MASTER OF COMMERCE

SYLLABUS

2011

(Effective from the academic session 2011-12)

(Under Notification No. CSR/49/11)

DEPARTMENT OF COMMERCE

UNIVERSITY OF CALCUTTA

KOLKATA
Objective of the Course

The 2-year Master of Commerce course (to be conducted through semester-based teaching including internal assessment) is offered with an intention to impart specialized knowledge in different domains of business for inculcating an appropriate blend of intellectual skills and moral values in the students. More specifically, the course aims at developing human potential to serve (i) the teaching profession at various levels, (ii) the needs for research in the social sciences, and (iii) the needs of industry at the micro- and macro-levels.

Structure of the Course

20 papers of 50 marks each (including 10 marks for Internal Assessment in each paper)

10 papers in the First year

10 papers in the second year

The Department will offer specialization in the Accounting and Finance Group only

Papers at the 1st Year Level

1.1 Organizational Behaviors and Human Resource Management
1.2 Managerial Economics
1.3 Macro Economics and Business Environment
1.4 International Business
1.5 Marketing Management
1.6 Statistics for Business Decision
1.7 Operations Research
1.8 Business Ethics and Corporate Governance
1.9 Taxation Laws an Planning
1.10 Accounting Theory
Papers at the 2\textsuperscript{nd} Year Level

2.1 Strategic Management
2.2 Information System and Computer Applications
2.3 Financial Markets and Financial Engineering
2.4 Financial Management and business Valuation
2.5 Strategic Cost and Management Accounting
2.6 Auditing and Assurance Service
2.7 Corporate Financial Accounting and Reporting
2.8 Financial Statement Analysis
2.9 International Finance
2.10 Security Analysis and Portfolio Management

Detailed Course Contents

Papers at the 1\textsuperscript{st} –Year Level

Paper 1.1: Organizational Behaviors and Human Resource Management

Module I

- **The concept of organization** - concept and understanding of Organisational behavior - Organisational behavior in the global context.
- **The individual in the organisation** – personality, values, attitudes, perception and learning.
- **Groups in Organization** - Foundation of Group Behavior- informal and formal groups- Creativity and group decision making.
- **Group Dynamics** - power and politics- organizational conflict and resolution Culture.

Module II

- **Compensation and Protection**- compensation management – incentives – benefits and services
**Suggested Readings**

- Aswathappa, K., Organisational Behavior, Himalaya publishing.
- Newstrom and Davies, Organisational Behavior, Human Behavior at work, Tata McGrow Hill.

**Paper 1.2 : Managerial Economics**

**Module I**

- **Scope:** Scarcity and Choice, Production Possibility Curve – Applications of Economic Theory in Managerial decision making – Incremental Reasoning, Opportunity Cost Principal and Discounting – Concept of Total, Average and Marginal – Optimization Method.
- **Demand Theories and applications:** Consumer Theory – Choice under uncertainty. Elasticity concept and application – Demand Estimation and Forecasting.
- **Production and Cost:** Short- run and Long – run Aspects.
- **Pricing and Market Structures:** Perfect Competition, Monopoly and Discrimination, Monopolistic Competition, Oligopoly.

**Module II**

- **Risk and Uncertainties in Managerial Decision making:** Decision Criteria and Applications
- **Managerial Theory of Firm:** Sales Maximization with and without Profit Constraint – Williamson and Marriris Models – Satisfying behavior : Cyert and March.
- **Factor Pricing:** Basic Principals – Impact Under Different Market Conditions.
- **Market Failures And Applications of Welfare Economics:** Conflicts of Efficiency and Equity – correction of External Diseconomies through Government Policies.

**Suggested Readings**

- Ferguson and Gould, Microeconomic Theory.
- Henderson JM and Quandt RE., Microeconomic Theory,
- Koutsoyannis M. Modern Microeconomics, Macmillan India Ltd.
- Maddala and Miller E., Microeconomics.
- Pyndick and Rubinfield,, Microeconomics, PHI, New Delhi+
- Salvatore D., Managerial Economics in a Global Economy, Harcourt Collins.
- Publications.
- Salvatore D., Managerial Economics, McGraw Hill
Paper 1.3: Macro Economics and Business Environment

Module I

- **Equilibrium Income**: Cases of open and closed Economy-Commodity market and money market equilibrium-IS-LM Approach.
- **Open Economy**: Short – run aspect-IS-LM model.

Module II

- **Inflation**: Demand pull and Cost push Theory.
- **Investment**: Present value and Internal rate of return Criteria.
- **Growth**: Neo- classical growth Theory- Slow Model.
- **India’s Macro Economy**: Behavior National Income-its composition and trends.
- **India’s Business Environment**: Government Policies towards FDI and FII.

Suggested Reading

- Branson, W., Macroeconomic Theory and Policy, Harper International.
- Froyen, T.R., Macroeconomics, Macmillan India Ltd.
- Mankiww, G.N; Macroeconomics, CBS Publication & Distribution: New Delhi.
- Misra and Puri Indian Economy, Himalaya publishing co.
- Samuelson, P.A and Northus, W.D., Economics Tata McGraw Hill publication co Ltd.

Paper 1.4: International Business

Module I

- **Trends in International Business**: Cold war Era and Globalization—Change in Compositional significance of Trade and Foreign Direct Investment (FDI) under Globalization-SEZs and their Significance.
- **Multinational Corporation**: Major Vehicles of FDI – their Inherent Disadvantage in host countries – their Advantages (Dunning’s OLI Framework) – their Cost Advantage (rigorous proof required) through transfer of their Knowledge-based Assets – Condition of Host Country Welfare Gains from Multinational Investment vis-à-vis autarkic situation (rigorous derivation required).
- **Regional Economic Integration**: Tariff and its impact – Tariff and Non-Tariff Barriers to Trade- EU, ASEAN and SAARC.
Module II

- **Global Strategic Management**: Concept of Global Strategic Management; Theory of Global Competitiveness Alignment- Mapping competitiveness shift; Porter’s Diamond Model of Competitive Advantage; the 10-P Model of Global strategic Management.

- **The strategy and Organization of International Business**: Strategy in international Business Motivation and pressures in internationalization, the Global firm as a value Chain, Internationalization strategies; organization of international business – structure, control, system and culture.

- **Market Entry Strategy**: Entry objectives; scale of entry; timing of entry; entry models.

- **International Business Operations**: Global Manufacturing; Global marketing Management; Global Human resource management, Global business citizenship.

Suggested Reading

- Taggart, James, H. and McDermott Michael C., The Essence of International Business. Prentice Hall.

Paper 1.5: Marketing Management

Module I

- **Understanding Marketing**: Concept; Needs and Wants; Exchange, Transactions and Relationship; Consumer and Societal orientation.

- **Emerging issue in Marketing**: Building Customer Relationships; Challenges in newMillennium; Rural Markets; Issue of Consumerism.

