

## MASTER OF COMMERCE (SEMESTER – I)

### MC–101: Managerial Economics

#### Part–I

- Managerial Economics: Meaning, Nature, Scope and Concepts
- Marginal Analysis: Law of Diminishing Marginal Utility, Law of Equimarginal Utility
- Law of Demand: Meaning, Determinants, Exceptions, Kinds of Demand, Change in Demand and Importance.
- Elasticity of Demand: Meaning, Types and Degrees of Elasticity of Demand, Methods of Measuring Price Elasticity of Demand, Factors Determining Elasticity of Demand, Importance.
- Indifference Curve Analysis: Meaning, Assumptions, Properties, Consumer Equilibrium, Importance.
- Production Function: Meaning, Types: Short Run and Long Run Production Function, Economies and Diseconomies of Scale.

#### Part–II

- Theory of Costs: Types of Costs, Traditional Theory: Long Run & Short Run, Modern Theory: Long Run & Short Run.
- Managerial Theories: Profit maximization and Sales Maximization.
- Market Structure: Meaning, Assumptions and Equilibrium of Perfect Competition, Monopoly, Monopolistic Competition.
- Oligopoly: Sweezy Model.
- National Income: Conceptual Framework, Measures of National Income, Methods of Measurement, Limitations of National Income.
- Consumption Function: Meaning, and Nature, Determinants and Measures to Raise Propensity to Consume. Keynes Psychological Law of Consumption – Meaning, Properties and Implications.
- Inflation: Meaning, Types, Theories, Causes, Effects and Control. Unemployment rate off, WPI, CPI.

## MASTER OF COMMERCE (SEMESTER – I)

### MC – 102: Statistical Analysis for Business

#### Part–I

- Probability Theory: Probability–classical, relative, and subjective probability; Addition and multiplication probability models.
- Probability Distributions: Binomial, Poisson, and normal distributions; Their characteristics and applications.
- Sampling and Data Collection: Sampling and sampling (probability and nonprobability) methods; Sampling and non–sampling errors.
- Primary data collection techniques; Survey and Observation methods: Secondary data sources; Commercial (Syndicated) and Non–commercial sources.

#### Part–II

- Questionnaire design.
- Hypotheses testing; Null and alternative hypothesis, type I and type II error.
- Large and small sampling tests–Z tests, T tests, and F tests. (ANOVA one–way and two–way), (Chi–square test.)
- Correlation: Simple, partial and multiple correlation coefficient

- **Practical Through SPSS:**

The students will be trained in the following techniques of data analysis using latest version of SPSS software. At the end of the semester, external examiner will be appointed by the University to conduct the practical by examining the students in the lab and award marks.

**Topics:** Z tests, T tests, and F tests. (ANOVA one–way and two–way), Chi–square test, correlation.

## MASTER OF COMMERCE (SEMESTER – I)

### MC–103: Management Principles and Organization Behaviour

#### Part–I

- Management: Definition, Nature and Purpose; Functions of Managers, Managerial Skills and Roles.
- Planning: Concept and Importance, Types, Steps in Planning, Limitations of Planning and Planning Premises. Management by Objectives (MBO): Concept, Objective setting process, Benefits and Weaknesses of MBO.
- Organizing: Nature and Types of Organizations; Departmentation; Span of Management; Centralization and Decentralization; Line and Staff Authority; Authority and Responsibility; Committees: Nature, Advantages and Disadvantage of Committees.
- Motivation: Concept and various theories of Motivation: McGregor's theory X and theory Y, Maslow's Hierarchy of Needs theory, Alderfer's ERG theory, Herzber's Motivation–Hygiene theory, McClelland's Needs theory of Motivation, Adam's Equity theory, Vroom's Expectancy theory and Porter and Lawler's Model of Motivation.
- Leadership: Concept and various theories of Leadership: The Michigan Studies, The Ohio State Leadership Studies, Tannenbaum and Schmidt's Leadership Pattern, Fiedler's Contingency theory, Path–Goal theory, Likert's System four, The Managerial Grid, Charismatic Leadership, Transactional and Transformational Leadership.

#### • Part–II

- Organisational Behaviour (OB): Meaning, Importance, Challenges and Opportunities for OB.
- Personality: Concept and determinants
- Attitudes: Sources and types, Cognitive dissonance theory
- Emotions: Nature and Types, Sources of Emotions, Managing Emotions at work, Emotional Intelligence: concept and Dimensions.
- Perception: Nature and significance of perception, Factors influencing perception, perceptual process, Perceptual Distortions and Improving Perception.

## MASTER OF COMMERCE (SEMESTER – I)

### MC–104: Business Environment

#### Part–I

- Salient features of Economic Systems: Capitalist system/Market economy; Socialist system and Mixed Economy, Basic Features of Indian Economy, Government Business Relationship.
- Business Environment: Meaning, Types: Internal Environment; External Environment; Micro and Macro Environment.
- Aspects of Economic Reforms: Liberalisation; Privatisation; Globalisation and its Implications for India.
- Economic Planning in India: objectives, Strategies and Evaluation of Xth plan and Strategy and priorities of XIth plan
- Social Responsibility of Business: Concept, rationale, dimensions models of social responsibility and barriers of SR; The Environment Protection Act, 1986.

#### Part–II

- Deficit Financing and its implications for the Indian Economy; Analysis of current year Annual Budget.
- Disinvestment of Public Enterprises: Rationale; Objectives and Implications.
- Evaluation of various regulatory policies of Government: Industrial Policy changes during the post Reforms; Fiscal and Monetary policy changes in India, Salient Features of FEMA.
- Consumer Rights and Consumerism: Role of Consumer Groups with special reference to India; Consumer Protection Act, 1986 with latest amendments.
- Foreign Trade: concept of balance–of–payments; balance–of–trade; currency convertibility; Foreign trade policy 2004–09 and 2009–14; Exim Policy during the post reforms in India

**Note: It is Mandatory for the students to consult Economic Times, Financial Express, Annual Budget and Economic Survey to understand this paper.**

**MC – 105: Management Accounting and Control Systems**

**Part–I**

- **Introduction to Accounting:** Accounting as a management information system; Users of accounting information; generally accepted accounting principles and concepts; understanding the annual reports of companies.
- **Management Accounting and Managerial Decisions:** Management accountant's position, role and responsibilities.
- **Management Control System:** Meaning, nature and scope. Relationship between management control, strategic planning and operational control.
- **Managerial Behaviour and Control Process:** Goal congruence, functions of the controller. Understanding various forms of organizational structure and their relevance to the management control systems.
- **Management Control Structure:** Various forms of responsibility centers. Responsibility Accounting, Intra–company transfer pricing.
- **Management Control Process:** Budgeting process, Preparation of fixed and flexible budgets, Zero Base Budgeting, Activity Based Budgeting, performance budgeting and participative budgeting.

