PANJAB UNIVERSITY, CHANDIGARH-160014 (INDIA)

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

FACULTY OF BUSINESS MANAGEMENT AND COMMERCE

OUTLINES OF TESTS SYLLABI AND COURSES OF READING FOR

M.COM (HONOURS)

FOR THE BATCH 2019-21

UNDER

HONOURS SCHOOL SYSTEM

AT

UNIVERSITY BUSINESS SCHOOL ONLY
SYLLABI FOR M.COM (HONOURS) FOR THE EXAMINATION UNDER HONORS SCHOOL SYSTEM – BATCH OF 2019-2021 AT THE UNIVERSITY BUSINESS SCHOOL, PANJAB UNIVERSITY, CHANDIGARH.

Note:
1. Examination in each subject will be of 3 hours duration.
2. Maximum Marks for external/written examination is 50 marks and internal assessment is 50 marks except for seminar and workshop courses.

Instructions to the paper setters:
*IF THERE ARE TWO UNITS*: Set 10 questions in all. Five questions from each unit. The students are required to answer five questions in all selecting at least 2 questions from each unit.
*IF THERE ARE FOUR UNITS*: Set 10 questions in all. Two or three questions from each unit. The students are required to answer five questions in all selecting at least one question from each unit.

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

### SCHEME OF EXAMINATION FOR M.COM (HONOURS)

<table>
<thead>
<tr>
<th>Subject Code</th>
<th>Paper Title</th>
<th>Marks</th>
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</thead>
<tbody>
<tr>
<td><strong>FIRST SEMESTER</strong></td>
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<tr>
<td>MCH6101</td>
<td>ORGANISATIONAL BEHAVIOUR</td>
<td>100</td>
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<tr>
<td>MCH6102</td>
<td>BUSINESS ECONOMICS</td>
<td>100</td>
</tr>
<tr>
<td>MCH6103</td>
<td>BUSINESS STATISTICS</td>
<td>100</td>
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<tr>
<td>MCH6104</td>
<td>BUSINESS FINANCE</td>
<td>100</td>
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<tr>
<td>MCH6105</td>
<td>BUSINESS COMPUTING</td>
<td>100</td>
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<tr>
<td>MCH6106</td>
<td>BUSINESS ENVIRONMENT</td>
<td>100</td>
</tr>
<tr>
<td>MCH6107</td>
<td>WORKSHOP ON BUSINESS COMMUNICATION</td>
<td>50</td>
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<tr>
<td>MCH6108</td>
<td>WORKSHOP ON BUSINESS RESEARCH</td>
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<td><strong>TOTAL</strong></td>
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<tr>
<td><strong>SECOND SEMESTER</strong></td>
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<tr>
<td>MCH6201</td>
<td>MARKETING MANAGEMENT</td>
<td>100</td>
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<tr>
<td>MCH6202</td>
<td>HUMAN RESOURCE MANAGEMENT</td>
<td>100</td>
</tr>
<tr>
<td>MCH6203</td>
<td>OPERATIONS AND MATERIAL MANAGEMENT</td>
<td>100</td>
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<tr>
<td>MCH6204</td>
<td>MANAGEMENT INFORMATION SYSTEMS</td>
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<td>MCH6205</td>
<td>MANAGEMENT OF FINANCIAL SERVICES</td>
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<td>MCH6206</td>
<td>SUMMER TRAINING AND VIVA-VOCE*</td>
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<tr>
<td>MCH6207</td>
<td>SEMINAR ON ACCOUNTING THEORY AND PRACTICE</td>
<td>50</td>
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<tr>
<td>MCH6208</td>
<td>SEMINAR ON MICROFINANCE MANAGEMENT</td>
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*At the end of the examination of 2nd Semester the students will undergo compulsory summer training for a period of 6-8 weeks. Every student will submit the Summer Training Report within two weeks from the start of teaching for 3rd Semester.*
### THIRD SEMESTER

<table>
<thead>
<tr>
<th>Course Code</th>
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<tbody>
<tr>
<td>MCH7101</td>
<td>BUSINESS STRATEGY</td>
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<tr>
<td>MCH7102</td>
<td>ADVANCED AUDITING</td>
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<tr>
<td>MCH7103</td>
<td>SEMINAR ON CORPORATE RESTRUCTURING</td>
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<tr>
<td>MCH7104</td>
<td>WORKSHOP ON TEACHING THEORY AND PRACTICE</td>
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*Choose any two subjects each from any two groups of electives out of the offered groups*

**GROUP I: ACCOUNTING I**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
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<tr>
<td>MCH7111</td>
<td>STRATEGIC COST MANAGEMENT</td>
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<td>MCH7112</td>
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<td>MCH7113</td>
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**GROUP II: FINANCE I**

<table>
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<tr>
<td>MCH7121</td>
<td>INTERNATIONAL FINANCIAL MANAGEMENT</td>
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<tr>
<td>MCH7122</td>
<td>INVESTMENT MANAGEMENT</td>
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<td>MCH7123</td>
<td>BEHAVIORAL FINANCE</td>
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**GROUP III: BANKING AND INSURANCE I**

<table>
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<tr>
<td>MCH7131</td>
<td>BANK MANAGEMENT</td>
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<tr>
<td>MCH7132</td>
<td>INSURANCE MANAGEMENT</td>
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<tr>
<td>MCH7133</td>
<td>MICROFINANCE AND RURAL CREDIT</td>
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**GROUP IV: BUSINESS LAW I**

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<td>SOCIO-ECONOMIC ENVIRONMENTAL LAWS</td>
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<tr>
<td>MCH7142</td>
<td>INDUSTRIAL LAWS</td>
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<tr>
<td>MCH7143</td>
<td>MARKETING LAWS</td>
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**GROUP V: ENTREPRENEURSHIP AND FAMILY BUSINESS I**

<table>
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<tr>
<td>MCH7151</td>
<td>ENTREPRENEURIAL DEVELOPMENT AND NEW ENTERPRISE MANAGEMENT</td>
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<td>MCH7152</td>
<td>ENTREPRENEURIAL FINANCE</td>
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<td>MCH7153</td>
<td>LEGAL AND GOVERNMENT POLICY CONSIDERATIONS IN NEW ENTERPRISE</td>
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**FOURTH SEMESTER**

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<td>MCH7202</td>
<td>CORPORATE TAX PLANNING</td>
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<tr>
<td>MCH7203</td>
<td>COMPREHENSIVE VIVA-VOCE FROM SYLLABUSES OF ALL FOUR SEMESTERS***</td>
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<td>MCH7204#</td>
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*To continue with the same two groups of electives opted in the 3rd semester*

**GROUP I: ACCOUNTING II**

<table>
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<tr>
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<tbody>
<tr>
<td>MCH7211</td>
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<tr>
<td>MCH7212</td>
<td>FINANCIAL STATEMENT ANALYSIS</td>
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<td><strong>GROUP II: FINANCE II</strong></td>
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<td>MCH7221</td>
<td>PROJECT PLANNING, ANALYSIS AND MANAGEMENT</td>
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<td>MCH7222</td>
<td>FINANCIAL ENGINEERING</td>
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<td><strong>GROUP III: BANKING AND INSURANCE II</strong></td>
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<tr>
<td>MCH7231</td>
<td>INTERNATIONAL BANKING</td>
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<tr>
<td>MCH7232</td>
<td>ACTURIAL PRACTICE</td>
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<td><strong>GROUP IV: BUSINESS LAW II</strong></td>
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<td>MCH7241</td>
<td>INTELLECTUAL PROPERTY LAWS</td>
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<td>MCH7242</td>
<td>E-SECURITY AND CYBER LAWS</td>
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<td><strong>GROUP V: ENTREPRENEURSHIP AND FAMILY</strong></td>
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<td>MCH7251</td>
<td>MARKETING FOR ENTREPRENEURSHIP</td>
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<td>MANAGING STRATEGIC IMPLEMENTATION AND</td>
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<td><strong>TOTAL</strong></td>
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**** Comprehensive Viva-voce of the 4th Semester would be based on papers taught in 3rd and 4th Semester.

# Major Project would commence in Third Semester, but final marks would be awarded in Fourth Semester.
FIRST SEMESTER
MCH6101: ORGANISATIONAL BEHAVIOUR

Objective: This course emphasizes the importance of human capital in the organizations of today. It gives an insight to the students regarding individual and group behavior in any organization.

UNIT – I
Introduction to OB- concepts, foundations, contributing disciplines to organizational behaviour, role of OB in management practices, challenges and opportunities for organizational behaviour, organizational behaviour in the context of globalization, scientific management and human relations tools- Hawthorne experiment, introduction to human behavior, perception, attitudes and job satisfaction.

UNIT – II
Personality- meaning, determinants, theories, MBIT and big five model, leadership- theories, determinants, style and challenges to leadership in India, motivation and morale- concept and applications, communication- interpersonal communication, listening, feedback, counseling, organizational communication.

UNIT – III
Group process- group and intergroup behaviour, group decision making, team management-types of teams, teams in modern workplace, team vs. group, power- concept, bases of power, distinction between power and authority, power distribution in organization, organizational politics: concept, consequences, reasons and management of political behaviour, work stress-causes, organizational and extra organizational stressor, individual and group stressor, effect of stress, stress coping strategies.