- **Developing Marketing Opportunities and Strategies**: Marketing Environment; Designing the Business Portfolio; adopting Competitive Strategies.

Module II

- **Buyer Behaviour**: Factors influencing Individual Buying Behaviour; Buying Decision Process for New Product; Market Segmentation.

- **Developing the Marketing Mix**: Concept of Marketing Mix of Product and service; product Mix Decisions; New Product Development Process, Product Life Cycle; Price; Factor to consider when setting Price; Pricing Strategies.

- **Marketing Reach and Communication**: Nature and Importance of Marketing Channels Organization and Management; Nature and Importance of Marketing Logistics; Logistics Functions; Marketing Communication Mix; Steps in Developing effective Communication; Sales Promotion; Public Relation.
Suggested Reading

- Kotler and Armstrong, Principal of Marketing, Pearson Education.
- Ramaswamy and Namakumari, Marketing Management, Planning, Implementation and Control, Macmillan.
- Etzel, Walker, Stanton and Pandit, marketing, Concept and Cases, Tata McGraw Hill.
- Saxena Marketing Management, Tata McGraw Hill.
- Grewal and evy, Marketing, Tata McGraw Hill.
- Perreault and McCarthy, Essentials of Marketing, McGraw Hill.

Paper 1.6: Statistics for Business Decision

Module I

- **Probability Theory**: Meaning of probability; Different Definition of Probability; Total Probability Theorem; Conditional Probability; Compound Probability; Independent Events; Bayes’ theorem on Conditional Probability.

- **Random Variable and Probability Distributions**: Random variable; probability Functions; Expectation and Variance of a random variable; moments; Binomial, Poisson, Normal and Exponential distributions; Joint distributions of two random variables (discrete).

- **Sampling Theory**: Basic concept of sampling; Sampling and Non-sampling errors; Practical method of selecting random sample; Random and non-random sampling techniques; Sampling Distributions (statement only); Sample size decision.

- **Estimation**: Concept of point and interval estimation; Properties of a good estimator; Method of estimation (Moment method, Maximum likelihood method, Least squares method).

Module II

- **Test of Hypotheses**: Basic concept of hypotheses testing; Small sample and large sample parametric tests; Tests based on Z, t, Chi-square and F statistic; Confidence Intervals; Non-parametric tests.

- **Analysis of Variance**: Analysis of one way classified data; Analysis of two way classified data with one observation per cell.

- **Multiple Regression Analysis**: Multiple linear regression model; Multiple and partial correlations Multicollinearity, Heteroscedasticity and Autocorrelation problems in regression.

- **Business Forecasting Model**: Component of time series; Decomposition Method; Exponential smoothing models.

- (Single exponential smoothing model, Holt’s Model, Winters’ model) Measurement of forecast accuracy.
Suggested Reading

- Hooda, R. P., Statistics for Business and Economics, Macmilan
- Makridakis, S., Wheelwright, S.C. and Hyndman R.J., Forcasting Methods and Applications, John Wiley and Sons.
- Sharma, J.k., Business Statistics, Pearson Education

Paper 1.7: Operations Research

Module-I

- **Linear Programming Problem**: Linear Programming problem formulation; Graphical solution; Simplex method; Sensitivity analysis; Duality; Dual simplex method.
- **Network Analysis**: Network Diagram; Time estimate for activity; programme evaluation and review technique; Critical Path method; network crashing.
- **Transportation and Assignment Models**: Transportation problems; The trans-shipment problem; Assignment problems; The traveling salesman problem.
- **Decision Theory and Game Theory**: Decision under uncertainty; Decision under risk – expectation principle, Bayesian approach, decision tree approach; Utility theory; game theory; Two person zero sum game; Pure and mixed strategy games.

Module-II

- **Replacement Decision**: Replacement of capital equipments; Preventive maintenance replacement with constant and varying money value; Group replacement decision.
- **Queuing Models**: Role of Poisson and exponential distributions; Arrival and service pattern; Single server model; Multiple server model; Queuing decision model.
- **Simulation Model**: Discrete simulation models; Continuous simulation models; Formulation and solution technique; Monte-Carlo simulation; Applications to business problem.
- **Inventory Control and Sequencing Model**: Deterministic and probabilistic inventory models; Discrete and continuous inventory models Price-discount inventory control models. Assumptions and algorithm for solving sequencing problems; Johnson’s rule; Maintenance crew scheduling.
Suggested Reading

- Gupta, P.K. and Hira, D.S. Problems In Operations Research, S. Chand & Co.
- Kapoor, V.K., Operations Research, Sultan Chand and Sons
- Natarajan, M., Balasubramani, P. and Tamilasari, A., Operations Research, Pearson education
- Sharma, J. K., Operations Research: Theory and Methods, Macmilan
- Srivastava, U.K., Shenoy, G.V. and Sharma, S.C., Quantitative Techniques for Managerial Decision, New Age International 10
- Taha, H., Operation Research, Prentice Hall
- Vohra, N.D., Quantitative Techniques in Management, Tata McGraw Hill

Paper 1.8: Business Ethics and Corporate Governance

- Introduction: The nature of business ethics; the relationship between business ethics, corporate governance and ethical leadership; Kohlberg’s six stages of moral development; levels of ethical analysis; concept of corporate integrity.
- Ethical Principles in Business: The teleological approach; the deontological approach; The system development approach; universalism versus ethical relativism.
- Business Ethics as a Strategic Response: Strategic vision, corporate philosophy and the concept of enterprise strategy; stakeholder theory and the “stakeholder” inclusive organization; stakeholder mapping; Ethical leadership.
- Managing ethical Dilemmas in Business: Ethical Dilemma Versus ethical issue; characteristics of ethical dilemmas; the dilemma resolution process; common ethical dilemmas in different business areas—finance, marketing HRM and international business.

Suggested Reading:

- Boatright, J. R., Ethics and the Conduct of Business, Pearson Education.
- Crane, A. and Matten, D., Business Ethics; Oxford University Press.
- Fernando, A.C., Business Ethics: An Indian Perspective.
Module-II : Corporate Governance

- Introduction
- Background: emergence of corporate sector and need for corporate governance.
- Agencies and stake holder’s theory
- Concept and core principles.
- Corporate mis-governance: Some recent examples- Factors responsible for such mis-governance- Lessons from them.
- Global initiatives’, and reforms (some examples)
- Legal and regulatory framework of corporate governance:
  - § Principals provisions of the company act 1956 with respect to improving quality of governance.
  - § Clause 49 of the listing Agreement. (SEBI)

Suggested Reading :

- Darry1 Reed and Sanjay Mukherjee, Corporate Governance, Eco11omic Reforms, and Development, oxford University Press.
- P. Chottopadhyay, Corporate Mis-governance, IAA Research Foundation.