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**Part–II**

- **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 variances; Relevance of variance analysis to budgeting and standard costing.
- **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 breakeven– analysis; Decisions regarding sales–mix, make or buy decisions and discontinuation of a product line etc.
- **Segment Performance Evaluation:** Traditional measures of evaluation. Economic Value Added, Balanced Score Card.
- **Analyzing Financial Statements:** Horizontal, vertical and ratio analyses.
- **Contemporary Issues in Management Accounting:** Value chain analysis; Activity based costing; Quality costing; Target Costing.
- **Reporting to Management:** Objectives of reporting, reporting needs at different managerial levels; Types of reports, modes of reporting, reporting at different levels of management.

MASTER OF COMMERCE (SEMESTER – II)

**MC–201: Corporate Financial Accounting and Auditing**

**Part–I**

- Company Final Accounts–Requirements of Companies Act 1956.
- Form and contents of Profit and loss account and Balance sheet.
- Managerial remuneration. Meaning of profit. Divisible profits.
- Valuation of goodwill, different approaches such as super profit, annuity and capitalization approach.
- Valuation of shares; different approaches such as book value and earnings approach.

• **Part–II**

- Understanding the concept and rationale of Financial Audit, Cost Audit, Management Audit, Internal Audit, Proprietary Audit, Efficiency Audit and Audit by C. and A.G.,
- Statutory Auditor–Appointment qualifications, removal. Duties and liabilities of auditor. Code of conduct and ethics, professional misconduct of statutory auditor.
- Meaning, Objectives and scope of cost audit. Cost Auditor, his appointment, duties liabilities. Cost audit report; Meaning, objectives and scope of management audit. Appointment and qualifications of management Auditor.
- Audit of management functions such as planning, organising and control. Audit of functional areas–production, personnel marketing finance and accounting.

MASTER OF COMMERCE (SEMESTER – II)

**MC – 202: Financial Management**

**Time: 3 Hours**

**Max. Marks: 100**

**Note: The question paper covering the entire course shall be divided into three sections as follows:**

**Part-I**

**Section A:**

**Section B:**

**Section C:**

- **Financial Management:** Meaning and nature; Financial goal–profit vs. wealth maximization; Finance functions–investment, financing, liquidity and dividend decisions. Financial planning– Theories of capitalization.
- **Capital Structure Theories:** Conceptual framework. Determinants. Net income approach, Net operating income approach, Intermediary approach and M.M. Hypotheses with special reference to the process of arbitrage.
- **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).
- **Instruments of Finance:** Long term and short term.
- **Capital Budgeting:** Nature of investment decisions; Investment evaluation criterion–discounted cash flow criteria, discounted cash flow criteria; Risk analysis in capital budgeting (practicals through excel).
- **Dividend Policies:** Issues in dividend decisions. Forms of dividends; Theories of relevance and irrelevance of dividends.

**Part-II**

- **Operating and Financial Leverage:** Measurement of leverages; Analyzing Alternate Financial Plans; Financial and Operating leverage, Combined leverage. EBIT and EPS analysis
- **Management of Working Capital:** Meaning, Significance and Types of Working Capital; Approaches of Working Capital; Calculating Operating Cycle Period and Estimation of Working Capital Requirements.
- **Management of Cash:** Strategies, Baumol's, Miller–Orr's and Beranek's models of Cash Management.
- **Management of Receivables:** Credit Policy, Credit Terms and Collection Efforts.

## MASTER OF COMMERCE (SEMESTER – II)

### MC – 203: Research Methodology

#### Part – I

- Research methodology: Nature and scope; problem formulation and statement of research objectives. Research process.
- Choose a Research Topic.
- Review of Literature
  - Goals of a Literature Review.
  - Types of Reviews
  - Sources of Research Literature.
  - Writing of Review.
- Research designs: Exploratory, descriptive and Causal designs (Basic designs—After only, Before After, After along with control group, Before after with control group, Time series designs).

#### Part – II

- Measurement concept, Levels of measurement—Nominal, Ordinal, Interval and Ratio.
- Attitude Measurement: Comparative and Non-comparative scaling techniques, Tabulation and cross-tabulation of data.
- Data Preparation, Analysis, and Interpretation.
  - Data preparation
  - Data screening
  - Transforming data
  - Data Analysis and Interpretation.
- Data analysis techniques: Multiple regression analysis, Logistic regression analysis, Discriminant analysis and Factor analysis.

#### **PRACTICALS THROUGH SPSS:**

**The students will be trained in the following techniques of data analysis using latest version of SPSS software. At the end of the semester, external examiner will be appointed by the University to conduct the practical by examining the students in the lab and award marks.**

**Topics:** Data preparation, Data screening, Transforming data, Data Analysis and Interpretation, Multiple regression analysis, Logistic regression analysis, Discriminant analysis and Factor analysis,



## MASTER OF COMMERCE (SEMESTER – II)

### MC–204: Marketing and Human Resource Management

#### Part–I

- Marketing Concepts and Philosophies, Importance of marketing, Building customer satisfaction and value, Concepts of customer retention, Relationship marketing and marketing mix.
- Gathering information and scanning the marketing environment, Ethical issues in marketing; Social responsibility in marketing, Marketing research process: An overview.
- Consumer markets and Buyer behaviour, Business markets and Business Buying behaviour.
- Market segmentation: Importance and bases of segmentation. Targeting strategies, Positioning: concept and strategies.
- Product Decisions: Product classification and differentiation, New Product development process, Product life cycle and marketing strategies, Managing brands and Brand equity, Packaging decisions.
- Pricing Decisions: Pricing objectives, Factors influencing pricing, Pricing methods and strategies.
- Distribution Decisions: Patterns of Channels and types of intermediaries.
- Promotion Decisions: Promotion mix and its components, factors affecting promotion mix.

#### Part–II

- Human Resource Planning (HRP): Concept, Need and Importance of HRP, Factors affecting HRP, Human Resource Planning Process. Job Analysis: Meaning and Objective, Process, Methods of Collecting job data, Uses of Job Analysis, Problems of Job Analysis.
- Recruitment and Selection: Meaning and factors governing Recruitment, Recruitment sources and techniques. Meaning and process of Selection, Selection tests and Interview, Problems associated with Recruitment and Selection.
- Training and Development: Concept and Need, Designing Training and Development Programme: Identification of Training and Development needs, objectives, strategy, Programme contents, Process, Methods and Evaluation.
- Performance Appraisal: Meaning, Purpose, Essentials of effective Performance Appraisal system, Various Components of Performance Appraisal, Methods and techniques of Performance Appraisal.

## MASTER OF COMMERCE (SEMESTER – II)

### MC–205 Computer Application in Business

#### Part–I

##### Advanced Internet:

- Introduction to internet, Concept of WWW, Internet Protocols (HTTP, FTP, VoIP, SMTP), URL & Domain Name system, IP addressing Scheme, Search Engines, Web Browsers.

##### Modern Information Technology

- Need and Advantages of computer Networks, Basic idea of Local area networks (LAN) and Wide Area Network (WAN) , E–mail, network security, Topologies of network, Concept of WWW and Internet browsing ; Multimedia.

