

DEPARTMENT OF MANAGEMENT (DOM)  
I. K. GUJRAL PUNJAB TECHNICAL UNIVERSITY MAIN CAMPUS

D. No. IKGPTU/DOM/ 5032

DATED: 21/05/2019

Acc: 733  
No: 22/5/19

IKGPTU/DOM/REC/1203  
22/05/19

Subject: Regarding approval of Minutes of Meeting of BOS, Faculty of Management.

A meeting of BOS, Faculty of Management was held on 22/4/19 to finalise the syllabus of 4<sup>th</sup> Semester of various courses of management of IKGPTU. Minutes of meeting are attached herewith. You are requested to approve minutes of meeting.

*Pooja Mehta*  
20/5/19

(Dr. Pooja Mehta)  
Assistant Professor

*Harmeem Soch*  
20/5/19

(Harmeem Soch)  
Head of Department & Chairperson, BOS

*BS prepared*  
22/5/19

(Dr. Balkar Singh)  
Dean Academics, IKGPTU

Chairman BOS  
*Dr. Pooja Mehta Pz*  
*Harmeem Soch*  
22/5/19

Dean Academics  
No: 79P  
Date: 20/5/19

## Minutes of Meeting of BOS Management

Venue: Meeting Room, 4<sup>th</sup> Floor, CB II, IKGPTU, Main Campus, Kapurthala

Date: 22<sup>nd</sup> April, 2019

### Following members were present:

**Dr. Harmeen Soch**, HOD, Department of Management, IKGPTU Main Campus, Kapurthala,  
( Chairperson)

**Dr. S. K. Singla**, Professor, GNAIMT, Phagwara (Member)

**Dr. A. S. Chawla**, Professor, RIMT University, Mandi Gobindgarh (Member)

**Dr. B. S. Mann**, Professor, UBS, GNDU, Amritsar (Member)

**Dr. Parampal Singh**, Associate Professor, GNDE, Ludhiana (Member)

**Dr. Kapil Gupta**, Assistant Professor, IKGPTU Main Campus, Kapurthala (Member)

**Dr. Mandeep Kaur**, Assistant Professor, IKGPTU Main Campus, Kapurthala (Member)

**Dr. Pooja Mehta**, Assistant Professor, IKGPTU Main Campus, Kapurthala (Member)

**Er. Navdeepak Sandhu**, ~~Placement Officer~~, IKGPTU Main Campus, Kapurthala (Member)

*Dy. Dir (CRUA)*

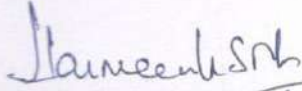
The members discussed in detail the agenda of the meeting and following decisions were taken:

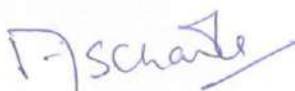
1. Syllabus including Course Outcomes (COs) of 4<sup>th</sup> Semester of MBA, BBA, B.Com and M.Com was finalized and attached as **Annexure A-D**.
2. Syllabus including COs of 3<sup>rd</sup>- 4<sup>th</sup> Semester of MBA (IB) was finalized and attached as **Annexure E**.
3. The Board also recommended that status of current admission in various undergraduate programs of management shall be obtained and for those programs in which admission was done for Batch 2018, the concerned colleges shall propose the scheme and syllabus of 3<sup>rd</sup> - 6<sup>th</sup> Semester including COs. The BOS shall evaluate the proposal in next meeting.
4. The board discussed the agenda of eligibility of students of IKGPTU in MBA program for employment in Factories as Welfare Officers. It was decided that since the subjects desired for PGDPM of National Institute of Personnel Management, Calcutta which is

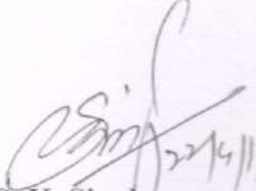
*Handwritten signatures and dates:*  
- *SSMann* 22/4/2019  
- *Rupta*  
- *22/4/19*  
- *22/4/19*  
- *22/4/19*

recognized for employment as Welfare Officer, the equivalence between both the syllabi is established (**Attached as Annexure F**) and hence IKGPTU should aggressively follow up with the desired organization to get IKGPTU enlisted in the list of recognized Universities / Institutions so that the students of IKGPTU may also be eligible for the above said post and get a fair chance to compete amongst others.

The chairperson thanked all the member of BOS for their valuable contribution.

  
Dr. Harmeem Sochi 22/4/19

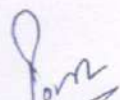
  
Dr. A.S. Chawla


  
Dr. S. K. Singla 22/4/19

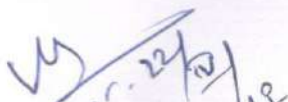
  
Dr B.S. Mann 22/4/19

  
Dr. Parampal Singh 22/4/19

  
Dr. Kapil Gupta 22/4/19

  
Dr. Pooja Mehta

  
Dr. Mandeep Kaur 22/4/19

  
Er. Navdeepak Sandhu 22/4/19

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**MBA 401-18 Corporate Strategy**

**Course Objective:** This course aims to familiarize the students with organization perspective from strategic viewpoint integrating different functional areas of management. The aim is to develop an understanding of how organizational strategies are formulated and implemented in a changing global environment.

**Course Outcomes:** After studying this course, the students should be able to:

**CO1:** Understand the concepts of strategic management process and strategic decision making process.

**CO2:** Discuss various techniques of external as well as internal environmental analysis of business.

**CO3:** Explain various business level and corporate level strategies for the growth of the business along with their implications.

**CO4:** Illustrate the issues involved in strategy implementation and the role of leadership, communication and organizational structure in implementation of strategy.

**CO5:** Develop various functional plans for successful implementation of strategy.

**CO6:** Understand organisational systems and techniques of strategic evaluation and control.

### **Unit I**

**Understanding Strategy and Strategic Management:** Strategic Management Process, Strategic Decision Making, Levels of Strategy, Role of strategists, Benefits of Strategic Management, Mckinsey's 7 S model.

**Defining Strategic Intent:** Vision, Mission, Goals and Objectives.

**External Environment Analysis:** Concept of environment, Strategically Relevant Components of External Environment, Environmental Scanning Techniques- ETOP, PEST, SWOT, TOWS.

### **Unit II**

**Industry analysis-** Porter's Five Forces Model; Strategic Group Mapping; Industry Driving Forces; Key Success Factors, External Factor Evaluation Matrix.

**Internal Environment Analysis** – Organisational capabilities in various functional areas and Strategic Advantage Profile. Resource based view of an organization: VRIO Framework; Value Chain Analysis; Competitive Advantage and Core Competency, Identification of Critical Success Factors (CSF). Internal Evaluation Factor Matrix.

**Business Level Strategies** – Porter's Framework of Competitive Strategies: Cost, Leadership, Differentiation and Focused Strategies, Location and timing tactics. Concept, Importance, Building and use of Core Competence.

### **Unit III**

**Corporate Level Strategies** – Expansion (growth)-Horizontal and Vertical Integration, Strategic outsourcing, Related and Un-related Diversification, International Entry Options, Corporate restructuring. Concept of Synergy, Mergers & Acquisitions, Stability, harvesting and Retrenchment and Combination strategies.

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**Strategic Analysis and choice** (Multi Business Strategies: Portfolio Strategies) – BCG, GE Nine cell, Product life cycle Matrix).

**Unit IV**

**Strategy Implementation**– Strategy- Structure Fit: Resource allocation, Projects and Procedural issues. Organisation structure and systems in strategy implementation. Leadership and corporate culture. Operational and derived functional plans to implement strategy. Integration of functional plans.

**Strategy Evaluation and Control** – Nature of Strategy Evaluation; Strategic control and operational Control. Organisational systems and Techniques of strategic evaluation, Strategy Evaluation Framework; The Balanced Score Card.

**Suggested Readings:**

- Thompson, Arthur A Jr.; Strickland A J III; Gamble, John E and Jain, Arun K. "Crafting and Executing Strategy. The Quest for Competitive Advantage - Concepts and Cases", Tata McGraw, New Delhi.
- Kazmi, Azhar, Strategic Management, Tata Mc .Graw
- Wheelen Thomas L. & Hunger J. David; Concepts in Strategic Management and Business Policy; Pearson Education
- Pearce III, John A, Robinson, Jr., Richard B and Mittal, A "Strategic Management:Formulation, Implementation and Control. Tata McGraw Hill.
- David, R Fred, "Strategic Management- Concepts and Cases", Pearson Education, India.
- Hill, Charles W L and Jones Gareth R, "An Integarated Approach to Strategic Management" Cengage Learning
- Pitts, Robert A and Lei, David. "Strategic Management Building and Sustaining Competitive Advantage", Thomson, India
- Porter, M.E., Competitive Advantage: Creating and Sustaining Superior Performance, Free Press, New York.

**MBA 923-18 Integrated Marketing Communication and Sales Management**

**Course Objective:** This course will help the students to understand the principles and practices of marketing communication, tools used by marketers to inform consumers and



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to provide a managerial framework for integrated marketing communications planning as well as sales management.

**Course Outcomes:** After successfully completing this course, students will be able to:

**CO1:** Apply the key terms, definitions, and concepts used in integrated marketing communications.

**CO2:** Conduct and evaluate marketing research and apply these findings to develop competitive IMC Programme.

**CO3:** Examine the role of various promotional strategies such as advertising, direct marketing, sales promotion and PR in effectiveness of marketing communication.

**CO4:** Understand and apply the concepts of sales management and organization.

**CO5:** Develop sales related marketing policies such as product policies, distribution policies & pricing policies.

**CO6:** Explain various sales operations such as sales budget, sales territories, sales Quota's, control of sales, sales meeting and sales contest, organizing display, showroom and exhibition.

#### **UNIT I**

**Role of IMC in marketing process:** IMC planning model, IMC components. Communication process, steps involved in developing IMC programme, Effectiveness of marketing communications, Purpose, Functions, Types of IMC. **Advertising management:** Advertising appeals, advertising designs, Advertising agencies, Advertising Budgeting, Media planning and evaluation, Media strategy: Creativity, Elements of creative strategies and its implementation.

#### **UNIT II**

**Direct Marketing:** Features, Advantages/Disadvantages, strategies in Direct Marketing  
**Promotion:** Meaning, Importance, tools used, push pull strategies, **Publicity/ Public relations:** Meaning, Objectives, strategies and tools of public relations. **Corporate Advertising** Role, Types, Limitations, **Monitoring, Evaluation and control:** Measurement in advertising, various methods used for evaluation, Pre-testing, Post testing. **International Advertising:** Global environment in advertising, **Internet advertising:** Meaning, Components, Advantages and Limitations, Types of Internet advertising.

#### **Unit- III**

**Sales Management and Organization:** Objectives of sales management, sales executive as a coordinator, sales management and control, sales organization - it's purpose , setting up a sales organization , types of sales organization. **Objectives and theories of personal selling,** analyzing market potential, sales potential and sales forecasting method & evaluation, determining sales related marketing policies - product policies, distribution policies & pricing policies.

#### **Unit- IV**



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**Sales Operations:** Sales budget , sales territories, sales Quota's, control of sales , sales meeting and sales contest, organizing display , showroom and exhibition. **Sales manager-** Qualities and functions , types of salesman , psychology of customers .

**Note:** Relevant Case Studies should be discussed in class.

**Suggested Readings**

1. Kenneth . E. Clow and Donald Baack, "Integrated Advertising, Promotion and Marketing Communication", Prentice Hall of India
2. Philip j. Kitchen and Patrick D. Pelsmacker, "Integrated Marketing Communication- A Primer", Routledge London.
3. Spiro, Stanton and Rich "Management of a Salesforce", Tata McGraw Hill; 11th Edition.
4. Richard R Still, Cundiff W Edward Govoni A P Norman, "Sales Management: Decision Strategy and Cases", Pearson Education; 5th Edition.
5. Mark W. Johnston & Greg W. Marshall, 'Sales Force Management', Tata McGraw-Hill
6. Rosenbloom, Bert, 'Marketing Channels: A Management View', Cengage Learning,
7. Havaladar, K. K. and Cavale, VM. 'Sales and Distribution Management', Tata McGraw Hill,
8. Chunawalla, S.A. Sales and Distribution Management, Himalaya Publishing House

**MBA 924-18 Retail Management**

**Course Objectives:** This course enables students to understand the evolution of retailing and the strategic role of retailing in the distribution of consumer goods and services. The content of the course is useful for students interested in a retail career, working for companies that interface with retailers, or interested in owning or running a retail business.



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**Course Outcomes:** After studying this course, the students should be able to:

**CO1:** Understand opportunities and challenges in retail management and retail management decision process.

**CO2:** Examine various types of retail formats and comprehend the application of theories of retail development on business models in retail.

**CO3:** Discuss and apply various function of store management.

**CO4:** Recognize the importance of store design and apply the concepts of store design to determine store layout and merchandising.

**CO5:** Understand the importance of customer service in improving retail service qualities.

**CO6:** Describe the applications of IT in retailing.

**Unit - I**

**Introduction to Retailing:** Economic Significance, Opportunities in Retailing, Retail Management Decision Process

**Retailing in India:** Evolution of Retail in India, Drivers of Retail Change and Challenges to Retail Development in India.

**Unit-II**

**Types of retailers:** Food Retailers, General Merchandise Retailers, Non-Store Retail Formats, Services Retailing, Types of Ownership.

**Retail Models & Theories of Retail Development:** Evolution of Retail Formats, Theories of Retail Development, Concept of Life cycle in Retail, Business Models in Retail

**Unit-III**

**Managing the Store:** Store Management Responsibilities, Recruiting & Selecting Store

Employees, Socializing & Training New Store Employees Motivating, Managing & Evaluating Store Employees.