UNIT – IV
Conflict and inter-group behavior- Sources of conflict, types of conflict, functional and dysfunctional aspects of conflict, approaches to conflict management, organizational culture-functions of organizational culture, creating and sustaining of organizational culture, development and implications of organizational culture, organizational effectiveness- concept and approaches to organizational effectiveness, factors in organizational effectiveness, effectiveness through adaptive coping cycle, organizational health development, emotional intelligence.

References
5. Robbins, S.P., Judge, T. and Sanghi, S. *Organizational Behavior*, Pearson Education

MCH6102: BUSINESS ECONOMICS

Objective: To explain basic concepts of economics which help in business decision - making

UNIT-I

UNIT-II
Market structure and degree of competition- profit maximization, price and output determination in the short-run and long run in perfect competition, monopoly, monopolistic competition and oligopoly.

UNIT-III
Utility analysis - types of utility, relationship between total utility and marginal utility; critical appraisal of law of diminishing marginal utility, explanation of law of equi-marginal utility,
derivation of demand curve with the help of utility analysis, validity of utility analysis in modern times.

UNIT-IV
Keynesian Analysis- Keynesian theory of employment, consumption function, investment function, multiplier, relevance of Keynesian economics after 1936.

References

MCH6103: BUSINESS STATISTICS

Objective: The objective of this paper is to acquaint the students with various statistical tools and techniques used to business decision making

UNIT-I
Construction of frequency distributions and their analysis in the form of measures of central tendency and variations, types of measures, skewness-meaning and co-efficient of skewness. Kurtosis. Index Numbers: Definition and Methods of Construction of Index Numbers; Tests of consistency, Base shifting, splicing and Deflation; Problems in construction, importance of index numbers in Managerial decision making.

UNIT-II
Correlation analysis- meaning & types of correlation, Karl Pearson’s coefficient of correlation and spearman’s rank correlation, regression analysis-meaning and two lines of regression ,relationship between correlation and regression co-efficient, time series analysis- measurement of trend and seasonal variations, time series and forecasting.

UNIT-III
Probability- basic concepts and approaches, addition, multiplication and Bayes’s theorem, probability distributions - meaning, types and applications, binomial, Poisson and normal distributions.

UNIT-IV
Statistical inference: Concept of sampling distribution, parameter and statistics, standard error.
Theory of estimation: Point and interval estimation, construction and confidence limits for mean.
Tests of significance-parametric v/s non-parametric tests, hypothesis testing, large samples, small samples- chi-square test, z-test, t-test, binomial test, analysis of variance. Independence of Attributes, Goodness of Fit and Test of Homogeneity.

References

**MCH6104: BUSINESS FINANCE**

**Objective:** This course aims at equipping the participants with the requisite financial skills required for the solution of managerial problems.

**UNIT-I**
Corporate finance: Objective and Scope, the role of financial Manager, Alignment of Managers and Owners goal, Risk and Return, Mean- Variance Model of Harry Markowitz.

**UNIT-II**
Capital Asset Pricing Model, Arbitrage Pricing Theory, Multiple Factor Models, Options and Derivatives- call and put options, Valuation of Options, Binomial Option Pricing, The Black-Scholes Option Pricing Model, Different types of Derivatives, Derivatives Markets in India.

**UNIT-III**

**UNIT-IV**
Operating and financial Leverage, Capital Structure Theories, Theories of Dividend Policy: Irrelevance and Relevance theory; Determinants of Dividends; Legal, Procedural and Tax aspects of dividends.
MCH6105: BUSINESS COMPUTING

Objective: The objectives of this paper are to develop skills in handling computer and use it as a strategic resource in management.

UNIT-I
Introduction to computers (hardware, software, and operating system), overview of computer applications in public services, business and industry, Microsoft word mail merge, hyperlinks and bookmark, Introduction to Excel, Working with Excel Formula/Functions Lookup (VLOOKUP, HLOOKUP) and Reference Functions, Logical Functions, Database Functions, Date and Time Functions, Information Functions, Mathematical and Trigonometric Functions, Statistical Functions, Text Functions, Conditional Formatting, Data Sorting and Filtering, Pivot Tables.

UNIT-II
Microsoft power point creating effective presentations, introduction to DBMS concepts, Microsoft access - creating a database/Report/query/form design, operational level of any one corporate database viz. Prowess. The process of MIS development, Planning, Design and Implementation of MIS, Information Flow, Entity Relationship, Data Flow Diagrams, Decision Making with MIS, System Concepts for MIS.
UNIT-III
Network concepts and its classification, introduction to internet and its applications, knowledge management using internet, search engines, techniques to use search engine effectively, use of on-line databases (RBI/World Bank/IMF etc.) in terms of data extraction and report generation HTML basic HTML tags, web page designing using any software.

UNIT-IV
Security and control of information systems, ethical and social dimensions of networks, basic usage of SPSS software (import/export of data, commands like open, save etc., applying basic statistical analysis), application of computers in project management: features, capabilities & limitations of project management software (with reference to popular Software viz. MS Project).

Plagiarism types of plagiarism, using plagiarism detection software.

References
3. Powell, T., *The Complete Reference to HTML*

MCH6106: BUSINESS ENVIRONMENT
Objective: Judicious decision making in a business organization requires the proper knowledge of the environment in which it has to function. This course aims at orienting the students with all the external environmental forces which affect the decision making process of an organization.

UNIT – I
Concept of business environment: its significance and nature, interaction matrix of different, environment factors, process of environmental scanning, environmental scanning of important industries of India viz. tractors, pharmaceutical industry, food processing, electronics, fertilizers steel, soft drinks, and TV, Multinational Corporations and their involvement in International
Business: Issues in foreign investments, technology transfer, pricing and regulations; International collaborative arrangements and strategic alliances

UNIT-II

Economic environment- the philosophy, strategy and planning in India, monetary policy, fiscal policy and their impact on Indian business, industrial policy, foreign trade policy and their impact on Indian business, political environment, relation between business and government of India, concept of state intervention in business.

UNIT – III

Meaning and features of International Business Management, Globalization forces ï Meaning, dimensions and stages in Globalization ï Globalization Boon or bane ï Global business environment, significance of foreign investment in India, Bilateral and Multilateral Trade Laws ï general Agreements on Trade & Tariffs (GATT), World Trade Organization (WTO), Different rounds, IPR, TRIPS, TRIMS, GATS, Ministerial Conferences,

UNIT – IV

Socio-cultural environment in India- Salient features of Indian culture values and their implication for Indian business, middle class in India and its implications on industrial growth in India, consumerism as emerging force, Consumer protection Act , social responsibility of business, business ethics and Indian business, Impact of mass media on Indian business, changing role of rural sector in India- rural income and rural demand of consumer durable.

References:

1. Adhikari, A., Economic environment of business, Sultan Chand & Sons

MCH6107: WORKSHOP ON BUSINESS COMMUNICATION

Objective: The course aims at developing the communication skills of students ï both written communication and oral communication. The students will also be taught how to analyze cases and prepare case reports.

UNIT – I
An introduction to business communication, elements of the communication models, types of communication, barriers to communication, an introduction to the case method — steps in case analysis.

UNIT – II
Principles of written communication, business letters — their basic qualities, opening and closing paragraphs, mechanics of letter writing, specific types of letters — routine letters, bad news letters, persuasive letters, sales letters, collection letters, job applications letters, internal communication through memos, minutes and notices.

UNIT – III
Principles of oral communication, speeches — speech of introduction, of thanks, occasional speeches, theme speech, mastering the art of giving interviews in the following — selection or placement interview, appraisal interview, exit interview, group communication — meetings and group discussions.

UNIT – IV
Report writing, principles of effective presentations including use of audio-visual media, business and social etiquette.

References

MCH6108: WORKSHOP ON BUSINESS RESEARCH
Objective: To expose the students to the basic concepts of research methodology and application through practical exercises in the area of commerce and management.
UNIT-I
Introduction to business research: definition, characteristics, types, research process - an overview, review of literature - its role and significance in the stages of research process, theory building, ethical issues in business research, formulation of the research problem and research proposal, hypothesis - definition, formulation and types, research design - definition, types, secondary data - definition, types, sources, evaluation and searches, primary data collection methods - surveys, observation and experiments, measurement and scaling concepts, measurement scales

UNIT-II
Select Stages of the Research Process- preparation of data collection instruments, questionnaire (instrument) design, sampling design and sampling procedures, sample size estimation, fieldwork, processing of data, data analysis - basic data analysis, hypothesis testing - t test, chi square test, test of proportion, bivariate analysis - tests of differences and measures of association through use of parametric and non parametric tests, report writing, use of computers in research.

References
2. Carver, R.H. & Nash, J.G., Data Analysis with SPSS, Cengage Learning, New Delhi

SECOND SEMESTER
MCH6201: MARKETING MANAGEMENT
Objectives: The course aims at making participants understand concepts, philosophies, processes and techniques of managing the marketing operations of a firm with a view to better understand and appreciate the complexities associated with the marketing function.

UNIT-I
Introduction to marketing- meaning, nature and scope of marketing, marketing philosophies, marketing management process, concept of marketing mix, market analysis-understanding marketing environment, consumer and organization buyer behaviour, market measurement and marketing research, market segmentation, targeting and positioning.