##### MS–EXCEL

- Application areas, components of Excel Worksheet, entering information in the worksheet, formatting numbers and text, Tool bars, Customizing, resizing rows and columns, moving and copying cells, freeze panes, moving, copying and splitting worksheets. Protecting cells, worksheet or part of the work sheet.
- Formulae: Entering a formula, editing and copying a formula. Different functions Arithmetical, trigonometrical and statistical–correlation, Regression Modeling and Analysis. IF–THEN–Analysis (decision making problems).
- Graphs: Drawing various types of graphs and charts from the given data. Preparing a balance sheet for a firm/Organization.

#### Part–II

##### MS–Word

- Introduction and working with MS–word in MS–Office, basic commands, creating and saving files, formatting text and documents.
- Sorting tables, working with graphics, finding and replacing text, inserting page breaks, page numbers, symbols and dates, header, footer.

##### MS–Power Point

- Power Point basics, Menus and toolbars, creating presentations the easy way, creating and saving presentation using auto content wizard.
- Design template, blank presentation, slide sorter view, show time, sound effects and animation effects, working with graphics.

Database Handling using Ms- Access, Fundamental concepts of DBMS and its application in business operations.

##### Financial Accounting Package Tally:

- A complete business solutions, case study of accounting package Tally, introduction, various facilities available in Tally, creating a company, ledgers, registers, petty books.
- Inventory Control: Maintaining inventory of some firm/organization, Profit and loss account, audit controls.

**Practical: Weightage 30%.**

## MASTER OF COMMERCE (SEMESTER – III)

### MC – 301: Banking and Insurance Services

#### Part I

**Banking:** Brief History and Present Structure of Commercial Banking (CB) in India  
Management of CB in India

- Profitability and Profit Planning
- Liquidity Management
- Security Investments and Income Management
- Assets and Liabilities Management
- Risk management
- Liberalisation and regulation of Banking Sector in India
- Narsimham Committee Report Part I and II - Implementation Status
- Banking Regulations: Role of RBI, CRR, SLR, CRAR and Prudential norms

#### Part II

Innovations in Banking: Internet banking, Phone Banking, Mobile Banking Wholesale and Retail banking, Universal and Narrow Banking, Off Shore Banking and Multi national banking.  
Social Banking: Need, Challenges, policy initiatives: Priority Sector Lending, Service area approach, genesis of Microfinance.

**Insurance:** Introduction to Insurance; Purpose and need/role of Insurance; Insurance industry in India- Evolution, Liberalisation in Insurance Sector: Malhotra Committee Report and its status of Implementation Legislative Insurance Framework

- Insurance Act,1938
- LIC Act,1956
- IRDA Act,1999

Financial planning and Taxation: Saving and Investment Policies of Insurance Companies in India, Tax benefits under insurance policies.

Insurance pricing: Computation of Premium, rider premium, Bonuses, Surrender Value and Paid up Value

Insurance Documents: Proposal forms, First Premium Receipt/Renewal Premium Receipt, Policy Contract, Endorsements, Renewal Notice/Bonus Notices, Other Insurance Documents Concepts of reinsurance, bancassurance

## MASTER OF COMMERCE (SEMESTER – III)

### GROUP 'A': Accounting & Finance

#### MC – 311: Security Analysis and Portfolio Management

##### Part – I

- Nature and Scope of Investment analysis, Elements of Investment, Avenues of Investment, Approaches to Investment Analysis, Concept of Risk and Return, Security return and risk analysis, Measurement of return and risk.
- Financial Assets : Type and their characteristics, Sources of financial Information
- Capital Market, importance, Primary market, Procedure for floating public issue, Broad Contents of offer Document, Listing of Securities.
- Stock Exchanges; Mechanism of Trading.
- Evaluation of Securities: Bonds, Debentures, Preference Shares and Equity Shares.
- Fundamental Analysis : Concept & significance of economic analysis, industry analysis : introduction, need for industry analysis : alternative classification of industry, industry life cycle analysis, economic factors & industry analysis, SWOT analysis for industries, Company analysis-nature and style of management, key role of financial analysis, ratio analysis.
- Technical Analysis: Different techniques of analysis, DOW theory, volume indicators, market sentiment indicators, confidence indicators, points & figure charting, bar charting.

##### Part – II

- Efficient Market Theory: Random Walk: weak form, semi-strong, strong form of market. Empirical tests. Comparison of random walk, technical & fundamental analysis.
  - Portfolio Management : Meaning, importance, objectives and various issues in portfolio construction, revision of portfolio and evaluation
  - Portfolio Analysis : Estimating rate of return and standard deviation of portfolio returns ; effects of combining securities ; Markowitz risk-return optimization
  - Single Index Model : Portfolio total risk, portfolio market risk and unique risk ;
  - Factor Models: Arbitrage pricing theory, principle of arbitrage, arbitrage portfolios; two factor and multi factor models.
- Portfolio Performance Evaluation: Measure of return, risk adjusted measures of performance evaluation, market timing, evaluation criteria and procedures

## MASTER OF COMMERCE (SEMESTER – III)

### **GROUP ‘A’: Accounting & Finance**

#### **MC – 312: Contemporary Accounting**

##### **Part – I**

- Emergence of contemporary issues in accounting – influence of other disciplines on accounting and changing environment.
- Human Resource Accounting: Meaning and Scope, Human Resource Cost Accounting – Capitalization, Write off and Amortization Procedure. Human Resource Valuation Accounting – Appraisal of Various Human Resource Valuation Models. Use of Human Resource Accounting in Managerial Decisions. Human Resource Accounting in India.
- Price Level Accounting – Methods, Utility and Corporate Practices
- Corporate Social Reporting: Areas of Corporate Social Performance, Approaches to Corporate Social Accounting and Reporting. Corporate Social Reporting in India.
- Corporate Reporting: Concept of Disclosure in relation to Published Accounts, Issues in Corporate Disclosure, Corporate Disclosure Environment, Conceptual framework of corporate reporting.

##### **Part – II**

- Recent Trends in the Presentation of Published Accounts.
- Reporting by Diversified Companies
- Value Added Reporting: Preparation and Disclosure of Value Added Statements, Economic Value Added, EVA Disclosure in India.
- Corporate Reporting through Web.
- Accounting Standards in India. Significance and formulation of Accounting Standards. Accounting Standards relating to Interim Reporting. Accounting for Leases, Earning Per Share and Accounting for Intangibles.