**Store Layout, Design & Visual Merchandising:** Objectives of Good Store Design, Store Layout. Space Planning and Merchandise Presentation Techniques. Atmospherics.

**Unit-IV**

**Customer Service:** Strategic Advantages Through Customer Service, Customer Evaluation of Service Quality, GAPS Model for improving Retail Service Quality.

**Application of IT to Retailing:** Growing Role of IT in Retailing, IT for Competitive Advantage, Data Mining, Database Marketing, Business Intelligence. International Retailing: International Retail Structures, MotiChain Integration.

**Note:** Relevant Case Studies should be discussed in class.

**Suggested Readings:**

1. Levy, Michael and Barton A. Weitz (2003), Retail Management, Tata McGraw Hill, 5th





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Edition.

2. Sinha, P. K. and Uniyal, D. P. (2007), Managing Retailing, Oxford, 1st Edition.
3. Newman, Andrew J. and Peter Cullen (2007), Retailing: Environment and Operations, Thomson,  
4. 1st Edition.
5. Pradhan, Swapna (2007), Retail Management – Text and Cases, Tata McGraw Hill,  
2nd  
Edition.
6. Cox, Roger and Paul Brittain (2004), Retailing – An Introduction, Pearson  
Education, 5th  
Edition.
7. Gilbert, David (1999) Retail Marketing Management, Prentice Hall, 1st Edition.
8. Dunne, Patrick M; Robert F. Lusch and David Griffith (2002), Retailing, Thomson

**MBA 925-18 International and Social Media Marketing**

**Course Objectives:** The course aims at acquainting students with the concepts and procedures for international marketing and trains them to develop and implement plans and strategies for entering international markets and managing overseas operations. The course also helps students to understand the basics in Social Media Marketing and Blogging.

**Course Outcomes:** After successfully completing this course, students will be able to:  
**CO1:** Assess the challenges in international marketing and understand various international market entry strategies.



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**CO2:** Evaluate international marketing environment and identify various international trade barriers and regional blocks.

**CO3:** Develop international product, pricing and communication policy and examine international distribution system.

**CO4:** Discuss the evolution of social media marketing and identify various benefits and applications of social media.

**CO5:** Explain how to develop effective social media marketing strategies for various types of industries and businesses.

**CO6:** Describe the major social media marketing portals that can be used to promote a company, brand, product, service or person.

**Unit-I**

Definition and challenges of international marketing, Reasons for going international, International Market Segmentation and Positioning; **International Market Entry Strategies:** Screening and Selection of Markets; Methods to enter International markets. **International Marketing environment:** political, legal, environmental, socio Cultural and Technological environment, Country Risk Analysis, **International Economic environment:** IMF, WTO, International Monetary System, **International Trade Barriers:** Tariff and Non-Tariff. **Regional Blocks:** European Union, NAFTA, SAARC, ASEAN, International Marketing Research.

**Unit-II**

EXIM policy of India, export promotion organizations, incentives, Export documents. organisation and structure of export and import houses. **International product and pricing policies:** Product standardization & adaptation, international pricing strategies. **International distribution system:** International distribution channels, types, role of internet in international distribution **International communication policy:** communication strategies in international marketing, international promotion mix.

**Unit III**

**Introduction to Social Media Marketing:** Evolution, from traditional to Modern marketing, Rise of internet and E concepts. Emergence of social media marketing as a tool. **Social media Channels:** Types and models, Social media benefits and applications. Social media marketing framework. **Consumer behavior on the Internet:** Basics, evolution of the digital consumer, managing consumer demand. IMC. **Social media marketing strategies:** Introduction, defining social media marketing mix, social media marketing planning, social media marketing marketing channels.

**Unit IV**

**Social media marketing campaign:** Elements of marketing campaigns, implementing social media marketing campaigns, SEM, SEO, Content marketing, Social media execution, campaign analytics and ROI, **Managing social media marketing revenue:** social media marketing revenue sources, managing service delivery and payments, **Emerging trends in social media marketing:** Big data, IOT, Content Creation and Sharing: Blogging, micro blogging, Streaming Video, Podcasts, and Webinars.  
**Note:** Relevant Case Studies should be discussed in class.

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**Suggested readings**

1. Czinkota M, Ronkaine I, Sutton Brady, C. and Beal, T. International Marketing, Cengage Learning.
2. Cherunilam F, International Trade & Export Management, Himalaya Publishing.
3. Cateora & Graham, International Marketing, McGraw Hill.
4. Dan Zarella, Social media marketing , O reilly.
5. R Solomon and Tracy , Social Media Marketing: Pearson New International Edition

**MBA 926-18 Product and Brand Management**

**Course Objective:** To create understanding among students for concepts, process, techniques of product and management. The course also aims to familiarize students with the concept of a 'brand', the role of branding in marketing strategy; brand equity, its importance and measurement, how to create and retain brand equity; operational aspects of brand management.

**Course Outcomes:** After studying this course, the students should be able to:

**CO1:** Understand what a product is, the various levels which make it up, and different types of products.

**CO2:** Examine various challenges and issues involved in product planning and development.

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**CO3:** Discuss and apply the concepts of test marketing and market entry of a product.

**CO4:** Recognize the features and importance of a brand and conduct branding research.

**CO5:** Understand the concept of brand loyalty and measuring brand performance.

**CO6:** Describe the role of various branding strategies in brand equity management.

**Unit I**

Product management: meaning, importance of the product manager's job, planning and control systems for product management, product portfolio planning and analysis, Mapping, understanding company product/brands and competitive brand market position, Impact of global forces on products.

**Unit II**

Product planning and development: Meaning, objectives, Strategic reasons, processes challenges and issues, Forecasting demand, Estimating market opportunity, test marketing, types, design issues, Evaluation of test marketing results, Market entry decisions - Launching new product programs, National launching of new products, Tracking the launch, absorbing the new product in the mix.

**Unit III**

Basic understanding of brands: concepts and process, significance of a brand, brand mark and trade mark, **Different types of brand:** family brand, individual brand, private brand, Co-branding, selecting a brand name. **Functions of a brand:** branding decisions, influencing factors. Understanding customer-based brand equity. Monitoring brand performance. **Branding research:** Designing and implementing branding research, Brand design and structures.

**Unit IV**

**Brand loyalty:** loyalty programs, Building strong brands. Measuring brand performance, Brand extensions. **Brand Equity Management:** Brand Equity Measurement, Brand Leverage, Global Branding strategies, Brand Audit, Role of Brand Manager, Branding challenges & opportunities. **Brand rejuvenation and re-launch,** brand development through acquisition takes over and merger, relaunching the brand, need, methods and success rate

**Note:** Relevant Case Studies should be discussed in class.

**Suggested readings:**

1. Keller, Kevin Lane, Strategic Brand Management : Building, Measuring and Managing Brand Equity, Prentice Hall of India, Third Edition, (2008).
2. Aaker, David A., Managing Brand Equity: The Free Press, (1991).
3. Kapferer, Jean-Noel, The New Strategic Brand Management, Kogan Page 3rd Edition, (2008).
4. Sengupta, Subroto, Brand Positioning, Tata McGraw-Hill Publishing, 2nd Edition, (2005).

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5. Venugopal 'Product and Brand Management' Himalaya Publications

**MBA 913-18 Behavioural Finance**

**Course Objective:** The primary objective of the course is to make the students understand how behavioural bias affects the classical financial theory.

**Course Outcomes:** After studying this course, the students should be able to:

**CO1:** Understand and differentiate between different theories of behavioural finance.

**CO2:** Examine the concepts of bounded rationality.

**CO3:** Discuss various anomalies in the market giving rise to behavioural bias.

**CO4:** Describe the basis of behavioural bias of professional investors trading in market.

**CO5:** Understand the concept of market efficiency and will be able to relate it with the concept of behavioural finance.

**CO6:** Describe the challenges to the efficient market hypothesis.

**Unit I**



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**Introduction:** Meaning, features and scope of behavioural finance. Rational Expectations Paradigm and the Behavioural Challenge

**Theories of Behavioural Finance:** Agency theory, Prospect theory, Reasoned emotions; Overreaction and optimism, Rationality to psychology, Neo-classical finance and Efficient Market Hypothesis

**Unit II**

**BEHAVIOURAL ASPECTS OF INVESTING:** Heuristics and Biases, Self-deception, Emotional Factors and Social Forces and Neuro-scientific and Biological Perspective, Small / Medium / Large firm effect, Momentum Vs Reversal, Noise trader risk in financial market, Attitude to risk, Expected utility, Mental accounting, Over confidence, Emotion and reasoning, Excessive risk taking, Behavioural explanation for anomalies, Excessive volatility, Loss aversion, Gamblers' fallacy

**Unit III**

**Investor behaviour:** Types of investors – on the basis of risk appetite and investment exposure, Conformity, Contrarian investing, Social forces selfishness or altruism, Group psychology on Board, Resistance to recognising failure, Conflict of interest. Value investing and growth investing. Stock market bubbles.

**Unit IV**

Model of Investor Sentiment

Market Efficiency and Biases in Brokerage Recommendations

Evidence on the Characteristics of Cross-sectional Variation in Stock Returns

Behavioural Corporate Finance and Wisdom from Other Sources

**Suggested Readings:**

1. Chandra, P. (2017) 'Behavioural Finance', McGraw Hill.
2. Parikh, P (2017), 'Value Investing and Behavioural Finance: Insights into Indian Stock Market Realities', Tata McGraw Hill.
3. Davies, G. B. and Servigny, A. D. (2010), 'Behavioural Investment Management: An Efficient Alternative to Modern Portfolio Theory', McGraw Hill.
4. Forbes, W. (2011), 'Behavioural Finance', John Wiley and Sons Ltd.
5. Sulphery, M. M. (2014), 'Behavioural Finance', PHI Learning.
6. Ackert, L. F. and Deaves, R. (2012), 'Understanding Behavioural Finance', Cengage Learning.
7. Graham, B. (2013), 'The Intelligent Investor' Harper and Brothers.



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**MBA 914-18 Mergers, Acquisitions and Corporate Restructuring**

**COURSE OBJECTIVE:** The main objective of this course is to enable the students to understand, evaluate, and interpret the significance of Mergers, Acquisitions and Corporate Restructuring in the current global business environment, and enable them to appreciate how these strategic decisions are affected by various issues like valuation, regulatory environment and methods of payment.

**Course Outcomes:**

- 1) To explain the popularity of merger and acquisition strategies in firms competing in the global economy.
- 2) To describe the reasons why firms use an acquisition strategy to achieve strategic competitiveness.
- 3) To describe the issues that are significant in valuation decisions, and the factors which work against achieving success when using an acquisition strategy.
- 4) To define the restructuring strategy and distinguish among its common forms.
- 5) To explain the regulatory aspects of mergers, acquisitions and corporate restructuring.

**UNIT-I**



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Introduction to Mergers, Acquisitions and Corporate Restructuring: Evolution, Need and Reasons/Motives for Mergers and Acquisitions. Forms of Corporate Restructuring. Mergers and Acquisitions as Strategic Choice. Evaluation of Strategic Alternatives. Value Creation in Mergers and Acquisitions. Takeover Defence Strategies. Reasons for Failures of Mergers and Acquisitions.

**UNIT-II**

Demerger, Reverse Merger and Buyback of Shares. Strategic Alliances: Types, Structure and Problems in Strategic Alliances. LBO(Leveraged Buy Out):Characteristics, Categories, Financing. Types of LBO Sponsor. Restructuring of Sick Companies. Deal Valuation in Mergers and Acquisitions: Factors affecting valuation, Valuation Basics. Valuation of Intangibles.

**UNIT-III**

Methods of Payment and Financing Options in Mergers and Acquisitions. Impact on EPS(Earning Per Share).Determinants of Mergers and Acquisitions Financing Decisions. Accounting Aspects of Mergers and Acquisitions. Impact of Mergers and Acquisitions on Shareholder Wealth.

**UNIT-IV**

Tax Implications of Mergers and Acquisitions. The Process of Integration in Mergers and Acquisitions. International Mergers and Acquisitions: Motivations, Strategies and its Execution. Due Diligence in Mergers and Acquisitions. Regulatory Aspects of Mergers and Acquisitions

**Suggested Readings:**

1. Aurora, Rajinder S, Shetty, Kavita and Kale, Sharad, "Mergers and Acquisitions(2011)"Oxford Higher Education.
2. Kar,Rabi Narayan(2017), "Mergers, Acquisitions and Corporate Restructuring-Strategies and Practices",3<sup>rd</sup> Edition, International Book House Pvt. Ltd., New Delhi.
3. Krishnamurti,Chandrashekar and Vishwanath,S R(2018), "Mergers, Acquisitions and Corporate Restructuring: Text and Cases", SAGE Publications.
4. Kapil, Sheeba & Kapil,Kanwal N.( 2018) , "Mergers and Acquisitions: Strategy, Valuation, Leveraged Buyouts and Financing" Wiley Publications.
5. Prasad G. Godbole (2013),"Mergers, Acquisitions and Corporate Restructuring",Vikas Publishing House.
6. Sharma, Dr. Manu(2015), "Mergers, Acquisitions and Corporate Valuation", Dreamtech Press.
7. Sudarsanam, S(2016), "Creating Value from Mergers and Acquisitions", Pearson Education.





### **MBA 915-18 International Finance and Financial Derivatives**

**Course Objective:** The primary objective of the course is to familiarize the students with the different aspects of finance in respect of international trading and investing and to equip them with the trading framework of different types of derivative contracts.

**Course Outcomes:** After studying this course, the students should be able to:

- CO1:** Understand the framework of international exchange rate system including factors influencing exchange rates.
- CO2:** Discuss the basics of different types of derivative contracts like futures, options and swaps.
- CO3:** Understand various types of risks / exposures in forex trading and their management.
- CO4:** Describe various theories underlying the concepts of international finance.
- CO5:** Understand trading strategies using options contracts.
- CO6:** Describe the regulatory framework of derivatives contracts in India.

