

ST. JOSEPH'S COLLEGE OF COMMERCE

(Autonomous)

163, Brigade Road, Bangalore – 560 025

Accredited and Re-Accredited with 'A' Grade by the
National Assessment and Accreditation Council (NAAC)

Recognized by the UGC as
**“COLLEGE WITH POTENTIAL FOR
EXCELLENCE”**



Master of Commerce (International Business)

Semester I & II

(2021-2023 BATCH)

Syllabus w.e.f., 2015 – 2016

Academic year 2021-2022

St. Joseph's College of Commerce

(An Autonomous Institution affiliated to Bengaluru Central University) Dedicated to Excellence with Relevance

St. Joseph's College, Bangalore was established in 1882 by the French Missionary Fathers for the purpose of imparting higher education. In 1937, the management of the college was handed over to the Jesuits, a worldwide Religious order going by the name 'Society of Jesus'. The college and its sister institutions are now managed by the Bangalore Jesuit Educational Society (Regd). A department of Commerce was established in the College in 1949. In 1972, this department became an independent college by the name St Joseph's College of Commerce.

Since its inception as an independent institution, the College has shown growth and progress in academics, co-curricular and extra – curricular activities. Besides, there has been a constant effort made by the college to acquire excellence in every aspect of good education. Currently it stands re-accredited to the National Assessment and Accreditation Council (NAAC) with an 'A' grade. In February 2010, the college was recognized by the UGC as a "College with Potential for Excellence".

The college aims at the integral formation of its students, helping them to become men and women for others. Though it is a Christian minority institution, the college has been imparting liberal education to the students of all denominations without any discrimination. St. Joseph's College of Commerce is affiliated to Bengaluru Central University and became autonomous in September 2005. The motto of the college is Fide-et-Labore or 'Faith and Toil' and the college attempts to inculcate the motto in every student

through its various programmes.

The College is committed to providing quality education to its students. It offers Bachelors in Commerce/Management and Post-Graduate Programmes; Masters in Commerce(Regular/Financial Analysis/International Business). Highly qualified staff members, quest for research, excellent infrastructure of the college like spacious classrooms, good library and computer lab facilities helps to promote academic excellence.

GOALS OF THE M.COM (IB) PROGRAMME

1. The programme enables a student to develop not only in academics but also in value added courses and extension activity through embedding these pillars in the system.
2. Choice Based Credit System is adopted for the M.Com IB Programme with Cumulative Grade Point Average for Evaluation.
3. Specialization is available in Accounting, Finance, Taxation, Human Resource, Business Administration, Capital & Commodities Market with PGD.
4. Relative importance of subjects of study and activities are quantified in terms of credits.
5. The course has inbuilt provisions to learn a skill based paper based on their specializations.
6. Regular sessions on SPSS, Quantitative Techniques and Logical Reasoning, case study analysis, Analysis of Current Business and Economics, Managerial Communication as part of curriculum for students' professional and personal development.
7. From induction to graduation the curriculum is designed to encourage students to address challenges in a reflective manner.

8. Inputs from industry experts is a crucial part of the course. They facilitate access to applied knowledge.
9. Foreign Trips are arranged for International Exposure towards manufacturing sector, logistic and supply chain.
10. Regular sessions of Tally & Excel, English Pronunciation, SPSS, Group Discussions, Mock personal Interviews, Presentation, Seminars, Case Studies, Quantitative Analysis, Data Interpretation & Verbal Ability as part of regular course for students' professional and personality development.
11. Students will have to do summer internship and project / dissertation.
12. Students are required to devote time to internship and placement activities and are encouraged to take up part time assignments.
13. Engagement in programs of social concerns, psychometric tests, art therapy, counseling sessions, presentation skills and personality grooming.
14. Compulsory rural exposure programme as part of extension activities.

I. ELIGIBILITY FOR ADMISSION:

Admission Requirement and Admission test:

- i. Candidates who have passed B.COM or BBM of any recognized university and have secured at least 50% of mark in the aggregate of all papers studied in the qualifying examinations are eligible for admission into this course.
- ii. Admission will be based on an entrance test conducted by the college. Marks scored at the test and qualifying examination will be considered for final selection.

II. DURATION OF THE PROGRAMME:

The programme of the study is 2 years of four (4) semesters. A candidate shall complete his/her degree within four (4) academic years from the date of his/her admission to the first semester.

III. MEDIUM OF INSTRUCTION:

The medium of instruction shall be English.

IV. ATTENDANCE:

- a. A student shall be considered to have satisfied the requirement of attendance for the semester, if he/she has attended not less than 75% in aggregate of the number of working periods in each of the subjects compulsorily.
- b. A student who fails to complete the PROGRAMME in the manner stated above shall not be permitted to take the end semester examination.

M.COM (International Business) PROGRAMME MATRIX, PROGRAMME STRUCTURE AND SEMESTER SCHEME OF EXAMINATION:

Refer pages 7 to 9

V. TEACHING AND EVALUATION:

M.Com/MBA/MFA/MBS/Ph.D graduates with B.Com/BBA/BBS as basic degree from a recognized university are only eligible to teach and evaluate the courses including part-B courses of I and II semesters

VI. EVALUATION SYSTEM:

Evaluation for PG programme consists of two components, viz. Continuous Internal Assessment (CIA) and End Semester Examination (ESE) with the weightage of 30% and 70% respectively.

Continuous Internal Assessment (CIA) includes a centrally organized MID-TERM Test for 20 marks and other exercises administered by the teacher such as Surprise test / quiz / business case analysis/ Assignment / Presentation/ Research Project/ Research article/ Seminar etc. for an aggregate of 10 marks. Each teaching faculty is required to maintain a record of the Continuous Internal Assessment (CIA). Under the PG programme, a student must score a minimum of 12 marks through CIA.

The End Semester Examination will be conducted at the end of each semester. The duration and maximum marks for the End Semester Examination is 3 hours and for 70 marks.

VII. MINIMUM FOR A PASS:

A PG student has to get a minimum of 40% marks in the ESE (28 on 70) and 40% aggregate in CIA & ESE (40 on 100) for a pass in each subject. The minimum SGPA to qualify for the M.Com degree is 5.00 and a pass in all subjects.

VIII. CLASSIFICATION OF SUCCESSFUL CANDIDATES:

Grading System for Choice Based Credit System (CBCS)

– The College adopts a ten point grading system. The modalities and the operational details are as follows:

- i. Credits – Credits are assigned to subjects based on the following broad classification

Subject Category	Instruction hours/week	Credits
Major Core	4 hours	4
Allied Required	3 hours	3
Allied Optional	3 hours	3
Graded Subjects	2hours	1

- ii. Grade points – The papers are marked in a conventional way for 100 marks. The marks obtained are converted to grade point according to the following table. If a student is absent for the paper the grade point assigned is 0.

% Marks	95-100	90-94	85-89	80-84	75-79	70-74	65-69	60-64	55-59	50-54	45-49	40-44	Below 40
Grade Points	10	9.5	9	8.5	8	7.5	7	6.5	6	5.5	5	4.5	0

- iii. The semester grade point average (SGPA) - is the sum

of the product of the credits with the grade points scored in all subjects divided by the total credit of Part A and Part B in the semester.

$SGPA = \frac{\sum \text{Credits} \times \text{Grade Points}}{\text{Total Credits}}$ Minimum SGPA for a pass is 5.

If a student has not passed in a subject or is absent then the SGPA is not assigned.

iv. The cumulative grade point average (CGPA)- is the weighted average of all the subjects undergone by a student over all the six semesters of a PROGRAMME.

$CGPA = \frac{\sum \text{Total credits in the semester} \times SGPA}{\text{Total credits of the PROGRAMME}}$. SGPA and CGPA will be rounded off to two decimal places. Interpretation of SGPA/CGPA/ Classification of final result for a PG PROGRAMME.

v. Interpretation of SGPA/CGPA/ Classification of final result for

SGPA/CGPA/ Subject Grade Point	Grade	Result/Class Description
9.00 – 10.00	O	Outstanding
8.00-8.99	A+	First Class Exemplary
7.00 – 7.99	A	First Class Distinction
6.00 – 6.99	B+	First Class
5.50 – 5.99	B	High Second Class
5.00 – 5.49	C	Second Class
4.00 – 4.99	P	Pass Class
Below 4	RA	To Re-Appear

IX. PATTERN OF QUESTION PAPER:

Question Paper Pattern: (3 Hours duration, Max. Marks: 70)

Section A	Analytical questions	5 marks x 4 questions	20 Marks
Section B	Essay questions	12 marks x 3 questions	36 Marks
Section C	Compulsory questions/Case study	14 marks x 1 question	14 Marks
Total			70 Marks

X.TEACHING PRACTICE AND SUMMER CORPORATE INTERNSHIP:

As part of the curriculum, the M.Com Regular and IB students can take up either a Corporate internship of eight weeks during their II semester summer break or can take up 60 hours of Teaching Practice alongside regular classes during their III semester for undergraduate courses. The progression of the corporate internship/teaching practice is supervised and evaluated by an internal guide allocated by the college.