MASTER OF COMMERCE (SEMESTER – III)

**GROUP 'B': Business Studies**

**MC – 321: Strategic Management**

**Part – I**

**Section A:**

**Section B:**

**Section C:**

- Understanding strategy and strategic management. Strategic management process. Strategic decision making. Levels of strategy. The secret of success of successful companies( Mckinsey's 7 S model)
- Defining strategic intent: Vision, Mission Goals and Objectives. Characteristics of a good mission statement. Designing and evaluating a mission statement.
- External environment analysis – Strategically relevant components of external environment. Industry analysis – Porter's five forces model; Strategic group mapping; industry driving forces; key success factors. External Factor Evaluation matrix.
- Internal environment analysis – Resource based view of an organization: VRIO framework; Value chain analysis; Competitive advantage and Core competency. Internal Factor Evaluation Matrix.
- Environmental scanning techniques – ETOP and SWOT analysis

**Part – II**

- Business level strategies – Porter's framework of competitive strategies : Cost leadership, Differentiation and Focused strategies.
- Corporate level strategies – Growth strategies – horizontal and vertical integration; strategic out sourcing; related and un-related diversification; international entry options; harvesting and retrenchment strategies.
- Portfolio strategies – BCG Model, G E Business Planning Matrix, Shell's Directional Policy Matrix, Product Life Cycle matrix.
- Strategy implementation – Strategy-structure fit: developing and modifying organizational structure. Leadership and organization culture.
- Corporate governance and social responsibilities of business.
- Strategy Evaluation and Control – Nature of strategy evaluation; Strategy evaluation framework; The balanced Score Card.

## MASTER OF COMMERCE (SEMESTER – III)

### GROUP 'B': Business Studies

#### MC – 322: Security Market Operations

##### Part – I

- Structure of Capital market in India
- New Issue Market : Reforms in New Issue Market, Guidelines governing new Issue market, Mechanics of Floating New Issues-Public Issues, Bonus Issues, Right Issues, e-IPOs, Book Building, Private Placement, ESOPs, New financial Instruments
- Stock Exchange : Regulation of Stock exchanges in India, Membership rules of stock exchange, Listing of Securities ; Trading on a Stock Exchange-Online Trading, Internet Trading ; Margin Trading ; Corporate Governance ; Corporatisation and demutualisation of stock exchanges in India, Takeovers and Buybacks.
- OTCEI, BSE, NSE, Interconnected stock exchange of India, Indonext
- **Indian Stock Indices:** Need and importance, Compiling of Index Numbers and Interpretation.
- Clearing and Settlement : Policy Developments, Clearing Process, Risk Management, Settlement-Process, Account period settlement, rolling Settlement, Continuous Net Settlement, Settlement Efficiency and Settlement Statistics, G-30 and ISSA recommendations
- Derivatives Market : Products, Participants and Functions, Global Derivatives Market, Derivatives Market in India : Risk containment measures, Trading Mechanism, Membership Criteria, Clearing and Settlement of Futures and Options,
- Debt Market : Policy developments, Segments, Participants, Primary Issuance Process, Secondary Market, Clearing and Settlement, STRIPS, Market Developments
- Mutual Funds : Evolution of Mutual Funds, Mutual Funds in India, Regulation of Mutual Funds, Mutual Funds Prospectus and Balance Sheet, Management of Mutual Funds, Performance of Mutual Funds, Current Developments, Future Scenario of Mutual Fund Industry

##### Part – II

- Euro Issues : Conceptual framework, Issuing Procedure, Regulatory Framework, Progress
- FIIs : Registration, Investment conditions and restrictions, General obligations and responsibilities, role of FIIs in Indian capital market.
- Securities and Exchange Board of India : Objectives, Powers and Functions Investor Protection-Investor education and awareness, Investor protection fund, Investors' complaints and their redressal-mechanism and statistics, Unfair trade practices and Insider Trading, Short selling and its regulation in India, Regulation of Merchant Bankers, Brokers, Custodian, Banker to issue, Registrar to issue, Portfolio manager and Underwriters
- Legal Environment : SEBI Act, 1992, SCRA, 1956, Companies Act, 1956 (Various provisions relating to securities), RBI rules and guidelines for FIIs
- Depository : Role and need, Procedure for Dematerialisation and Rematerialisation, The Depositories Act, 1996, SEBI rules, Performance of NSDL and CSDL
- Credit Rating : Concept, Agencies, Methodology and process, Regulatory framework.

## MASTER OF COMMERCE (SEMESTER – III)

### GROUP 'C': International Business

#### MC – 331: International Economic Organisations

##### Part – I

- International Political Economy: Concept; Traditional Schools of International Political Economy; Interests and Institutions in International Political Economy; Emergence of Global Institutions.
- International Monetary Fund (IMF): Origin, Functions, Purposes, Organizational Set up, Instruments of IMF Lending and their Evolution; Key Features of IMF lending; IMF lending to poor countries; International Liquidity and SDRs.
- World Bank Group- International Bank for Reconstruction and Development (IBRD): Financing of Development; the Millennium Development Goals; Bank Prescriptions for the Borrowers.
- International Development Association (IDA): Origin; Functions; Role; Key areas of IDA; Support and Financing framework.
- International Finance Corporation (IFC): Origin; Functions; Role; Advisory Services; Operations; Monitoring and Evaluation.
- Multilateral Investment Guarantee Agency (MIGA): Functions; Types of Coverage.

##### Part - II

- International Center for Settlement of Investment Disputes (ICSID): Functions and Role.
- International Labour Organization: Origin, Functions. Role of ILO: Decent Work; Social Dialogue; Standards, Freedom of Association; Forced Labour; Child Labour; Discrimination; Employment and Income; Wages and Other Conditions of Employment; Social Protection; Health and Safety and HIV/AIDS.
- Conflicts and Negotiations in International Business: Factors Causing Conflicts; Conflict between Host Country and the Transnational Country Negotiations; Role of International Agencies in conflict resolutions.
- The Multilateral Trade System: the creation of Postwar Trade System; General Agreement on Tariffs and Trade (GATT); the Evolution of Multilateral Trade System: the Uruguay Round Package and World Trade Organization (WTO); Organizational Structure of WTO.
- United Nations Conference on Trade and Development (UNCTAD): Origin; Functions, Sustainable Development and Poverty Reduction; Trade and Development; Approach towards Developing to Least Developed Countries (LDCs).



## MASTER OF COMMERCE (SEMESTER – III)

### **GROUP 'C': International Business**

#### **MC – 332: Management of International Business Operations**

##### **Part – I**

- Multinational Firms: Nature; Rationale; Goals and Constraints; Orientation of a Multinational: Ethno, Poly, Regio and Geocentric Firms.
- Economic Superpowers: the Traid.
- Cultural Context for International Management: Japanese, American, European and Indian Management Values, Cultural Diversity, Perceptions and Stereotypes, Cultural dimension: Power Distance, Uncertainty Avoidance, Individualism and Masculinity.
- Global Sourcing, Production and Export Strategies: offshore Manufacture Dimensions of Global Production Strategy, Different Ways of Sourcing Materials and Manufacturing Products. Key elements of Import and Export strategies.
- Strategic Alliances: Variables affecting Choice, Licensing, Franchising, Management Contracts, Turnkey Operations, Custom Contracts, Access to Foreign Technology, Shared Ownership, and Managing Foreign Arrangements.