#### **Unit I**

**International Finance:** An overview, importance, nature and scope, recent changes and challenges in IFM. International flow of funds: Balance of Payments (BoP),

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Fundamentals of BOP, Accounting components of BOP, Factors affecting international trade flows, Agencies that facilitate International flows. **International Monetary System:** Evolution, Gold Standard, Bretton Woods system, the flexible exchange rate regime, the current exchange rate arrangements, the Economic and Monetary Union (EMU).

**Foreign Exchange Market:** Function and Structure of the Forex markets, Major participants, Types of transactions and settlements dates, Foreign exchange quotations, Factors influencing foreign exchange rates.

**Unit II**

**Parity Conditions in International Finance and Currency Forecasting:** PPP, the Fisher effect, The International Fisher Effect, Interest Rate parity Theory, The relationship between forward and future spot rate.

**International Sources of Finance:** Long Term- International Capital Markets (ADR's, GDR's), Foreign Bond Market, Foreign Banks, Euro Markets, World Bank and IMF. Short Term: Banker's Acceptance, Discounting, Factoring, Forfating, EXIM Bank of India

**Unit III**

**Derivatives:** Meaning, Types, Importance, Principles and regulatory framework in India

**Forward and Futures Contracts:** Meaning, Difference between forward and futures contracts, pricing of futures contracts, determinants of value of futures contracts, Mark-to-Market, Payoffs of futures contracts. Speculation, Hedging and Arbitrage by using futures contracts.

**Options Contracts:** Meaning, type, importance, Black-Scholes Model for pricing options contracts, factors determining option prices, Payoffs of Call Option and Put Option contracts, Put-Call Parity. **Option Trading Strategies:** Covered call writing, protective puts, Straddles, Strangles, Strips, Straps, Spreads including butterfly spreads, calendar spreads etc.

**Unit IV**

**Swaps and Swaptions:** Meaning, types, importance and pricing of swaps and Swaptions. Factors determining price of swaps and Swaptions.

**Credit Derivatives:** Meaning, Importance, pricing models and strategies to hedge by using credit derivatives.

**Foreign Exchange Risk Management:** Measuring and managing Transaction exposure, Measuring and Managing Economic exposure, and Measuring and Managing translation exposure, Country Risk Analysis, Foreign Exchange and Derivative Markets: Currency Futures and option Markets, Swap and Interest rate derivatives.

**Suggested Readings:**

1. P. G. Apte, International Financial Management, Tata McGraw-Hill, New Delhi.



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2. Alan C. Shapiro, Multinational Financial Management, Prentice Hall India Private Ltd,
3. Jeff Madura, International Financial Management, Thomson Publications.
4. Maurice D. Levi, International Finance, Tata McGraw-Hill, New Delhi.
5. S. Eun Choel and Risnick Bruce, International Financial Management, Tafa McGraw
6. Hill, Hull, John C.: Options, Futures and Other Derivatives, Prentice Hall of India
7. Walmsley, Julian: New Financial Instruments, Prentice Hall of India
8. Marshall, John F. and Bansal, Vipul K.: Financial Engineering, Prentice Hall of India
9. Strong, Robert A.: Derivatives – An Introduction, Thomson South-Western
10. Kumar, S.S.S: Financial Derivatives, Prentice Hall of India

**MBA 916-18 Taxation and Personal Financial Planning**

**Course Objective** - To enable the students to understand the importance of tax management and various methods available for tax planning. This course also aims to acquaint students with the importance and methods for personal financial planning.

**Course Outcomes:**

**CO1** – The students will be familiarised with the concepts of tax management, tax avoidance and tax evasion and the methods of ways of tax planning.

**CO2** – To acquaint students with the provision of the current finance act with regard to various head of income.

**CO3** – To enable students to compute the tax liability of individuals after considering their residential status, various exempted incomes, permissible deduction, clubbing of income and setting off of losses.

**CO4** – To familiarise students with the concept, objectives and importance of personal financial planning and enable the students to understand the implications of environmental factors and time value of money on the personal financial statements.

**CO5** – To enable students to identify various types of risks any individual is exposed to and how they can hedge diversifiable risk.

**CO6** – To familiarise students with various instruments available for investment by an individual for achieving their personal financial goals

**UNIT I:**

**Tax Management:** Introduction to tax management, features and scope of tax management. Differentiate between tax planning, tax avoidance and tax evasion.

**Tax Planning:** Meaning, need, scope, objectives and methods of tax planning.

**UNIT II:**



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**Tax planning for Five Heads of Income:** Income from salary, house property, profits and gains from business or profession, capital gains and income from other sources.

Tax Planning with reference to Residential status, exempted incomes, permissible deductions, clubbing of income and setting off & carry forward of losses.

**UNIT III:**

**Personal Financial Planning:** Introduction, features, objectives and scope of personal financial planning.

**Environmental Analysis:** Screening and analysis of environmental factors affecting personal financial planning.

**Time Value of Money and Personal Financial Statements:** Meaning and calculation of present value and future value of money. Factors affecting the time value of money and its impact on the personal financial statements.

**UNIT IV:**

**Personal Risk Management:** Meaning of risk, measurement of risk and its identification (Risk taker, moderate risk taker, risk averter), introduction to life insurance and general insurance, differentiate between life insurance and investment. Insurance planning for the individual as well as family.

**Investment Planning:** Meaning and process of investment planning. Investment Planning objectives – Retirement planning, tax saving, capital growth, liquidity and safety

**Investment Instruments for Personal Financial Management:** Tax saving instruments (all investments covered u/s 80C like, Provident fund, PPF, ELSS, NPS etc.), Mutual fund schemes (open ended and closed ended; growth and dividend schemes), Fixed income securities (Government bonds, corporate debt securities, bank deposits, fixed income plans by mutual funds, post office saving schemes etc.), Capital market instruments (Equity shares, Preference shares, Debentures, Long-term Government as well as corporate securities, Derivatives etc.), Money market instruments (T-bills, Commercial papers, certificate of deposits etc.) and Real Assets (like Real estate, precious metals, antiques etc.).

**Suggested Readings:**

1. Mehrotra, H. C. and Goyal, S. P., 'Income Tax: Tax Planning and Management' Sahitya Bhawan Publications.
  2. Singhanian V.K., 'Direct Taxes: Law and Practice', Taxmann Publications
  3. Ahuja, G. and Gupta, R., 'Practical Approach to Direct and Indirect Taxes: Containing Income Tax and GST', Wolters Kulwer
- Gaur, V. P. and Narang, D. B., 'Income Tax Law and Practice'



### MBA 933-18 International Human Resource Management

**Course Objective:** This course provides an understanding of the role of human resource management (HRM) in international contexts. The course is divided into three areas of study: the context of international HRM, strategic and functional HRM in international contexts, and comparative international contexts.

**Course Outcomes:**

- CO1:** Understand issues, opportunities and challenges pertaining to international HRM.
- CO2:** Develop competency in dealing with cross cultural situations.
- CO3:** Understand the strategic and functional roles of HRM in various international contexts, especially in areas such as recruitment and selection, performance management, training, learning and development, career management, compensation, motivation and repatriation;
- CO4:** Identify the role of cross cultural leadership in managing multicultural teams.
- CO5:** Understand external forces (e.g. globalisation, sociocultural changes, political and economic changes) that have the potential to shape international HRM.
- CO6:** Develop generic and transferable skills-especially in diagnosing international HRM issues critically and analytically and discussing specific cases relating to international HRM.

#### Unit –I

**International Human Resource Management:** Concept, Difference between Domestic and International HRM, Variables that moderate difference between Domestic and International HRM.

**Sustaining International Business Operations:** Approaches to Staffing, Transferring Staff for International Business Activities, Role of Expatriates and Non-Expatriates, Role of the Corporate HR function.



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**Recruiting and Selection Staff for International Assignments:** Concepts, Issues in Staff Selection, Factors Moderating Performance, Selection Criteria, Dual Career Couples and Role of Women in International Management.

**Unit –II**

**Re-entry and Career Issues:** Concept and Repatriation Process, Individual Reactions to Re-entry, Multinational Responses, Designing a Repatriation Program.

**Training and Development:** Concept, Role of Expatriate Training, Expatriates or Local Managers, Components of Effective Predeparture Training Programs, Effectiveness of Pre-Departure Training, Developing Staff through International Assignments. Staffing and Training for Global Operations, Global Staffing Choices, Dynamics of Cross-Cultural leadership, managing and motivating multi culture Teams.

**Unit –III**

**Performance Management:** Concept, Multinational Performance Management, Performance Management of International Employees, Performance of Appraisal of International Employees.

**Compensation:** Concept and Objectives of International Compensation, Key Components of an International Compensation Program, Approaches to International Compensation.

**Unit –IV**

**Knowledge Transfer within a Multinational Company:** Organizational Knowledge and its Significance, Sources of Organizational Knowledge; Tacit and Explicit Knowledge; HRM and Organizational Knowledge; Transfer of Knowledge between and within organizations, Transfer of Knowledge within MNCs, Transfer of Knowledge across National Borders, Transfer of Managerial Know-how and HRM across National Borders.

**Industrial Relations:** Key issues in International Industrial Relations, Trade Union and International Industrial Relations, Responses of Trade Unions to Multinationals; Regional Integration: the European Union, Issue of Social Dumping, Impact of Digital Economy. National Context of HRM: HRM Practices in Japan, United Kingdom, United States, India and China.

**Note:** Relevant Case Studies should be discussed in class.

**Suggested Readings: -**

1. Peter, J. Dowling and Denise, E. Welch (2007), International Human Resource Management, Thomson Publishers, New Delhi.
2. K .Aswathappa (2012) International Human Resource Management, McGraw Hill, New Delhi.



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3. Monir H. Tayeb (2004), International Human Resource Management – A Multinational Company Perspective, Oxford University Press, New Delhi
4. Anne-Wil Harzing and Joris Van Ruysseveldt (1995), International Human Resource Management, SAGE Publications, New Delhi.
5. Ian Beardwell and Len Holdon (2001), HRM: A Contemporary Perspective, McMillan, New Delhi.

**MBA 934-18 Strategic Human Resource Management**

**Course Objective:** The aim of this course is to help students to understanding the strategic approach to human resources as distinguished from the traditional functional approach, understanding the relationship of HR strategy with overall corporate strategy, strategic role of specific HR systems and appreciating SHRM in the context of changing form of organizations in the global environment.

**Course Outcomes:**

Upon completion of this course, students will be able to:

- CO1: Understand an integrated approach to the development of HR strategies that enable the organization to achieve its goals.
- CO2: Describe the process of strategic HRM.
- CO3: Discuss the strategic role of HR systems such as strategic staffing, strategic appraisal, strategic reward system etc.
- CO4: Explain various human aspects of strategy implementation.
- CO5: Identify the role of leadership in implementing strategic change.
- CO6: Understand Global HRM and role of global HRM in successful implementation of MNC strategy

**Unit –I**

**Strategic HRM:** Introduction to business and corporate strategies; Integrating HR strategies with business strategies, Analyzing HR Practices followed by different firms-Human Resource System-HR as a Strategic Partner. Strategic HRM: Scope and process of strategic HRM, traditional vs. strategic HR, typology of HR activities, best fit approach vs best practice approach, the role of national context, sectoral context and organizational context in HR strategy and practices, external and internal analysis for strategic HR management.

**Unit –II**



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**Strategic role of HR systems** - Strategic staffing, strategic appraisal, strategic executive appraisal, strategic design of reward system, performance management strategies, integrating HR strategy and business strategy, HR strategies and practices in Indian industries and service sector, HR as distinctive competitive advantage, reward and compensation strategies, retrenchment strategies, downsizing strategies. Human Resource Environment- Technology, structure; Workforce diversity; Demographic changes, Temporary & contract labour; Recruitment & Retention strategies, training & development strategies.

**Unit –III**

**Human aspects of strategy implementation:** behavioural issues in strategic implementation - matching culture with strategy, leadership factor in strategy and implementing strategic change, HR strategy evaluation and control, IT and future directions in HR strategy, HR strategy in workforce diversity, employee engagement strategies, talent management and retention strategies

**Unit –IV**

**Global HRM:** Role of global HRM in successful MNC strategy, HR planning for global demand and diversity at workplace, global staffing approaches - polycentric, ethnocentric, geocentric and region centric, recruitment and selection of human resources for global assignments, training and development imperatives for global workforce, expatriate problems and culture shock, repatriation issues, performance and compensation management for global workforce, global employee relations.

**Note:** Relevant Case Studies should be discussed in class.

**Suggested Readings:**

1. Dreher, Dougherty, G.F. & Thomas, W. (2005) Human Resource Strategy, Tata McGraw Hill.
2. Agarwal, Tanuja, (2007), "Strategic Human Resource Management", Oxford University Press, New Delhi.
3. Armstrong, M. & Baron, A. (2002) Handbook of Strategic HRM - The Key to Improved Business Performance, Jaico Publishing House.
4. Becker, B.E.(2001) The HR Scorecard: Linking People, Strategy & Performance, Harvard Business School Press.
5. Greer, C.R.(2001) Strategic Human Resource Management: A General Managerial Approach, Pearson Education Asia.
6. Holbeche, L.(2009) Aligning Human Resource and Business Strategy, Butterworth Heinemann.
7. Salaman, G.(2005) Strategic Human Resource Management - Theory and Practice, Sage Publications Ltd.





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MBA 935-18 Leadership and Team Dynamics

**Course Objective:** This course is designed to be an interactive exploration of team dynamics and leadership. Through the introduction of current theories and models, students will learn to work effectively in groups, increase their understanding of leadership, make effective decisions, and stimulate the development of new skills through demonstration and practice.