The student will report to the internal guide once/twice a month, thus enabling the tracking of learning and work progress of the student.

Each candidate shall submit a comprehensive Internship/Teaching Practice Report at the end of the stipulated term. Based on the performance of the student the internal guide will assign marks out of 100 for the

performance of the student during the internship/teaching practice. The guides will fill out a Matrix based Evaluation form consisting of various criterion spread across academic, inter-personal and soft skill characteristics expected of an employee by an organization.

M.COM (INTERNATIONAL BUSINESS) PROGRAMME STRUCTURE PROGRAMME MATRIX

Content	I	II	III	IV	Total
I. ACADEMICS					
Major Core	International Business Environment Accounting for Decision Making Management Concepts & Organizational Behaviour	Finance for Managers Impex Procedure & Documentation International Financial Institutions & Markets	International Financial Management Advanced Computer Applications for Business	(Dissertation)	
Allied Required	Mathematics & Statistics for Managers Economics for Managers	Operation Research for Business Decisions Business Research Methodology	Banking Technology Management	Business Policy & Strategic Management	
Major Optional	NA	NA	Foreign Exchange Management International Marketing Project Management	International Logistics & Supply Chain Management Security Analysis and Portfolio Management SAS(Skill Based)	
Allied Optional	*3 Hrs/3 Credits (as per list given below)	*3 Hrs/3 Credits (as per list given below)	-	-	
TOTAL	21 Cr	21 Cr	23 Cr	23 Cr	88
II SKILL ORIENTED/VALUE ADDED PROGRAMMES					
QT and LR	1 Cr	1 Cr	-	-	
Analysis of Current Business and Economics	1 Cr	1 Cr	-	-	
SPSS / Statistical packages	-	-	1 Cr	-	
Corporate Internship	-	-	1 Cr	-	
Managerial Communication	1 Cr	-	1 Cr	-	
TOTAL	3 Cr	2 Cr	3 Cr	-	8
III EXTENSION ACTIVITIES, CO-CURRICULAR & OTHERS					
Extension/Extra Curricular & Others		1 Cr		1 Cr	
TOTAL	-	1 Cr	-	1 Cr	2
GRAND TOTAL	24 Cr	24 Cr	26 Cr	24 Cr	98

**M.COM (INTERNATIONAL BUSINESS) PROGRAMME
STRUCTURE (for I & II Semesters) SEMESTER
SCHEME OF EXAMINATION
CORE SUBJECTS**

SEMESTER – I

Subject Code	Title of the Paper	Hours per week	Marks		Total Marks	Credits
			CIA	ESE		
P415 MC 101	International Business Environment	4	30	70	100	4
P418 MC 102	Accounting for Decision Making	4	30	70	100	4
P418 MC 103	Management Concepts & Organizational Behaviour	4	30	70	100	4
P418 AR 101	Business Statistics and Analysis	3	30	70	100	3
P415 AR 102	Economics for Managers	3	30	70	100	3
TOTAL		18	150	350	500	18

SEMESTER – II

Subject Code	Title of the Paper	Hours per week	Marks		Total Marks	Credits
			CIA	ESE		
P415 MC 201	Finance for Managers	4	30	70	100	4
P415 MC 202	Impex Procedure & Documentation	4	30	70	100	4
P415 MC 203	International Financial Institutions & Markets	4	30	70	100	4
P415 AR 201	Operation Research for Business Decisions	3	30	70	100	3
P415 AR 202	Business Research Methodology	3	30	70	100	3
TOTAL		18	150	350	500	18

CIA – Continuous Internal Assessment

**M.COM (INTERNATIONAL BUSINESS) PROGRAMME
STRUCTURE (for I & II Semesters) SEMESTER
SCHEME OF EXAMINATION
ALLIED OPTIONAL
SEMESTER – I**

Subject Code	Title of the Paper	Hours per week	Marks		Total Marks	Credits
			CIA	ESE		
P119 AO 114/ P121 AO 116	Environmental Management / Positive Psychology	3	30	70	100	3
TOTAL		3	30	70	100	3

SEMESTER – II

Subject Code	Title of the Paper	Hours per week	Marks		Total Marks	Credits
			CIA	ESE		
P119 AO 214/ P120 AO 217/ PG20AM004	Disaster Management/Start up Launchpad/Human Behaviour	3	30	70	100	3
TOTAL		3	30	70	100	3

CIA – Continuous Internal Assessment

**M.COM (INTERNATIONAL BUSINESS) PROGRAMME
STRUCTURE (for I & II Semesters) SEMESTER**

**SCHEME OF EXAMINATION
GRADED SUBJECTS (VALUE ADDED COURSE)
SEMESTER – I**

Subject Code	Title of the Paper	Hours per week	Marks		Total Marks	Credits
			CIA	ESE		
P415 MCE 101	Managerial Communication - I	2	-	-	-	1
P115 ACBE 101	Analysis of Current Business and Economics – I	2	-	-	-	1
P115 QTLR 101	Analysis of Current Business and Economics – I	2	-	-	-	1
TOTAL		6	-	-	-	3

SEMESTER – II

Subject Code	Title of the Paper	Hours per week	Marks		Total Marks	Credits
			CIA	ESE		
P115 ACBE 201	Analysis of Current Business and Economics – II	2	-	-	-	1
P115 QTLR 201	Quantitative Techniques and Logical Reasoning- II	2	-	-	-	1
P115 EA 201	Extension Activity	2	-	-	-	1
TOTAL		6	-	-	-	3

Outcome Based Education (OBE)

M.Com (International Business) Program Educational Objectives (PEO)

After undergoing the **M.Com (International Business)** Programme, the student will be able to:

1. attain higher levels of proficiency for a successful career in commerce, the industry and entrepreneurship, with adequate theoretical knowledge on the core and domain disciplines.
2. demonstrate professional competence to pursue higher studies, research, life-long learning for continuous growth and development.
3. adapt to a rapidly changing environment with new learned and applied skills, become socially responsible and value driven citizens, committed to sustainable development.
4. integrate all the areas of business activity, in a quest to develop the most reliable strategies, that successfully achieve the objectives of a company in an international environment.

Program Outcomes (POs)

At the end of the **M.Com (International Business)** Programme, graduates will be able to:

- PO1. Business Environment and Domain Knowledge (BEDK):**
demonstrate conceptual managerial knowledge across functional domains, advanced knowledge in the area of specialization with an integrative ability, awareness and relationship between business and its environments, both in national and global context.

- PO2. Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI):** demonstrate critical business thinking in core functional areas of business and the ability to take decisions with a holistic perspective.
- PO3. Research and Design thinking:** design and develop conceptual knowledge, using contemporary research tools for effective performance and recognize the need for self-motivation to engage in life-long learning
- PO4. Economic, Social and Environmental Sustainability:** understand the impact of professional management solutions in societal, economic and environmental contexts, and demonstrate the knowledge and need for sustainable development.
- PO5. Leadership and Teamwork (LT):** function effectively as an individual, a member or leader in diverse teams, in multidisciplinary settings.
- PO6. Modern Tool Usage:** create, select and apply appropriate techniques, resources, modern management and IT tools (including prediction and modeling) to complex management activities with an understanding of the limitations.
- PO7. Entrepreneurial Perspective:** identify, assess and shape entrepreneurial opportunities and evaluate their potential for business success.
- PO8. Social Responsiveness and Ethics (SRE):** develop responsiveness to contextual social issues/ problems, explore solutions, understand business ethics and resolve ethical dilemmas

PO9. **Global Perspective:** demonstrate a global outlook with the ability to identify aspects of global business and cross-cultural understanding.

PO10. **Independent and life-long learning:** achieve higher levels of proficiency and self-actualization through the pursuit of life-long learning.