##### **Part – II**

- Global Market Opportunities Arrangements; Overview of Global Market Opportunity assessment; Task One: Analyze Organizational Readiness to Internationalize;
- Task Two: Assess the Suitability of the Firms and Products and Services for Foreign Markets; Task Three: Screen Commodities to Identify Markets; Task Four: Assess Industry Market Potential; Task Five: Select Foreign Business Partners; Task Six: Estimate Country Sales Potential
- Global Strategy and Organization: Role of Strategy; the Integration- Responsiveness Framework; Distinct Strategies emerging from the Integration-Responsiveness Framework; Organizational Structure; Alternative Organizational Arrangements for International Operations; and Building the Global Firm.
- International Human Resource Strategy: Assessing Human Resource Requirements, choosing staffing policy, training selected people, compensating employees in host country, impact of host country regulations. American, European & Japanese Practices. Leadership in International contact vs US Leadership Styles.

MASTER OF COMMERCE (SEMESTER – III)

**GROUP 'D': Marketing**

**MC – 351: Consumer Behaviour**

**Part – I**

**Section A:**

**Section B:**

**Section C:**

- Introduction to Consumer Behaviour: Nature, Scope and Importance.
- Consumer Motivation: Nature of motivation; Types of consumer needs and motives; Dynamics of motivation; Need conflict; Need Hierarchy Theory of Motivation and its applications; Measurement of Motives.
- Personality and Consumer Behaviour: Definition of personality; Theories of personality; Personality and consumer diversity; Self concept and self image; Life style and psychographics.
- Consumer Perception: Elements of perception; Dynamics of perception, Perceptual process; Perception and marketing strategy; Perceived risk.
- Consumer Learning: Elements of consumer learning; Behavioural theories and Cognitive theories of learning.
- Consumer Attitude Formation: Definition of attitudes; Structural models of attitudes; Attitude Theories; Attitude formation; Strategies of attitude change; Measuring Attitude.

**Part – II**

- Reference Group and Family Influences: Power of reference groups; Types of consumer related reference groups; Celebrity and other reference group appeals; Family decision making and consumption related roles; Family life cycle.
- Social Class: Definition; Measurement of social class; Social class dynamics.
- Cultural and Sub cultural Influences on Consumer Behaviour: Definition of culture and subculture; Affect of culture on consumer behaviour; Nature of culture; Measurement of culture; Subculture and consumer behaviour; subcultural categories.
- Diffusion of Innovation; Diffusion process; Adoption process.
- Opinion Leadership: Definition; Dynamics of the opinion leadership process; Motivation behind opinion leadership
- Consumer Decision Making: Consumer decision process; Types of decisions; Information search process; Alternative evaluation and selection; Decision rules.
- Models of Consumer Behaviour: E.K.B; Howard and Sheth; Nicosia's Model.

MASTER OF COMMERCE (SEMESTER – III)

**GROUP 'D': Marketing**

**MC – 352: Research for Marketing Decisions**

**Part – I**

**Section A:**

**Section B:**

**Section C:**

- Marketing Research: Definition, nature and scope for marketing decision making. Marketing research process. Organisation for marketing research.
- Marketing research scenario in the Indian corporate sector.
- Causal Research Designs: Basic designs – After only design, Before-After design, After only with control group design, Before-After with control group design, Time series design. Statistical designs – Completely randomised design, randomized block design, Latin Square Design and Factorial designs.
- Qualitative Techniques of primary data collection: Depth interview, Focus group, Delphi, and Projective methods.
- Measurement concept; Levels of measurement – Nominal, Ordinal, Interval and Ratio.

**Part – II**

- Attitude Measurement Techniques: Comparative as well as non-comparative scaling techniques, Tabulation and Cross-tabulation of data.
- Measurement errors in marketing: Concepts of Reliability and Validity.
- Data Analysis Techniques: Multiple regression analysis, Factor analysis, Discriminant analysis.
- Applications of Marketing Research: Product research, Advertising research.
- Applications through SPSS software.

## MASTER OF COMMERCE (SEMESTER – IV)

### MC – 401: International Accounting

#### Part – I

- Introduction to International Accounting: Interaction between accounting and its environment. The global economy. Meaning and domain of international accounting.
- International classification of financial accounting and reporting.
- International financial reporting: concept and differences in international financial reporting. Reporting problems of Multinational Companies.
- International financial analysis: meaning, need and significance of international financial analysis. Business analysis framework. Problems in international financial analysis.
- Comparative financial reporting in U S, U K, China, Japan and India.
- International harmonisation of financial reporting: why harmonisation? Role of IASB, OECD, EU and IOSCO( international Organisation of Securities Commissions)

#### Part – II

- Convergence of accounting standards.
- International transfer pricing: meaning, objectives, methods and regulation.
- Accounting for foreign currency transactions and translation: approaches to accounting for foreign currency transactions, methods of foreign currency translation. Practices in various countries.
- Issues related to consolidation of financial statements of MNCs.
- International taxation: diversity of national tax systems, taxation of foreign source income and double taxation.
- Strategic accounting issues in MNCs: strategy formulation, implementation and control. Evaluating the performance of foreign operations.

MASTER OF COMMERCE (SEMESTER – IV)

**MC - 402: Corporate e-Reporting**

**Part-I**

**Corporate Reporting:** Concept and Significance of Reporting in relation to Published Accounts, Components of Corporate Reporting System, Corporate Reporting Environment in India, Qualitative Characteristics of Corporate Information, Major Issues in Corporate Reporting, Traditional Formats of Corporate Disclosure.

**Corporate Reporting Through Web:** Emergence of Web as a Medium of Corporate Reporting, Concept of Corporate Reporting through Web, Stages of Web-based Corporate Reporting, Formats of Digital Annual Report, Potential benefits and limitations of Corporate Reporting through Web, Regulations for Web-based Corporate Reporting, Role of Outsiders in the distribution of Information over the Internet.

**An Overview of eXtensible Business Reporting Language (XBRL):** Concept and Need of XBRL, History of XBRL, Development and Governance of XBRL, Difference between XML and XBRL, Key Concepts and Technical Terms associated with XBRL, Drivers of XBRL, Cost-Benefit analysis of XBRL implementation, XBRL and IFRSs, Applications of XBRL, XBRL adoption around the world.

**Part-II**

**Building Blocks of XBRL:** XBRL Specifications, Overview of XBRL Taxonomy, Its Structure and Linkbases, XBRL Taxonomy Extension, XBRL Instance Document.

**XBRL Tools:** Types and Roles of XBRL Tools, Scope and Level of Tagging – Block Tagging and Detailed Tagging.

**XBRL Report Creation:** Steps involved in XBRL Report Creation, Validation of XBRL Report, and Viewing XBRL Report.

**Implementation of XBRL in India:** An Overview of XBRL in India, XBRL Projects in India, Overview and Analysis of Indian GAAP Taxonomy, Business Rules, Analysis of Business Rules, XBRL Implementation Approaches and Indian Regulatory Requirements.

**XBRL Assurance:** Global Trends, Current Approaches to XBRL Assurance, XBRL Assurance Framework, Assurance on XBRL Instance Documents for MCA Filings.