UNIT-II
Product planning and pricing- product concept, types of products, major product decisions, brand management, product life cycle, new product development process, pricing decisions, determinants of price, pricing process, policies and strategies.

UNIT-III
Promotion and distribution decisions- communication process, promotion tools- advertising, personal selling, publicity and sales promotion, distribution channel decisions- types and functions of intermediaries, selection and management of intermediaries.

UNIT-IV
Marketing organization and control- organizing for marketing, marketing implementation & control, ethics in marketing, emerging trends and issues in marketing- consumerism, rural marketing, societal marketing, direct and online marketing, and green marketing, retail marketing, customer relationship management

References
MCH6202: HUMAN RESOURCE MANAGEMENT

Objective: The course is designed to give an understanding of the various aspects of the management of human resources, their interaction in the execution of managerial functions and facilitating learning of various concepts and skills required for utilization and development of these resources for organizational functions.

UNIT 1
Human resource management: functions, scope and models, HRM environment and environmental scanning, human resource planning, job analysis and job designing, recruitment, selection, induction and placement, training and development, job evaluation.

UNIT-II
Managing performance, potential management, fringe benefits and incentives, compensation management, promotion, demotion, transfer, separation and right sizing.

UNIT-III
Team management, empowerment management, creativity and decision making management, organizational learning and knowledge management, culture management, change management, managing ethical issues in human resource management, HRD Audit.

UNIT-IV
E-HRM/HRIS: measuring intellectual capital, impact of HRM practices on organizational performance, contemporary issues in human resource management, global HR practices.

References
5. Gomez-Mejia et al- Managing Human Resources, Pearson Education
MCH6203: OPERATIONS AND MATERIAL MANAGEMENT

Objective: To provide students with the requisite knowledge of concepts and to impart practical skills and techniques required in the area of production planning and materials management.

UNIT-I
Purchasing process, in-sourcing and outsourcing, supplier evaluation, selection and measurement, worldwide sourcing, basic inventory systems, multi-item joint replacement, joint replenishment order quality model, distribution inventory management, case studies.

UNIT-II
Aggregate planning (decisions, strategies and methods), master production schedule, planning of material requirements, capacity planning and control (long range, medium range, short term capacity planning and control), high-volume production activity control, just-in-time systems.

UNIT-III
Job shop production activity planning, job shop production activity control, theory of constraints and synchronous manufacturing, technological innovations in manufacturing, tools for manufacturing planning, manufacturing automation, material control, integration issues in CIM, and case of re-engineering.

UNIT-IV
Total Quality Management, TQM as a Key Component of Competitive Initiatives, The TQM Process of Improvement, and TQM’s Impact on Production Planning and Inventory Control Activities, Malcolm Baldridge National Quality Award and other quality awards.

References

MCH6204: MANAGEMENT INFORMATION SYSTEMS

Objective: The course has been designed to acquaint students about the evolution of computer-based information systems, basic computer hardware, software, and data concepts, the types of information systems that are needed to support the various levels of a business enterprise, and the process of analyzing, designing, and developing an information system.

UNIT I
Introduction: why information system, Perspectives and contemporary approach to information system, usage of information systems, Information system in the enterprise: major types of system in organisation, systems from functional perspectives, integrating functions and business processes. Management opportunities, challenges and solutions, Information systems, organisations, management and strategy: organisations and information systems, how information system impact organisations and business firms, the impact of IT on Management Decision Making, Information Business and Business Strategy, Management opportunities, challenges and solutions, Managing the digital firm: E-business, e-commerce and emerging digital firm, managing opportunities challenges and solutions. Ethical and social issues related to information systems in digital firm and information society, managing knowledge in the digital firm: enterprise wide knowledge management systems, intelligent techniques, management opportunities, challenges and solutions, Enhancing decisions making for digital firm: decisions making and decision support system (DSS), group decision support system(GDSS), Executive support in the enterprise, management opportunities, challenges and solutions.

UNIT II
Wireless revolution: wireless computing landscape, network and internet access, M-commerce and mobile computing, wireless technology in the enterprise, management opportunities, challenges and solutions, security and control: system vulnerability and abuse, business value of security and control, establishing framework, technologies and tools for security and control, management opportunities, challenges and solutions.
UNIT III
Enterprise application and business process integration: Enterprise systems, supply chain management systems, customer relationship management system, and enterprise integration trends.

UNIT IV
Redesigning the organisation with the information systems: system as planned organizational change, business process re-engineering and process improvement, overview of system development, alternative systems building approaches, management opportunities, challenges and solutions, Managing international information systems: growth of international information systems, organizing and managing international information systems, technology issues and opportunities challenges and solutions.

References

MCH6205: MANAGEMENT OF FINANCIAL SERVICES

Objective: The course aims at acquainting the students with the developments in the areas of financial services and developing their skills to manage skills to manage financial services

UNIT-I
Evaluation and role of financial services companies in India, evolution of NBFC’s services provided, comparison with banks, categories of NBFC’s (industry structure in India, sources of
finance: funding strategies, public deposits, bank borrowing ICD), C P, innovative sources of financing, securitization concept - securitization as a funding mechanism, mortgages-traditional and non-traditional, securitization in India, merchant banking - nature and scope, regulation of merchant banking activity, SEBI guidelines for public issues, leasing - introduction, growth & types, leasing and hire-purchase, leasing as a tax planning instrument, recent developments relating to leasing industry in India, underwriting - concept, SEBI regulations, recent developments

UNIT-II
Introduction to equipment leasing - introduction, history and development of leasing, concept and classification, types of leases, advantages, disadvantages, evolution of Indian leasing industry, leasing and commercial banking sector, product profile, legal aspects of leasing, lease documentation, lease agreement, tax aspects of leasing income tax aspects, sale tax aspects, lease evaluation - the lessee's angle, the lessor's angle, negotiating lease rentals, lease accounting and reporting: IAS-17, I.C.A.I. guidance note, form vs. substance debate, hire purchase-concept, characteristics, mathematical evaluation, legal, tax and accounting aspects, the hire purchase act, 1972, mutual funds - evolution, types, regulation of mutual funds, organization, structure, performance evaluation, design and marketing of mutual fund schemes, analysis, and tax treatment of M F schemes M F in India.

UNIT-III
Credit rating - concept, process, methodology, SEBI regulations for credit rating, credit rating agencies regulation, 1999, consumer finance-role of consumer credit in the financial system, features, mathematics and legal framework, credit screening methods, innovative structuring of consumer credit transactions, product mix, consumer credit act, 1974, credit cards - concept, types, billing and payment, settlement procedure, mechanism of transactions, member establishments, member affiliates, the concept of Visa Net, insurance - definition, classification, principles of insurance, rights and obligations of parties.

UNIT-IV
Factoring - concept forms, functions of factor, legal aspects, evaluation of factoring, the report of the study group for examining introduction of factoring services in India, factoring vis-a-vis bill discounting credit insurance, forfeiting, bill financing - bill of exchange, definition, steps in bill discounting, bill market in India, venture capital - nature and scope, regulatory environment, V.C. investment process, evaluation criteria, limitations, V.C. in India, real estate investment - risk and
return profile, forms of real estate investment, concept, sources, housing finance- introduction, H.F. scheme in India, characteristics of H.F. business, procedure for loan disbursement by H.F.C.S., legal frame work, evaluating and structuring H.F. transactions

References

3. Padmalatha, S., Management of banking and financial services, Sultan Chand and Sons.

MCH6207: SEMINAR ON ACCOUNTING THEORY AND PRACTICE

Objective: The course aims to acquaint the students with coherent set of logical principles & general frame of reference for the evaluation of accounting practices. Students will develop an understanding of financial reporting and analysis practices.

UNIT-I


UNIT-II

Financial Reporting: An overview, disclosure requirements, segment reporting, interim reporting, corporate social performance reporting, intangibles accounting, inflation accounting, human resource accounting, value added reporting, review of annual reports of selected companies: observing presentation financial information recent trends in the presentation of corporate published accounts.

References

2. Lele, R.K., Lal, Jawahar, Accounting Theory, Himalaya Publication

**MCH6208: SEMINAR ON MICROFINANCE MANAGEMENT**

**Objective**: This workshop course aims at enabling the students to gain a clear understanding of various policies, conceptual, and operational issues involved in developing effective and successful microfinance interventions.

**UNIT I**

Introduction: Microfinance products and services, microfinance and rural financial services, agricultural microfinance. Supply, Intermediation and Regulations of Microfinance: Supply of microfinance, intermediation, microfinance distribution models, regulations and supervision.

Microfinance Credit Lending Models: Credit lending models, Bangladesh Grameen Bank (BGB) Model and its replications in India, differences between Self Help Groups (SHG) and Joint Liability Groups (JLG) model, SHG-bank linkages programmes in India, SHG clusters and federations. Risks in Microfinance Institutions: Types of risks in microfinance, risks in agricultural microfinance, strategies for risk minimization.

**UNIT II**

Social Rating, Credit Rating and Impact Assessment in Microfinance: Social rating, measuring social performance, social rating of MFIs by M-CRIL, credit rating models in MFIs, component of analyzing Indian SHGs, impact assessment of microfinance, approaches and methods of impact assessment Marketing in Microfinance Institutions: Market research in microfinance, marketing environment for microfinance, market segmentation in microfinance, competition in MFIs, customer retention in microfinance, outreach of microfinance, product development in MFI. Microfinance and Development: Microfinance and women empowerment, microfinance and health, microfinance, micro entrepreneur and business development, microfinance and education, microfinance and networking and linkage building, the challenges in microfinance sector.