**Course Outcomes:**

- CO1: Understand the history of leadership and current leadership theories.
- CO2: Explain how leadership models are put into practice personally, locally, and globally.
- CO3: Discuss the knowledge of developing leadership abilities.
- CO3: Describe the concept of Strategic Leadership and ethical leadership.
- CO4: Explain composition, formation, and development of teams.
- CO6: Illustrate the dynamics of team Performance and motivation and the role of leadership in dynamics of team management and decision making.

**Unit –I**

**Leadership:** Meaning, definitions, Skills and Roles of a leader, analysis of leadership theory; Leadership traits and ethics: Personality traits and leadership, Leadership attitudes, ethical leadership, Leadership behavior and motivation, contingency leadership. Understanding the inspiration, dilemmas and issues in becoming a leader.

**Unit –II**

Leadership theories and styles, charismatic and transformational leadership, team leadership, organizational Leadership, strategic leadership, Leadership for Creating high performance culture, Leadership development through self-awareness and self-discipline, Development through education, experience and mentoring, Succession, Evaluation of leadership development efforts, leadership communication.

**Unit –III**

Strategic leadership, ethical leadership, the leader as social architect-creating vision and strategic direction, shaping culture and values, designing and leading a learning



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organisation, leading change, spiritual foundations of personal effectiveness, the habits of highly effective people.

**Unit –IV**

**Team composition, formation, and development-**Team Performance and Motivation-Team Conflict and Leadership-Team Decision Making , Discovering the interpersonal orientation through FIRO-B, Experiential learning methodologies-T- group sensitivity training, encounter groups, appreciative enquiry, Discovering facets of interpersonal trust through Johari window, communication skills, Negotiation skills and strategies for team building. , team morale, conflict resolution in teams, competitive vs collaborative behavior, developing collaboration.

**Note:** Relevant Case Studies should be discussed in class.

**Suggested Readings: -**

1. Richard L.Hughes (2018), Leadership, McGraw-Hill. ed. 8
2. Bass, B.M. (1973) Leadership, Psychology and Organizational Behaviour, Greenwood Pub Group.
3. Northouse, P.G.(2018) Leadership - Theory and Practice, Sage Publications.
4. Purohit, S. & Nayak, S. (2003) Enhancing Personal Effectiveness: Training Instruments for Students, Teachers and Parents, Tata McGraw-Hill.
5. Tannenbaum, R., Weschler, I.R. and Hansen, J. (2015) Leadership and Organization: A Behavioral Science Approach, McGraw-Hill.



## MBA 936-18 PERFORMANCE AND COMPENSATION MANAGEMENT

**Course Objective:** The objective of the course is to impart relevant knowledge required to perform the functions of human resource planning in an organisation and equipping seekers with comprehensive and practical skills to manage employees' performance effectively, and to understand the structure and components of wages and salaries, and the wage administration in India

**Course Outcomes:** After completing the course, the student shall be able to:

**CO1:** Increase the awareness of the process and principles of performance Management / appraisal.

**CO2:** Identify the negative aspects of appraisal systems and consider how these might be overcome.

**CO3:** Discuss performance with regard to pay awards, and whether these should, or should not be automatically related to each other.

**CO4:** Demonstrate a familiarity with the appeal process relating specifically to the performance review.

**CO5:** Illustrate different ways to strengthen the pay-for-performance link and also learn the concepts of Payment and employee benefits issues for contingent workers.

**CO6:** Develop appropriate reward and compensation policies.

### Unit -I

**Performance Management** - Performance management system, performance counseling, performance planning, performance appraisal, potential appraisal, problems and errors in performance appraisal. Performance monitoring, performance implementation, role of HR professionals in performance management, performance management through training and development, ethics in performance management.

### Unit -II

**Reviewing & Managing Performance**—Performance Management and strategic planning, Alternative models for Assessing Performance—Balance score card; EFQM Model; Outcome metrics—Economic Value Added (EVA); other economic measures. Building a High-Performance Culture—Performance Management & Employee Development, Performance Management and Rewards—Ethics in Performance Management.

### Unit -III

**Compensation and Benefits Management:** Job evaluation approach to compensation management- Bonuses- concept & methods of calculation—Pay for performance,



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competency-based pay, equity based rewards, team rewards-Reward strategy & psychological contract-Law relating to compensation-Executive compensation, Benefits administration, employee welfare and working conditions-statutory and voluntary measures.

**Unit –IV**

**Executive compensation** - Components, pay structure in India, linking salary with potential and performance, types of rewards and incentives, wage incentive schemes in India, wage incentive plans, employee benefits and services, special features of fringe benefits, benefit programmes for management and other employees, administration of benefits and services, recent trends in wages and salaries in Indian industries and service sector.

**Note:** Relevant Case Studies should be discussed in class.

**Suggested Readings: -**

1. George T. Milkovich (2009), Compensation, McGraw-Hill Ryerson.
2. Goel, D. (2012) Performance Appraisal and Compensation Management: A Modern Approach, Prentice Hall of India Pvt. Ltd.
3. Henderson, R.I. (2006) Compensation Management in a Knowledge Based World, Prentice Hall.
4. Henderson, R.I.(1985) Compensation Management: Rewarding Performance in the Modern Organisation, Reston Publishing Co.
5. Kandula, S.R.(2006) Performance Management: Strategies, Interventions, Drivers, Prentice Hall of India.
6. Marshall, D.R.(1978) Successful Techniques for Solving Employee Compensation Problems, John Wiley & Sons.
7. Patten, T. H.(1977) Pay-Employee Compensation and Incentive plans, McGraw-Hill.
8. Rock, M. L. and Berger, L.A. (2015) Compensation Handbook: A State-of-the Art Guide Compensation Strategy and Design, McGraw-Hill.



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**MB 943 – 18 : Managing Software Projects**

**Objective:** The objective of this paper is to acquaint the students with major issues and techniques of Managing Software Projects. Understanding approaches for managing and optimizing the software development process and choosing an appropriate project development methodology (e.g. waterfall, spiral, agile etc.). Applying efficient techniques for managing each phase of the systems development lifecycle

**Course Outcomes:** Upon completion of this course, students will be able to:

CO1: Understanding approaches for managing and optimizing the software development process

CO2: Examine contemporary software life cycle processes, activities and work products

CO3: Apply different methods to identify, analyze, and manage software project risks

CO4: Estimate software project effort, cost, and schedule for an intermediate size project

CO5: To make aware about the various software project teams in terms of roles and responsibilities and managers can plan their projects and minutely work out the cost and time overrun of projects.

**Unit I**

Software Development Process : Introduction to Software and Software Engineering; The Evolving Role of Software, Software: A Crisis on the Horizon and Software Myths, Software Engineering: A Layered Technology, Software Process Models, Water Fall Life Cycle Model, The Prototyping Model, The RAD Model, Evolutionary Process Models, Agile Process Model & Development, Component-Based Development, Product and Process. Choosing an appropriate Project Development Methodology.

**Unit II**

Managing Software Projects : Software Metrics (Process, Product and Project Metrics), Software Project Estimations, Software Project Planning, Project Scheduling & Tracking, Risk Analysis & Management (Risk Identification, Risk Projection, Risk Refinement and Risk Mitigation). Software Process Improvement and Project Management: Project planning infrastructure, process planning feasibility analysis cost and efforts estimation, models and technique.

**Unit III**

Software Quality Assurance and Management : Quality Concepts and Software Quality Assurance, Software Reviews (Formal Technical Reviews), Software Reliability, The



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Quality Standards: ISO 9000, CMM, Six Sigma for SE, SQA Plan, SCM activities and Project Management Plan.

**Unit IV**

Project management for special classes of software project : Component-Based Software Engineering, Client/Server Software Engineering, Web Engineering, Reengineering, Computer-Aided Software Engineering (CASE), Software Process Improvement, Outsourcing and Software Project Management Standards

**Note: Relevant Case Studies should be discussed in class.**

**Suggested Readings:**

- Pankaj Jalote , "Software Project Management in Practice" Pearson publication
- Andrew Stellman and Jennifer Greene, "Applied Software Project Management", O'Reilly Media (2005).
- Hughes and cotterell, software project management, Tata McGraw-Hill Publication
- Pankaj Jalote, "CMM in practice", Pearson Publication
- Pankaj Jalote, "An Integrated Approach to Software Engineering", Narosa Publishing House
- R. Pressmen, "Software Engineering", McGraw Hill Publication
- Ian Sommerville, Software Engineering, Pearson Publication



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**MB 944 – 18 : Managing Digital Innovation and Transformation**

**Objective:** The objective of this paper is to acquaint the students with introduction to digital transformations and innovation and build Digital Capabilities.

**Course Outcomes:** Upon completion of this course, students will be able to:

CO1 : Identify how Digital Transformation impacts corporate strategies

CO2 : Understand Security Issues in Digital Transformations

CO3 : Understand the risk associated with evolving international clients and environment

CO4 : To learn Security Issues, Methods & Laws

CO5 : Understanding cloud computing

**Unit I**

Digital transformation & Capabilities : Digital transformation myths and realities. Various Types of digital transformations: Legacy transformation, strategic transformation, cloud first transformation, digital enterprise natives, and disruption embracers. Digitization and essential elements. Digital Disruption, Important causes of digital disruption and transformation. Digital Capabilities and Challenges going to digital transformation, Social media transformation and its benefits & threats. Types of social media and its impact on the business. Role of Digital media in the enhancement of business development skills.

**Unit II**

Security Issues in Digital Transformations : Security Overview, Digital Threats, Fundamentals of Encryption & Cryptography, Securing E-commerce Networks: Security Protocols such as HTTP, SSL, Firewalls, Personal Firewalls, IDS, VPNs, Public Key Infrastructure (PKI) for Security

**Unit III**

Security Issues, Methods & Laws : Digital Signature: Digital signature Certificate; Certifying Authorities and liabilities in the event of Digital Signature Compromise; E-Governance in India. Introduction To Information Technology Act, 2000 : Object; Scope; Scheme of the Act; Relevancy With Other Laws.

**Unit IV**

Digital Transformation Framework : Understanding cloud architecture, cloud computing vs peer- to peer architecture, cloud computing vs grid computing, cloud computing vs client server architecture, broad approaches to migrating into the cloud, seven step model



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of migration into a cloud, components of cloud computing, cloud types- private, public and hybrid; Models of Cloud Computing. Mobile cloud & Understanding cloud security

**Note: Relevant Case Studies should be discussed in class.**

**Suggested Readings:**

- Neil Perkin, "Building the Agile Business through Digital Transformation"
- Oberoi, Sundeep, "e-Security and You", Tata McGraw-Hill,
- Kannamal, Fundamentals of Cloud Computing, Cengage Learning
- Cady, G H and Part McGreger, "The Internet", BPB Pub.
- Carpenter Phil, "e Brands", HBS Press, Boston, 2000
- Jayaswal, Cloud Computing Black Book. Wiley

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**MB 945 – 18 : IT Consulting**

**Objective:** The objective of this paper is to acquaint the students with role of IT Consulting in Business Processes. It shall enable them to understand Consulting Life Cycle, Consulting Projects, Service Level Agreements (SLA) and Ethics in Consulting.

**Course Outcomes:** Upon completion of this course, students will be able to understand:

**CO1:** To analyze the IT requirements of the organization and the underlying environment.

**CO2:** To advise IT solutions and services based on requirements.

**CO3:** To understand RFP Analysis.

**CO4:** To provide an understanding about SLA.

**CO5:** To familiar with ethics in consulting.

**Unit I : Principles of Consultancy**

Overview and principles of consultancy, role & competencies of the consultants; Consultancy models; Technology Management; Technology Life Cycles.

**Unit II : Life Cycle of Consultancy Assignment**

The Life Cycle of a consultancy Assignment : Gaining entry, Contracting and assignment initiation, Identification of problems and business needs, Diagnosis and solution definition, Solution appraisal and evaluation, Implementation and taking action. Life Cycle Assessment (LCA): Evolution, Stages in product LCA. Code of good conduct for LCA.

**Unit III : Request For Proposal**

Request For Proposal (RFP) : Introduction, Scope of Work, Proposal Requirements, Process for Proposal Preparation and Submission, Proposal Review/Evaluation/Selection, Rules, Optional/Possible Appendices.

Service Level Agreements (SLA) : Introduction, Importance, Preparation, Components of SLA. SLA Monitoring and Verification. SLA metrics, Periodic review,

**Unit IV**

*Principles for Ethical Consulting, Different approaches to Ethic, Codes of Ethics, Consultant's Unethical and Avoiding Behaviors. Business Ethics, International business ethics, Ethics and Self-Interest, Responsibility and Accountability*

**Note: Relevant Case Studies should be discussed in class.**

**Suggested Readings:**

- Narayanan, V K. Managing Technology and Innovation for Competitive Advantage. 3rd Edition, Pearson Education.



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- Peter F. Drucker, 'Social Needs and Business Opportunities', in The Frontiers of Management, 1986
- Title: The Trusted Advisor Author: David Maister, Charles Green, Robert Gallford Publisher: Free Press (Simon and Schuster) Publication Date: 2002 ISBN: 978-0743207768

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**MB 946 – 18 : Strategic Management of IT**

**Objective:** The objective of this paper is to acquaint the students with the value of IT in strategic management and its processes. This course is designed to explore an organisation's vision, mission, examine principles, techniques and models of organisational and environmental analysis, discuss the theory and practice of strategy formulation and implementation such as corporate governance and business ethics for the development of effective strategic leadership through the use of IT.