**Introduction to Latest XBRL Technologies:** Multidimensionality in XBRL, Inline XBRL, XBRL Versioning, XBRL Formulas.

**Practical:** The students will be trained in the generation and validation of financial statements (Balance Sheet and Profit and Loss Account) in XBRL format using latest version of XBRL compliant software. At the end of the semester, external examiner will be appointed by the university to conduct the practical by examining the students in the lab and award marks.

## MASTER OF COMMERCE (SEMESTER – IV)

### GROUP ‘A’: Accounting & Finance

#### MC – 411: International Financial Management

##### Part – I

- Foreign Exchange System: The Internationalization of Business and Finance, Alternative Exchange Rate Systems; International monetary system, The European Monetary System.
- Foreign Exchange Rate Determination: Introduction to spot market and Forward Market; Setting the Equilibrium Spot Exchange Rate; Factors affecting Currency Value: BOP Approach & Asset Market Approach; Role of Central Bank in Determination of Exchange Rates; Parity conditions in International Finance: Arbitrage and Law of One Price; Purchasing Power Parity; Fisher Effect; Fisher Effect in International Context.
- Currency Forecasting: Interest Rate Parity Theory, The relationship between forward and future spot rate ,Currency Forecasting;
- Balance of payments: Balance of Payment Categories: Current Account, Capital Account, Official Reserves Account; Balance of Payment: The International flow of goods, services and capital, Coping with current account deficit.

##### Part - II

- Country Risk Analysis: Country Risk Analysis, Measuring & Managing Political Risk, Firm Specific Risks; Country Risk Analysis: Study of Economic & Political Factors Posing Risk, Country Risk Analysis in International Banking.
- Measuring & Managing Various Exposures: Alternative measures of foreign exchange exposure, Risk Hedging-An Introduction; Measuring & Managing Transaction Exposure.
- Measuring & Managing Operating Exposure; Measuring & Managing Translation Exposure.
- Foreign Exchange Risk Management: Foreign Exchange Instruments, Recent developments in derivatives markets in India; Currency Futures & Options Market; Interest Rate & Currency Swaps; Interest rate Forwards & Futures.

MASTER OF COMMERCE (SEMESTER – IV)

**GROUP ‘A’: Accounting & Finance**

**MG – 412: Financial Markets and Financial Services**

**Part – I**

- Indian Financial System: Meaning, Structure, Role and Deficiencies
- Development Banking in India: Evolution, Structure, Promotional Role, Resource Planning and Mobilisation, Project Evaluation and Follow Up, Performance Evaluation. Recent Developments in Development Banking.
- Reserve Bank of India: Organization and Management, Monetary Policy, Technique of Monetary control, Liquidity Adjustment Facility.
- NBFCs: Concepts, RBI Guidelines, Progress, problems and Prospects.
- Banking Sector Reforms in India-Implementation Status.
- Factoring Services in India
- Venture Capital Financing in India.

**Part - II**

- CCIL: Role and Functions.
- Repos: Concept, Process and Progress in India
- Govt. Securities Market in India
- Call Money Market in India
- Treasury Bills Market in India
- Commercial Paper and Certificate Deposit Market in India.
- Securitization: Concept, Process and Progress in India.

MASTER OF COMMERCE (SEMESTER – IV)

**GROUP ‘A’: Accounting & Finance**

**MC – 413: Corporate Tax Law and Planning**

**Part – I**

- **Introduction to Income tax Act, 1961:** Definitions of Assessee, Person, Assessment Year, Previous Year, Rates of Tax for Individuals, Firms, Companies, Maximum Marginal rate, Average Rate of Tax Concept of Agriculture Income, Partly Agriculture Income, Tax Calculation.
- **Residential Status:** Determination of residential status of a company, Incidence of Tax , Scope of total income on the basis of residence.
- **Computation of Tax:** A summary nomenclature of various heads of income in case of companies, concept of Gross Total Income, Total Income, Tax.
- **Income under head Business & Profession** including Depreciation –Block of assets, WDV method
- **Income under the head Capital gains:** Definition of capital assets, assets which are not capital assets, short term/long term capital assets, short term/long term capital gain, indexation, exemptions u/s 54D, 54G etc. Tax on various capital gains.
- **Income from Other Sources**
- **Deductions** from Gross Total Income u/s 80 related to company assessee.
- **Assessment Procedure:** Voluntary return of income u/s 139 (1), due dates of filing return, return of loss, delayed return, revised return, Permanent Account Number (PAN), Best Judgement assessment, forms, dates.

**Part - II**

- **Set off & carry forward of losses.**
- **Assessment of Companies:** MAT, Tax Planning of a company, Dividend Distribution Tax.
- **Deduction of Tax at Source.**
- **Advance payment of Tax:** Concept, condition of liability to pay advance tax, computation of advance tax, advance tax installments, interest for default in payment of advance tax (u/s 234 B), interest for deferment of advance tax (u/s 234 C).
- **Refund of Tax**
- **Income of Newly Established Industrial Undertakings:** In Free Trade Zones u/s 10 A & In SEZs u/s 10 AA.
- **Tax Planning, Tax Avoidance & tax Evasion:** Concepts, Bond Washing Transactions



## MASTER OF COMMERCE (SEMESTER – IV)

### **GROUP 'B': Business Studies**

#### **MC – 421: Indirect Tax Laws**

##### **Part – I**

- Central sales Tax, 1956- Introduction, Inter-state Sale, Stock Transfer to branches, Goods under the Act, Calculation of Sales Turnover, Exemptions, Declared Goods.
- Registration under CST Act. Forms for Declaration, Offences & Penalties.
- Features in Indirect Taxes, Advantages & Disadvantages, Central Excise Act, 1944. Introduction, Nature and types of Excise Duties, Classifications of Goods, Manufactured, Produced under Central Excise Tariff act (CETA).

##### **Part – II**

- Valuation under Central Excise-Duty payable, assessable Value, Procedures regarding registrations of Factory, declaration of goods manufactured or produced, Valuation, Clearance from Factory, Payment Duty, Concept of Value Added Tax, Administration set up of Central Excise Assessment and refund of Duties, Penalties & punishments-GAT.
- Custom Act-1962-Introduction, Nature & Types of Custom Duties, Valuation under Customs and Tariff Act. Custom Stations, Assessment & Clearance for Import and Export Goods, Provisions Regarding Baggage, Courier, Post activities of Stores. Exemptions, Demand & Refund of Custom Duty, Penalties & Offences, Export Incentives.

MASTER OF COMMERCE (SEMESTER – IV)

**GROUP 'B': Business Studies**

**MC – 422: Entrepreneurship Development and Project Management**

**Part – I**

- Entrepreneurship: Concepts, Traits, types, characteristics, classification and types, nature and functions. Theory of Entrepreneurship.
- Entrepreneurship: Developing corporate entrepreneurship.
- Understanding Entrepreneurship perspective. Entrepreneurship motivation. Developing Creativity and Understanding Innovation. Ethics and Social Responsibility of an Entrepreneur. Entrepreneurial Skills.
- Role of Entrepreneurship in Economic Development.
- Entrepreneurial Decision Process.