**References**

THIRD SEMESTER

MCH7101: BUSINESS STRATEGY

**Objective:** The objective of this course on corporate strategy is to develop in the students an ability to analyze the strategic situation facing the organization, to access the strategic options available to the organization and to implement the strategic choices made by it. Extensive use of a variety of case studies will help in meeting the objectives of this course.

**UNIT-I**

Introduction to corporate strategy, an overview of formulation and implementation of strategy (including several of strategy formulation and implementation), mission (including various approaches to business model), environmental analysis (including various tool of analysis), corporate resources and core competencies.

**UNIT II**

Personal goals and aspirations of top management, social responsibility and corporate governance, corporate strategy (including diversification and vertical integration), execution of corporate strategy (including strategic alliance and acquisitions).

**UNIT-III**

Business level strategies, functional level strategies, strategy and technology, Tactics- including offensive and defensive tactics

**UNIT IV**

Evaluation of strategy, implementation of strategy, organization structure and strategy.

**References**
5. Pitts, *Strategic Management*, *Building and Sustaining Competitive Advantage*, South Western Thomson

**MCH7102: ADVANCED AUDITING**

**Objective:** To acquaint the students with the knowledge of current auditing practice and procedures and apply them in auditing engagements.

**UNIT-I**
Auditing in contemporary world, planning the reports, audit strategy, planning, programme, importance of supervision, review of audit notes and working papers, control over the quantity of audit work.

**UNIT-II**
Relevance of internal control for the auditors, evaluation of internal control procedures, techniques including questionnaire, flow chart, internal audit and external audit, co-ordination between the two, position of auditor under Companies Act, 1956, audit of limited companies, statutory requirements under the Companies Act, 1956, audit of branches, joint audits, concept of true and fair and materiality and audit risk with respect to audit of companies, audit reports.

**UNIT- III**
Management audit- measuring, scope and necessity, cost audit- maintenance of cost record, study of cost accounting, environmental audit, energy audit, special features of audit of banks, insurance companies, co-operative societies and non banking financial companies.

**UNIT-IV**
Planning audit of financial statement assertions, marketing, sales and distribution management, supply chain and production management processes, human resource management processes.

**References**
MCH7103: SEMINAR ON CORPORATE RESTRUCTURING

Objective: This course is an overview of corporate restructuring transactions. It will expose students to transactions significantly affecting the corporation’s assets, liabilities and/or equity claims and will stress the economic motives for undertaking them.

UNIT-I
Introduction- forms of corporate restructuring, organic and non-organic, historic and recent trends, theoretical interpretation of restructuring and its analysis in the framework of corporate finance, the framework and process for deal structuring- assessing legal, accounting and tax implications, applying valuation and pricing techniques, engaging in negotiation for restructuring, designing the payment methods, funding and assessing the implications on share prices and shareholders’ wealth.

UNIT-II
Reorganization of assets and ownership- concept, financial and legal effects as well as rationale of mergers, acquisitions, and divestitures, rationale and choice of restructuring ownership relationships through spin offs, split-ups, split offs, equity carve-outs, and tracking stock, reorganization of financial claims- unlocking the corporate value through exchange offers, dual-class recapitalizations, leveraged recapitalizations, financial reorganizations (bankruptcy), liquidation, and revival and restructuring of sick companies, restructuring through joint ventures, ESOPs, LBOs and share repurchases- rationale and the role of joint ventures and alliances, uses and evaluation of ESOPs in restructuring activities, characteristics, stages, and role of LBOs, uses and types of share repurchases

References


**MCH7104: WORKSHOP ON TEACHING THEORY AND PRACTICE**

**Objective:** The objective of this workshop course is to acquaint students with different methods and techniques of teaching commerce as well as enable them to develop the skill of preparation and delivery of lesson plans

**UNIT-I**

Objectives of teaching commerce, instructional objectives, Bloom’s taxonomy of instructional objectives, formulation of specific objectives in behavioral terms, methods of teaching commerce- lecture method, discussion method, problem solving method, project method, demonstration method, Instructional media- need and importance, classification, selection and integration of media in teaching learning process, methods of teaching and accountancy

**UNIT-II**

Microteaching-concept, procedure, merits and demerits, practicing five skills of micro teaching, simulated and team teaching: concept and procedure, programmed learning concept, principles and Types of programmed learning

**References**


MCH 7111: STRATEGIC COST MANAGEMENT

Objective: To understand how to use different techniques of cost management with a strategic perspective.

UNIT I
Strategy and cost management, moving from traditional to modern manufacturing environments, contemporary cost management techniques, nature of cost - traditional and contemporary cost classification, cost measurement systems - traditional and contemporary approaches, manufacturing overhead allocation - traditional and activity-based.

UNIT II
Implementing strategy - strategic positioning, value chain, balanced scorecard and strategy map. Customer Profitability Analysis. Profit variance analysis.

UNIT III
Activity-Based Costing: steps in designing an Activity-Based Costing (ABC) system, benefits and comparison of volume-based and ABC, Activity-Based Management (ABM), Multistage Activity-Based Costing, Resource Consumption Accounting (RCA), Time-Driven Activity-Based Costing (TDABC).

UNIT IV
Strategic role of non-financial performance indicators, management and control of quality - framework, financial measures, non-financial indicators; lean accounting, cost management through life cycle analysis and target costing.

References

MCH7112: INTERNATIONAL ACCOUNTING

Objective: This course aims at broadening students’ knowledge in international accounting and global financial reporting practices so as to prepare them for future endeavors in global market.

UNIT-I
Introduction to international accounting: worldwide accounting diversity, international convergence, international financial reporting standards (IFRS), international sources of authority and the standard setting process, progress towards international harmonization, national standard setting authority and timetable for convergence with IFRS, accounting standards,
interpretations and guidance notes on various accounting aspects issued by the ICAI and their applications, framework for the preparation and presentation of financial statements—presentation of financial statements, accounting policies, changes in accounting estimates and errors.

UNIT-II
Income—revenue and construction contracts, assets—inventories, property, plant and equipment, accounting for government grants and disclosures of government assistance, borrowing costs, leases, intangible assets, investment properties, agriculture, impairment of assets, exploration for and evaluation of mineral resources, liabilities—provisions, contingent liabilities and contingent assets, employee benefits, share-based payments, income taxes, financial instruments.

UNIT-III
Group Accounts—regulatory framework, consolidated statement of financial position, consolidated statement of comprehensive income, investment in associates, interests in joint ventures, the effects of changes in foreign exchange rates.

UNIT-IV
Disclosure and analysis—Earnings per share, statement of cash flows, operating segments, non-current assets held for sale and discontinued operations, events after the reporting period, related party disclosures, interim financial reporting.

References

MCH7113: FORENSIC ACCOUNTING
Objective: This course aims at develop the use of accounting skills to investigate fraud or embezzlement, and to analyse financial information for use in legal proceedings. Effort would be made to develop skills to examine tax and business records to identify irregularities that can impact major criminal and civil cases.
UNIT-I
Introduction to Forensic Accounting: definition of fraud, history/evolution, Fraud Cycle, contemporary fraud types, duties and responsibilities of the forensic accountant.
Basics of Fraud Investigation process, how fraud affects both its victims directly and modern society in general; behaviours, habits and exploits of fraudsters at a variety of levels, why certain individuals/businesses face a higher risk of being targeted by fraudsters than others.

UNIT-II
Pervasiveness and causes of white-collar crime in society, detection of crime
Detection of Financial Statement Fraud, Revenue Fraud, Inventory Fraud, Fraud on reserves.

UNIT-III
Fraud Investigation and Engagement processes; Evidence Collection process; Fraud Examination
Evidence: Physical, Documentary and Observational Evidence, Interview and Interrogative Methods.

UNIT-IV
Business Valuation and Damages, Damage Analysis; Auditor’s Responsibility; Other types of misconduct.: Foreign Corrupt Practices Act (FCPA) Investigations, Anti-money laundering.
Government Enforcement; Fraud prevention, recognition of potential fraudulent situations.

References

MCH 7121: INTERNATIONAL FINANCIAL MANAGEMENT
**Objective:** The objective of this course is to highlight opportunities and challenges of financial management in open economies characterized by large volumes of international trade and high international mobility of factors of production. In particular, the course will highlight the complications caused by the process of international investment decision making as well as the development of investment and hedging strategies on a multinational level.

**UNIT-I**
Foundations of international financial management- globalization and multinational firm, the importance, rewards and risk of international finance, goals for international financial management, exposure to international risk, international monetary system, balance of payments, foreign exchange markets, international parity relationships, forecasting foreign exchange rates.

**UNIT-II**
International financial markets and institutions- international banking and money market, international bond market, international equity markets, futures and options on foreign exchange, currency and interest rate swaps, international portfolio investment.

**UNIT-III**
Foreign exchange exposure and risk management- management of economic exposure, management of transaction exposure, management of translation exposure, management of political exposure, management of interest rate exposure, hedging against foreign exchange exposure, hedging through mixed currency invoicing, country risk analysis.