**Course Outcomes:** Upon completion of this course, students will be able to:

- CO1: To develop an understanding of strategic management concepts and techniques and acquire the ability to apply the same in business situations
- CO2: Learning how to use IT as a tool to implement business strategies and gain competitive advantage, not merely to support business operations.
- CO3: In addition to familiarizing students with new technological changes in management, students are expected to integrate and apply their prior learning to strategic decision making in organisations
- CO4: Integrate and apply knowledge gained in basic courses to the formulation and implementation of strategy from holistic and multi-functional perspectives.
- CO5: Analyze and evaluate critically real life company situations and develop creative solutions, using a strategic management perspective.

**Unit I**

Strategic Management : Role of IT and IS in Business. Introduction to Executive Support System (ESS) Importance of Decision-Making Systems in the Business Organization Structure. Planning for IT support. Types of Strategic Management Planning: The Ad Hoc Approach, The Data Collection Approach, **The Organization Chart Approach, The Top-down Approach and The Bottom-up Approach; Comparison of Top-Down and Bottom-up approach. Process for Strategic Management Approaches and Planning for Strategic IT Applications. Selecting the best approach and the factors playing pivotal roles in it.**

**Unit II**

Strategic Management as Competitive Advantage : Introduction to Value Chain and Porter's Value Chain (Value Chain Model); Understanding the concept of Value chain Analysis and the Competitive Advantage of it to the business/organization. Value Chain



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Analysis and its advantages. Understanding Linkages and Interrelationships : Approach to IS/IT Strategy Formulation.

**Unit III**

Turning technology into business transformation. IT as a strategic source. IT as competitive : strategy, advantage and resource. Risks of Using IT Strategically; Inter-organizational systems (IOS) : Advantages and opportunities in strategic IT Applications. IOS and Competitive Advantage; Strategic Grid : Organizational movements around the Strategic Grid.

**Unit IV**

Fundamental characteristics of industrial dynamics of strategic management and IT. Visioning of the strategic role of IT in the organization. Diversification of strategies : Digital transformation, success factors and implications. Factors for organizations shifting to digital and AI transformations.

**Note: Relevant Case Studies should be discussed in class.**

**Suggested Readings:**

- S.A. Kelkar, "Strategic IT Management: A Concise Study", PHI, Eastern Economy Edition
- Sanjiva Shankar Dubey, "IT Strategy and Management", Third Edition, PHI (EEE)
- J. David Hunger, Thomas L. Wheelen, "Essentials of Strategic Management", 5th Edition, Prentice Hall
- L. M. Prasad, "Strategic Management", 5th Edition, Sultan Chand & Sons
- Osterhage Wolfgang W., "IT Quality Management", Springer, 2016
- Rogers David L., "The Digital Transformation Playbook", Columbia Business School Publishing, 2016



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**MBA 403-18 Workshop on Indian Ethos**

**Course Objective:** The course is an attempt for the students to learn about how to apply the concepts and theories of ancient Indian management in business.

**Courses Outcomes:**

**CO1:** Comprehend and practice Indian Ethos and values system.

**CO2:** Applying value based management and ethical practices in business.

**CO3:** To gain the knowledge of management principles from Vedas and other holy books and explain the application of Indian heritage in business.

**CO4:** To comprehend various stress management techniques and their applications in organizations.

**CO5:** To describe salient features and advantages of ancient Indian system of learning.

**CO6:** To describe various laws of Karma and explain the concept of corporate karma.

**Unit 1**

**Indian Ethos:** History & Relevance, Principles Practiced by Indian Companies, Role of Indian Ethos in Managerial Practices.

Management Lessons from Vedas, Mahabharata, Bible, Quran, Kautilya's Arthashastra, Indian Heritage in Business, Management-Production and Consumption. Ethics v/s Ethos, Indian v/s Western Management.

**Unit 2**

**Work Ethos:** Meaning, levels, dimensions and steps.

**Values:** Values for Indian Managers, Relevance of Value Based Management in Global Change, Impact of Values on Stakeholders. Trans-Cultural Human Values, Secular v/s Spiritual Values, Value System in Work Culture.

**Unit 3**

**Stress Management:** Meaning, types of stress at work, causes of stress, consequences of stress.

**Techniques for Managing Stress:** Meditation: Meaning, advantages for mental health and its importance in management. Brain storming, brain stilling, Yoga: Meaning, Significance.

Contemporary Approaches to Leadership- Joint Hindu Family Business—Leadership Qualities of Karta.

**Unit 4**

Indian Systems of Learning- Gurukul System of Learning, Advantages- Disadvantages of Karma, importance of Karma to Managers, Nishkama Karma. Laws of Karma: Law of Creation, Law of Humility, Law of Growth, Law of Responsibility, Law of Connection.

Corporate Karma: Meaning, methodologies, guidelines for good corporate karma.

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**Suggested Readings: -**

1. N M Khandelwal- Indian Ethos & Values for Management- Himalya Publishing.
2. Tushar Agrawal and Nidhi Chandorkar- Indian Ethos in Management- Himalya Publishing.
3. Chakraborty, S.K., Ethics in Management-Vedantic Approach, New Delhi, Oxford India Ltd. 1995.
4. Dwijendra Tripathi, History of Indian Business by Publisher, Oxford University Press India, 2004.
5. Fernando A.C., Business Ethics: An Indian Perspective, Pearson, 2009.
6. Habib Irfan, The Cambridge Economic History of India, Volume 1 Cambridge University Press, 1982.
7. Jitatananda Swami, Indian Ethos for Management, Rajkot, Ramakrishna Ashrama, 1996.
8. Kautilya's Arthashastra, King, Governance, and Law in Ancient India, Oxford University Press, 2016.



**I.K.G. Punjab Technical University  
BBA Batch 2018**

**BBA 401 Business Research Methods**

**Course Objective:** The course aims at equipping students with an understanding of the research process, tools and techniques in order to facilitate managerial decision making.

**Course Outcomes (COs):** After completion of the course, the students shall be able to:

**CO1:** Explain the objectives and process of conducting research and its application in business.

**CO2:** Analyse the different types of research design and experimental errors.

**CO3:** Understand various techniques of sampling and methods of data collection.

**CO4:** Examine different types of scales and appraise about data preparation and analysis.

**CO5:** Identify and prepare various types of reports.

**UNIT I**

**Research Methodology:** definition, objectives, scope in management research, process of Research and limitations.

**Research Design:** Formulating the Research Problem, Choice of Research Design, Types of Research Design, Sources of Experimental Errors

**UNIT II**

**Sampling:** Advantages and Limitation of Sampling, Sampling process, Types of Sampling: Non-probability sampling techniques, Probability sampling techniques, Sampling and non sampling errors. **Data collection:** primary, secondary data collection, observation methods and survey method:

**UNIT III**

**Measurement Concept,** Levels of measurement—Nominal, Ordinal, Interval and Ratio  
**Attitude Measurement:** Comparative scaling techniques, Non-comparative scaling techniques,

**Questionnaire Designing:** Types, Guidelines for developing a good questionnaire

**UNIT IV**

**Data Preparation And Analysis:** Editing, Coding, Cross Tabulation and Practices through Excel (Basic Concepts)

**Report Writing:** Types of Research Reports, Guidelines for Writing a Report, Report Format,  
Guidelines for evaluating a report.

**Suggested Readings:**

1. K.V. Rao : Research Methodology, Sterling Publishers,
2. Srivastava and Rego : Business Research Methodology Tata McGraw Hill
3. Rajinder Nargundhkar : Marketing Research, Tata McGraw Hill
4. Cooper and Schindler, Business Research Methods, Tata McGraw Hill
5. C.R. Kothari : Research Methodology, New Age International Publishers



**I.K.G. Punjab Technical University**  
**BBA Batch 2018**  
**BBA 402 Human Resource Management**

**Course Objective:** To provide an in-depth overview of the field of HRM, what are the roles and responsibilities of HR professionals how the primary functions affect the broader business strategy.

**Course Outcomes (COs):** After completion of the course, the students shall be able to:

**CO1-** To explain the basics of Human Resource Management and analyse the evolution of HRM.

**CO2:** To appraise various functions of HRM that facilitate employee hiring viz. human resource planning, job analysis recruitment and selection.

**CO3:** To understand the role of training, development, career planning and performance appraisal functions in human resource development.

**CO4:** To analyse the functions of compensation management namely, wages and salary administration, incentives and fringe benefits.

**CO5:** To comprehend the meaning and concept of Industrial relations.

**Unit I**

Nature, scope, role and importance of HRM. New trends in HRM due to globalization deregulation and technological advancements, HRM practices in India, issues and challenges. Human Resource Planning: Meaning, factors affecting HRP, Human Resource Planning process.

**Unit II**

Job analysis: steps in analysing job and introduction to methods of collecting job analysis information, Job description, job specification. Job design: job simplification, job rotation, job enrichment and job enlargement.

Recruitment: sources of recruitment, policies and procedure of recruitment. Selection process, testing and interviews, Placement and induction.

**Unit III**

Training and Development: Identification of training needs, process of training and methods of training and development.

Career planning and development: career life cycle, process of career planning and development.

**Unit IV**

Performance appraisal: Meaning, process of performance appraisal, methods and problems of performance appraisal.

Compensation Management- Wage & Salary Administration: Meaning & Concept of Wage & Salary Administration, Elements & Methods of Wage & Salary, Incentive Plans & Fringe Benefits.

Industrial Relations: Meaning & Concept of Industrial Relations.

**Suggested Readings:**

1. Monnappa and Saiyadan, *Personnel Management*, Tata Mcgraw Hill.
2. Dessler, Garg, *Human Resource Management*, Pearson education.
3. C.B. Memoria *Personal Management* Himalaya
4. K. Aswathappa *Human Resource Management* Tata McGrawHill
5. Rao V.S.P. *Human Resource Management*, Excel books





**L.K.G. Punjab Technical University  
BBA Batch 2018**

**BBA 403 Financial Management**

**Course Objective:** To develop a conceptual clarity and basic understanding of the fundamentals of corporate finance among the students. Further help them comprehend its practical applicability in the corporate world.

**Course Outcomes (COs):** After completion of the course, the students shall be able to:

**CO1:** Apply financial data for use in decision making by applying financial theory to problems faced by business enterprises.

**CO2:** Apply foundational finance theories and to analyse a forecast using relevant data and to conduct preliminary measurement of leverage analysis.

**CO3:** Apply time value of money techniques to various pricing and budgeting problems.

**CO4:** Apply modern techniques in capital budgeting analysis.

**CO5:** Assess dividend policy's impacts on share prices and to understand the implications of Dividend decisions in financial decision making.

**Unit I**

**Financial management** -Introduction: Meaning, nature and Scope, Goals of Financial Management-Profit Maximization vs. Wealth Maximization; Finance functions-investment, Financing, Liquidity and dividend decisions. **Sources of finance**-Long term and short term. **Concept of Time Value of Money**-present value, future value, annuity, Present Value of a series of payments.

**Unit II**

**Cost of Capital:** Meaning and significance of cost of capital; cost of equity shares; cost of preference shares; cost of debt, weighted average cost of capital. **Form of Capital:** Introduction to Capital Structure; theories- NI approach; NOI approach; MM approach; Traditional approach, determinants of capital structure. **Operating and Financial Leverage:** Measurement of leverages; Financial and operating leverage, combined leverage



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**Unit II**

**Investment Decision Making:** Meaning, importance, nature of investment decisions. Investment evaluation criteria, **Capital budgeting Techniques-Non-discounted cash flow-** Pay back methods; Post Payback period; Accounting rate of return method, **Discounted cash flow techniques-**Net Present value method; Internal rate of return method; Profitability index method.

**Unit IV**

**Working Capital:** Meaning, significance, types, approaches, Factors affecting working capital management capital. **Dividend Policies:** Issues in dividend decisions. Forms of dividend- Theories of relevance and irrelevance of dividends.

**Suggested Readings:**

- I. Khan, M. Y. and Jain P. K.(2011), "Financial Management, Text, Problems & Cases", Tata McGraw Hill Company, New Delhi.
- II. Pandey, I.M.(2015), "Essentials of Financial Management", 4<sup>th</sup> Edition, Vikas Publishing House Pvt. Ltd., New Delhi.
- III. Maheshwari, S.N.(2019), "Financial Management – Principles & Practice", 15<sup>th</sup> Edition, Sultan Chand & Sons, New Delhi.
- IV. Rustagi, Dr.R.P.(2017), "Basic Financial Management", 8<sup>th</sup> Edition, Sultan Chand & Sons, New Delhi.
- V. Patel, Bhavesh(2014), "Fundamentals of Financial Management", Vikas Publishing House Pvt. Ltd., New Delhi.



**I.K.G. Punjab Technical University  
BBA Batch 2018**

**BBA GE- 401 Entrepreneurship Development**

**Course Objective:** The objective of the course is to make the student understand the concept and importance of entrepreneurship and facilitate generation of young-entrepreneurs.

**Course Outcomes (COs):** After completion of the course, the students shall be able to:

**CO1:** Describe the concept and theories of entrepreneurship and its role in economic development of nation.

**CO2:** Develop business plan and identify the reasons of failure of business plans.

**CO3:** Illustrate the steps in starting MSME.

**CO4:** Comprehend government policies and regulatory framework available in India to facilitate the process of entrepreneurial development.

**CO5:** Identify different sources of finance for new enterprises and assess the role of financial institutions and various government schemes in entrepreneurial development.

**Unit I**

Definition and Concept of Entrepreneurship, Theories of Entrepreneurship, Myths about Entrepreneurship, Entrepreneurial Traits and Motivation, Role of Entrepreneurship in economic development. Types of Entrepreneurs. Barriers in the way of Entrepreneurship. Entrepreneurship Development (ED) Cycle.

**Unit II**

Creativity and Business Ideas, Blocks to creativity. Business Plans and reasons of failure of business plans. Micro-Small-Medium (MSME) Enterprise – Definition – Characteristics- Objectives- Advantages- Disadvantages-Role in developing countries- Problems- steps for starting- – Government Policies.