Program Specific Outcomes (PSOs)

PO11. **Cross-Disciplinary Integration and Strategic Perspective:** apply the advanced tools and strategies to enhance the export and import operations in business, and meet the demands of globalisation through research activities.

PO12. **Integrative experience and experiential learning:** formulate an integrative international business model/project through the application of multidisciplinary knowledge in a multicultural environment.

P415MC101: INTERNATIONAL BUSINESS

ENVIRONMENT

COURSE OBJECTIVES:

Students should be able to

1. Describe the drivers of International Business in the context of Theories of International Trade and Globalization.
2. List the variables that influence International Business decisions in the context of International Business Environment.
3. Examine the forms of International Trade and its implications on International Business.
4. Evaluate the Role of International Bodies in promoting the Trade and Development of a country (s) in the context of Free Trade and Protection Regime.
5. Identify the methods of International Payment under FEMA Double Tax Agreement and FDI Laws and Regulations.

Module 1:

Nature of International Business (IB) - Drivers of International Business, Comparison of IB and Domestic Business, Routes of globalization, Players in International Business.

Theories of international trade, Concepts on international trade: classical, factor endowment factor price equalization terms of trade, new trade theories

Module 2:

International Business Environment - Unipolar world: US hegemony over the global economy - The global economic performance: The US slowdown – The recession in the Japanese Economy.

Socio-cultural environment, Significance, Religion, Language, Education, Aesthetics, Attitudes, Culture, Cross cultural literacy, Managing Diversity, Strategy, Compatibility, Social Responsibility of Business.

Module 3:

International Trade – Licensing, Franchising, Joint Ventures, Electronic Commerce – International Sale Contracts – Imports – Exports – Customs – International Carriage – Restrictions in trade – Dispute resolution mechanisms.

Module 4:

Trade and Development - Developing Countries Free Trade Versus Protection Debate, Quota Tariff other Methods of Restricting Trade , an overview of Gains from Trade, FDI, MNC, FII- Labour Migration, Outsourcing Technology Transfer International Cartel, Need and Problems.

Trade Liberalization – Process of Globalization. overview and Principles of GATT, WTO. Provisions AGRI, MFA, TRIMS TRIPS, GATS, Relevance to Developing Countries. Trading Blocks: Impacts – Levels of Integration Agreements on Subsidies and Countervailing Measures (SCM)- Anti-Dumping Measures-

Module 5:

International Payment Mechanisms – Letters of Credit (LC) – DA – DP (UCPDC & URC of ICC) – FEMA – Double Taxation Agreements (DTA) – FDI – Laws and Regulations.

COURSE OUTCOMES:

After completion of the course the students will be able to

1. Illustrate the drivers of International Business in the context of Theories of International Trade and Globalisation.
2. Identify the variables that influence International Business decisions in the context of International Business Environment.
3. Compare and Contrast the forms of International Trade and its implications on International Business.
4. Relate the Role of International Bodies in promoting the Trade and Development of a country (s) in the context of Free Trade and Protection Regime.
5. Choose the methods of International Payment under FEMA Double Tax Agreement and FDI Laws and Regulations.

Books for Reference:

- *Charles W Hill: International Business, TMH Publishing Company Ltd.*
- *Darrell Mahoney: International Business, Longman, 1998.*
- *Donn Ball & Wendell Mcculloch: International Business, Irwin McGraw Hill, 1999.*
- *John D. Daniels & Lee Radfaugh: International Business, Pearson 2003.*

- *John. J. Wild (et al): International Business, Prentice Hall of India, 2003.*
- *Michael Zinkata (et al): Global Business, Dryden Press 1988.*
- *Richard M. Schaffer (et al): International Business Law and its environment, Thomson 2002.*
- *WTO Annual Reports, Geneva.*
- *WTO, Overview of Developments in the International Trading*
- *Environments, Annual report by the Director General WTO, Nov. 22, 2000.*
- *The International Business Environment – Sundaram & Black – Prentice Hall.*
- *World Resources & Trade - Khanna & Gupta.*
- *International Trade – Law & Practice – Motiwal & Awasthi.*
- *Legal Environment Today – Miller & Roger Leroy.*

P418 MC 102: ACCOUNTING FOR DECISION MAKING

COURSE OBJECTIVES:

Students should be able to

1. Illustrate the role of financial accountant in providing necessary accounting information for decision making.
2. Construct financial statement as per the companies act 1956 and compare with - financial treatment.
3. Show the accounting for depreciation and valuation of inventory as per accounting standards board of the institute the chartered accountants of India
4. Examine critically the financial statement by using financial statement analytical tools
5. Illustrate the role of cost accounts in providing necessary information to the concerned for decision making.

Module 1:

Introduction to financial accounting - Role of an accountant, Concepts – Assets, Liabilities, Income, Expenditure and Equity for sole proprietor, Partnership firm and Company. Four Pillars of Accounting and Accounting Equation, Journal, Ledger, and Trial Balance Introduction to Ind AS, IFRS, Challenges in implementation of Ind AS from Indian GAAP.

Module 2:

Preparation and presentation of Statement of Profit and loss– Preparation and presentation of Statement of Profit and losses per the Schedule III of the Companies Act, 2013. Revenue Recognition

as per Ind AS 18, Accounting for Borrowing cost as per Ind AS 23, Income Taxes as per Ind AS 12, The Effect of changes in Foreign Exchange Rates as per Ind AS 21, Earnings per Share as per Ind AS 33.

Module 3:

Preparation and presentation of Statement of Balance Sheet

-Balance Sheet as per the Schedule III of the Companies Act, 2013. Ind AS 16– Property, plant and equipment, Ind AS 36 – Impairment of Assets, Ind AS 38 – Intangible Assets, Ind AS 2 – Valuation of Inventories, Ind AS 40 – Investment Property, Provision, Contingent Liability and Contingent Assets as per Ind AS 37.

Module 4:

Financial statement Analysis - Objectives, standards of comparisons, sources of information, Techniques of financial statements analysis: Ratio analysis, Comparative analysis, Trend analysis, common sized analysis, fund flow statements, cash flow statements. (As per AS-3).

Module 5:

Introduction to cost accounting - Concepts and classification, standard costing and variance analysis, budgetary control, absorption costing and marginal costing, applications of Marginal Costing, Cost-volume – profit analysis, Concepts of Target costing, activity based costing and life cycle costing.

COURSE OUTCOMES:

After completion of the course the students will be able to

1. Illustrate the role of financial accountant in providing necessary accounting information for decision making .
2. Construct financial statement as per the companies act 1956 and compare with - financial treatment.
3. Show the accounting for depreciation and valuation of inventory as per accounting standards board of the institute the chartered accountants of India
4. Examine critically the financial statement by using financial statement analytical tools
5. Illustrate the role of cost accounts in providing necessary information to the concerned for decision making.

Books for Reference:

- *R. Narayanaswamy, Financial Accounting, PHI*
- *Nitin Balwani, Accounting and Finance, EB*
- *Dr. Jawaharlal, Accounting for Management, HPH*
- *Khan and Jain, Management Accounting, TMH.*
- *Louderback and Holmen, Managerial Accounting, Thomson*
- *Ambrish Gupta, Financial Accounting for Management, Pearson*
- *Robert Anthony, David Hawkins and Kenneth Merchant, Accounting, TMH*
- *James Stice and Michael Diamond, Financial Accounting, Thomson*
- *Tulsian, Financial Accounting, Pearson*
- *Warren Reeve Fess, Financial Accounting, Thomson*
- *Bannerjee, Financial Accounting, EB*

P418MC103: MANAGEMENT CONCEPTS & ORGANISATIONAL BEHAVIOUR

COURSE OBJECTIVES:

Students should be able to

1. Illustrate the role of a manager with contemporary and historical management through in the context of business management. Relate the effect of attitude of individuals with personality, perception and recovering process
2. Compare and contrast implication of theories of motivation in solving the issues and challenges in work settings
3. Create team in work settings so as to bring out the individual and collective excellence into play
4. Examine the relationship between implication leadership theories and development of applicability of leadership stages.

Module 1:

Management Science, Theory and Practice - Scientific process, human behavior and social system school; Decision theory school; Contingency theory of management; Functions of a manager. Functions: Planning – concept, significance; types; Organizing – concept, types of organizations, authority, responsibility, power, delegation, decentralization; Staffing; Directing; Coordinating; Control – nature, process, and techniques.