**UNIT-IV**
Financial management of multinational firms- foreign direct investment and cross-border acquisitions, international capital structure and the cost of capital, international capital budgeting; multinational working capital policy and cash management, exports and imports, international tax environment, corporate governance around the world.

**References**

MCH7122: INVESTMENT MANAGEMENT

Objective: The purpose of this course is to acquaint students with the theoretical and practical aspects of investment analysis, for security selection and portfolio management purposes.

UNIT - I

Investment Background - Meaning and avenues of investment, global investment choices, measures of risk and return, determinants of required rates of return, relationship between risk and return. Asset allocation decision- individual investor life cycle, the portfolio management process, the importance of asset allocation.


UNIT - II

Developments in Investment Theory - Efficient market hypothesis; introduction to portfolio management, Markowitz portfolio theory; introduction to asset pricing models, capital market theory, the capital asset pricing model (CAPM); multifactor models of risk and return, arbitrage pricing theory (APT), multifactor models and risk estimation.


UNIT - III

Analysis and Management of Common Stock - Macroanalysis and microvaluation of the stock market, industry analysis, company analysis and stock valuation, technical analysis, equity portfolio management strategies.

Analysis and Management of Fixed Income Securities - Bond fundamentals, the analysis and valuation of bonds, bond portfolio management strategies.
UNIT - IV
Derivative Security Analysis - Overview of derivative markets, investing with derivative securities, forward and futures contracts, option contracts, swap contracts, convertible securities, and other embedded derivatives.

References

MCH7123: BEHAVIOURAL FINANCE

Objective: The purpose of this course is to introduce the student to the new field of behavioral finance. The field treats how psychological factors affect the decision-making of individual investors and how these factors in turn affect the financial markets. It questions the common assumption of efficient markets within the traditional neoclassical economic theory.

UNIT I
Conventional finance, prospect theory and market efficiency: traditional versus behavioral finance, neoclassical economics, expected utility theory, risk attitude, Allais paradox, asset pricing, the pricing of risk, market efficiency, agency theory, prospect theory and extensions,
framing, and mental accounting, challenges to market efficiency, some key anomalies, noisetrad ing and limits to arbitrage.

UNIT II
Behavioral science foundations and investor behavior: heuristics and biases, overconfidence, emotional foundations, implications of heuristics and biases for financial decision-making, implications of overconfidence for financial decision-making, individual investors and the forces of emotions.

UNIT III
Social forces and market outcomes: social interactions and investments, empirical evidences of social forces at work, behavioral explanations to market anomalies, behavioral factors and stock market puzzles- the equity premium puzzle, real-world bubbles, experimental bubbles market, behavioral finance and market valuations, excessive volatility.

UNIT IV
Behavioral corporate finance and money management: managerial decision-making, financial decisions, capital budgeting and other investment decisions, dividend policy decisions, loyalty, agency conflicts and corporate governance, initial public offers, mergers and acquisitions, neurofinance and the traders’brain.

References:
2. Forbes, W., Behavioral Finance, John Wiley & Sons Ltd.

**MCH7131: BANK MANAGEMENT**

**Objectives:** This course aims at acquainting the participants with the operations and functions of Corporate Investment and Retail Bankers.

**UNIT – I**
Structure of money and capital market, structure of financial institutions, commercial bank-organization structure and functions, assets and liabilities of commercial banks, the banks regulatory environment, role of RBI, liquidity concepts, instruments and procedure.

**UNIT – II**
Analyzing bank performance, framework for evaluating bank performance- the relationship between the balance sheet and income statement, banking risks and returns, the profitability, liquidity and solvency trade off, alternate models of bank performance- Analysis bank performance with financial ratios, CAMEL model, economic value added, the balance scorecard, managing non-interest income and non-interest expense.

**UNIT – III**
Asset liability management- An overview of asset liability management, alternatives in managing interest rate risk, measuring interest rate sensitivity and the dollar gap, duration gap analysis, techniques of asset liability management- futures, options and swaps, commercial and industrial lendings, principles of sound bank lending, loan lending process- evaluating a loan request, structuring loan agreements, pricing commercial loans, monitoring and follow up.

**UNIT – IV**
Investment Management- investment portfolio and policy guidelines, composition of investment portfolio, general portfolio considerations, liability management, electronic banking, financial services.

**References**
MCH7132: INSURANCE MANAGEMENT

Objective: To familiarize the students with the Basic Principles, functions and Importance of insurance management.

UNIT-I
Risk and its management, Types of risk facing businesses and individuals, Risk management—process—methods, Insurance and risk management, Overview of insurance: Elements, Life, Identification and quantification of risk exposures in enterprises, Assessing enterprises financial ability to bear risk and designing insurance programmers needed , Rating insurance covers and containing insurance costs , Purchase of Insurance and Insurance Administration.

UNIT-II
History of insurance, Definition, nature, role and importance of insurance . Insurance contract. Kinds of insurance, process of insurance. Nature of life insurance contract, principles , policy conditions and policies of life insurance. Life insurance in India-Its organisation and management .

UNIT-III

UNIT-IV
Applications of management concept in India in the field of insurance. Marketing of insurance policies. Business planning . Attitude toward insurance cover . Problem and prospect of
insurance in India , Privatization of insurance in India, Role of information technology in insurance sector . Impact of IRDA Act, 1999 on insurance sector in India.

References
1. Dorfman S. Mark, *Introduction to risk management and insurance*, Prentice hall India
2. Ganguly, A.,*Insurance Management*, New age International

**MCH7133: MICROFINANCE AND RURAL CREDIT**

**Objective:** The course introduces students to the practices of microfinance institutions in India and other developing countries, the practices and governance structures of these organizations, the issues they confront, and the importance of microfinance in rural credit with special reference to India.

**UNIT-I**
Overview of microfinance: why microfinance, Microfinance as a development tool: the Indian Experience, Evolution and character of microfinance in India, Microfinance delivery methodologies, Legal and regulatory framework of microfinance. Infrastructure and rural technology management.

**UNIT-II**
Innovative and creative microfinance models, impact of microfinance, financial products and services.
Revenue Models of microfinance: Profitability, Efficiency, and Productivity.
Micro Credit: Evolution and growth.

**UNIT-III**
Commercial microfinance, Cooperatives, Effective Interest rates.
Strategic Issues in Microfinance: Sustainability, Scale, Opening New Markets, Gender, Housing Microfinance.
Emerging Issues in Microfinance, NGO Management, Accounting in rural development management.
UNIT-IV
Role of Rural Credit in India, Factors influencing rural credit agencies, role of rural credit in rural development, Evolution and growth of rural credit system in India.
Rural credit to non-farm sector, credit for small and marginal entrepreneurs, Role of Government institutions towards facilitating rural credit, Rural financing for small scale and cottage industries.

References
2. Wahlen, Samuel, Microfinance: An Economic Analysis of Banking to the Poor, Archway Publishing.

MCH7141: SOCIO-ECONOMIC ENVIRONMENTAL LAWS
Objective: To provide basic knowledge of Socio-Economic environmental laws applicable to the Business.

UNIT -I
SEBI Act 1992 ñ formation, operations of SEBI, meetings and powers of board, SEBI guidelines for issue of shares with special reference to issue by IPOs, promoterâ€™s contribution, reservations and firm allotments, underwriting, code of advertising, book building, green shoe option, issue through on line system, disclosures in offer documents, SEBI guidelines for issue of debentures, bonus shares, insider trading, preferential allotment in existing companies, take over bids, unfair trade practices & depository schemes, ESOPs.

UNIT – II
Consumer Protection Act -1986 ñ introduction to the Act, definitions- consumer, dispute, defect in goods, deficiency in service, unfair trade practice, redressal agenciesí forum, state commission & national commission ñí their composition, procedure for admission of complaints, penalties for non-compliance of order of redressal agencies, appeals.
Right to Information Act, 2005 – introduction to the Act, definitions – information, record, right to information, third party, procedure for making request for obtaining information, disposal of request, grounds for rejection of access in certain cases, third party information, state information commission, central information commission.

UNIT – III

Environmental Protection Act -1986 – introduction to the Act, definitions- power of central government to take measures to protect and improve environment prevention, control, and abatement of environmental pollution, offences and penalties under the Act ,Competition Act - introduction to the Act, definitions- prohibition of certain agreements, abuse of dominant position and regulation of combinations, competition commission of India- duties powers and functions, Duties of directors general, offences and penalties under the Act

UNIT – IV

The Patents Act, 1970- introduction to the Act, definitions -inventions not patentable, application for patents, examination of applications, secrecy of certain inventions, grant and selling of patents, restoration of lapsed patents, surrender and revocation of patents, infringements of patents , appeals and penalties, Copyright Act, 1957- introduction to the Act, definitions, meaning of publications, copyright, owner of the copyright and the rights of the owner, terms of the copyright, licenses, registration of copyrights, civil remedies, offences , penalties and appeals

References

1. Competition Act
2. Consumer Protection Act -1986
3. Copyright Act, 1957
4. Environmental Protection Act -1986
5. SEBI Act 1992
6. Right to Information Act, 2005
7. The Patents Act, 1970

MCH7142: INDUSTRIAL LAWS
Objective: The objective of this course is to promote a critical understanding of substantive and procedural Indian industrial laws. The approach is to develop an insight into objectives behind enactment of legislation, discussion of relevant case laws and relationship between the Constitution and industrial law.