**Part - II**

- Environmental Assessment: Macro and Micro View.
- Project Management Concept. Generation and screening of project ideas: Sources and Methods. Feasibility Study. Managing Risk in Project Network Technique for Project Management, Time and Cost Overrun.
- Market and Demand Analysis. Technical Analysis. Financial Analysis, Local Cost Benefit Analysis, Developing an Effective Business Plan.

MASTER OF COMMERCE (SEMESTER – IV)

**GROUP 'B': Business Studies**

**MC – 423: Business Ethics & Environment Management**

**Part – I**

- Model of Management in the Indian Socio-Political Environment; Work Ethos, Indian Heritage in Production and Consumption; Indian Insight into TQM ; Problems Relating to Stress in Corporate Management-Indian Perspective, Teaching Ethics.
- Environment Management: Fundamentals-Sustainable Development, Implications of human population growth, Limits to growth, Environmental and Business Schools.
- Trans-cultural Human Values in Management Education, Relevance of Values in Management, Need for Values in Global Change-Indian Perspective, Values for Managers, Holistic Approach for Managers in Decision Making, Secular Versus Spiritual Values in Management, Personal Growth and Lessons from Ancient Indian Educational System, Science and Human Values.

**Part - II**

- Energy Management : Fundamentals-Fossil Fuels use, Energy production and trade,
- Energy, Balance ; Ecosystem Concepts, Basic Concepts and their application in Business, Industry Ecology and Recycling Industry, Environmental Management System, EMS Standards, ISO 14000
- Environmental Auditing. Clearance / Permissions for establishing industry, Environmental Management & Valuation. Environmental Accounting, Economics-Environmental Taxes Shifts, Green Funding, Corporate Mergers, Environmental Ethics, Environmental Management Trade and Environmental Management, Debt and Environment, GATT/WTO Provisions, Environmental Laws. Acts, Patents, IPRS, Role of NGO'S PIL ; Pollution & Waste Management-Air, Water, Dams and their role ; Forest products and Trade, Role of Biodiversity in International Trade, Approaches to Corporate Ethics, Bio-ethics.

MASTER OF COMMERCE (SEMESTER – IV)

**GROUP 'C': International Business**

**MC – 431: International Financial Markets and Foreign Exchange**

**Part – I**

- History of the International Financial System -The rise and Fall of Bretton Woods, Globalisation and the Growth of Derivatives, The Crash of 1994-96 and Beyond, Euro-currency Market , Euro-banking and Euro-currency Centers, Deposit Dealing and the Term Structure of Euro-currency Rates, Euro-currency Futures and Options, Syndicated Euro-credits, International Bond Markets-Introduction, New Issue Procedures in the Eurobond Markets, Eurobond Valuation and Hedging, Interest Rates and Currency Swaps, Pricing Option, Features of International Bonds, Forecasting and the Image of the Future-Central Banks and the Balance of Payments,
- The European Monetary System and Other Regional Artificial Currency Areas, New Instruments in International Capital Markets, International Banking and Country RISK , International Portfolio Diversification, International Transfer Pricing.

**Part - II**

- Types of Foreign Exchange Markets and Transactions, Quoting Foreign Exchange Rates, Spread, Official and Free Market Rates, Cross Rates, Forward Rates, Quoting Forward Rates; Organisation of the Foreign Exchange Markets; Currency Futures; Currency Options; Currency Swaps; Corporate Exposure Management: Alternative Definitions of Foreign Exchange Risk, Exposure Information System, Alternative Strategies for Exposure Management,
- Exposure Management Techniques, Organisation of the Exposure Management Function; Parameters and Constraints on Exposure Management: Theory and practice of Forecasting Exchange Rates-Economic Fundamentals, Financial and Socio-Political Factors, Technical Analysis; Tax Treatment of Foreign Exchange Gains and Losses; FEMA.

MASTER OF COMMERCE (SEMESTER – IV)

**GROUP 'C': International Business**

**MC – 432: International Financial Management**

**Part – I**

- Foreign Exchange System: The Internationalization of Business and Finance, Alternative Exchange Rate Systems; International monetary system, The European Monetary System.
- Foreign Exchange Rate Determination: Introduction to spot market and Forward Market; Setting the Equilibrium Spot Exchange Rate; Factors affecting Currency Value: BOP Approach & Asset Market Approach; Role of Central Bank in Determination of Exchange Rates; Parity conditions in International Finance: Arbitrage and Law of One Price; Purchasing Power Parity; Fisher Effect; Fisher Effect in International Context.
- Currency Forecasting: Interest Rate Parity Theory, The relationship between forward and future spot rate ,Currency Forecasting;
- Balance of payments: Balance of Payment Categories: Current Account, Capital Account, Official Reserves Account; Balance of Payment: The International flow of goods, services and capital, Coping with current account deficit.

**Part - II**

- Country Risk Analysis: Country Risk Analysis, Measuring & Managing Political Risk, Firm Specific Risks; Country Risk Analysis: Study of Economic & Political Factors Posing Risk, Country Risk Analysis in International Banking.
- Measuring & Managing Various Exposures: Alternative measures of foreign exchange exposure, Risk Hedging-An Introduction; Measuring & Managing Transaction Exposure
- Measuring & Managing Operating Exposure; Measuring & Managing Translation Exposure.
- Foreign Exchange Risk Management: Foreign Exchange Instruments, Recent developments in derivatives markets in India; Currency Futures & Options Market; Interest Rate & Currency Swaps; Interest rate Forwards & Futures.

MASTER OF COMMERCE (SEMESTER – IV)

**GROUP 'C': International Business**

**MC – 433: International Marketing**

**Part – I**

- International Marketing-Definition, Concept And Setting; Distinctions between International Trade, Marketing and Business; Economic Environment of International Marketing; International Institutions-World Bank, IMF, UNCTAD, GATT, Customs Union, Common Markets, Free Trade Zones, Economic Communities; Constraints on International Marketing -Fiscal and Non-fiscal Barriers, Non-tariff Barriers; Trading Partners.
- Bilateral Trade Agreements, Commodity Agreements and GSP; India and World Trade, Import And Export Policy, Direction and Quantum of India's Exports; Institutional Infrastructure for Export Promotion; Export Promotion Councils.

**Part – II**

- Public Sector Trading Agencies, ECGC, Commodity Boards etc.; Procedure and Documents-Registration of Exporters, Export Quotations, Production and Clearance of Goods for Exports.
- Shipping and Transportation, Insurance, Negotiation of Documents; Instruments of Payments-Open Account, Bills of Exchange; Letter of Credit -Export Finance; International Marketing Mix-Identification of Markets, Product Policy, International Product Life Cycle, Promotion Strategy, Pricing Strategy and Distribution Strategy; Various Forms of International Business; Marketing of Joint Ventures and Turnkey Projects.