Paper 1.9 : Taxation – Laws and planning

Module -I

- Exemption from Income Tax (Section 10A, 10AA, 10B, 10BA )
- Profits and Gains of Business or Profession (including Minimum Alternative Tax)
- Capital Gains
- Taxability of Dividend
- Set off and Carry forward of losses
- Deduction from Gross Total Income
- Assessment Procedure
- Valuation (Under the Wealth Tax Act)

Module –II

- Central Excise Duty
- Customs Duty
- Service Tax
- Corporate Planning
Suggested Reading

• Singhania, V.K. Direct Taxes, Taxmann
• Datey, V.S. Indirect Taxes, Taxmann.

Paper: 1.10: Accounting Theory

Module – I

• Capital, value and profit.
• Accounting for depreciation and assets impairments.
• Accounting information and the capital market – issues of disclosures and ethical reporting.

Module – II

• The conceptual framework of accounting.
• Method of setting accounting standards.
• Economic and political issues in accounting standard setting.
• Globalizations of accounting standards – the role of IFRS.
• Extension of boundary of corporate reporting – limitation of GAAP reporting – social and environmental reporting – accounting for intellectual capital.

Suggested Reading

• Belkaoui, AR, Accounting Theory.
• Carmichael, whillington and Graham Accounts Handbook.
• Hendriken, E. and Breda, M. Accounting Theory
• Mydelton, D.R. unshackling Accountants
• Schroeder, clark & cathey, Financial Accounting Theory and Analysis.

Papers at the 2nd-year Level

Paper 2.1: Strategic Management

Module – I

• Introduction: Concept of strategy; strategic management process; levels of strategy.
• Strategic Position- External Analysis: concept of industry; Porter’s Five Forces Model; strategic groups; industry life-cycle analysis; macro environment.
• Strategic Position- Internal Analysis: competencies and resources; competitive advantage; analyzing competitive advantage and profitability; value-chain analysis
• Functional-Level Strategy: achieving superior efficiency, quality, innovation and customer responsiveness.

Module – II

• Business-Level Strategy: competitive positioning and the business model; generic business-level strategies.
• Corporate-Level Strategy-1: The multi-business model; horizontal integration; vertical integration; strategic out-sourcing.
• Corporate-level Strategy-2: related diversification and unrelated diversification.
• Implementing Strategy: organizational design; strategic control systems; organizational culture; strategic leadership for competitive advantage

Suggested Reading
• C.W.L Hill and G.R Jones, Strategic Management-An Integrated Approach, Biztantra
• G.Johnson and K.Scholes, Exploring Corporate Strategy: Text and Cases, Prentice Hall
• A.A. Thompson and Al. Strickland, Strategic Management, Irwin-Mcgraw-Hill
• F. Cherunilam, Strategic Management, Himalaya Publishing.

Paper 2.2: Information Systems and Computer Applications

Model – I
• Introduction: Concept of Systems, Properties and Types of Systems — Levels—Operating Elements of a computer-based Information System (CBIS), Evolution, Scope and Types of CBIS.
• Information System Analysis and Design: Information System Development Life Cycle Model; System Development.
• Information System for Strategic Advantages: The Changing nature of Information technology; Information as a strategic Resource; Use of Information System for strategic advantage; components of information planning; global business strategies and global information systems; strategic information systems and associated risks.
• Management of Information Systems: Information Resource Management (IRM); Role of Information Systems Manager; Information Technology Management; managing Information Services Personnel.

Module – II
• Computer-Based Business Application: Introduction and working with MS-word in’ MS-Office — Working with EXCEL — Creating Presentation with Power Point, Sound effect and Animation effect.
• **Enterprise Applications**: Enterprise Systems Overview, Supply Chain Management, Customer Relationship Management & Knowledge Management.

• **Introduction to Accounting Packages**: Preparation of Vouchers, Invoice and Salary Statements – Maintenance of Inventory Records – Preparation of Balance Sheet – Preparation of Annual Reports.

• **Project Work**: Developing a business application (Using MS-Access and Visual Basic) with adequate Laboratory Session

**Suggested Reading**

- Turban, Aronson, Decision Support System & Intelligent System, Pearson.
- Jaiswal, Management Information Systems, Oxford University Press.
- Blanc, Computer Application for the New Millennium, Vikas Publishing.

**Paper 2.3: Financial Markets and Financial Engineering**

**Module – I: Financial Markets**


- **The Money Market**: Introduction – money market and the economy – relationship with the banks – Importance and its defects – types and Instruments of money Market – Money markets Intermediaries – Recent developments in the global money markets including India.


- **The Primary Market**: Introduction Evolution in pricing regime – Functions of Primary Market – Role of


- **Financial Services**: Mutual Funds – Factoring 7 forfeiting – housing finance – Venture Capital Lease Financing – Credit Rating.

**Suggested Reading**

- Bhole L. M., financial markets and Institutions, Tata McGraw Hill.
- Fabozzi, Modigliani, Jones and Ferri, foundations of Financial markets and Institutions Markets, Pearson Education.
- Machiraju, H.R Marchant Banking Vikash Publishing.
- Pathak, V. Bharti, The Indian Financial System, Pearson Education

**Module – II : Financial Engineering**


- **Forward Contracts**: Forward Contract on Currencies – Valuing Forward Contracts- Forward Prices for a Securities under Different Situation, Forward Rate Agreement (FRA).


- **Swap Contracts**: Origin of Swap Contracts – Forms of Swap Contracts – Interest Rate Swaps – Pricing of Interest Rate Swaps – Assets Swaps Forward Swaps – Swap options- Currency Swaps – Commodity Swaps Over-the-Counter Interest Rate Derivatives.

- **Commodity Derivatives**: Trading Strategies in Commodity Futures Markets; International Commodity Market; Regulatory Framework.
Suggested Reading

- Hull, Introduction to Futures and Options Markets, Prentice Hall of India.
- Kolb, Practical Readings in Financial Derivatives, Blackwell Business.