Module 2:

Foundation of individual behavior - Attitude – formation, functions, change of attitudes, values, emotions, Personality –

determinants, shaping of personality the self-concept, self-esteem and self-efficiency. Locus of control. Emotional Intelligence- definition, importance Perception – perceptual process, Factors influencing perception; making judgment of others; the link between perception and individual decision making. Learning - learning process, Principles of Learning, Learning Theories.

Organization Culture – Culture- determinants, impact, importance. Dimensions of different cultures, assimilation of culture at Domestic and Global level.

Module 3:

Motivation at Work - Motivation in work settings, managerial issues and challenges. Theories of motivation – need hierarchy theory, theory X and theory Y, two factor theory, Alderfer's ERG theory, McClelland's learned need theory, Victor Vroom's expectancy theory, Stacy Adams equity theory. Intrinsic Motivation.

Module 4:

Team Building and Group Dynamics - Team Building and group dynamic, working teams and team effectiveness. Intra team dynamics, influence of the group on individual group decision making, inter group relations collaboration, different stages of Group formation. Conflict management –Types and Techniques Of resolving conflict Change Management .and Organization Development interventions introduction, reasons for change, resistance to change, Change Management, Impact on Organizations, its Importance.

Module 5:

Leadership - Dynamics of managerial leadership, leadership styles, Power and Politics in Organizations. Ethics in Organizations, its impact on Organizational Effectiveness.

COURSE OUTCOMES:

After completion of the course the students will be able to

1. Illustrate the role of a manager with contemporary and historical management through in the context of business management.
2. Relate the effect of attitude of individuals with personality, perception and recovering process
3. Compare and contrast implication of theories of motivation in solving the issues and challenges in work settings.
4. Create team in work settings so as to bring out the individual and collective excellence into play
5. Examine the relationship between implication leadership theories and development of applicability of leadership stages.

Books for Reference:

- *Koontz & Weirich, Essentials of Management, Tata McGraw Hill.*
- *Uday Pareekh, Organizational Behaviour, Oxford*
- *Stephen Robbins and Timothy Judge, Organizational Behaviour, PHI*

- *Fred Luthans, Organizational Behaviour, TMH*
- *Steven Robbins and Seema Sanghi, Organisational Behaviour, Pearson*
- *P Subba Rao, Management of Organizational Behaviour, HPH*
- *Gregory Moorhead and Ricky Griffin, Organizational Behaviour, Biztantra*
- *Debra Nelson and James Quick, Organisational Behaviour, Thomson*
- *PG Aquinas, Organization Behaviour, EB*

Websites of different companies for examples

P418 AR 101 – BUSINESS STATISTICS AND ANALYSIS

COURSE OBJECTIVES:

Students should be able to

1. Justify the applicability of an appropriate tool of measure of central tendency and dispersion in managerial decision making.
2. Select an appropriate tool for business research / application problem
3. Use decision tree technique for business application problems.
4. Apply linear equation and affirmative equation to determine cost and revenue funds.
5. Use excel functions of descriptive statistics – co relation and regression for tabulation, presentation and analysis of data.

Module 1:

Fundamentals of Statistics: Measures of Central Tendency- Arithmetic Mean, Median & Mode, Dispersion-Standard Deviation & Coefficient of Variation. Skewness & Kurtosis concepts. Times Series Analysis -Components of Time Series, Secular Trend. Correlation Analysis- Scatter Diagram, Karl Pearson's and Spearman's Coefficient of Correlation, Lag and lead in Correlation. Regression Analysis - Linear Regression with Business Application Problems, Multiple Correlation & Multiple Regression- Concepts

Module 2:

Probability: Introduction –Types of events, Definition. Permutation & Combination– concepts. Probability Theorems – Addition Theorem, Conditional Probability Theorem & Baye’s Theorem.

Module 3:

Probability Distributions: Random Variable - Expectation & Variance of Random Variable. Probability Distributions - Binomial, Poisson & Normal distribution with Business Applications.

Module 4:

Decision Theory: Process of Decision Making – Elements, Types of Decision Making Situations, Decision Making under Certainty, Uncertainty and Risk. Bayesian Approach – Decision Tree Technique.

Module 5:

Statistical Applications in Excel: Introduction- Features of all function keys F1 to F12 with Control function- Pivot table & charts, V lookup & H lookup. Data Analysis- Descriptive Statistics, Correlation & Regression. Simple macros.

COURSE OUTCOMES:

After completion of the course the students will be able to

1. Justify the applicability of an appropriate tool of measure of central tendency and dispersion in managerial decision making

2. Select an appropriate tool for business research / application problem
3. Use decision tree technique for business application problems.
4. Apply linear equation and affirmative equation to determine cost and revenue funds.
5. Use excel functions of descriptive statistics – co relation and regression for tabulation, presentation and analysis of data.

Books for Reference:

- *Mittal, Sathyaprasad and PradeepRao, Mathematics and Statistics for Management, HPH*
- *Azel and Sounderpandian, Complete Business Statistics, TMH*
- *JK Sharma, Business Statistics, Pearson*
- *RS Bhardwaj, Business Statistics , EB*
- *RP Hooda, Statistics for Business and Economics, McMillan*
- *GC Beri, Business Statistics, TMH*
- *BR Dey, Managerial Statistics, McMillan*

P415 AR 102 - ECONOMICS FOR MANAGERS

COURSE OBJECTIVES:

Students should be able to

1. Integrate the basic concepts of economics with the tools of mathematics and statistics in order to analyze and make optimal business decisions.
2. Develop demand forecasting models to estimate the demand
3. Construct a production functions of short and long term in the context of multi-product firms.
4. Use the implications of cost theory and revenue concepts in determining Cost and revenue functions.
5. Determine equilibrium pricing and output under perfect and imperfect competitive market structure.
6. Illustrate the implications of theories of firm and profit on managerial decision making.

Module 1:

Nature, Scope and methods of managerial economics- Scarcity, choice and allocation problems in business. Basic factors in business decision making: Marginalism, Equi-marginalism, and Opportunity cost principle, Risks and uncertainties, Time value of money. Use of quantitative techniques in managerial economics: Mathematical functions, derivatives, optimization principles and statistical techniques.

Module 2:

Demand analysis, estimation and forecasting - Demand theory.

Types of demand. Demand elasticity: Types, measurement and factors. Elasticity of demand and marginal revenue. Uses of elasticity concept in business decision making. Estimation of Demand function. Demand forecasting: Importance and methods. Qualitative and quantitative techniques.

Module 3:

Production analysis - Production functions with one-variable and two-variable inputs. Returns to a factor and returns to scale. Isoquants, isocost curves and ridgelines. Optimum factor combination. Elasticity of output and Elasticity of substitution. Empirical production functions. Forms of Production function. Cobb-Douglas and CES production functions. Production possibility analysis. Optimum product mix of a multi-product firm.

Module 4:

Cost and revenue analysis - Cost theory and its applications: Types of costs. Theoretical and Empirical cost curves. Short-run and long-run cost curves. Derivation of cost functions from production functions. Empirical estimation of cost functions. Economies of scale versus economies of scope. Optimum firm. Learning curve. Cost control and cost reduction. Revenue concepts and functions. Breakeven analysis.

Module 5:

Market structure and product pricing - Features of and pricing output decisions in perfect competition, monopoly, oligopoly and monopolistic competition. Equilibrium of the firm and of industry under different market conditions. Degree of monopoly power. Discriminating monopoly. Welfare triangle. Pricing methods and practices of modern business firms: Cost-based and demand-based pricing strategies.

Module 6:

Theories of the firm and profit - Alternative objectives of the firm. Profit maximization versus sales maximization objectives. Traditional, behavioral and managerial theories of the firm. Accounting profit versus Economic Profit. Theories of Profits.