**Unit III**

EDP in India – Phases of Entrepreneurial programs – Government Policies- Administrative Frame work – Policy instruments – Statutory Boards – Industrial Estates –Industrial clusters – Incentives and subsidies – Advantages - Needs & Problems – Promotional agencies. Business Incubators& Start-ups.

**Unit IV**

Financing Options - Bridge capital, Seed capital assistance, Margin money scheme, Industrial Sickness, Causes-Remedies- An overview on the roles of institutions/schemes in entrepreneurial development- SIDBI, Commercial Banks. Other financing options- venture capital, lease funding, Angel Investors. Revival, Exit and End to a venture.

**Suggested Readings:**

- Kumar,Arya(2018), "Entrepreneurship", Pearson, New Delhi.
- Gopal,V.P.Nanda (2015), "Entrepreneurial Development", Vikas Publishing, New Delhi.
- Desai, Vasant, "Dynamics of Entrepreneurial Development & Management", Himalaya Publishing House.
- Khanka,S S, Entrepreneurial Development, S.Chand & Co.,New Delhi.



**I.K.G. Punjab Technical University  
BBA Batch 2018**

**BBA SEC- 401 Business Ethics & Corporate Social Responsibility**

**Course Objective:** This paper aims at providing the students the understanding of ethical issues related to business and good governance necessary for long term survival of business.

**Course Outcomes (COs):** After completion of the course, the students shall be able to:

**CO1:** Explore the relationship between ethics and business across different cultural traditions

**CO2:** Understand the relationship between ethics, morals and values in the workplace

**CO3:** Discuss the moral and social responsibility dimensions of corporate governance.

**CO4:** Describe models of CSR in India.

**CO5:** Assess international framework for CSR.

**Unit I**

Business Ethics: Nature, scope and purpose of ethics, Importance of Ethics & Moral standards; Ethics & Moral Decision Making, Ethical Principles in Business, Markets, Environment, Trade, Consumer Production and Marketing, Finance, HR, Personal Growth and Lessons from Ancient Indian Educational System; Science and Human Values.

**Unit-II**

Indian Ethos: Need, purpose & relevance of Indian Ethos; Salient feature (Brain Stilling, Total Quality Mind, Intuition, Intellectual rational brain V/s Holistic-Spiritual Brain. Holistic Approach for Managers in Decision Making, Professional ethos and code of professional ethics Human Values, Different meaning of human values: foundational human values – freedom, creativity, love and wisdom, Nature of Human freedom.

**UNIT III**

Meaning & Definition of CSR, History & evolution of CSR. Concept of Charity, Corporate philanthropy, Corporate Citizenship, CSR-an overlapping concept. Concept of sustainability & Stakeholder Management. CSR through triple bottom line and Sustainable Business; relation between CSR and Corporate governance; environmental aspect of CSR; Chronological evolution of CSR in India; models of CSR in India, Carroll's model; drivers of CSR; major codes on CSR; Initiatives in India.

**UNIT IV**

International framework for corporate social Responsibility, Millennium Development goals, Sustainable development goals, Relationship between CSR and MDGs. United Nations (UN) Global Compact 2011. UN guiding principles on business and human rights. OECD CSR policy tool, ILO tri-partite declaration of principles on multinational enterprises and social policy.

**Suggested Readings:**

1. S.S. Iyer - Managing for Value (New Age International Publishers, 2002)
2. S.K. Bhatia - Business Ethics and Managerial Values (Deep & Deep Publications Pvt.Ltd, 2000).
3. Velasquez – Business Ethics – Concepts and Cases (Prentice Hall, 6th Ed.)
4. Reed Darryl – Corporate Governance, Economic Reforms & Development (Oxford).
5. Mathur UC – Corporate Governance & Business Ethics (Mc Millan).
6. Human Values By : Prof. A.N. Tripathi New Age International
7. Corporate Social Responsibility in India - Sanjay K Agarwal
8. Handbook on Corporate Social Responsibility in India, CII.



**I.K.G. Punjab Technical University**  
**BBA Batch 2018**  
**BMPD402-18 Mentoring and Professional Development**

**Guidelines regarding Mentoring and Professional Development**

The objective of mentoring will be development of:

- Overall Personality
- Aptitude (Technical and General)
- General Awareness (Current Affairs and GK)
- Communication Skills
- Presentation Skills

The course shall be split in two sections i.e. outdoor activities and class activities.  
For achieving the above, suggestive list of activities to be conducted are:

**Part – A**  
**(Class Activities)**

1. Expert and video lectures
2. Aptitude Test
3. Group Discussion
4. Quiz (General/Technical)
5. Presentations by the students
6. Team building Exercises

**Part – B**  
**(Outdoor Activities)**

10. Sports/NSS/NCC
11. Field project.
12. Society Activities of various students chapter i.e. ISTE, SCIE, SAE, CSI, Cultural Club, etc.

**Note:** Evaluation shall be based on rubrics for Part – A & B.  
Mentors/Faculty incharges shall maintain proper record student wise of each activity conducted and the same shall be submitted to the department.



## BCOM 401-18 Corporate Accounting

**Course Objective:** To enable the students to acquire the basic knowledge of the corporate accounting and to learn regulatory framework for preparing the financial statements of different corporations.

### Unit – I

**Accounting for Share Capital and Debentures:** Issue of Shares at Par, at Premium and at Discount. Accounting treatment in case of forfeited shares. Issue of rights and bonus shares; Buy back of shares; Redemption of preference shares; Issue and Redemption of Debentures

**Final Accounts:** Preparation of profit and loss account and balance sheet of corporate entities, excluding calculation of managerial remuneration, Disposal of company profits

### Unit – II

**Valuation of Goodwill and Valuation of Shares:** Concepts and calculation: simple problems only.

**Accounts of Banking Companies:** Difference between balance sheet of banking and non-banking companies; Prudential norms; Asset structure of a commercial bank; Non-performing assets (NPA)

### Unit – III

**Amalgamation of Companies:** Concepts and accounting treatment as per Accounting Standard: 14 (ICAI) (excluding intercompany holdings). Internal reconstruction: concepts and accounting treatment excluding scheme of reconstruction.

### Unit – IV

**Insurance Companies:** Books maintained by insurance companies, Explanation of special terms peculiar to insurance business, Accounts for life insurance business, types of policies, Annuity business, surrender value, paid up policy, life assurance fund – valuation balance sheet, preparation of final accounts of Life and General insurance business (as per the provisions of IRDA Act)

### Suggested Readings

- Monga, J.R. *Fundamentals of Corporate Accounting*. Mayur Paper Backs, New Delhi.
- Shukla, M.C., Grewal, T.S., and Gupta, S.C. (2018). *Advanced Accounts*. Vol.-II. S. Chand & Co., New Delhi.
- Maheshwari, S.N. and Maheshwari, S.K. (2018). *Corporate Accounting*. Vikas Publishing House, New Delhi.
- Sehgal, A. (2011). *Fundamentals of Corporate Accounting*. Taxman Publication, New Delhi.
- Goyal, V.K. and Goyal, R. (2012). *Corporate Accounting*. PHI Learning.
- Tulsian, P. C. and Tulsian, B. (2016). *Corporate Accounting*, S.Chand

*P. M.*

## B.COM 402-18 Company Law

**Course Objective:** The objective of the course is to impart basic knowledge of the provisions of the Companies Act 2013. This course will provide better understanding of the different clauses of company law which a business manager must know for better decision making.

### UNIT-I

**Nature of a company:** Definition of a company, Characteristics of a company, Lifting the corporate veil, Company distinguished from partnership. types of companies including one person company, small company, associate company, dormant company, producer company; association not for profit; illegal association; **Formation of a company:** Steps involved in the formation and incorporation of a company, on-line filing of documents, promoters, their legal position, pre-incorporation contract; on-line registration of a company.

### UNIT-II

**Memorandum of association:** Meaning and Importance, Form and Contents, Alteration of Memorandum. **Articles of association:** Meaning, Relationship of and distinction between MOA and AOA. **Prospectus:** Meaning, Definition and contents, statutory requirements in relation to prospectus.

### UNIT-III

**Share capital:** Kinds of share capital, Alteration of share capital, Ways for raising share capital, Allotment of shares, share certificate and share warrant, calls on shares, Forfeiture and surrender of shares, transfer of shares. Borrowing powers, Debentures and charges. **Management:** Classification of directors, women directors, independent director, small shareholder's director; Disqualifications, director identity number (DIN); Appointment; Legal positions, powers and duties; removal of directors; Key managerial personnel, managing director, manager; **Meetings of shareholders and board;** Types of meeting, convening and conduct of meetings, postal ballot, meeting through video conferencing, e-voting.

### UNIT-IV

**Dividends, Accounts, Audit-** Provisions relating to payment of Dividend, Provisions relating to Books of Account, Provisions relating to Audit, Auditors' Appointment, Rotation of Auditors, Auditors' Report, Secretarial Audit. **Winding Up** - Concept and modes of Winding Up. **Administration of Company Law** [including National Company Law Tribunal (NCLT), National Company Law Appellate Tribunal (NCLAT), Special Courts.

#### Suggested Readings/Books:

- Singh Avtar: Company Law; Eastern Book Co., Lucknow
- Kuchal M.C.: Modern India Company Law; Shri Mahavir Books, Noida.
- Kapoor N.D.: Company Law -Incorporating the Provisions of the Companies, Amendment Act, ; Sultan Chand & Sons, New Delhi
- Bagrial A.K.: Company Law; Vikas Publishing House, New Delhi.
- Ramaiya, A Guide to Companies Act, LexisNexis, Wadhwa and Buttersworth.
- Manual of Companies Act, Corporate Laws and SEBI Guideline, Bharat Law House, New Delhi,
- A Compendium of Companies Act 2013, along with Rules, by Taxmann Publications.

*P. J. J.*

- Gower and Davies, Principles of Modern Company Law, Sweet & Maxwell
- Sharma, J.P., An Easy Approach to Corporate Laws, Ane Books Pvt. Ltd., New Delhi

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## BCOM 403-18 Income Tax Law & Practice

**Course Objective:** To acquire expert knowledge of practical and procedural aspects relating to Income Tax.

### UNIT-I

Concept and Mechanism of Income Tax – Definitions, Concept of Income, Previous Year, Assessment Year, Distinction between Capital and Revenue, Receipts and Expenditure, Residential Status – Basis of Charge and Scope of Total Income, Incomes which do not form part of Total Income

### UNIT-II

Computation of Total Income under Salaries, Income from House Property, Profit and Gains of Business or Profession, Capital Gains, Income from Other Sources, Clubbing/Aggregation of Income.

### UNIT-III

Set-off and Carry-Forward of Losses and Deductions from Total Income. Taxation of Individuals, Hindu Undivided Family, Firms and Association of Persons.

### UNIT-IV

Tax and Other Special Provisions Relating to Companies. Collection and Recovery of Tax, Tax Deduction at Source, Tax Collection at Source, Recovery and Refund of Tax; Provisions of Advance Tax. Procedure for Assessment, Appeals, Revisions, Settlement of Cases and Penalties & Offences, Provisions concerning Procedure for Filing Returns, Signatures, E-Filing, Penalties and Prosecution.

### Suggested Readings:

1. Ahuja, Girish and Gupts, Ravi, "Systematic Approach to Income-tax" ,Bharat Law House, New Delhi.
2. Ahuja, Girish and Gupts, Ravi, "Professional Approach to Direct Taxes Law & Practice", Bharat Publications.
3. Mehrotra, Dr. H.C. and Dr. S.P., "Income Tax Law & Practice (2019)", Sahitya Bhawan Publications.
4. Mundra, Vikas, "Tax Laws and Practices", Law Point publications, Kolkata.
5. Singhania, Dr. V. K. , "Students Guide to Income-tax", Taxmann Publications Pvt. Ltd., New Delhi.

## BCOMGE 401-18 Entrepreneurship Development

**Course Objective:** The objective of the course is to make the student understand the concept and importance of entrepreneurship and facilitate generation of young entrepreneurs.

### Unit I

Definition and Concept of Entrepreneurship, Theories of Entrepreneurship, Myths about Entrepreneurship, Entrepreneurial Traits and Motivation, Role of Entrepreneurship in economic development. Types of Entrepreneurs. Barriers in the way of Entrepreneurship. Entrepreneurship Development (ED) Cycle.

### Unit II

Creativity and Business Ideas, Blocks to creativity. Business Plans and reasons of failure of business plans. Micro-Small-Medium (MSME) Enterprise – Definition – Characteristics- Objectives- Advantages- Disadvantages-Role in developing countries- Problems- steps for starting- – Government Policies.

### Unit III

EDP in India – Phases of Entrepreneurial programs – Government Policies- Administrative Frame work – Policy instruments – Statutory Boards – Industrial Estates –Industrial clusters – Incentives and subsidies – Advantages - Needs & Problems – Promotional agencies. Business Incubators& Start-ups.

### Unit IV

Financing Options - Bridge capital, Seed capital assistance, Margin money scheme, Industrial Sickness, Causes-Remedies- An overview on the roles of institutions/schemes in entrepreneurial development- SIDBI, Commercial Banks. Other financing options- venture capital, lease funding, Angel Investors. Revival, Exit and End to a venture.

### Suggested Readings:

- Kumar,Arya(2018), "Entrepreneurship", Pearson, New Delhi.
- Gopal,V.P.Nanda (2015), "Entrepreneurial Development", Vikas Publishing, New Delhi.
- Desai, Vasant, "Dynamics of Entrepreneurial Development & Management", Himalaya Publishing House.
- Khanka,S S, Entrepreneurial Development, S.Chand & Co.,New Delhi.