Paper 2.4: Financial Management and Business Valuation

- **Introduction**: Functions of Financial Management – Objectives of the Firm Agency Theory (including costs and constraints)
- **Financial environment** or System and Role of Financial Manager.
- **Sources of Capital and Cost of Capital**
- **Analysis of Leverages**
- **Capital Structure**: Theories and Planning
- **Capital Budgeting Decision** in certainty and uncertainty
- **Management of Components of Working Capital**
- **Dividend Policy**

Suggested Reading

- Banerjee, Bhabatosh, financial Policy and Management Accounting, PHI Learning, 8th ed.
- Brealey, Meyers, Allen and Mohanty, Principles of Corporate Finance, TMH, 8th ed.
- Machiraju, H.R., Mergers, Acquisitions and Takeovers, New Age International, New Delhi, 2007
- Markowitz, H.M., Portfolio Selection: Efficient Diversification of Investments, Wiley

Module – II: Business Valuation

- **Business Valuation**: Introduction – Conceptual Framework of Valuation – Approaches / methods of valuation Other Approaches to value measurement.
- **Acquisitions & Shareholders Value**: Introduction– Defining success of M&As – Measuring the impact of
Acquisition on shareholders returns – Review of Stock Market assessment of acquisition performance – Post-merger performance

Suggested Reading

- Brealey Myers, Allen and Mohanty, Principles of Corporate Finance, The McGraw Hill Companies
- Damodaran, On valuation, Johan Wiley
- Vohra & Bagri, Options and Futures, Tata McGraw Hill

Paper 2.5 : Strategic Cost and Management Account

Module – I

- Introduction: Role of Strategic Cost and Management Accounting in a Globalized Competitive Environment, Cost Management as one of the Critical Success factors of the Firm, Nexus between Strategic Management and Strategic Cost Management, Value Chain Approach for Cost Management
- Tools of Strategic Cost Management:
  i. Activity based Costing System and Activity Based Cost Management.
  ii. Target Costing, Life Cycle Costing, Quality Costing, JIT.
- Performance Measurement: Return on Investment, Residual Income, Different Value Added Concept like Economic Value Added, Market Value Added, Cash Value Added etc., and Balanced Scorecard.
- Transfer Pricing: Need principles, Different Method and their Applicability.
- Responsibility Accounting and Reporting

Module – II

- Cost Analysis for Decision Making: Relevant Costing
- Marginal Costing and Strategic Management Decisions
- Management Control Systems:
  i. Budgetary Control System
  ii. Standard Costing and Variance Analysis (including Sales Variance)
  iii. Cost Control, Cost Reduction, Benchmarking, Value Chain Analysis and Value Engineering.

Suggested Reading

- Atkinson, Kaplan, Matsumara, Yong & Kumar, Management Accounting, Pearson Education, New Delhi
- Basu, Banerjea & Dandapat (Edrs.), Strategic Cost Management, University of Calcutta
- Bhabatosh Banerjee, Cost Accounting, Prentice Hall Of India. New Delhi
- Bhabatosh Banerjee, Financial Policy and Management Accounting, prentice Hall of India, New Delhi.
- Colin Drury, Management and Cost Accounting, Thomson Learning
- Hansen & Mowen, Management Accounting, Thomson Learning
- Horngren, Datar, Foster, Cost Accounting – A Managerial Emphasis, PHI and Pearson Education. New Delhi

Paper – 2.6: Auditing and Assurance Services

Module – I
• **Concept of Audit and Audit Evidence**: Philosophi of Audit, Extended meaning of Audit, Auditing as a Social Science, Social Object of Audit; Sources of Evidence, Reliability of Audit evidence, Methods of obtaining audit evidence.

• **Standards of Auditing**

• **Audit Report and Auditor’s independence**: Essential of Good Report, Types of Auditor’s Reports – Clean Report, Qualified Report, Adverse report, Disclaimer of opinion, Piecemeal report; Auditor’s Independence Meaning and Different issues

• **Risk Assessment and Internal Control System**: Elements of internal Control, Review and documentation, Evaluation of internal control system, Internal control check list, Tests of control, Application of concept of materiality and audit risk

**Module – II**

• **Special Audit**: Cost Audit, management Audit, Operational Audit, Forecast Audit, Green (Environmental) Audit

• **Auditing in Computerized Environment**: Special aspect of CIS (Computerized Information System) Audit Environment, Need for review of internal control, Approach to audit in CIS Environment, Use of computers for internal and Management audit purpose: audit tools, tests packs, computerized audit programme.

• **Professional Ethics and Professional Misconduct**: Enquiry into charges of misconduct, Schedules of the Chartered

• **Government Audit**: Local bodies and non-for-profit organizations, Comptroller and Auditor General and its constitutional role

**Suggested Reading**

- Basu, B.K, An Insight into Auditing – A Multidimensional approach, Basushree Book Stall.
- Gupta, K, Contemporary Auditing, Tata McGraw Hill.
- ICAI, Auditing Standards and Guidelines.
- Tandon, B.N, Auditing Practice, Sultan Chand, New Delhi.
Paper 2.7: Corporate Financial Accounting and Reporting

Module – I

• Disclosures in company accounts
• Corporate social reporting
• Valuation of corporate securities
• Segment reporting
• Accounting and reporting of intangible assets
• Issues regarding Impairment of Assets

Module – II

• Consolidated Accounts
• Accounting for corporate restructuring
• Accounting for financial instrument
• Accounting for merger and acquisitions
• Emerging issues in financial accounting and reporting

Suggested Reading

• Banerjee & Basu, (ed.), Corporate financial Reporting, DSA in Commerce, University of Calcutta
• Banerjee, B., Regulation of Corporate Accounting and Reporting in India, The world Press
• Baruch L., Intangibles: Managements, Measurements, and Reporting, Prentice Hall
• Basu, A.K., Rediscovering the Balance sheet- A corporate financial reporting perspective, DSA, inn commerce. University of Calcutta
• Beams, F.A., Advance Accounting, Prentice Hall
• Beaver, W., Financial Reporting: An Accounting Revolution, Prentice Hall.
• Bedford, N.M Extensions in Accounting Disclosure, Prentice Hall
• Chakroborty, H., Advanced Accountancy, Oxford University Press
• Gupta, R. L., Advanced financial Accounting, S.Chand & Sons
• Lee, T.A., Modern Financial Accounting, ELBS
• Lewis and Pendril, Advanced Financial Accounting, Financial Times / Prentice Hall
• Maheshwari, S.N., Advanced Accountancy, (vol-II) vikas publishing House
• Shukla, Grewal kmd Gupta, Advanced Accounts (vol-II), S. Chand & Co.
• Zeff and Dharan, Reading and Notes on Financial Accounting, McGraw Hill
Paper 2.8 : Financial Statement Analysis

Module – I


• Tools and Techniques of Financial Statement Analysis : Horizontal or trend analysis – Vertical analysis or common size statements – use of accounting ratios and other statistical measures for analysis – Inter-firm and intra-firm comparisons – Bench mark for comparison.


• Liquidity and Solvency Analysis : Measurement of liquidity and solvency by application of ratios – Liquidity and distribution of current assets – Capital structure analysis.

Module - II


• Credit and Equity Risk Analysis : Types of credit and equity risk – Concept of credit rating – Models for prediction of bond rating and bond risk premium – Techniques of equity risk analysis.