COURSE OUTCOMES:

After completion of the course the students will be able to

1. Integrate the basic concepts of economics with the tools of mathematics and statistics in order to analyze and make optimal business decisions.
2. Develop demand forecasting models to estimate the demand
3. Construct a production functions of short and long term in the context of multi-product firms.
4. Use the implications of cost theory and revenue concepts in determining Cost and revenue functions.
5. Determine equilibrium pricing and output under perfect and imperfect competitive market structure.
6. Illustrate the implications of theories of firm and profit on managerial decision making

Books for Reference:

- *Atmanand, Managerial Economics, EB*
- *Sk Misra and VK Puri, Indian Economy, HPH*
- *Dominick Salvatore, Managerial Economics, Thomson*

- *Damodaran, Managerial economics, Oxford*
- *Keating and Wilson, Managerial Economics, Biztantra*
- *Craig Peterson, Chris Lewis and Sudhir Jain, Managerial Economics, Person*
- *Christopher Thomas and Charles Maurice, Managerial Economics, TMH*
- *Mankar, Business Economics, McMillan*
- *Paul Keat and Philip Young, Managerial Economics, Pearson*

P119 AO 114: ENVIRONMENTAL MANAGEMENT

COURSE OBJECTIVES:

Students should be able to

1. Illustrate the role of stakeholders participation in environment management practices and its implications on sustainable Development in the wake of major environmental issues
2. Relate the enactment of Environmental laws and its impact on Green Product and Green Marketing in the context of various international summit on environmental issues
3. Illustrate the process of Environment Impact Assessment practice in compliance with the ISO 14000.
4. Examine the applicability of ethical theories and its implication
5. of establishing of symbiotic relationship between people and environment
6. Justify the relevance of Solid waste management practices in alignment with 3 R's of waste management with current waste management issues in your locality.

Module 1:

Meaning and scope – environment management concepts – sustainable development – stakeholder concept – major environmental issues – pollution, global warming, climate change – need for renewable energy – biodiversity and eco systems – exploitation of natural resources and related conflicts.

Module 2:

Environmental Laws – Stockholm convention, the Earth Summit, Kyoto protocol – Environment governance and laws in India – green products and production, green marketing – public participation and public interest litigations.

Module 3:

Environment Impact Assessment – planning, relevance – EIA process – EIA practices in India – Corporate Environmental Responsibility – ISO 14000 and Environment Managing System.

Module 4:

Environment Ethics – Application of ethical theories to environment – fundamental concerns – ethical conflicts – relationship of business and people to environment.

Module 5:

Solid waste management – disposal of garbage – issues – effects of garbage dumping – hazardous wastes and related issues – solid waste management practices – the 3 R's of waste management : reuse, reduce, recycle – relevance to India Class activities: Case study analysis and presentations of live environmental issues by the students.

COURSE OUTCOMES:

After completion of the course the students will be able to

1. Illustrate the role of stakeholder's participation in environment

2. management practices and its implications on sustainable Development in the wake of major environmental issues
3. Relate the enactment of Environmental laws and its impact on Green Product and Green Marketing in the context of various international summit on environmental issues.
4. Illustrate the process of Environment Impact Assessment practice in compliance with the ISO 14000.
5. Examine the applicability of ethical theories and its implication of establishing of symbiotic relationship between people and environment
6. Justify the relevance of Solid waste management practices in alignment with 3 R's of waste management with current waste management issues in your locality.

Reference Books:

- *Environmental Management – Text and Cases, Bala Krishnamoorthy, PHI, 2nd ed, 2012*
- *Introduction to Environmental Management, M.M. Sulphey and M.M. Safeer, 3rd ed, PHI, 2015*

P121 AO 116 POSITIVE PSYCHOLOGY

COURSE OBJECTIVES:

The students will be able to:

1. Explain the fundamental ideas of Positive Psychology and its implications on Virtue and Character and Positive thinking
2. Develop the Positive Emotions of Happiness, Hope, Optimism, Love, Motivation to attain the well-being
3. Integrate the Happiness traits with Well-being through Happiness and Well Being Therapy.
4. Create Mindfulness and Positive Thinking in the quest of Social / Emotional Wellbeing and mental health.
5. Combine the effect and implications of Gratitude and Forgiveness, Gratitude and happiness, Forgiveness and happiness that give rise to Personal transformation and well-being.
6. Perform activities that stem from Positive Psychology at work, health, education and everyday life

Module 1:

Introducing Positive Psychology: Positive Psychology; Concept, History, Nature, Dimension and Scope of Positive Psychology; Virtue and Character; Positive thinking, Seligman's PERMA, Fundamental ideas of Positive Psychology.

Module 2:

Positive Emotions and well-being: Positive Emotions: Happiness, Hope, Optimism, Love, Motivation; understanding Emotional Intelligence and well-being.

Module 3:

Happiness and Well-being: Types of Happiness, Happiness Traits, Measurement of Happiness, Habits of Happiness; Happiness and Well Being Therapy.

Module 4:

Mindfulness and Well-being: Neuroscience of Well-being, Social / Emotional Wellbeing, Mindfulness-Based Interventions, Mindfulness and mental health, Mindfulness and Positive Thinking.

Module 5:

Gratitude, Forgiveness and Well-being: Gratitude and Forgiveness, Gratitude and happiness, Forgiveness and happiness, Personal transformation and Role of suffering, Trust and Compassion, Cultivating gratitude and well-being.

Module 6:

Positive Psychology in Practice: Positive Psychology at work, health, education and everyday life; Developing and maintaining positivity; Future of positive psychology.

COURSE OUTCOMES:

After completion of the course the students will be able to

1. Explain the fundamental ideas of Positive Psychology and its implications on Virtue and Character and Positive thinking

2. Develop the Positive Emotions of Happiness, Hope, Optimism, Love, Motivation to attain the well-being
3. Integrate the Happiness traits with Well-being through Happiness and Well Being Therapy.
4. Create Mindfulness and Positive Thinking in the quest of Social / Emotional Wellbeing and mental health.
5. Combine the effect and implications of Gratitude and Forgiveness, Gratitude and happiness, Forgiveness and happiness that give rise to Personal transformation and well-being.
6. Perform activities that stem from Positive Psychology at work, health, education and everyday life

REFERENCE BOOKS:

1. Hefferon K., Boniwell, I., (2011). *Positive Psychology. Theory, Research, and Applications*. UK: McGraw Hill.
2. Snyder, C. R., Lopez, S. J. (Eds.) (2009). *Handbook of Positive Psychology*. New York: Oxford University Press.
3. Seligman, M. E. P. (2002). Positive Psychology, Positive Prevention, and Positive Therapy. In C. R. Snyder and S. J. Lopez (Eds.), *Handbook of Positive Psychology*, Oxford University Press.
4. Carr, A. (2004), *Positive Psychology: The Science of Happiness and Human Strengths*, New York: Brunner – Routledge.

P115 MCE 101: MANAGERIAL COMMUNICATION – I

COURSE OBJECTIVES:

The students should be able to

1. Illustrate the process of different formats of Managerial communication.
2. Evaluate the scope of modes of oral communication in the context of large group communication.
3. Examine the scope of mode of written communication in the context of creative expression.
4. Develop an effective communication by using master listening skills , non-verbal communication and interpersonal skills.
5. Design a model of role plays, cases, lectures, individual and group exercises, films as business communication.

Module 1:

Foundation of Management Communication: importance of Communication Concepts and Dimensions; Forms of Communication; Process of Communication: Different Stages; Introduction, Barriers and Gateways in Communication; Difference between Oral and Written Communication, Listening and Feedback; Communicating in teams.

Module 2:

Effective Oral Communication: (Large Group Communication)

Demonstrate improved persuasion skills and Influencing skills,

Negotiation Skills,, Public Speaking, and Presentation Skills.

Module 3:

Business Writing And Creative Expression: (Commercial Communication) - Routine /Business/Sales Letter, Proposal writing, Report writing, Content writing Brochures, Flyers, News Letter.

Module 4:

Mastering Listening Skills/Non Verbal Communication/ Interpersonal Skills - Understanding Listening Process, Overcoming Barriers to Effective Listening, Recognizing Different Types of Listening, Note Taking, Using Nonverbal Communication Effectively. Communication for Giving and Receiving Constructive Criticism and Conflict Resolution.

Module 5:

Business Vocabulary: Fundamentals Of Executive English, Errors Analysis, Punctuation and Global English. Role-Plays, Cases, Lectures, Individual & Group Exercises, Films, Presentations by Students and Videos.

COURSE OUTCOMES:

After completion of the course the students will be able to

1. Illustrate the process of different formats of Managerial communication.
2. Evaluate the scope of modes of oral communication in the context of large group communication.

3. Examine the scope of mode of written communication in the context of creative expression.
4. Develop an effective communication by using master listening skills, non-verbal communication and interpersonal skills.
5. Design a model of role plays, cases, lectures, individual and group exercises, films as business communication

Methodology and Evaluation

Quiz, Assignments & Presentation - 50%

End Term Exam 50%

Textbooks & Course Material

Essentials of Business Communication, 6th Edition, Mary Ellen Guffey, South-Western College Publishing, 2003.