UNIT-I

UNIT-II

UNIT-III

UNIT-IV

References
4. Padhi, P.K., Labour and Industrial Laws, PHI.

MCH7143: MARKETING LAW
Objective: The objective of this course is to examine the issues that arise as a result of the decisions of marketing executives, that require careful evaluation as to their legal consequences. The course addresses National Laws and court decisions that relate to the four main areas of marketing viz product, price, place and promotion.

UNIT-I
Legal issues relating to product quality and market movement: Conditions and Warranties, Rule of Caveat Emptor, Sea Transit: FOB, CIF, Ex-Ship.
Rights of Unpaid Seller, Transfer of Title, Lien, Stoppage in Transit, Right to Resale.
Rules relating to Hire-Purchase: Positions of parties to Hire Purchase, Limitations on Hire Purchase charges, Passing of property.

UNIT-II
Laws relating to common carrier: definition of common carrier, distinction between common carrier and private carrier, liabilities of common carrier.
Legal aspects of delivering goods for carriage and warehousing, Rights of warehouse, duties and liabilities of warehouse.
Competition law: Introduction, meaning of anti-competitive agreement, Anti-competitive agreement and WTO.

UNIT-III
Rights to do any trade or business: Fundamental, Legal, Restrictions.
Restraint of Trade: Knock-out Agreement, Trade Combination, Solus or Exclusive dealing agreements, restraints upon employees.
Laws relating to services marketing: Concept of service, deficiency in service, Real estate, Hospital, Carrier, Courier, Bank and Transport service.

UNIT-IV
Legal Aspects of Restrictive Trade Practices: Tie-in Sales or Full line forcing, Price Fixing, Predatory pricing, Exclusive dealing, Territorial restriction, Refuse to deal.

References
Objective: The objective of the course is to provide conceptual and theoretical understanding about the development of entrepreneurship and its significance in Indian economy, and to highlight issues in new enterprise management.

UNIT I
Entrepreneurship: Concept and definitions, entrepreneurship and economic development, classification and types of entrepreneurs, entrepreneurial competencies, factors affecting entrepreneurial growth: Economic, non-economic factors, traits/qualities of entrepreneurs, intrapreneur, manager v/s entrepreneur, The Role of the Entrepreneur, Entrepreneurs and Myths about entrepreneurs.

UNIT II
Entrepreneurial Finance: Debt financing: Types of debt, sources of debt financing, creative ways to structure long-term debt, debt financing for working capital, equity financing: Sources of equity capital, private placement, venture capital, private equity firms, international private equity, small-business investment companies, initial public issue, public equity process, direct public offerings, angel financing, Social Entrepreneurship and Rural Entrepreneurship

UNIT III
Definition of MSME (micro, small and medium enterprises), rationale, objective, scope, role of MSME in economic development of India, significant provisions of MSME Act, 2006, mechanics of selling of new enterprise: Size and location, optimum units: Its meaning and determinants, size of industrial units in India, feasibility studies, technical, marketing and finance, managerial problems of new enterprises, production purchasing, financing, labour and marketing problems, facilities provided by different institutions and agencies in India, role of SMEs in global environment.

UNIT IV
Elements for a programme, entrepreneurial training and development programmes, entrepreneurship orientation and awareness programme, evaluation of various EDP programmes, women entrepreneurs, steps taken by government, to promote EDPô, institutional
entrepreneurial environment in India.

Role of support institutions: director of industries, DIC, SIDO, SIDBI, small industries. development corporation (SIDC), SISI, NSIC, NIESBUD, state financial corporation (SFCs).

References:

MCH7152: ENTREPRENEURIAL FINANCE

Objectives: The objective of this course is to examine the elements of entrepreneurial finance, focusing on technology-based start-up ventures, and the early stages of company development. It addresses key questions which challenge all entrepreneurs, how much money can and should be raised, when it should be raised and from whom, what is a reasonable valuation of the company, and how funding should be structured.

UNIT-I
The business plan, the dual purpose document, business plan development and advice, the business plan, development of proformas, checklist of financial information, business plan development sources.

UNIT-II
Financial statements and analysis-the income statement, the balance sheet, the statement of cash flows, the proactive analysis of financial statements, income statement analysis, ratio analysis, breakeven analysis, other issues to consider, cash flow forecasting and management, accounts receivable, accounts payable, the cash gap, working capital, finding cash.

UNIT-III
Valuation- premoney and postmoney valuation, key factors influencing valuation, valuation
methods multiples, multiples of gross margins, asset valuation, and capitalization of cash flows, raising capital- value added investors, sources of capital.

UNIT-IV
Debt Financing-types of debt, sources of debt financing, creative ways to structure long-term debt, debt financing for working capital, equity financing- sources of equity capital, private placement, venture capital, private equity firms, international private equity, small-business investment companies, initial public issue, public equity process direct public offerings, angel financing, intrapreneurship- intrapreneurship models, traits of high growth intrapreneurship, signs of intrapreneurship success, standard operating procedures, intrapreneurship blunder.

References
3. Hull, J.C., Option, Futures and Other Derivatives, Prentice-Hall Inc.
7. Smith, R.L. and Smith, J.K., Entrepreneurial Finance, John Wiley & Sons, Inc.

MCH7153: LEGAL AND GOVERNMENT POLICY CONSIDERATIONS IN NEW ENTERPRISE.

Objective: This course aims at imparting knowledge and developing skills necessary for developing a legal strategy, understanding of business laws, introduction to contract drafting, issues in legal compliance and negotiations, and understanding the context of government policy for starting a new enterprise.

UNIT I
Sole proprietorship as a business structure for new enterprise, One person Company, Structuring a Partnership/LLP, Advantages of Company, Optimal structure for family businesses. Non-profit
businesses, Procedure and key issues in incorporation of a trust/society/non-profit company. Tax benefits for a non-profit entity.

MSMED Act: Advantages of registration, money recovery procedures for start-ups, Appointment of advisors, and remuneration models.

Legal basis of tenders, Engineering Procurement Construction Contracts and Concession Contracts, Legal compliances insisted by the Government for evaluating eligibility criteria of bidders.

UNIT II
Raising Investment-Angel rounds, Venture Capital (VC) & Private Equity (PE) deals, Financial and Strategic Investment, Steps in an investment transaction-negotiation, drafting and legal strategy, conducting due diligence, Understanding non-disclosure agreements (NDAs), Exit issues in investment transactions, PIPES transactions, Strategic Investment and Joint Ventures.

UNIT – III
Accounting and record keeping for various forms of business entities, Financial planning for a business.

Corporate Taxation: Corporate Income tax, Minimum Alternate Tax (MAT), Taxation of Software, tax on issue of capital (e.g. equity, bonus shares and convertible instruments), Transfer pricing, Tax deduction at source (TDS).

Goods and Service Tax (GST), Indirect taxes: Introduction to GST, How to determine GST applicability to a business entity, Dual GST, State GST, Central GST, Integrated GST, GST Registration process.

Issues linked to tax strategy, Export and Import, Import and Export duties, Incentives for Exporters.

UNIT – IV
FDI Restrictions on foreign investors, FDI in different business structures, FDI in E-Commerce, Bank accounts for foreigners and handling foreign exchange, Compliance and Filing Requirements, Relaxation for foreign venture capital investors, negotiating exits with foreign investors.

SEZs: Law relating to SEZs, Tax sops available to SEZs, Types of SEZs, comparison of SEZs with EOUs (Export Oriented Units) and Software Technology Parks (STPs), Insurance: Regulation of Insurance Sector, Mutual Funds working and introductory Fund structuring.

References
FOURTH SEMESTER
MCH7201: CORPORATE GOVERNANCE

Objective: The objective of this course is to explore business, financial, political and legal issues affecting systems by which corporations are directed and controlled both in industrialized and developing countries.

UNIT-I
Introduction to the corporation and corporate governance: The nature, significance, formation and historical development of the corporation, significant characteristics of the corporation (legal personality, indefinite life, joint-stock aggregation of risk capital, limited liability, transferability of shares), the corporation as distinguished from other business entities (sole proprietorship, partnership, limited partnership), introduction to agency concepts (board and managers/stockholders, majority and minority stockholders) and to agency problem meanings and significance of corporate governance.

UNIT-II
The Internal and external institutions of corporate governance-the purpose of the corporation, for whom does the corporation exist (shareholders, stakeholders, the community, and the state), the concept of corporate social responsibility, the internal institutions of corporate governance (Directors, managers, and shareholders), choices within legal constraints, e.g., anti-takeover defenses; mitigation and indemnification

UNIT-III
Accountability of managers and stockholders- defining and enforcing managers' duties, mechanisms of stockholders accountability (through voting and proxy contests, derivative and
class actions, takeovers, tender offers, and markets for corporate control), outside forces (regulators, government enforcement), legislative (introduction to Indian and foreign initiatives); gatekeepers and access to capital (auditors, investment bankers, rating agencies, exchanges, the financial press).

UNIT-IV
The significance of insolvency regimes: corporate governance and foreign investment, corporate governance and privatization, insolvency regimes and their effect on corporate governance.