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## **BCOM SEC 401-18 Workshop on Computerised Accounting**

**Course Objective:** To impart basic knowledge about computerised accounting and equip students with application of Tally package.

### **UNIT-I**

Introduction to Computerised Accounting: Meaning, Features, Advantages and Limitations. Manual Accounting versus Computerised Accounting systems: Special aspects of computerised Accounting, Development of Computerised Accounting system.

### **UNIT-II**

Introduction to Accounting Packages. Tally, Salient Features of Tally ERP 9, Getting Started with Tally ERP 9: Start Up, Components of Tally ERP 9 Windows, Close Button, Minimise Button, Creating a company, Company Info, Menu, Quitting Tally ERP 9.

### **UNIT-III**

Advanced Inventory Information in Tally ERP 9, Stock Groups, Creation of Single Stock Group, Stock Categories, Stock Items, Type, Symbol, Formal Name, Number of Decimal Places, Groups, Capital Account, Current Asset, Current Liability, Loans, Revenue Primary Group, Net Debit/Credit Balance for Reporting, Purchase Invoice, Ledger, Process of creating Ledgers, Orders, (Purchase and Sales Order), Inventory Vouchers.

### **UNIT-IV**

Implementing Final Accounts, Display/Reports in Tally ERP 9. Accounting Reports Display in TALLY: Working with Trial Balance, Books and Registers, Cash Book, Bank Book, Balance Sheet, Profit and Loss Account, Principal Ratios.

### **SUGGESTED READINGS/BOOKS:**

1. Nadhani ,A.K(2018):Tally ERP 9 Training Guide, BPB Publications, New Delhi.
2. Singh,Shraddha & Mehra,Navneet(2015): "Tally ERP 9 (Power of Simplicity): Software for Business and Accounts",V and S Publishers, New Delhi.
3. Tally Education Private Ltd.(2015), "Computerised Accounting Using Tally.ERP 9", Sahaj Enterprises.



## **BMPD402-18 Mentoring and Professional Development**

### **Guidelines regarding Mentoring and Professional Development**

The objective of mentoring will be development of:

- Overall Personality
- Aptitude (Technical and General)
- General Awareness (Current Affairs and GK)
- Communication Skills
- Presentation Skills

The course shall be split in two sections i.e. outdoor activities and class activities.  
For achieving the above, suggestive list of activities to be conducted are:

#### **Part – A (Class Activities)**

1. Expert and video lectures
2. Aptitude Test
3. Group Discussion
4. Quiz (General/Technical)
5. Presentations by the students
6. Team building Exercises

#### **Part – B (Outdoor Activities)**

1. Sports/NSS/NCC
2. Field project.
3. Society Activities of various students chapter i.e. ISTE, SCIE, SAE, CSI, Cultural Club, etc.

**Note:** Evaluation shall be based on rubrics for Part – A & B. Mentors/Faculty incharges shall maintain proper record student wise of each activity conducted and the same shall be submitted to the department.



## MCOP 401-18

### Management Control System

**Course Objective:** To gain knowledge and develop analytical skills related to design and implementation of management control systems in organisations and to make them familiar with modern control techniques.

#### Unit – I

**Introduction to accounting as a management information system:** Management control system, basic concepts, boundaries, formal and informal systems;

**Understanding strategies:** concept, corporate and business level strategies; behaviour in organisations, inter-relationship among strategic planning, management control and operational control, responsibility accounting, importance of informal management controls, prerequisites of a successful management control system, use of information technology in control systems

**Behavioural aspects of management control:** Goal congruence, factors affecting goal congruence, motivation and morale, participative management.

#### Unit – II

**Structure of management control:** Responsibility centers, Revenue Centers, Expense centers, Administrative and support centers, Research and Development centers, Marketing centers, profit centers.

**Transfer Pricing:** Objectives and methods of transfer pricing, arms length principle, pricing corporate services and administration of transfer prices, managing inter-departmental conflicts related to transfer pricing, international transfer pricing.

**Measuring and Controlling Assets Employed:** Structure of the analysis, techniques of measuring assets employed like EVA, ROI, Alternative Approaches.

#### Unit – III

**Management control process:** Strategic planning, analysis of new and ongoing programmes, strategic planning process, implementing radical process and product innovation strategy, programming and budgeting, budget preparation process, budgetary control

**Balanced scorecard:** four perspectives, aligning balanced score card to strategy, features of a good balanced score card, implementation and pitfalls of balanced scorecard.

Interactive control, analyzing financial performance reports; uses of variance analysis in cost control, developments in the area of costing for control purposes such as activity based costing, activity based management; ethical dimensions in management control process; management audit.



## Unit – IV

**Management compensation and rewards:** types, principles of management compensation, linking rewards to performance.

Controls for differentiated strategies, control in service organisations, control in non-profit organisations, management control in multinational and multi project corporations – control issues, cultural differences, exchange rates, transfer pricing; management control-related ethical issues, problems in implementation and administration of control systems.

### Suggested Readings

- Anthony, R.N. and Govindrajana, V., (2007). *Management Control Systems*, Tata McGraw-Hill.
- Ghosh, N. (2005). *Management Control Systems*. Prentice Hall of India.
- Merchant, K.A. (1997). *Modern Management Control Systems: Text and Cases*. Pearson Education.
- Merchant, K.A. and Van-der-Stede, W.A. (2011). *Management Control Systems: Performance, Evaluation and Incentives*, Prentice Hall
- Simons, R. (1999). *Performance Measurement and Control Systems for Implementing Strategy Text and Cases*. Prentice Hall.
- Tricker, R.I. (1982). *Management Information and Control System*. John Wiley and Sons.



## MCOP 402-18

### Security Analysis and Portfolio Management

**Course Objective:** To enable the students to acquire the in depth knowledge of analyzing different types of securities and to learn the underlying theories of portfolio management.

#### Unit – I

**Introduction:** Nature and Scope of Investment analysis, Elements of Investment, Avenues of Investment, Approaches to Investment Analysis, Concept of Risk and Return, Security return and risk analysis, Measurement of return and risk.

**Financial Assets:** Type and their characteristics, Sources of financial Information

**Capital Market:** Importance, Primary market, Procedure for floating public issue, Broad Contents of offer Document, Listing of Securities.

**Stock Exchanges:** Concept, Mechanism of Trading, Development of Stock exchanges in India.

#### Unit – II

**Fundamental Analysis:** Concept & significance of economic analysis, industry analysis: introduction, need for industry analysis : alternative classification of industry, industry life cycle analysis, economic factors & industry analysis, SWOT analysis for industries, Company analysis-nature and style of management, key role of financial analysis, ratio analysis.

**Technical Analysis:** Different techniques of analysis, DOW theory, volume indicators, market sentiment indicators, confidence indicators, points & figure charting, bar charting.

#### Unit – III

**Efficient Market Theory:** Random Walk: weak form, semi-strong, strong form of market. Empirical tests. Comparison of random walk, technical & fundamental analysis.

**Portfolio Management:** Meaning, importance, objectives and various issues in portfolio construction, revision of portfolio and evaluation.

**Portfolio Analysis:** Estimating rate of return and standard deviation of portfolio returns, effects of combining securities, Markowitz risk-return optimization

#### Unit – IV

**Single Index Model:** Portfolio total risk, portfolio market risk and unique risk.

**Factor Models:** Arbitrage pricing theory, principle of arbitrage, arbitrage portfolios; two factor and multi factor models.

**Portfolio Performance Evaluation:** Measure of return, risk adjusted measures of performance evaluation, market timing, evaluation criteria and procedures

**Suggested Readings**

- Fischer, D.E., Jordan, R.J. and Pradhan, A.K. (2018). *Security Analysis & Portfolio Management*. Pearson Education.
- Haugen, R.A. (2000). *Modern Investment Theory*. Pearson Education.
- Bhalla, V.K. *World Economy in Ninety's –A Portfolio Approach*.
- Elton E.J., Gruber, M.J., Brown, S.J. and Goetzmann, W.N. (2014). *Modern Portfolio Theory and Investment Analysis*. John Wiley & Sons, New York.
- Francis, J.C. *Investment, Analysis and Management*. McGraw Hill, New York.





## MCOP 403-18

### Corporate Accounting and Auditing

**Course Objective:** To familiarize students with knowledge of regulatory framework for preparing accounts as well as auditing in a company.

#### Unit – I

**Company Final Accounts:** Requirements of Companies Act 2013, Form and contents of Profit and loss account and Balance sheet.

**Managerial remuneration:** Meaning of profit. Divisible profits.

#### Unit – II

Understanding the concept and rationale of Financial Audit, Cost Audit, Management Audit, Internal Audit, Proprietary Audit, Efficiency Audit and Audit by C. and A.G.

**Valuation of Goodwill:** Different approaches such as super profit, annuity and capitalization approach.

**Valuation of Shares:** Different approaches such as book value, earnings approach, etc.

#### Unit – III

**Statutory Auditor:** Appointment, qualifications, removal. Duties and liabilities of auditor, Code of conduct and ethics, professional misconduct of statutory auditor.

**Cost Audit:** Meaning, objectives and scope of cost audit. Cost Auditor, his appointment, duties, liabilities. Cost audit report.

#### Unit – IV

**Management Audit:** Meaning, objectives and scope of management audit. Appointment and qualifications of management Auditor.

**Audit of management functions** such as planning, organising and control. Audit of functional areas-production, personnel marketing finance and accounting.

#### Suggested Readings

- Khan, M.Y. and Jain, P.K. (2017). *Financial Management*. 7th edition, Himalaya Publishing, New Delhi
- Pandey I.M. (2016). *Financial Management*. Vikas Publishing House.
- Gupta, K. (2011). *Contemporary Auditing*. 6th edition, Tata McGraw Hill.



- Maheshwari, S.N. and Maheshwari, S.K. (2018). *Corporate Accounting*. 6th edition, Vikas Publication, New Delhi
- Mukherjee and Hanif. (2015). *Corporate Accounting*. Tata McGraw Hill, New Delhi.

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**MCOPGE 401-18**  
**E Commerce**

**Course Objective :** To familiarise students with the basic concepts of E-Commerce and its growing applicability in the business world of today

**Unit I**

**E-Commerce: Introduction,** Definition, Benefits, Role of Internet in E-commerce, Impact of E-Commerce on Business Models (Goal Congruence, Value Chain, ICDT Business Strategy Model), E-Commerce Security, Implications for Accounting Profession. **Regulatory Environment:** Cryptography Issues, Privacy Issues (Children's Issues, Adults Rights) Web Linking (Inappropriately Referencing a Linked Site, Displaying Information Without Proper Rights, Linking using Framing, Linking using Trademarks in Key Meta Tags, Unauthorized Display of a Registered Trademark Linking to Illegal Files), Domain Name Disputes, Internet Sales Tax, Electronic Agreements & Digital Signatures, Internet Service Providers & International Libel Laws.

**Unit II**

**EDI, E-Commerce & Internet:** Traditional EDI systems (Origin, Non EDI Systems, Value Added Networks, Partially & Fully Integrated EDI Systems, Benefits of EDI Systems, Data Transfers & Standards, Financial EDI, EDI Systems & Internet, Internet Trading Relationship & its Benefits, Impact of EDI – Internet on the Accounting Profession. **Risks of Insecure Systems:** Risks Associated with Internet Transactions. Internet Associated Risks (Risks to Customers, Risks to Selling Agents), Intranet Associated Risks (Sabotage by Former Employees, Threats from Current Employees), Social Engineering, Risk Associated with Business Transaction Data Transferred between Trading Partners, Risks Associated with Confidentially-Maintained Archival, Master File & Reference Data, Risks Associated with Viruses & Malicious Code Overflows. Risk Management: Control Weakness vs. Control Risk (Security Gaps, Culture Management,

**Unit III**

**Cryptography & Authentication:** Messaging Security Issues (Confidentiality Non-Repudiation, Access Controls), Encryption Techniques (Symmetric Encryption Asymmetric Cryptography, Public Private Key Pairs, Elliptic Curve Cryptography, Integrity Check Values & Digital Signatures, on Time Pads), Good Encryption, Practices, Additional Authentication Methods. Additional Non-Repudiation Techniques. **Fire Walls:** Definition, TCP/IP, Open Systems Interconnect (OSI), Components of a Fire Wall, Typical Functionality of Firewalls, Securing the Fire Wall, Factors to Consider in Firewall de Design, In-House Solutions vs. Commercial Firewall Software, Limitations of the Security Prevention provided by Firewalls

**Unit IV**

**E-Commerce & Payment Mechanisms:** Set Protocol, SET vs. SSL, Magnetic Strip Cards, Smart Card:. E-checks, E-Cash. **Intelligent Agents:** Definition, Capabilities of Intelligent Agents, Agent Societies, Intelligent Agents & E-Commerce (Online Information Chain, Business to Business, Transaction Negotiation). Limitations of Agents. **Web Based Marketing:** 'Business, Marketing & IT Strategy, Congruence, The 4Ps Applied to Internet Marketing, 5th P. Internet Marketing Techniques. Online Advertising Mechanism', Web Site Design Issue Impact of Intelligent Agents on Marketing Techniques.

**Suggested Readings:**

1. E-Commerce by S. Pankaj, A.P.H. Publication, New Delhi.
2. E-Business Revolution by Daniel Amar.
3. E-Commerce, A Manager, Guide by Ravi Kalakota and Andrew B. Whinston.
4. New Directives in E-Commerce by Charles Steinfield, Jaico Publication House, New Delhi.
5. E-Commerce in Indian Banking by T.M. Bhasin Authors Press, New Delhi.

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## MCOP 411-18

### Management of Financial Services

**Course Objective:** The objective of the course is to understand role of Financial Services in Business organizations and to give an insight into the strategic, regulatory, operating and managerial issues concerning select financial services. In addition, the course will examine the present status and developments that are taking place in the financial services sector and developing an integrated knowledge of the functional areas of financial services industry in the real services industry in the real world situation.