- *Excellence in Business Communication, 8th Edition, Thill, John V., Courtland L. Bovee Prentice Hall, 2007.*
- *Business Communication, 2nd Edition, Prof. Dr. Asha Kaul, PHI Learning P.Ltd., 2009.*
- *Secrets of Face-to-Face Communication, 1st Edition, Peter Bender & Dr. Robert Tracz, Macmillan India, 2007.*
- *Soft Skills, 1st Edition, Prof. Dr. K. Alex, S. Chand & Co. Ltd., 2009*
- *Personal Development, All-in-One, 1st Edition, Edited by: Gillian Burn, Wiley India, 2009*
- *The Economist: Style Guide, 9th Edition, Profile Books, Indian Edition: Viva Books, 2009*

P115 QTLR 101: QUANTITATIVE TECHNIQUES AND LOGICAL REASONING- I

COURSE OBJECTIVES:

The students should be able to

1. Choose the appropriate arithmetic in accordance with nature of problem
2. Apply geometric techniques to solve the problems related geometrical in nature

Module I:

Quantitative Aptitude: Number System ; LCM & HCF – Problems & Its Application; Speed, Time & Distance, Problems on Trains & Boats; Time & Work, Pipes & Cisterns; Percentage; Problems on Ages; Average; Ration & Proportion, Allegation & Mixtures; Partnership; Profit, Loss & Discount; Simple Interest & Compound Interest; Permutations & Combination; Probability; Clocks; Calendar.

Module II:

Geometry: Lines and angles, Plane and plane figures. Areas of squares, rectangles, parallelograms, triangle and circle. Surface area and volume of cuboids, lateral surface and volume of right circular cones and cylinders, surface area and volume of spheres.

COURSE OUTCOMES:

1. After completion of the course, the students will be able to
2. Choose the appropriate arithmetic in accordance with nature of problem
3. Apply geometric techniques to solve the problems related to geometrical in nature

Books for Reference:

- *Quantitative Attitude* by R.S. Agarwal, Chand Publisher.
- *Verbal and nonverbal reasoning* by R.S. Agarwal, Chand Publications

P415 MC 201: FINANCE FOR MANAGERS

COURSE OBJECTIVES:

Students should be able to

1. Illustrate the role of finance management in the state of affairs.
2. Evaluate capital expenditure decisions by using criteria of capital budgeting techniques.
3. Compute an overall cost of capital of capital mix of a hypothetical firm.
4. Design optimal capital structure by using implication of capital structure.
5. Plan for optimum dividend policy for a hypothetical firm by using the implications dividend theories.
6. Analyse the role of each component of working capital maintaining optimized working capital by estimating working capital requirements of the firm.

Module 1:

Introduction & Fundamental Concepts in Financial Management: Scope, Objectives, Modern Approach to Financial Management, Role of Financial Manager, Interface of Financial Management with other functional areas, the financial environment. Risk and Return trade off, Risk in a portfolio context, Measuring portfolio Risk, Capital Asset pricing model, Time value of money.

Module 2:

Investment Decisions: Nature and importance of capital budgetary process, Basic principles in estimating costs and benefits of investments, Appraisal criteria – payback period, Average rate of return, Net present value, Benefit cost ratio, Internal rate of return, Profitability Index, Earning per Share, Risk analysis in capital budgeting.

Module 3:

Cost of Capital and Sources of Finance: Cost of debt, Cost of Equity and reserves Cost of preferred stock, weighted average cost of capital, Factors affecting cost of capital. Sources of Short Term Finance, Long term financing: shares, Debentures, Warrants, Term loans, Lease financing, Hybrid financing, Venture capital financing.

Module 4:

Capital Structure: Introduction, Factors affecting capital structure, Features of an optimal capital structure, Capital structure theories: Net income approach, Net operating income approach, Miller Modigliani propositions I and II, Leverages: Operating, Financial and Combined, Leverage and firm value. Financial Break-even point and indifference analysis.

Module 5:

Dividend Policy: Introduction, Dividend decisions and valuation of firms, Determinants of dividend policy, Dividend theories – relevance and irrelevance: Walter, Garden and M M Hypothesis, Bonus issues, stock split, Buy back of shares, Tax issues, Optimum Dividend Policy.

Module 6:

Working Capital Management and Financing: Meaning, Importance, Concepts at working capital, Determinants, Managing various components of working capital, Tools for analysis and managing working capital, Credit management.

COURSE OUTCOMES:

After completion of the course the students will be able to

1. Illustrate the role of finance management in the state of affairs.
2. Evaluate capital expenditure decisions by using criteria of capital budgeting techniques.
3. Compute an overall cost of capital of capital mix of a hypothetical firm.
4. Design optimal capital structure by using implication of capital structure.
5. Plan for optimum dividend policy for a hypothetical firm by using the implications dividend theories.
6. Analyse the role of each component of working capital maintaining optimized working capital by estimating working capital requirements of the firm.

Books for Reference:

1. *Prasanna Chandra, Financial Management, TMH*
2. *Khan and Jain, Basic Financial Management, TMH*
3. *S Bhat, Financial Management, EB*

4. *James Van Horne and John Wachowicz, Financial Management, Pearson*
5. *Brigham & Houston, Fundamentals of Financial Management, Thomson*
6. *Paresh P Shah, Financial Management, Biztantra*
7. *Prasanna Chandra, Fundamentals Financial Management, TMH*
8. *John Wild, Subramanyam & Robert Halsey, Financial Statement Analysis, TMH*

P415 MC 202: IMPEX PROCEDURES & DOCUMENTATION

COURSE OBJECTIVES:

Students should be able to

1. Illustrate the steps involved in export procedure and its documentation.
2. Compare and contrast the procedure to be observed for the shipment of export cargo by sea, by air and by post and its documentation.
3. Examine the applicability and implication of changes in marine insurance policy & export credit insurance policy in accordance with demand of clients.
4. Evaluate the implication of pre-shipment inspection procedures and documentation for the same within the framework of export (Quality Control and Inspection) Act.

Module 1:

Export Documentation–Framework–Standardized Pre-shipment Export Documents – Commercial and Regulatory Documents – Export credit instruments and procedure – Letters of credit and types documents required for export credit – Central Excise and Customs clearance of export cargo – Procedure and documents.

Module 2:

Shipment of Export cargo by sea, by air and by post – Procedure and documents required for shipment of cargo – Multimodal transport – Procedure and documentation – Export

incentives – EPCG scheme – Duty drawback – Central excise and j sales tax exemption – Exemption of export profit from income tax procedure for availing export incentives – Documents required for export incentives.

Module 3:

Cargo insurance& Marine insurance – Institute cargo clauses – Specific policy – Open policy – Procedure for cargo insurance – Procedure for marine insurance claims – Necessary documents for filling claim. Export credit insurance – Services of Export Credit and Guarantee corporation in export credit insurance – Specific policy and small exporters’ policy – Guarantees – Procedure for availing credit insurance and necessary documents.

Module 4:

Quality control and pre-shipment inspection – Quality maintenance provisions of Exports (Quality Control and Inspection) Act – Types of pre-shipment inspection Procedure and documents for preshipment inspection.

COURSE OUTCOMES:

After completion of the course the students will be able to

1. Illustrate the steps involved in export procedure and its documentation.
2. Compare and contrast the procedure to be observed for the shipment of export cargo by sea, by air and by post and its documentation.

3. Examine the applicability and implication of changes in marine insurance policy & export credit insurance policy in accordance with demand of clients.
4. Evaluate the implication of pre-shipment inspection procedures and documentation for the same within the framework of export (Quality Control and Inspection) Act.