References

MCH7202: CORPORATE TAX PLANNING
Objective: This course aims to develop an understanding of issues related to taxation for corporate entities vis-à-vis management decision making to facilitate constructive planning of tax liability.

UNIT-I
Introduction to corporate taxation - importance of tax planning as a management decision, minimizing tax liability, tax evasion, tax avoidance and tax planning, objectives and basis of tax planning, key terms related to tax assessment of companies - Indian company, domestic company, foreign company, investment company, residential status of a company, scope of total income, carry forward and set off of losses, minimum alternative tax, provisions related to tax assessment of companies, tax assessment rates and exemption limits for companies

UNIT-II
Tax planning for different entities - tax provisions for new businesses, export business, industrial undertakings and infrastructure development undertaking, SEZs, business in special category states, hotel industry, telecom industry, entertainment industry, IT, power, shipping and aircraft, oil and minerals, venture capital fund, mutual Funds, insurance, construction, and retail business, related tax deduction allowed to respective industries

UNIT-III
Tax planning vis-à-vis managerial decisions - Capital structure decisions in wake of tax planning, provisions related to tax on dividend and deductions allowed, tax planning though bonus shares, lease or buy decisions, make or buy decision, repair/renewal or replacement decision, tax planning through employees' remuneration - fringe benefit of tax, ESOPs

UNIT-IV
Emerging issues in tax planning - business restructuring and tax planning - tax and relief provisions under merger, amalgamation, acquisition, demerger, double taxation relief - bilateral and unilateral relief, various related provisions, and provisions related to advance tax computation and payment procedure, tax deduction at source - tax on salary, interest, dividend, interest other than interest on securities, winning from lottery, games, etc., insurance commission and related provisions for deductions

References
1. Ahuja, G., Gupta, R., Corporate Tax, Bharat Law House
3. Singhania, V.K., Singhania, M., Corporate Tax Planning and Business Tax Procedures, Taxmann
MCH 7204: MAJOR PROJECT

Objective The objective of this course is to train students to formulate a business problem, and undertake rigorous research using different tools learnt by them during the program. Students are expected to use various econometric techniques, statistical software, and the qualitative and quantitative research methodology techniques taught to them.

Each student would be allocated to a UBS faculty who would guide and supervise the major project.

The major project would commence in third semester, and continue in the fourth semester. However, marks awarded would be included in the marks sheet of fourth semester.

MCH 7211: MANAGEMENT CONTROL SYSTEMS

Objective: The objective of this course is to allow students to gain knowledge, develop insight and analytical skills related to design and implementation of management systems.

UNIT I

Management control system: basic concepts, boundaries, understanding strategies, behavior in organizations, inter-relationship among strategic planning, management control and operational control, responsibility accounting, importance of informal management controls.

UNIT II

Structure of management control: need for delegation, types of responsibility centers, organizational structure of responsibility centers, revenue and expense centers, profit centers, measuring and controlling assets employed, objectives and methods of transfer pricing, pricing corporate services and administration of transfer prices.

UNIT III


UNIT IV

Applications of management control systems: management compensation, controls for differentiated strategies, control in service organizations, control in non-profit organizations, management control in multinational and multi project corporations, management control-related
ethical issues.

References

**MCH7212: FINANCIAL STATEMENT ANALYSIS**

Objective: This course is designed to prepare students to interpret and analyze financial statements effectively.

**UNIT-I**
Introduction and foundation for effective financial statement analysis-Form of the financial statements, IFRS framework for the preparation and presentation of financial statements, overview of financial statement analysis, basis and techniques of analysis: cross sectional and time series analysis. Users and sources of financial information.

**UNIT-II**
Analysis of financing activities, analysis of investing activities: accounting for long term, short term and intangible assets. Analysis of operating activities, Analysis of cash flow statement, (relation between cash flow from operating, investing and financing activities), cash forecasting (short term and long term).

**UNIT-III**
Short term liquidity analysis: working capital analysis, operating activity analysis. Solvency analysis: capital structure measures for solvency analysis, asset based measures of solvency analysis, asset-based measures of solvency, earnings coverage. Analysis of profitability, analysis of growth (changes in profitability) as well as sustainable earnings.

**UNIT-IV**

References


**MCH7221: PROJECT PLANNING, ANALYSIS AND MANAGEMENT**

**Objective:** The objective of this course is to promote a sound understanding of the theory and practice of project management. More specifically it introduces students to the purpose, principles, problems and challenges, concepts, techniques, and practice of project management and its various facets; impart skills in project planning, execution and control methods; introduce students to project management software and applications.

**UNIT-I**

Planning and analysis overview- phases of capital budgeting, levels of decision making, resource allocation framework, key criteria for allocation of resource, elementary investment strategies, portfolio planning tools, strategic position and action evaluation, aspects relating to conglomerate diversification, interface between strategic planning and capital budgeting, generation and screening of project ideas- generation of ideas, monitoring
the environment, regulatory framework for projects, corporate appraisal, preliminary screening, project rating index, sources of positive NPV, qualities of a successful entrepreneur, Porter model for estimation of profit potential of industries.

UNIT-II
Market and demand analysis- situational analysis and specification of objectives, collection of secondary information, conduct of market survey, characterization of the market, demand forecasting, market planning, technical analysis- study of material inputs and utilities, manufacturing process and technology, product mixes, plant capacity, location and site, machinery and equipment, structures and civil works, project charts and layouts, work schedule. Financial analysis- estimation of cost of project and means of financing, estimates of sales and production, cost of production, working capital requirement and its financing, estimates of working results, projected cash flow statement, projected balance sheet, project cash flows, basic principles of measurement of cash flows, components of the cash flow streams, viewing a project from different points of view, definition of cash flows by financial institutions and planning commission, biases in cash flow estimation, appraisal criteria (net present value, benefit cost ratio, internal rate of returns urgency, payback period, and accounting rate of returns), investment appraisal in practice.

UNIT-III
Types and measure of risk- simple estimation of risk, sensitivity analysis, scenario analysis, Monte Carlo simulation, decision tree analysis, selection of project, risk analysis in practice, special decision situations-choice between mutually exclusive projects of unequal life, optimal timing decision, determination of economic life, inter-relationships between investment and financing aspects, inflation and capital budgeting, analysis of firm and market risk- portfolio theory and capital budgeting, analysis of firm and market risk- portfolio theory and capital budgeting, capital asset pricing model, estimation of key factors, CAPM and capital budgeting, social cost benefit analysis (SCBA)- rationale for SCBA,UNIDO approach to SCBA, little and Mirrlees approach to SCBA, multiple projects and constraints- constraints, methods of ranking, mathematical programming approach, linear programming model.

UNIT-IV
Project financing in India- means of finance, norms and policies of financial institutions, SEBI guidelines, and sample financing plans, structure of financial institutions in India, schemes of assistance, term loans procedures, and project appraisal by financial
institutions, project management- forms of project organization, project planning, project control, human aspects of project management, prerequisites for successful project implementation, network techniques for project management, development of project network, time estimation, determination of critical path, scheduling when resources are limit, PERT and CPM models, network cost system, project review and administrative aspects- initial review, performance evaluation, abandonment analysis, administrative aspects of capital budgeting, evaluating the capital budgeting system of an organization.

References

**MCH7222: FINANCIAL ENGINEERING**

**Objective:** This course aims at enabling the students to understand & analyze investment problems and developing their skills for the solution of these problems with the help of innovative financial processes, instruments & strategies.

**UNIT-I**

Understanding meaning and need of financial engineering-financial engineering vis a vis financial analysis, factors leading to increasing need for financial engineering, financial engineering in India- derivatives and futures markets, features of financial derivatives, types of financial derivates.
UNIT-II
Product development and strategies-basics of product development, objective, design and testing, pricing and valuation of future and forwards, pricing and valuation of swaps, interest rate swaps, currency swaps, commodity swaps, options: call and put options, payoff profiles, option strategies, arbitrage restrictions on option prices, hedging approaches with options, equity related instruments- options, warrants, subscription rights, investment vehicle, index futures and options, foreign equities, treasury bond and notes futures.

UNIT-III
Emerging instruments, concepts and issues- assets and liabilities management, securitization, asset backed securities, mortgage backed securities, corporate restructuring and leverage buyouts/ management buyout, value at risk (VAR).

UNIT-IV
Hybrid securities, credit derivatives, options on debt instruments, exotic options, synthetic instruments, and issues related to accounting treatment of derivatives, corporate risk management- planning and controlling reasons for hedging, cash flow hedges and value hedges, capital structure and hedging

References
1. Dubofsky, D.A., Derivatives, Oxford University Press
3. Hull, J.C., Options, Futures And Other Derivatives, Prentice Hall Inc.

MCH7231: INTERNATIONAL BANKING
Objective: The objective of this course is to familiarize students with the importance and techniques used for effective operations and working of the multinational banks.
UNIT-I
Introduction to international banking, organizational features of international banking, intermediation and resource allocation, policy implications of international banking, correspondent banking-Bank accounts, NOSTRO and VOSTRO accounts, SWIFT, CHIPS, CHAPS, FEDWIRE, resident representatives, bank agencies, foreign branches, foreign subsidiaries and affiliates, consortium banks.

