject Name:** BUSINESS RESEARCH

**Unit I: Introduction to Business Research-** Meaning and role of business research; Business research and scientific method; Scope of business research; Organisation of business research: Outsourcing and in-house research; Business research process: An overview; Ethics in business research.

**Unit II: Problem Specification-** Management problem specification, Formulating research problem, Developing research proposal – research objectives, research hypotheses, information needs; Determining research design: Explorative research – major techniques and their evaluation; Descriptive researches – case study, survey method and observation method; Causal research – major experimental designs and their evaluation; Reliability validity in experimentation; Quantitative vs qualitative research.

**Unit III: Determining Data Sources-** Secondary data sources and their usefulness; Primary data collection – Observation and questioning methods; Questionnaire preparation; Scaling techniques and attitude measurement; Reliability and validity assessment.

**Unit IV: Survey Design-** Census and survey methods; Designing sample survey – Defining universe, Determining sampling frame, sampling unit, sampling method and sample size.

**Unit V: Data Collection-** Organising fieldwork – selection, training, supervision and evaluation of fieldworkers, Survey errors – sampling vs. non-sampling errors; Types of non-sampling errors and ways to deal with them; Data analysis and interpretation: Data editing and coding, Univariate analysis; Bivariate analysis; Multivariate data analysis – Interdependence and dependence analyses and their basic assumptions; Time series analysis.

**Unit VI: Major Multivariate Data Analysis Techniques-** Basic concepts and applications of multivariate analysis of variance, multiple regression, factor analysis, cluster analysis, discriminant analysis and conjoint analysis.

**Unit VII: Communicating Research Results-** Research report preparation, presentation and follow-up.

**Suggested Readings:**

1. Cooper, Donald R., and Schindler, Pamela S. *Business Research Methods*: Tata McGraw Hill
2. Emory, C. William, *Business Research Methods*, Richard D. Irwin. Inc. Homewood, Illinois.
3. Kerlinger Fred N, *Foundations of Behavioral Research*, Surjeet Publications, Delhi.
4. Sekaran Uma, and Bougie Roger, *Research Methods for Business, A Skill Building Approach*, Wiley India.
5. Srivastava, T. N. and Rego, Shailja, *Business Research Methodology*, Tata McGraw Hill.
6. William G. Zikmund, *Business Research Methods*, Thomson.
7. Damodar Gujarati, Dawn, C. Porter and Sangeetha Gunasekar, *Basic Econometrics*, Publisher Tata McGraw Hill.



8. Harper W. Boyd, Ralph Westfall and Stanley F. Stasch, *Marketing research, Text and Cases*, Homewood, 111: Irwin.

**Subject Name:** HUMAN RESOURCE DEVELOPMENT

**Unit I-Introduction to Human Resource Development:** Concept and evolution; Relationship between human resource management and human resource development; HRD mechanisms, processes and outcomes; HRD matrix; HRD interventions; Roles and competencies of HRD professionals.

**Unit II-HRD Process:** Assessing HRD needs; Designing and developing effective HRD programs; Implementing HRD programs; Evaluating HRD programs.

**Unit III-Learning and HRD:** Maximizing learning; Individual differences in learning process; Learning strategies and styles; Principles of learning; Learning and motivation; HRD culture and climate.

**Unit IV-HRD Activities and Applications:** HRD for Workers; HRD mechanisms for workers; Role of trade unions; Employee training and development- Process, methods, and types; Coaching, counselling and performance management; Career management and development; Organization development.

**Unit V-HRD in Organisations, Trends and Practices:** Select cases for HRD Practices in Government organisations, defence, police, private sectors and public sectors units; HRD audit; Balanced scorecard; People capability maturity model; Integrating HRD with technology; Employer branding and other recent trends; Future of HRD.

**Suggested Readings:**

1. Werner J. M., DeSimone, R.L., *Human resource development*, South Western.
2. Nadler, L., *Corporate human resources development*, Van Nostrand Reinhold.
3. Blanchard, P.N., Thacker, J.W., Anand Ram, V., *Effective training, systems, strategies, and practices*, Pearson Education.
4. Raymond, N. and Kodwani, A.D., *Employee training and development*, McGrawHill Education India.
5. Mankin, D., *Human resource development*, Oxford University Press India.
6. Haldar, U. K., *Human resource development*, Oxford University Press India.
7. Rao, T.V., *Future of HRD*, Macmillan Publishers India.
8. Rao, T.V., *HRD score card 2500: Based on HRD audit*, Response Books, SAGE Publications.
9. Rao, T.V., *Hurconomics for talent management: Making the HRD missionary business-driven*, Pearson Education.
10. Curtis, B., Hefley, W. E., Miller, S. A., *The people capability maturity model: Guidelines for improving workforce*, Pearson Education.
11. Kaplan, R.S., and Norton, D.P. 1992, *The Balanced Scorecard: Measures that drive performance*, *Harvard Business Review*.