Suggested Reading :

• Sinha, G., Financial Statement Analysis, PHI Learning Pvt Ltd.
• Foster G., Financial Statement Analysis, Prentice Hall.
• Peter, W., Financial Statement Analysis An International Perspective, - Business Press, Thomson Learning
• Foulke, R.A. Practical Financial Statement Analysis, Tata McGraw Hill
• Myer, J.N., Financial Statement Analysis, Prentice Hall

Paper 2.9 : International Finance

Module - I

• The International Monetary System : Alternative Exchange Rate System – The IMF – Classification of Exchange Rate Regimes – Emergence of Euro -
Depreciation, Appreciation, Devaluation and Revaluation – Currency Convertibility


**Module – II**

- **Foreign Investment Analysis**: International Portfolio Investment – International Capital Budgeting.
- **International Transfer Pricing** and International Taxation.

**Suggested Reading**

- Shapiro, A.C., multinational Financial Management, Wiley
- Levi, M.D., international Finance, Routledge
- Siddaiah, T, International Financial Management, Pearson

**Paper 2.10 : Security Analysis and Portfolio Management**

**Module – I : Security Analysis**

- **Organization and functioning of financial markets**: Primary market vs. secondary market – regulation of financial markets – SEBI guidelines relating to public issue, pricing of issues, appointment of merchant bankers and underwriting of issues – Stock market indices (concept and calculation)
- **Technical analysis**: Charting techniques (trend, moving average, relative strength, point and figure analysis etc.) – Dow Theory – key Technical indicators.
Module – II : Portfolio Management


- **Portfolio Selection**: Markowitz (mean-variance) efficient frontier optimal portfolio – Introduction of a risk free security in portfolio – Market portfolio – Capital Market Line (CML)


**Suggested Reading:**

- Chandra P. Investment Analysis and Portfolio Management. Tata Mcgraw Hill.
- Fischer and Jordan, Security Analysis and Portfolio Management, Prentice Hill.
- Sharp, Alexander and Bailey, Investment, Prentice Hall.
NEW M.COM SYLLABUS (2002)

Objectives of M.Com Courses

The general objective of course is to impact specialized education in different domains of business for enhancing required knowledge, skills and values of the students with a view to developing their intellectual faculty. More specifically, the course aims at developing human resources who are expected to:

- Serve industry and commerce at micro and macro levels
- Enter into the teaching profession
- Pursue research

Structure

20 papers of 50 marks each

10 Core papers in the First Year

6 Core Papers in the Second Year

4 Elective papers in each of the three Elective Groups in the Second Year, viz., Accounting and Finance, Marketing Management, and International Business

First Year (Core Papers)

1. Organizational Behaviour
2. Macro Economics and Indian Business Environment
3. Statistical Analysis for Business Decisions
4. Operations Research
5. Managerial Economics
6. Marketing Management
7. International Business
8. Direct and Indirect Taxation and Corporate Planning
9. Accounting Theory
10. Auditing

Second Year (Core Papers)

11. Strategic Management
12. Advance Cost Accounting
13. Information systems Management
14. Financial Management
15. Accounting for Managerial Decisions
16. Internationals Accounting & Finance
Elective Papers

Group I: Accounting and Finance

17. Corporate Financial Accounting and Reporting
18. Financial Statement Analysis
19. Financial Institutions and Markets
20. Security Analysis and Portfolio Management

Group II: Marketing Management

17. Advertising and Sales Management
18. Marketing Research
19. Consumer Behaviour and Services Marketing
20. International Marketing

Group III International Business

17. International Business Environment and Strategy
18. International Trade: Theory and practice
19. International Monetary Relations
20. International Management

Detailed Course Contents

Year 1: Core Papers

Paper 1: Organizational Behaviour

2. The individual in the organization, fusion process of individual and organization – individual behavior: foundation, nature, personality, values, attitude, emotions, perceptions, learning – rationality of individual behavior, limits to rationality.

Suggested Reading

1. Luthans, F., Organizational behavior, McGraw Hill.
2. Robbins S.A., Organizational behavior, prentice Hall.
3. Ivanicevich and Matteson Organizational behavior and Management, McGraw Hill.
5. Gray and Strake, Organizational behavior, Merrill.
8. Moorhead and Griffin, Organizational behavior, Houghton – Mifflin.
11. Kurtz and Rosenzweig, Organizational behavior, McGraw Hill.
13. Aswathappa, K., Organizational behavior, Himalaya Publishing.

Paper 2: Macro Economics and Indian Business Environment


3. **Economic Environment of Business**: Significance and elements of economic environment; Economic systems and business environment; Economic planning in India; Government policies – Industrial policy, Fiscal policy, Monetary Policy, EXIM policy – Impact of Rupee Devaluation; Public sector an economic development; Role and relevance of bank in India Business; Economics Reforms, Liberalization, and Structural Adjustment Programs.

4. **Political and Legal Environment of Business**: Critical elements of political environment; Changing dimension of legal environment in India; MRTP Act, FEMA and Licensing Policy; Consumer Protection Act; Parent Laws; Technological Environment of India; policy on Research and Development; Technology Transfer.

5. **Socio-cultural Environment**: Critical elements of socio-cultural environment; Social Institutions and systems; Social value and attitudes; Social Groups; Middle class; Dualism in the India society and problems of uneven income distribution; Emerging Rural Sector in India; Indian Business system; Social responsibility of Business; Consumerism in India.

**Suggested Reading**

8. Government of India, Economic Survey (different issue)

**Paper 3 : Statistical Analysis for Business Decisions**

1. **Probability Theory and Distributions**: An overview of conditional and unconditional Probability; An overview of Binomial, Poisson, Normal and Exponential Distributions; Fitting of Different Distributions; Joint Distributions Of two Variables.
2. **Sampling Theory and Application**: Basic concept of sampling; Probabilistic and non-probabilistic Sampling scheme; Sampling and non-sampling errors; Sampling distribution of sample Mean, Variance, and Proportion; Chi-square, t and F Distributions; law of Large Number and Central Limit Theorem.
3. **Statistical Estimation and Testing**: Point and Interval Estimation of Population Mean, Proportion and variance; Small Sample and Large Sample Test Based On Z, Chi-square, t and F Statistic; Determination of Sample Size.
4. **Non-parametric Tests**: Goodness of fit Test and Test of Independence; Sign Test; Wilcoxon Signed-Rank Test; Mann-Whitney Test; Wald-wolowitz Test; Kruskal-Wallis Test; Kolmogorov-Smirnov Test.
5. **Analysis of Variance and covariance Models**: One-way Analysis of Variance; Two-way Analysis of Variance; Analysis of covariance; Two-way Analysis of Variance; Analysis of Co-variance; Application to business data.
6. **Multivariate Regression Models**: Multiple Linear Regression; Step-wise Regression; Multiple and Partial correlation; Multicollinearity and other problems.
7. **Business Forecasting Models**: Decomposition of time series components; Exponential Smoothing; Stationary Time Series; Box-Jenkins methodology; Evaluation of forecast accuracy.
8. **Statistical Quality Control**: Causes of variations of Quality characteristics; Different types of control charts; Construction of control charts; Sampling inspection plan by Attribute and Variables; Sequential Sampling plan by Attribute and Variables.