MASTER OF COMMERCE (SEMESTER – IV)

**GROUP 'D': Marketing Management**

**MC – 451: Advertising and Sales Managements**

**Part – I**

**Introduction to Advertising**

- Nature and scope and functions of Advertising, Classification of Advertising, Advertising as an element of Marketing Mix, Advertising as a Tool of Communication, Setting Advertising Objectives;
- Behavioral Dynamics – The DAGMAR Approach, Hierarchy of Effects Model, New Adopter Model, AIDA Model;
- Developing Segmentation and Positioning Strategies for Advertising – Segmenting on the Basis of Usage Patterns and Commitment Level, Segmenting Business Markets, Formulating Positioning Strategy, Benefit Positioning, User Positioning and Competitive Positioning;
- Advertising and Product Life Cycle;
- Ethical Aspects of Advertising – Misleading Advertising, Deceptive Advertising and Shock Advertising;
- Economic Effects and Legal Aspects of Advertising;

• **Part – II**

**Managing an Advertising Program:**

- Message Structure – Appeals, Copy, Layout;
- Advertising Media – Media Planning, Media Selection and Scheduling;
- Measuring Advertising Effectiveness – Pre-testing and Post-testing copy;
- Advertising Budget – Top Down Methods: Affordable Method, Percentage of Sales Method, Competitive Parity Method; Build-up Approach: Objective and Task Method;
- Advertising Agencies – Types, Role and Functions;
- Social and Cultural Consequences of Advertising – Advertising and Stereotyping;

**Sales Management:**

- Nature and Scope of Sales Management, Personal Selling Objectives;
- Sales Force Organization – Nature and Types;
- Sales Force Recruitment – Process and Sources;
- Sales Force Selection Process;
- Managing Sales Training Programs – Need and Objectives;
- Motivating Sales Personnel – Significance, Financial and Non-Financial Reward System, Sales Meetings and Sales Contests;
- Designing Sales Territories and Sales Quotas – Objectives and Types;
- Developing and Managing Sales Evaluation Program.

MASTER OF COMMERCE (SEMESTER – IV)

**GROUP 'D': Marketing Management**

**MC – 452: Brand and Distribution Management**

**Part – I**

**Brand Management:**

- Brands and Brand Management: Meaning, Importance of brands; Concept of Brand Equity.
- Brand Loyalty: Meaning and Measuring, Brand Loyalty; Strategic Value of Brand Loyalty; Maintaining and Enhancing Brand Loyalty.
- Customer Based Brand Equity: Defining Customer based Brand Equity; Brand Knowledge; Sources of Brand Equity – Brand Awareness, Brand Image; Building a Strong Brand – Brand Building Blocks, Brand Salience, Brand Performance, Brand Imagery, Brand Judgments, Brand Feelings, Brand Resonance.
- Brand Positioning: Identifying and Establishing Brand Positioning;
- Concept of brand personality
- Brand Associations: Product Attributes, Intangibles, Customer Benefits, Relative Price, Use/Application, User/Customer Leveraging Secondary Brand Association: Country of Origin, Co-branding, Licensing Celebrity Endorsement.
- Designing and Implementing Branding Strategies: Brand-Product Matrix; Brand Hierarchy; Brand Extensions.
- Measuring and Interpreting Brand Performance: Measuring sources of brand equity; Qualitative Research Techniques: Free association, Projective Techniques; Quantitative Research Techniques: Awareness, Image.
- Brand Valuation Methods.

• **Part – II**

**Retail Management:**

- Introduction to Retailing: Nature and Scope of Retailing, Types of Retail Formats, Retail Franchising: Concept, Types, Advantages and Disadvantages.
- Retail Locations: Types of Retail Locations; Steps involved in choosing a Retail Location; Methods of Evaluating a Trading Area.
- Retail Merchandising: Concept of Merchandising; Planning Merchandising assortments.
- Servicing the Retail Customer: Concept of Customer Service; Importance of Service in Retail; Customer Service as a part of Retail Strategy;
- Retail Store Design and Visual Merchandising: Importance of Store Design; Exterior Store Design; Interior Store Design; Visual Merchandising.
- Supply Chain Management: Concept of Supply Chain Management with reference to Retailing; Supply Chain Integration.



## MASTER OF COMMERCE (SEMESTER – IV)

### GROUP 'D': Marketing Management

#### MC – 453: Services Marketing

##### Part – I

- Introduction to services: Meaning and need for services marketing, Service and technology, Differences in goods versus services marketing, Service marketing mix.
- **Customer Expectations of Services:** Meaning and types of services expectations, Factors that influence customer expectations of services, Model of customer service.
- **Customer Perceptions of Services:** Customer satisfaction, Service quality, Service encounters, Strategies for influencing Customer perceptions.
- **Understanding customer Expectations & Perceptions through Marketing Research:** Using marketing research to understand customer expectation, Elements in effective services marketing research program, Analyzing and interpreting marketing research findings, using marketing research information.
- **Service Recovery:** Impact of service failure and recovery, Service recovery paradox, How customer respond to service failures? Why do/don't people complain, Customer expectation after complain, Switching versus staying post service recovery, Service recovery strategies.
- **Service Development & Design:** Challenges of service design, Service redesign, Stages in new service development, Service blueprinting, High performance service innovations.
- **Physical Evidences and Servicescape:** Types of servicescapes, Role of servicescape, Framework for understanding servicescape effects on behavior, Approaches for understanding servicescape effects, Guidelines for physical evidence strategy.

##### Part – II

- **Employees' Role in Service Delivery:** The critical importance of service employees, Boundary/spanning roles, Hire the right people, Develop people to deliver service quality, Retain the best people.
- **Customers' Role in Service Delivery:** importance of customers' in service delivery, customers' roles, Self-service technologies, Strategies for enhancing customers' participation, Managing the customer-mix
- **Delivery Service through Intermediaries & Electronic Channels:** service Intermediaries, Direct or company owned channels, Common issues involving intermediaries, Key intermediaries for service delivery, Strategies for effective service delivery through intermediaries
- **Integrated Service Marketing Communications:** Need for co-ordinate in marketing communication, Reasons for service communication problems, Matching service promises with delivery, exceeding customer expectations.
- **Pricing of Services:** Services prices for consumers, cost-based pricings, Competition-based pricing, Demand-based pricing, discounting odd pricings, Synchro-pricing, Penetrating pricing, Prestige pricing, Skimming pricing, Value pricing, Marketing segmentation pricing, Price framing, Price bundling, Complimentary pricing, result-based pricing, Contingency pricing, Sealed bid contingency pricing, Money-back guarantees, commissions.
- **Financial & Economic Effects of Service:** Service & profitability, Offensive marketing effects of service, Defensive marketing effects of service, customers' perceptions of service & purchase intentions, Drivers of service quality, Customer retention & profits.
- **Integrated Gaps Model of Service Models of Service Quality:** Gaps model of service quality, Gronroos' perceived service quality model, SERQUAL, Zeithamal's RATER model, Kano's two factor model.
- **Organizing for Change Management & Service Leadership:** Service-profit chain, Qualities associated with service leaders, Reducing inter-functional conflicts, Change management, Evolution versus turnaround, Valuating leadership potential, Leadership culture & climate.