Books for Reference:

- *Francis Cherunilam: "International Trade and Export Management", Himalaya Publications 2004.*
- *Johnson, Thomas E: "Export / Import Procedures and Documentation", New York, AMACOM, 1994.*
- *Kapoor D C: "Export Management", Vikas 2002.*
- *Nabhi: "New Import Export Policy and Handbook of Procedures", Vol.1 2002-07: As Amended up to 4.4.2002, Oscar Publications.*
- *Pawan Kumar: "Export of India's Major Products Problems and Prospects", New Century Publications.*
- *Ramakrishna S & others: Quality Control and Pre-shipment Inspection for exports.*
- *Seyoum, Belay: "Export – Import Theory, Practices and Procedures", NY, Haworth Press, 2000.*
- *Tianwah, Goh: "Export – Import Procedures & Documentation How to start, Finance and manage your own import – export (revised edition)", 1990.*

P415 MC 203: INTERNATIONAL FINANCIAL INSTITUTIONS & MARKETS

COURSE OBJECTIVES:

Students should be able to

1. Illustrate the role of International Financial Institutions in the context of financing, banking and international payment and settlements.
2. Relate the dynamics of foreign exchange market and its effect on flow of goods and services and funds across the countries of the world.
3. Compare and contrast the risk and return of each international money market instruments and bond market instruments from the perspectives of borrower and investor.
4. Examine the implication of issue of each instrument of international equity market from the standpoint view of issuer and investors and hedge its risk by using a set of derivatives of international financial market.
5. Evaluate the role of securitization process in converting illiquid assets into liquid assets and its impact on derivative market.

Module 1:

Introduction & International Financial Institutions — Overview of international financial institutions and markets (financial intermediaries) IMF – Role and financial policies, International banking — Products offered by international banks (letters of credit etc) — Foreign Currency Accounts , External

Commercial Borrowings – Including Indian Perspective, risk management in international banking and FIs — international payment/settlement system — central banks and creation of money — International investment/merchant banks,

Module 2:

Foreign Exchange Market —How currencies are traded — spot —forward — futures and derivatives market — currency markets —Players in the foreign exchange market — favorite currencies and trading locations — Foreign Exchange Quotations and calculations, settlement procedures and risk — interest rates and covered interest arbitrage and covered interest parity. (*Currency derivatives will be covered in module 5*).

Module 3:

Money markets & Bond Markets — what money markets do? — money market funds — money market instruments — commercial paper, BA, treasury bills, notes, inter-bank loans, international agency paper, repo/reverse repo, money market and the monetary policy. Bond markets — types of bonds — issuance procedure — bond duration —bond valuation — trading in bonds — global bonds — bond indices — International fixed income markets — Euromarkets — Level and structure of interest rates.

Module 4:

International Equity markets — types — floatation — secondary market — OTC market — international equity market — international stock exchanges — international listings — international trading — depositary receipts (including process of issuing GDRs/ADRs).

Futures and option markets — currency, commodity and stock

derivatives — hedging with derivatives.

Interest rate derivatives –caps, floors and band –hedging.

Swaps/FRA — the swap market — types — mechanics — hedging.

Investment companies and exchange traded funds.

Module 5:

Securitization — Mortgage backed securities — securitization process — Fannie Mae and Ginnie Mae — CDOs & CMBs — mortgage backed securities outside the US.

COURSE OUTCOMES:

After completion of the course the students will be able to 1.

1. Illustrate the role of International Financial Institutions in the context of financing, banking and international payment and settlements.
2. Relate the dynamics of foreign exchange market and its effect on flow of goods and services and funds across the countries of the world.
3. Compare and contrast the risk and return of each international money market instruments and brand market instruments from the perspectives of borrower and investor.
4. Examine the implication of issue of each instrument of international equity market from the standpoint view of issuer and investors and hedge its risk by using a set of derivatives of international financial market.

5. Evaluate the role of securitization process in converting illiquid assets into liquid assets and its impact on derivative market.

Books for Reference:

- *Fabozzi, Modigliani, Jones and Ferri— Foundation of Financial*
- *Markets and Institutions — Pearson Education.*
- *Anthony Saunders & Cornett — Financial Markets & Institutions/A modern Perspective — Tata McGraw Hill.*
- *Rose, Kolari & Fraser — Financial Institutions — Irwin.*
- *Shapiro — Multinational Financial Management — Prentice Hall.*
- *Dr S Guruswamy — Financial Markets & Institutions.*
- *Jeff Madura — Financial Institutions & Markets — Thomson South –Western.*
- *S Mishkin /Stanley G Eakins — Financial Markets + Institutions — Pearson Education.*
- *Mark Kohn — Financial Institutions & Markets.*
- *Shapiro — Multinational Financial Management.*

P415 AR 201: OPERATIONS RESEARCH FOR BUSINESS DECISIONS

COURSE OBJECTIVES:

The students will be able to

1. Illustrate the nature and scope of OR models and its applications for Business problems for decision making.
2. Design optimum solution for business decisions by using linear programming models.
3. Design optimum solution for business decisions by using Transport problems and Assignment problems models
4. Solution for Business decision problems by using Queuing models and simulations.
5. Design optimum solution for business decisions by using Gaming theory
6. Develop a project network diagram and analysis by Pert or CPM method for project management.

Module 1:

Introduction to Operation Research – Definition and evaluation of OR – Characteristics and Scope of OR – Management Applications of OR.

Module 2:

Linear Programming – Formulation of LP Problems – Graphical Solutions and Simplex Algorithms – Computer package for solving

LP – Applications of LP Problems – Need for integer and Non Linear Programming.

Module 3:

Transportation and Assignment Problems – Formulation and solution of transportation problem, Formulation and solution of Assignment, Application of these Techniques in Management.

Module 4:

Queuing theory and Simulations – Queuing Models and Elements, Single and Multiple Server Queries, Simulation and its applications, Commercial Simulations Packages.

Module 5:

Game theory – Game theory concepts – Application of Game theory.

Module 6:

Network Analysis – Definition of Projects, Drawing of Diagram – LS/LF – ES/EF Concepts – Crashing of Activities – Cost Implications. PERT – CPM – Markovian Decision Process and Application in Business.

COURSE OUTCOMES:

After completion of the course the students will be able to

1. Illustrate the nature and scope of OR models and its applications for Business problems for decision making.

2. Design optimum solution for business decisions by using linear programming models.
3. Design optimum solution for business decisions by using Transport problems and Assignment problems models
4. Solution for Business decision problems by using Queuing models and simulations.
5. Design optimum solution for business decisions by using Gaming theory
6. Develop a project network diagram and analysis by Pert or CPM method for project management.

Books for Reference:

- *Anderson Sweeney Williams: An Introduction to Management Science Quantitative Approaches to Decision, Thomson.*
- *Chacko, George K: Applied Operations Research/Systems Analysis in Hierarchical Decision Making, North Holland Publishing Co.*
- *Taha, Hamdy A: Operations Research, Prentice Hall, India.*
- *Hiller/Lieberman: Introduction to Operations Research, Tata McGraw Hill.*
- *Sharma S D: Operations Research, KedarnathRamnath & Co.*

P415 AR 202: BUSINESS RESEARCH METHODOLOGY

COURSE OBJECTIVES:

Students should be able to

1. Explain the Research process for a hypothetical topic of research.
2. Design review of literature under conceptual framework/ theoretical framework/ chronological order so as to identify the research gap and question.
3. Explain the process and usual content of Research design for a hypothetical topic of research.
4. Differentiate from one to other methods of collecting primary and secondary data for given study
5. Choose appropriate tool of analysis of data for testing of hypothesis.
6. Develop a research report for research article, Project report and Thesis

Module 1:

Research- Meaning, Purpose, Scientific method, Types of Research; Scope of Business Research. Terms, concepts and Definitions used in Research Methodology, Variables and parameters. The Research Process. MRQH;

Module 2:

Review of Literature- Need, Purpose, Notes taking. Research Gap, Research Problem, E-Resources and their usage – useful websites for Management research - Search Engines – Important Web Sources: CSO, NSSO, RBI, World Bank, ILO, IIM, ICSSR, NCAER, INFLIBNET, CMIE, India Stat, Open access Journals, Research Institutes Repository etc.

Module 3:

Research Design- Meaning, nature, process of preparation, components of Research Design. Sampling Techniques: Sampling methods, Concept of Sampling Distribution.

Module 4:

Data- Sources of data, Methods and tools of Data collection; Observation, Mailing; Interviews and Schedules, Questionnaires, Scales and Rating, Sociometry, Pilot study. Processing of data; checking, editing, coding, transcription, tabulation, preparation of tables, graphical representation.

Module 5:

Formulation of Hypothesis-Testing of hypothesis; Confidence Intervals, Standard Error, Uses of z, t and Chi-square tests. Analysis of data; Statistical techniques and their uses. Use of SPSS and other statistical software packages. ANOVA, Factor Analysis, Cluster Analysis, Discriminate Function Analysis, Multi-dimensional Scaling.