**Suggested Reading**
7. Shenoy, G.V., Plant, M., Statistical Methods in business and Social Science, Macmillan.

Paper 4 : Operations Research

2. Introduction to Other Types of Programming: Goal Programming, Integer Programming, Dynamic Programming, Non-linear Programming.
3. Queueing Model: Role of Poisson, and Exponential Distributions, Arrival and Service Pattern, Single Server Model, Multiple Server model, Queueing decision model.
6. Inventory Control: Deterministic and Probabilistic models, Discrete and continuous models, Price-Discount inventory Control models.
8. Simulation: Discrete and continuous simulation models, Formulation and Solution Techniques, Monte-Carlo Simulation.

Suggested Reading:

2. Sharma, J.K., Quantitative Techniques for managerial decisions, Macmillan.

Paper 5 : Managerial Economics

3. Demand Analysis: Demand Estimation for major consumer durables, Non-durable product, Demand forecasting Technique.
5. **Theories of Consumption**: Nature of Consumption Function; Relationship Between consumption and Savings; Short-run and Long-run consumption function; Relative and permanent income Hypothesis.

6. **Business Cycles**: Nature and Phases of Business Cycle; Theories of Business cycle – Psychological, Monetary, innovation, Cobweb, Samuelsonian and Hicksian theories; Multiplier- Accelerator Interaction Model.

7. **Inflation**: Definition, Characteristics, Types; Inflation In Terms and of Demand-pull and Cost-push factors; Effects of Inflation on Income and employment – Phillips Curve.

**Suggested Reading**:

2. Adhikary, M., Business Economics, Excel Book
4. Branson, W.H., Macroeconomic Theory and Policy, UBS.
7. Dholakia, R.H., and A.L. Oza, Microeconomics for management Studies. OUP.
14. Sen, A., Microeconomics: Theory and Applications; OUP.

**Paper 6: Marketing Management**

1. **Introduction**: Concept, Nature, Importance, Scope of Marketing; Marketing concept and its evolution; Consumerism; Marketing mix, Strategic Marketing Planning – an Overview.
2. **Market Analysis and Selection**: Market Environment – Macro and Micro Components and their impact on marketing Decision; Market Segmentation – Product Differentiation – Brand Positioning; Buyer Behaviour; Consumer vs. Organizational Buyers; Consumer decision-making process; Marketing Research and Market Research.
3. **Product Decision**: Concept of Product, Product Classification; Major Product Decision; Product line Product Mix; Branding and Packaging; Product Life Cycle- Strategic implication; New Product Development and Consumer Adoption Process; Marketing of Services.
4. **Pricing Decision**: Factor affecting price determination; pricing policies and strategies; Resale price Maintenance.
5. **Distribution Channels and Physical Distribution Decisions**: Nature, function, and Types of Distribution Channels, Intermediaries, Channel Management Decision; Retailing and Wholesaling.
6. **Promotion Decisions**: Communication process; Promotion Mix – Advertisement, publicity and Public Relations; Advertisement vs Publicity; Determining Advertisement Budget; Copy Designing and Testing; Media Selection; Media Scheduling; Advertisement Effectiveness; personal Selling – Sales Organisation – Strategies and Planning; Sales Promotions – tools and Techniques.
7. **Emerging Issue in Marketing**: Societal, Ethical and Legal Aspect of Marketing; International Marketing; Green Marketing; Cyber Marketing, relationship Marketing, Concept Selling.

**Suggested Reading**:


**Paper 7: International Business:**

2. **Foreign Direct Investment**: Its alternative Forms – an Evaluation – recent trends – the Triad (EC, Japan and USA).
3. **Multinational Corporations**: Their inherent disadvantages in the host countries – their advantages (in the light of Dunning’s OLI framework) – Knowledge-based assets and their transfer – cost transfer – cost advantage – gain of Host countries from Multinational investment.
4. **Tariffs**: Its effects (in Partial Equilibrium setting) – Tariff and non Tariff Barriers to Trade.
5. **Strategic Planning for Global Participation**: Process.
6. **International Mergers and Acquisitions**: Strategy and Management.
8. **Balance of Payments**: Accounting and Adjustment Policies – International Institutions: IMF, GATT and WTO.

**Suggested Reading:**


**Paper 8: Direct and Indirect Taxation & Corporate Tax Planning**

**A. Taxation of Income**

1. Systems of Distribution of tax revenue between the Centre and State
2. Indian Income Tax (having bearing on business entities):
   a. Heads of Income
   b. Exemptions from Income Tax
   c. Methods of Computations
   d. Adjustment of Losses
   e. Deduction from Gross Total Income
   f. Minimum Alternate Tax (MAT)
3. Assessment and Appellate Procedure
4. Application of Accounting Standards to Taxation

**B. Indirect Taxation**

- Customs Act. 1962.
- Central Excise Act. 1944

**C. Service Tax**

**D. Corporate Tax Planning:** Planning in the areas Direct and Indirect Taxes

**Suggested Readings**

2. Prasad, B., income Tax: Law and Practice

**Paper 9: Accounting Theory**

1. The Nature of Accounting Theory – Levels of Accounting Theory
2. Alternative Approaches to theory formation in Accounting
3. Capital value and Profit.
5. Issue in Accounting Standards.
6. Accounting Systems alternative to Historical Costs.
7. Principles and Structure of Social (national Income Accounting) Accounting.

**Suggested Reading**:
1. Hendriksen and Breda, Accounting Theory, Irwin
4. Sinha, G., Value Added Income, Book World
9. Basu, Mukherjee and Chakroborty, Studies in Finance and Accounting, University of Calcutta
12. ICAI, Accounting Standard.

**Paper 10 : Auditing**
1. Extended meaning of Audit.
2. Relationship between Accounting and Auditing Principles.
3. Philosophy of Audit.
4. Auditing as Social Science and Social object of Audit.
5. Audit Report and Independence of Auditors.
6. Professional Ethics.
7. Evaluation of Internal Control System.
8. Valuation and Verification of Assets and Liabilities.
10. Audit Implications of Computer-aided Auditing.
11. Dividend and Divisible Profits.
12. Special Audit- Cost audit, Management audit, Operational Audit, Forecast Audit.
13. International Auditing Standards.

**Suggested Readings**:
1. Basu, B.K., An Insight into Auditing – A Multidimensional Approach, Basushree Book Stall
2. Irish, R., Auditing – Theory and Practice, Australia Law Book Co.
6. ICAI, Auditing Standard and Guidelines.

**Year 2 : Core Papers**

**Paper 11 : Strategic Management**
1. Strategic Management : Concept, implication, process – benefit of a strategic approach to management – modes and levels strategy.
2. The Basic Strategic Management Models : The five task of strategic management- developing strategic values, vision and objectives; Environmental scanning; Strategy choice and formulation; strategy implementation; strategy evaluation and control.