**Subject Name:** INDIA'S FOREIGN TRADE AND INVESTMENT

**Unit I – Introduction to India's Foreign Trade and Investment:** Pattern and Structure of India's foreign trade; India's trade in service; Terms of trade; India on the world trading map; Analysis of thrust export products and markets.

India's foreign investment policy and flows: India as an investment destination; India's investments abroad – pattern and structure; Indian Joint ventures in foreign countries and their operations.

**Unit II - Foreign Trade Policy and Economic Relations:** Policy making body and regulatory framework; Trends and developments in India's foreign trade policy; Bilateralism and Multilateralism in India's trade relations; India's trade and economic relations with EU and other regional groupings; India and regional economic cooperation in South Asia; India's Bilateral Investment Treaties and DTAA's (Double Taxation Avoidance Agreements).

**Unit III - Export Promotion Measures and Institutional Arrangements:** Export promotion measures and schemes; Export and trading houses, Import facilities for exports; Export processing/special economic zones (EPZs/SEZs) and 100% EOU's – Policy framework and operational aspect. Export promotion councils, DIPP; Commodity boards/export development authorities; Infrastructure Support – Transportation and warehousing infrastructure, Indian ports and shipping system; Foreign Trade Finance and Insurance; Sources and Schemes of Foreign Trade Finance.

**Unit IV - Foreign Exchange facilities and Regulations:** Foreign exchange facilities and exchange rate mechanism; Regulatory framework – FEMA and its objectives and provisions; Other acts and regulations.

**Unit V - Balance of Payment Account:** India's Balance of Payment account and adjustment policies; foreign reserves and debt situation.

**Suggested Readings:**

1. Ministry of Commerce, *Export Import Policy*, Government of India, New Delhi.
2. Ministry of Commerce, *Handbook of Procedures*, Vols. I and II, Government of India, New Delhi.
3. *Customs and Excise Laws*, Various issues.
4. Nayyar Deepak, *Foreign Trade Sector, Planning and Industrialisation in India*, in Terance J. Byres, *The State Development Planning and Liberalisation in India*, Delhi, 1997.
5. Meier G.M., Trade Policy and Development, in Scott Maurice and Deepak Lal, *Public Policy and Economic Development – Essays in Honour of Ian Little*, Oxford.
6. Nayyar Deepak, *India's Export Performance 1970-85, Underlying Factors and Constraints*, in Robert E.B. Lucas and Gustav F. Pipanek (ed.), *Indian Economy Recent Development and Future Prospects*, New Delhi.
7. Economic Survey– Compiled by the Government of India, Ministry of Finance, Department of Economic Affairs – Latest Edition.



**Procedure for Admission:**

Student may collect the information regarding admission through University website or helpdesk number according to their convenience. Student can download the admission form from the University website and send directly through online or offline mode to the University. After scrutinizing the documents and clearance of fees the admission will be confirmed and Registration/ Enrolment number will be issued.

**Fees Structure:**

Sr.no.	Particular	Fees
1	Course Fees	14,000/-
2	Credit Transfer/ Lateral Entry	1000/-
3	Continuation Fees	1000/-
4	Examination Fees	200/- (Per Paper)
5	Reappear/ Revaluation Fees	300/- (Per Paper)

In case of any scholarship applicable as per the UGC norms or any other statutory body, the admission committee will discuss the same and issue the appropriate decision accordingly.

The Examination will be conducted in Online/ Offline mode. The Evaluation will be done by the Internal Evaluators as well as External Evaluators.

The Result will be declared on the website of Centre for Distance & Online Education. After declaration of result student will be asked to submit re-evaluation form (if any) within 15 days of declaration of result.

**Requirement of the Laboratory:**

The University is going to use the ICT (Information Communication Technology) for conducting the programme. In case of any programme required practical to be conducted either the same will be performed by applying virtual reality methods or in offline mode at the University campus/ associated colleges. Also, the student will be provided a practical hand book for their help and better understanding.

Every Student would be provided SLM material in printed form. Also, the same will be available online on the University website.

**Cost Estimate of the Programme:**

The estimated cost would be Rs.3,50,000/- for programme development, delivery and maintenance.

**Quality Assurance:**

Every year the curriculum of the course will be reviewed and forwarded to the Academic Council with suggestions. The Academic Council will discuss the suggestions and recommended to Board of Management for its approval. The changes in the course curriculum as per the needs and requirements from time to time. The University will help the passed-out students in their placement in different industries through their training and placement cell.