Module 6:

Report Writing- Planning report writing work: Target audience, Types of report, Synoptical outline of chapters; Research Proposals; Steps in drafting dissertations. Bibliography- Citation-Impact Factor. Editing features-Formatting Text, Aligning paragraph and page size, Tab settings. Research presentation layout. Funding Agencies in Social Science Research: UGC, ICSSR, Planning Commission.

COURSE OUTCOMES:

After completion of the course the students will be able to

1. Explain the Research process for a hypothetical topic of research.
2. Design review of literature under conceptual framework/ theoretical framework/ chronological order so as to identify the
3. research gap and question.
4. Explain the process and usual content of Research design for a hypothetical topic of research.
5. Differentiate from one to other methods of collecting primary and secondary data for given study
6. Choose appropriate tool of analysis of data for testing of hypothesis.
7. Develop a research report for research article, Project report and Thesis.

Books for Reference:

- *“Business Research Methods” - Donald R. Cooper & Pamela S. Schindler, 2006. Tata McGraw-Hill*
- *Methodology of Research in Social Sciences”- O.R. Krishnaswamy & M. Ranganatham, 2008. Himalaya Publishing House*
- *Israel .D. Data Analysis in Business Research: A step by-step Nonparametric Approach, Sage Publications, New Delhi*
- *“Research Methodology: Methods and Techniques” C. R. Kothari, 2008. New Age International Publishers*
- *“Methodology and Techniques of Social Research” - P. L. Bhandarkar & T.S. Wilkinson, 2009. Himalaya Publishing House*
- *“Business Research Methods” - Alan Bryman & Emma Bell, 2008. Oxford University Press – India Edition*
- *“Business Research Methods” - William G. Zikmund, 2009. CengageLearning – India edition*
- *Business Research: A Practical Guide for Undergraduates & Postgraduates “Jill Collis & Roger Hussey, 2009. Palgrave Macmillan – India*
- *Research Methodology – A Step-By-Step Guide for Beginners” -- Ranjit Kumar, 2008. Pearson Education*
- *SPSS 17.0 for researchers-Dr.S.L.Gupta& Hitesh Gupta, International Book House Pvt Ltd, Mumbai*
- *Working papers on management research*
- *Research Articles from peer reviewed Journals*

Websites

www.google.com/scholar

www.doaj.org

www.eric.ed.gov

www.ssrn.com

P119 AO 214: DISASTER MANAGEMENT

Objectives

- *To familiarize the students with the concepts, terminologies and developments in the field of Disaster Management*
- *To inform them about the necessity of studying Disaster Management and the prospects of a Disaster Manager.*
- *To create awareness about mitigation, preparedness, response and recovery strategies and action plans related to disasters*

Module 1:

Introduction to Disaster Management - Disaster – Definition; Types of disasters; History of disasters; Components of disaster; Dimension of disasters; Phases of disaster. iii) Hazard – Definition; types of hazards; characteristic features, occurrence and impact of different types of hazards viz. natural hazards (including geo hazards), human induced hazards, environmental hazards, bio hazards. iv) Vulnerability – Definition; Types of vulnerability – physical vulnerability, socioeconomic vulnerability, vulnerability related to gender and age, rural & urban vulnerability;.

Module 2:

Disaster Management and Planning - Nature and scope and disaster management process – policy – types of plans – SWOT analysis – hazard and vulnerability analysis with special reference to India – identifying crisis situations – organisation structure – roles, skills and competencies – importance of control process- team building for disaster management.

Module 3:

Disaster Management Cycle - Pre-Disaster – Risk Assessment and Analysis, Risk Mapping, zonation and Microzonation, Prevention and Mitigation of Disasters, Early Warning System; Preparedness, Capacity Development; Awareness During Disaster – Evacuation – Disaster Communication – Search and Rescue – Emergency Operation Centre – Incident Command System – Relief and Rehabilitation – Post-disaster – Damage and Needs Assessment, Restoration of Critical Infrastructure – Early Recovery – Reconstruction and Redevelopment.

Module 4:

Contemporary issues in Disaster Management- Roles and responsibilities of government and agencies- national and international agencies – state and local bodies - NGOs –role of stakeholders - impact and role of media – community based approach to disaster management

Module 5:

Challenges in Disaster Management- Education - promoting public awareness – public health system – charting hazard maps - environmental degradation – behavioural aspects – psychological and humanitarian considerations.

Module 6:

Class activities - Case study analysis and group/individual presentations of live disaster related issues by the students. Assignments based on natural and manmade disasters which happened in India and abroad, and the lessons to be learnt from them.

Recommended Books:

1. Disaster Management, Dr. Mrinalini Pandey, Wiley India, 2019

P120 AO 217: STARTUP LAUNCHPAD: How to build your own startup

Objective:

The objective of this course is learning to build startups from scratch by rapidly developing and testing ideas, engaging customers through the Design Thinking model, calculating risks, costs and how to be profitable and sustain businesses. To also develop an understanding of Artificial intelligence.

Module 1:

Exploring business opportunities through research - Many startups fail by not validating their ideas early on with real-life customers. In order to mitigate that, students will learn how to get out of the building and search for the real pain points and unmet needs of customers. Only with these can the entrepreneur find a proper solution and establish a suitable business model.

Module 2:

Ideating solutions & prototyping startup ideas - Students will learn to have numerous brainstorming sessions to prioritise the best idea and prototyping solutions. This will enable them to have a Minimum Viable Product and use the tools to test feasibility, cost & time to go to market.

Module 3:

Iteration & gathering feedback -Building a startup is not simply building an execution plan for a business model that the entrepreneur thinks will work, but rather, a search for the actual business model itself.

Module 4:

Business models & value proposition- Understand Value Proposition through Customer Segments and generate Revenue streams. Customer Development Processes help us develop multiple MVP and conduct Market Opportunity Analysis

Module 5:

No Code Product Development - We will build a Social Media Platform through No Code Product development where the students will actually build a tech product and will be able to apply the same skill to build a product/service of their own and take it to the market without writing a single line of code!

Module 6:

Understanding & experimenting with AI - Understanding what is AI, how it works & relevant it is in today's world. AI is changing the way Commerce works. This module will take a real world case studies and small AI experiments which students can undertake.

Module 7:

How to get your first investor & Startup demo day - Students will learn to create pitches & deliver their pitches to potential investors. They will present their startup journey and their business models on a decided demo day.

BOOKS OF REFERENCE:

- 1. The Lean Startup by Eric Ries, 2011*
- 2. Zero to One by Blake Masters and Peter Thiel, 2014*
- 3. Superintelligence by Nick Bostrom, 2014*

4. *Built to Last: Successful Habits of Visionary Companies* by James C. Collins and Jerry I. Porras, 1994
5. *Hooked: How to Build Habit-Forming Products* by Nir Eyal, 2013
6. *The Design of Everyday Things* by Don Norman, 1988

P115 QTLR 201: QUANTITATIVE TECHNIQUES AND LOGICAL REASONING- II

COURSE OBJECTIVES:

The students should be able to:

1. Select appropriate charts and graphs to represent the tabulated data.
2. Solve problems of logical reasoning in nature
3. Solve problems of Verbal reasoning in nature

Module 1:

Charts & Graphs - Bar Chart; Histograms; Pie-Chart; Table Chart; Line Chart.

Module 2:

Logical Reasoning - Series & Sequences – Alphabetic Series, Number Series & Alphanumeric Series; Linear Arrangement (Seating Arrangement) – Single Row, Double Row & Circular; Complex Arrangement (Puzzle Solving Test); Coding-Decoding; Blood Relations; Direction sense & Distance test; Syllogisms; Statement & Conclusion/Arguments/ Course of Action/ Assumption; Venn Diagrams & Logical Diagrams; Ranking & Order Test; Mathematical Operations; Data Interpretation & Data Sufficiency; Analytical Reasoning.

Module III :

Verbal Reasoning - Analogy ; Verbal Classification; Sentence Completion; Paragraph completion

COURSE OUTCOMES:

After completion of the course, the students will be able to

1. Select appropriate charts and graphs to represent the tabulated data.
2. Solve problems of logical reasoning in nature
3. Solve problems of Verbal reasoning in nature

Books for Reference:

- *Quantitative Attitude by R.S.Agarwal, Chand Publisher.*
- *Verbal and non verbal reasoning by R.S. Agarwal, Chand Publications*