5. Functional strategy: core competency as the basic of functional strategy – functional strategies vis-à-vis finance, marketing, operations, materials, logistics, human resources, research and development, and information systems.


7. Indian corporate management in changing environment: Strategic management process of Indian companies, emerging strategic management challenges, new responsibilities of Indian managers, professionalization, knowledge management, quality management.

Suggested Reading
3. Aswathappa, K., Business Environment for Strategic Management, Himalaya Publishing.
17. Rowe, Mason, Dickel, Mann and Mockler, Strategic Management,: A Methodical Approach, Addison Wesley.

Paper 12: Advanced Cost Accounting


5. Service Costing

6. Uniform Costing and Inter-firm Comparison.

7. Marginal Costing and Break-even Analysis: Marginal Costing and Absorption Costing; Marginal Costing vs. Direct Costing; Cost-Volume-Profit Analysis. Break-even Analysis – assumptions and practical applications – Accountants’ view vs. Economists’ view; Profit-Volume(P/V) Graph Analysis.


Suggested Reading
Paper 13: Information System Management

1. The Challenges of Information System: Managerial Challenges in the new economy; Why information systems are a challenge; Contemporary approaches to information system – Technical, Behavioural and Socio-technical approaches.


3. Information Systems in Organisations: Relationship between Organisations and information system – a two-way relationship; Transactions Processing Systems (with special emphasis on accounting and financial information systems); Management Information or Reporting Systems; Decision Support Systems (DSS) including group DSS; Executive Support System; Expert Systems and Artificial Intelligence.

4. Information System Analysis and Design: The Information System Development Life Cycle Model; System Development; Synergism between major business systems.

5. Management of Information Systems: Information Resource Management (IRM); The Role of information systems manager; Key areas of information systems Management: Data Administration System Development management, Telecommunication Management, Information Technology Management, Managing Information Services personnel.

6. Information Systems Control and Security: Evaluation of Information System using cost-benefit Analysis; Information system Audit; nature and types of computer Crime; Ethical and Social issues relating to information system. Ethics for an information Society.

7. Enterprise Resource Planning: The need for Integrated Management Information for value chain Management; ERP and competitive Advantage; Business modeling for ERP; Information Technology; Business Process Reengineering (BPR) and ERP Implementation of ERP.

8. Electronic Commerce: the Strategic impact of the Internet; Electronic Business and Electronic commerce; e-commerce Strategy; e-commerce Technology – Electronic Data Interchange (EDI), Intranets and Extranets, the Internet; e-commerce Security and Regulation.

9. Information Systems for Strategic Advantage: The changing nature of Information Technology; Information as a Strategic Resource; Use of Information systems for strategic Advantage; Components of Strategic Information Planning; Global Business Strategies and Global Information Systems; Strategic Information Systems; Strategic Information Systems and associated risks.

Suggested Readings


**Paper 14 : Financial Management**

3. Cost of capital.
4. Analysis of Leverages.
5. Capital Structure Theories and Planning.
8. Dividends theories.
12. Project Planning and Control.
**Suggested Readings**

1. Archer, Mare and George, Financial Management, Wiley.

**Paper 15 : Accounting for Managerial Decisions**

1. **Introduction**: Objective, Nature & Scope; management Accountant’s Role, position responsibility; Use of Accounting data for managerial Decision making; cost and benefits of decisions.
2. **Marginal Costing and Managerial Decision-making**.
4. **Standard costing and Variance Analysis**.
5. **Responsibility Accounting**.
6. **Transfer Pricing and Divisional Performance**.
8. **The Impact of Information Technology and New Manufacturing Technology on Accounting**.
9. **Contemporary Issue in Cost and Management Accounting**.

**Suggested readings**

1. Anthony, R., management Accounting, Taraporewala.
4. Bierman and Dyckman, Managerial Cost Accounting, Macmillan.
5. Decoster, D.T., and Elden, L.S., Management Accounting ; A Decision Emphasis.
15. Basu, B.K., Lectures on Management Accounting, Basushree Bookstall.

**Paper 16 : International Accounting and Finance**

1. **International Dimensions of Finance**.
2. **The International Financial System**.
4. **Parity Conditions in International Finance**.
5. **Foreign Exchange Risk Management**.
8. International Dimensions of Accounting.
9. Comparative Accounting Practices (conceptual aspects.)
10. Financial Reporting and International Accounting Standards (conceptual aspects)

Suggested Readings
12. Shapiro, A.C., Multinational Finance Management, Prentice Hall.

Elective Papers:
Group I: Accounting and Finance

Paper 17: Corporate Financial Accounting and Reporting
1. Disclosures in Company Accounts.
2. Structure of Company Accounts.
5. Consolidated accounts.
6. Accounting for Companies in Financial Distress.
7. Accounting for Merger and Acquisitions.
10. Accounting for Intangible Assets.

Suggested Readings
2. Lee, T.A., Modern Financial Accounting, ELBS.

Paper 18: Financial Statement Analysis
3. Profitability and Risk Analysis – Sustainability of Profit.
4. Analysis of Liquidity and Solvency.
5. Capital Structure Analysis.
8. Inter-firm comparison.
11. The Prediction of Corporate failure.
14. EPS Analysis.
15. Credit and Risk Analysis.

Suggested Readings.

Paper 19 Financial Institutions and Markets
8. Interest rate Structure : Determinants in Interest rate structure – Differential interest rate – Recent change in Interest rate structure – Government policies and Regulations.

Suggested Reading

Paper 20 : Security Analysis and Portfolio Management
1. The Nature of Investments – investment alternatives - approaches to investment analysis – concept of Risk and Returns.
5. Technical Analysis – trends, indices and moving average, point and figure Analysis.
7. Managed portfolio and Portfolio Performance.

Suggested Reading:
6. Cox and Rubenstein, Option Markets Prentice Hall.

Elective Paper:
Group II: Marketing Management
Paper 17: Advertising and Sales Management

1. Introduction to Advertisement: Advertisement; its Nature and importance; Communication Process and model; Advertising Communication; Types of Advertising; Advertising Management Process-an overview.
2. Advertising: Objective and Budgets: Determining advertisement objective; Method of Determining Advertising Budget.
4. Media Planning: Print Media, Broadcasting Media, Non-media advertisement; Media Planning, Media Selection and scheduling; Media Testing.
7. Sales Planning: Importance and types of Sale Planning; Sales Planning Process, Sales Forecasting, Territory allocation, Sales Quotas, Sales Budgets.
9. Sales Force Management: Estimating man power Requirement of Sales Department; Planning of Man-Power, Requirement and Selection; Training and Development; Placement and Induction; Motivating Sales Force; Leading the Sales Force; Compensation and Promotion Policies; Sales Meeting and Contests.
11. Ethical Issues in Selling.