UNIT-II
Role and function of overseas banking, foreign lending, international lending policies and practices, the payment mechanism, settlement system followed in US, UK, and Switzerland and Japan, global trends and developments in international banking, international financial center, offshore banking units, SEZs, financial markets interdependence and securitization, deregulation, technology and financial innovations.

UNIT-III
The Eurocurrency market, international debt management, factors determining exchange rates - national / international, political and economic - direct and indirect quotations - spot rates, forward rates premium and discount and cross rates, basics of derivatives - forward exchange rates, contracts, currency options, swaps and interest rate swaps, major recommendations of the various expert group on forex markets, letter of credit mechanism and UCPDC/URC/Buyer/Sellers credit, bilateral trade, counter trade, high seas sales.

UNIT-IV
Various facilities to exporters and importers including forfeiting and factoring, NRI accounts - Indian rupee and foreign currency accounts, risk and credit analysis, management of foreign exchange risk, current banking practice in the analysis and control of foreign portfolio risk, A modern Portfolio Theory Oriented approach to assessment of the riskiness of bank's foreign claims, loans to government and sovereign risk.

References
2. Bose, R. N., Fundamentals of International Banking, Macmillan India Pvt Ltd.
3. Less, F. A., International banking and finance
MCH7232: ACTUARIAL PRACTICE

Objective: The objective of this course is to highlight the traditional areas in which actuaries work. It introduces students to actuarial practice of providing commercial, financial and prudential advice on the management of assets and liabilities - especially where long-term management and planning are critical factors.

UNIT-I
Scope of actuarial theory and practice- financial approach to the analysis of intermediaries, intermediating functions of banks, insurers, unit trusts and mutual funds, evolving relationship between banking and insurance, basics of investments- investments and valuation, general principles of asset allocation, investment risk, portfolio selection, techniques and investment modeling.

UNIT-II
Life insurance- fundamental features of life insurance, nonparticipating life insurance, participating life insurance, regulation of solvency and its effect on the emergence of profit, life office risks and risk management, actuarial role in life office management.

UNIT-III
General insurance- introduction to general insurance, general insurance accounts, premium rating, reinsurance, reserving, health, insurance- introduction to health insurance, income protection insurance, critical illness, long-term care, private medical insurance.

UNIT-IV
Pensions- types of pension plans, actuarial modeling of defined-benefit plans, investment strategies for defined-benefit plans, individual pension choices.

References
2. Daykin, C.D., T. Pentikäinen, T. and Pesonen, M., Practical Risk Theory for Actuaries, Chapman and
MCH7241: INTELLECTUAL PROPERTY LAWS

Objective: The aim of this course is to develop the understanding of relevance, business impact and protection of intellectual property along with the types of intellectual property rights: patents, trademarks, copyrights, industrial design, geographical indications and international conventions.

UNIT-I
Basic principles of patent law, patent application procedure, drafting of a patent specification, understanding copyright law, basic principles of trade mark and design rights, international background of intellectual property

UNIT-II
Patents - objectives, rights, assignments, defenses in case of infringement, copyright-objectives, rights, transfer of copyright, work of employment infringement, defenses for infringement. trademarks - objectives, rights, protection of goodwill, infringement, passing off, defenses, designs - objectives, rights, assignments, infringements, defences of design infringement, enforcement of intellectual property rights - civil remedies, criminal remedies, Border Security measures. Practical Aspects of Licensing - Benefits, Determinative factors, important clauses, licensing clauses.

UNIT-III
Computer software and intellectual property - objective, copyright protection, reproducing, defences, patent protection, database and data protection-objective, need for protection, UK data protection act, 1998, US safe harbor principle, enforcement, protection of semi-conductor chips-objectives, justification of protection, criteria, subject-matter of protection, WIPO treaty, TRIPs,
SCPA, domain name protection - objectives, domain name and intellectual property, registration of domain names, disputes under intellectual property rights, jurisdictional issues, international perspective.

**UNIT-IV**
Biotechnology and the law-objective, evolution, basic structure of gene techniques, applications, commercial potential of biotech inventions, rationale for intellectual property protection, patenting biotechnology inventions - objective, concept of novelty, concept of inventive step, microorganisms, moral issues in patenting biotechnological inventions, plant varieties protection - objectives, justification, international position, plant varieties protection in India, protection of geographical indications-objectives, justification, international position, multilateral treaties, national level, Indian position, protection of traditional knowledge - objective, concept of traditional knowledge, holders, issues concerning, bio-prospecting and bio-piracy, alternative ways, protect ability, need for a Sui-Generis regime, traditional knowledge on the International arena, at WTO, at national level, traditional knowledge digital library.

**References**

**MCH7242: E-SECURITY AND CYBER LAWS**

**Objectives:** To impart knowledge regarding E-Security and internet security and overview of cyber laws.

**UNIT-I**
Introduction to internet security: secure transactions, computer monitoring, types of security threats or crimes, hacking, viruses, risks of insecure systems, security risks to consumers, security risks to selling agents, intranet associated security risks, data interception, data confidentiality, privacy issues, cookies, spamming, phishing attacks.

**UNIT-II**
Corporate e-mail privacy: security for internet trading, electronic security challenges internet security practices, internet security practices, security protocols, cryptography and authentication, firewalls, encryption techniques, PKI infrastructure, biometric security, taxation issues in e-commerce, protection of cyber consumer in India, and CPA1986, cyber contracts and Indian contract act

UNIT-III
Need for cyber laws, aims and salient features of it act 2000, definitions of various terms used in it act, various provisions of it act regarding digital signature- authentication of electronic records, electronic governance, attribution, acknowledgment and dispatch of electronic records, secure electronic records and secure digital signatures, regulation of certifying authorities, digital signature certificates, duties of subscribers, penalties and adjudication, the cyber regulations appellate tribunal, offences, miscellaneous provisions, latest amendments in IT act 2000, world scenario of cyber laws

UNIT-IV
Law relating to cyber crimes, hacking, web vandals, cyber fraud and cheating, e-mail spamming, cyber pornography, inappropriate web linking practices, international libel laws and liability of ISPs, cyber squatter, domain name disputes, copy right protection in cyber world, software piracy, software patents, taxation issues in e-commerce, protection of cyber consumer in India, and CPA1986, cyber contracts and Indian contract act.

References
**MCH7251: MARKETING FOR ENTREPRENEURSHIP**

**Objectives** - This course aims that students learn the more advanced marketing strategies other than those included in the compulsory paper on strategic management. It endeavours to sharpen the grasp of theoretical concepts and analytical ability of students particularly through the use of relevant cases.

**UNIT-I**
Introduction and overview of marketing strategy- definition, brief history and current trends, importance, conceptual framework of marketing strategy, alternative approaches to developing the strategic marketing plan especially formal planning systems, writing a strategic marketing plan

**UNIT-II**
Marketing strategy in different situations- product life cycle and marketing strategy, managing profit growth, sales growth, new products, product lines, product portfolio, strategies for market leaders, challengers, followers and nichers, offensive and defensive competitive strategy.

**UNIT – III**
Marketing strategy in different situation continued competing on costs competing on price, competition between price points, segmentation strategies, market share strategies, and speed as strategy, marketing strategies for nonprofit organizations and for select prominent business sectors of the Indian economy.

**UNIT – IV**
Marketing strategy implementation, McKinsey 7-S framework, marketing strategy evaluation including marketing audit and essential marketing metrics, financial aspects of marketing management.

**References**

**MCH7252: MANAGING STRATEGIC IMPLEMENTATION AND BUSINESS TRANSFORMATION**
Objective The objective of this course is to expose students to the sweeping changes in the nature of work, changes occurring in business organizations as well as changes in relations among institutions that interact with work, particularly labour market, community and family-centered groups and organizations, as well as government.

UNIT-I
Managing the changing workforce and changing nature of work- work in historical context, moral foundations of work, relation of work to personal/family life, models of employment relations, workforce expectations, sustainable business: tradeoff between environmental and business objectives, corporate citizenship roadmap business principles, transparency engagement, accountability, triple bottom line assessment, sustainable strategies, performance and indicators.

UNIT-II
Managing labor-management strategic partnerships-dynamics of strategic partnerships- cross-firm partnership, cross-institution partnership, labour-management partnership; principles of partnership, tensions underlying the principles of partnership, historical Indian labour relations, implications for work-family integration: strategy towards integrating work and family life, holistic approach to work, changes in the workforce and related problems, role of employers, unions, professional associations, and government, best practices in India.

UNIT-III
Knowledge work and knowledge management- role of knowledge in the economy and firms, types of knowledge critical to success, role of information technology in knowledge management, organizational strategies for using, capturing and sharing knowledge, role of knowledge manager, implementing technical and social systems change- awareness of shifts in social and technical systems over time, understanding of the interdependency between social and technical systems, identification of potential guiding principles for designing, implementing, and sustaining change in social and technical aspects of new work systems.

UNIT-IV
Leadership skills for the 21st century- core leadership capabilities, modes of learning about leadership, leading edge research and practice on leadership, transforming regional, national, and international institutions- placing public service in historical perspective, new roles for government agencies, challenges in managing change in government organizations, strategies for
making public service an attractive career option, role of customers as partners in transforming
government organizations.

References

Governance and Employee Relations*, ILR Press, Ithaca and London.
5. Macmillan, H. and Tampoe M., *Strategic Management: Process, Content and
Implementation*, Oxford University Press.