Suggested Reading:
1. Aaker, Batra and Myers, Advertising Management, Prentice Hall.
3. Cundiff, Still and Govoni, Sales Management, Prentice Hall.
5. Sundage, Ryyberger and Rotzoll, Advertising Theory and Practice, AITBS.
7. Advertising, Jefkins and Yadin, Addison Wesley.
8. Stanton and Spiro, Management of Sales Force, McGraw Hill.
Paper 18 : Marketing Research

1. **Introduction to Marketing Research**: Importance, Nature and Scope of marketing Research; marketing information system and marketing research; Marketing research Process and Organisation; Marketing Research scenario in Indian corporate sector.

2. **Problem Identification and Research Design**: Problem Identification and Definition, Developing a Research Proposal, Research brief and research proposal, Determining research type – exploratory, descriptive and conclusive research; Experimental Designs; values and cost of information.

3. **Data Resources**: Secondary data resources in India and uses; Online Data Sources; Primary Data Collection Method-questionnaire techniques, Online Surveys, Observation Methods, Survey, panel and Focus Group Methods; Questionnaire Preparation: Characteristics of good questionnaire, content, format, wording, and sequence, lay-out, pre-test, revision and final form.


5. **Sampling Plan**: Universe, Sample frame and sampling unit; sampling techniques; Sample size determination – Sampling and Non-Sampling errors; sampling techniques: Probabilities and non-probabilities, Samples, Random sampling, Cluster Sampling, Systematic Sampling, Area Sampling, Quota Sampling, Judgment Sampling.

6. **Data Collection**: Organization of Field work and survey – training of interviewers, respondents attitude, evaluation of fieldwork.

7. **Data Processing and Analysis**: Tabulation of Data: validation, editing, coding, use of computers in data processing, Univariate, Bivariate and Multivariate Data Analysis; Measurement of Association: correlation and Regression; Hypothesis Testing – Non-parametric and parametric Statistics; Report Preparation and Presentation: types, content, format, summery.

8. **Market Research Applications**: Product Research and Test Marketing, Advertising Research; sales Market research; market Segmentation and Brand Positioning ; International Marketing Research; marketing Research in India.

**Suggested Readings**

6. Luck, D.J., & Rubin, R.S., Marketing Research, Prentice Hall.

Paper 19 : Consumer Behaviour and Service Marketing


2. **International Determinants of Consumer Behaviour**: Needs, motivation and involvement; Information Processing and Consumer perception, Learning, Attitude and Attitude Change; personality, Psychograph, Values & Lifestyle.

3. **External Determinants to Buying Behaviour**: Family and House Hold influences; Reference Groups and social class, Influence of Culture, Sub-culture Aspects of Consumer Behaviour.

4. **Opinion Leadership and Innovation Diffusion**: Opinion Leadership process, measurement and profile; opinion Leadership and Firms’ Promotional Strategy ; Innovation, diffusion and Adaptation process, Innovator as Opinion Leader.


7. **Importance of Service Sector**: Nature and Types of Services; Difference Between Service and Goods; Service Marketing Triangle.
8. **Environment for Service Marketing**: Macro and Micro Environment; Understanding Service Customer- model of Service Consumer Behaviour.


10. **Service marketing Mix**: Need for Expanded Marketing Mix; Planning for Service Offer; pricing, Promotion and Distribution of services, management of People, process and physical evidence, matching Demand for and Supply of Services.

11. **Service Marketing Application**: Marketing for Financial Hospital, Tourism and Education Services, International Marketing of Services and GATT.

**Suggested Readings**

6. Chiristopher, H.L., Services marketing Prentice Hall.

**Paper 20 : International Marketing**

1. **Introduction to International Marketing**: Nature and Significance – Complexities in International Marketing; Transition from Domestic to Transnational marketing; international Market Orientation – EPRG framework; International Market Entry Strategy.


6. **Promotions Decisions**: Complexities and Issues; International Advertising; Personal Selling; Sales Promotions and Public Relations.

7. **Distribution Channel and Logistics**: Functions and Types of Channels; Channel Selection Decision, Selections of Foreign Distributors/ Agents and managing Relations with Item; International logistics Decisions.


9. **Emerging Issues and Developments in International Marketing**: Ethical and Social Issues; international marketing of Services, Information Technology and International marketing; impact of Globalization; WTO.

**Suggested readings**


**Elective Papers**

**Group III : International Business**

**Paper 17 : International Business Environment and Strategy**

2. **Multinationals** : Transfer of Technology – Concentration of World Business – role of the European community, Japan, and USA – The ongoing Trends.
4. **International Culture** – the elements of Culture – cultural and attitudinal dimensions – Culture and Strategic Management.
8. **International Business Strategy**: Port’s Models – Prahalad’s and Doz’s Strategy models.

**Suggested Readings:**

**Paper 18: International Trade: Theory and Practice**
1. **Classical Doctrine of International Trade**: Reciprocal Demand.
2. **Basis for a Modern Trade Theory**: Supply and Demand sides – General equilibrium in a Closed and Open Economy – International General Equilibrium – gains for Trades.
3. **Factors Endowments and Trade**: Heckscher-Ohlin framework – Factor Price Equalisation.
5. **Market Imperfections and International Trade**: Oligopoly and trade policy – Monopolistic Competition with reference to trade among developed countries.
6. **Alternative bases of Trade**: Technological differences and World Competition – Product Cycle.

**Suggested Readings**

**Paper 19: International Monetary Relations**
1. **Foreign Exchange**: Exchange Rate – Balance of Payment – Link between Balance of Payment and the Exchange Rate – Concept of open Economy macroeconomics – a General open economy macroeconomic framework.
2. **External and Internal Balance in an IS-LM-FB Model**: Exchange Rate Determination – the keynessian, monetarist and Dornbusch approaches.
3. **International Capital Movements**.
4. **Devaluation and Balance of Payments**.
5. **Bretton Woods System – Euro Currency Market**.
6. **Transition from Fixed and Floating Exchange Rate Regimes**.
7. **The International Monetary System**: The IMF.

**Suggested Readings**

**Paper 20: International Management**

2. **Comparative Management**: relevance – scope – major models of Comparative Management – management styles and practices in the leading North American, European and Asian Countries – Organisational design, structure and process of International organizations – locus of decision making – parent and subsidiary relationships in international Organisations.

3. **International Perspective of Organisational Behaviour**: perception and attitudes across cultures – employee motivation in international context - leadership and team building, communication, conflict resolution, and negotiation in a cross-culture context.


5. **Basic Management Function in International Context**: management of finance, marketing, technology, operations, material, logistics, human resources, research and development, and information systems in the global context – social, culture, political, and legal dimensions of international Operations – ethical issues and social responsibilities for international organisations

   Indian perspective of international Operations.

**Suggested Readings**