#### Unit I

**Financial Services:** Meaning, types and their importance. Financial sector reforms in India, Future challenges for Indian banks, Improving risk management systems, Banking and the Management of Financial Services

Mutual Funds and Pensions Funds, Insurance Services, Bank assurances, Reinsurances, Venture Capital –Private Equity –strategic secrets of private equity, Investment strategies, Hedge funds, E banking, Securitization –Indian Banking and Financial crisis, Asset Reconstruction Companies, Depositories, Credit Cards, Micro/Macro finance, Financial Inclusion, Behavioural Finance.

Depository – Introduction, Concept, depository participants, functioning of depository systems, process of switching over to depository systems, benefits, depository system in India, Dematerialization and Re materialization. Role, objectives and functions of SEBI and its guidelines relating to depository system.

#### Unit II

**Credit rating:** The concept and objective of credit rating, various credit rating agencies in India, Credit Rating Agencies –Importance, Issue, Difference in credit rating, Rating methodology and benchmarks, Are Indian Credit Rating Credible? International credit rating agencies –crisis of confidence?

**Leasing:** Concept and development of leasing, business, difference between leasing & hire purchase, types of leasing business, advantages to lessor and lessee. Tax aspect of leasing.

**Merchant Banking:** Origin and development of merchant banking in India scope, organizational aspects and importance of merchant bankers. Latest guidelines of SEBI w.r.t. Merchant bankers.

**Venture Capital:** Concepts and characteristics of venture capital, venture capital in India, guidelines for venture capital.

#### Unit III

**Debt Securitization:** Meaning, Features, Scope and process of securitization.

**Factoring:** Development of factoring types & importance, procedural aspects in factoring, financial aspects, prospects of factoring in India.

**Plastic Money:** Concept and different forms of plastic money – credit and debit cards, pros and cons. Credit process followed by credit card organizations. Factors affecting utilization of plastic money in India.

#### Unit IV

**Asset Liability Management:** Significances, ALM process, Techniques – Gap, Duration, Simulation, Value at Risk value of equity and market value of equity perspective.

**Risk Management in Banks:** Credit risk management, Operational risk management, Market risk management, Corporate treasury management, Liquidity risk management, Governance risk and compliance, Asset Liability Management and Basel 2 – Basel 1 and 2, IPR and Basel 2, Three Pillars, ALM and Interest rate swaps, Swaps as a risk management tool, ALM and Capital Adequacy, ALM Software's.

**Note:** Relevant Case Studies should be discussed in class.

#### Suggested Readings:

1. M Y Khan 'Financial Services' Tata McGraw-Hill.
2. L M Bhole 'Financial Instructions & Markets' Tata McGraw-Hill
3. S Gurusamy 'Financial Services & System' Thomson Publications
4. V. A. Avdhani 'Financial Services in India' Himalaya Publications
5. Gordon & Natarajan 'Financial Markets & Services' Himalaya Publications
6. Vasant Desai 'Financial Markets & Financial Services' Himalaya Publications
7. Harrington, S. E. (2004). Risk management and insurance: Instructor manual (2<sup>nd</sup> ed.). New York: McGraw- Hill Publishing Company.
8. Madura, J. (2009). Financial markets and institutions (9<sup>th</sup> ed.). USA: South Western College.
9. McDonald, S. S., & Koch, T.W. (2009). Management of banking (7<sup>th</sup> ed.). USA: Cengage Learning.
10. Mishkin, F.S., & Eakins, F.S. (2009) financial markets and institutions. (6<sup>th</sup> ed.). New Delhi: Pearson Education.
11. Rose, P.S. (2008). Bank management and financial services (8<sup>th</sup> ed.) USA: McGraw-Hill Education.
12. Saunders, A., & Cornett, M.M. (2007). Financial institutions management: A risk management approach (6<sup>th</sup> ed.). New Delhi: McGraw-Hill.



**MCOP 412-18**  
**Tax Planning and Personal Finance**

**Course Objective** - To enable the students to understand the importance of tax management and various methods available for tax planning. This course also aims to acquaint students with the importance and methods for personal financial planning.

**Course Outcomes:**

**CO1** – The students will be familiarised with the concepts of tax management, tax avoidance and tax evasion.

**CO2** - To familiarise the students with the methods of ways of tax planning.

**CO3** – To acquaint students with the provision of the current finance act with regard to various head of income.

**CO4** – To enable students to compute the tax liability of individuals after considering their residential status, various exempted incomes, permissible deduction, clubbing of income and setting off of losses.

**CO5** – To familiarise students with the concept, objectives and importance of personal financial planning

**CO6** – To enable students to understand the implications of environmental factors and time value of money on the personal financial statements.

**CO7** – To enable students to identify various types of risks any individual is exposed to and how they can hedge diversifiable risk.

**CO8** – To familiarise students with various instruments available for investment by an individual for achieving their personal financial goals

**UNIT I:**

**Tax Management:** Introduction to tax management, features and scope of tax management. Differentiate between tax planning, tax avoidance and tax evasion.

**Tax Planning:** Meaning, need, scope, objectives and methods of tax planning.

**UNIT II:**

**Tax planning for Five Heads of Income:** Income from salary, house property, profits and gains from business or profession, capital gains and income from other sources.

Tax Planning with reference to Residential status, exempted incomes, permissible deductions, clubbing of income and setting off & carry forward of losses.

**UNIT III:**

**Personal Financial Planning:** Introduction, features, objectives and scope of personal financial planning.

**Environmental Analysis:** Screening and analysis of environmental factors affecting personal financial planning.

**Time Value of Money and Personal Financial Statements:** Meaning and calculation of present value and future value of money. Factors affecting the time value of money and its impact on the personal financial statements.

**UNIT IV:**

**Personal Risk Management:** Meaning of risk, measurement of risk and its identification (Risk taker, moderate risk taker, risk averter), introduction to life insurance and general insurance, differentiate between life insurance and investment. Insurance planning for the individual as well as family. Health Insurance.



**Investment Planning:** Meaning and process of investment planning. Investment Planning objectives – Retirement planning, tax saving, capital growth, liquidity and safety

**Investment Instruments for Personal Financial Management:** Tax saving instruments (all investments covered u/s 80C like, Provident fund, PPF, ELSS, NPS etc.), Mutual fund schemes (open ended and closed ended; growth and dividend schemes), Fixed income securities (Government bonds, corporate debt securities, bank deposits, fixed income plans by mutual funds, post office saving schemes etc.), Capital market instruments (Equity shares, Preference shares, Debentures, Long-term Government as well as corporate securities, Derivatives etc.), Money market instruments (T-bills, Commercial papers, certificate of deposits etc.) and Real Assets (like Real estate, precious metals, antiques etc.).

**Note: Latest finance acts will be followed.**

**Suggested Readings:**

1. Mehrotra, H. C. and Goyal, S. P., 'Income Tax: Tax Planning and Management' Sahitya Bhawan Publications.
2. Singhanian V.K., 'Direct Taxes: Law and Practice', Taxmann Publications
3. Ahuja, G. and Gupta, R., 'Practical Approach to Direct and Indirect Taxes: Containing Income Tax and GST', Wolters Kulwer
4. Gaur, V. P. and Narang, D. B., 'Income Tax Law and Practice' Kalyani Publishers.





**MCOPBI 421-18**  
**Banking Laws**

**Course objective :** The course aims at imparting knowledge and equip students with different laws which are related to Indian Banking Industry. This knowledge will help the students to understand the laws related to modern banking system as well as establish link between the legal provisions and the practical aspects of banking.

**Unit I**

**Banking Regulation Act, 1949** Concept of Bank and Banker, Functions of Banks, Classification of Banks, Relationship between Bank and Customer, Control by government and its agencies, Management of Banking companies, On account and audit, Reconstruction and reorganization of banking companies, Suspension and winding up of business of banking companies, Social control over banking, Banking

**Unit II**

**The Negotiable instrument Act, 1881** Definition and characteristic of Negotiable Instruments, Types of Negotiable Instruments, Definition and Essentials of Promissory Note, Bill of Exchange and Cheque, Liabilities and Capacity of Parties of Negotiable Instrument, Holder and Holder in due course, Transfer and Negotiation of Negotiable Instrument. Crossing of Cheques and payment, Dishonor of Cheques, Presentment and Payment, Dishonor, Noting and Protest of Negotiable Instrument, Endorsement: Definition, Essential of a valid endorsement and its kinds, Rules of evidence and compensation.

**Unit III**

**The Reserve Bank of India Act, 1934** Incorporation, Capital, Management and Business of Banking Company, Central Banking function of Reserve Bank of India, Collection and furnishing of Credit Information, Control of Reserve Bank of India over Non-banking Institutions and Financial Institutions, Credit Control by Reserve Bank of India, Changing role of the RBI.

**Unit IV**

**Law of Limitation** - Provisions of Bankers Book Evidence Act -Special Features of Recovery of Debts Due to Banks and Financial Institutions Act, 1993 TDS Banking Cash Transaction Tax Service Tax,

**Securitisation and Reconstruction of Financial Assets and Enforcement of Security Interest Act, 2002 :** Asset Reconstruction Companies, The Securitization and Reconstruction of Financial Assets and Enforcement of Security Interest Act, 2002, Banking Ombudsman Lok Adalats, Lender's Liability Act.

**Suggested Readings:**

1. M.L.Tannan, revised by : Banking Law and Practice, Wadhwa & Company, Nagpur C.R. Datta & S.K. Kataria
2. A.B. Srivastava and : Seth's Banking Law, Law Publisher's India (P) Limited K. Elumalai

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3. R.K. Gupta : BANKING Law and Practice in 3 Vols. Modern Law Publications.
4. Prof. Clifford Gomez : Banking and Finance - Theory, Law and Practice, PHI Learning Private Limited
5. J.M. Holden : The Law and Practice of Banking, Universal Law Publishing.

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**MCOP 422-18**  
**Risk Management in Insurance Business**

**Objectives:** Main aim of this course is to develop an understanding of what risk is, how it can be measured and transferred. Course is also designed to familiarize student with insurance business and its environment in India.

**UNIT – I**

Concept of risk in insurance: Concept of risk, Corporate and Personal Risk Management, Types of risk – Risk management - Objectives - Risk identification and measurement - Pooling arrangements and diversification of risk.

Risk aversion and demand for insurance – By individuals- By corporations- Insurability of risk- contractual provisions- Legal doctrine- - Loss control –Risk retention and reduction decisions.

**UNIT – II**

Tools/Techniques for perception of risk; Analytical tools used in corporate risk management - – products liability – Environmental liability – Directors and Officers liability-Issues in liability risk and management. Techniques of Risk Financing: Retention of risk; Captive insurance companies, Transfer of Risk: Types of risk transfer; Benefits and limitation of Insurance:- Partial insurance arrangements.

**UNIT III**

Insurance: Introduction, Purpose , Need/role of insurance – Insurable risk – Principles of insurance – Kinds of insurance – Costs and benefits of insurance, Insurance industry in India- Evolution, Liberalisation in Insurance Sector: Malhotra Committee Report and its status of Implementation, Legislative Insurance Framework, Insurance Act,1938, LIC Act,1956 privatization of insurance business – Insurance Regulatory and Development Authority (IRDA) – Govt. Policy on insurance sector.

**Unit IV**

Financial planning and Taxation: Saving and Investment Policies of Insurance Companies in India, Tax benefits under insurance policies. Insurance pricing: Computation of Premium, rider premium, Bonuses, Surrender Value and Paid up Value. Insurance Documents: Proposal forms, First Premium Receipt/Renewal Premium Receipt, Policy Contract, Endorsements, Renewal Notice/Bonus Notices, Other Insurance Documents. Concepts of reinsurance, bancassurance.

**Suggested Readings:**

1. George E. Rejda: Principles of Risk Management & Insurance, Pearson: New Delhi.
2. Harrington. Niehaus: Risk Management & Insurance, McGraw Hill: New York.
3. P.K. Gupta: Insurance & Risk Management, Himalaya Publishing House: Mumbai.
4. Insurance Institute of India – IC 86 – Risk Management.



**PUNJAB TECHNICAL UNIVERSITY  
KAPURTHALA**

**Scheme and Syllabus**

**of**

**Masters in Business  
Administration- International  
Business (MBA-IB)**

**Batch 2018 onwards**

*Signature*

<b>MBA IB 3<sup>rd</sup> Semester</b>			Load Allocations			Marks Distribution		Total Marks	Credits
Course Code	Course Type	Course Title	L	T	P	Internal	External		
MBA IB 301	Core Theory	International Economics and Business	4	0	0	40	60	100	4
MBA IB 302	Core Theory	International Finance	4	0	0	40	60	100	4
MBA IB 303	Core Theory	International Marketing	4	0	0	40	60	100	4
MBA IB 304	Core Theory	International Management	4	0	0	40	60	100	4
MBA IB 305	Core Theory	Multilateral Trade Agreements and Regulations	4	0	0	40	60	100	4
MBA IB 306	Practical	Foreign Language – I (Practical)	0	0	4	40	60	100	2
MBA IB 307	Practical	International Logistics (Practical)	0	0	2	40	60	100	1
MBA IB 308	Practical	Seminar on Summer Training	2	0	0	50	-	50	2
<b>Total</b>			<b>22</b>	<b>0</b>	<b>6</b>	<b>330</b>	<b>420</b>	<b>750</b>	<b>25</b>

<b>MBA IB 4<sup>th</sup> Semester</b>			Load Allocations			Marks Distribution		Total Marks	Credits	
Course Code	Course Type	Course Title	L	T	P	Internal	External			
MBA IB 401	Core Theory	Global Business Strategy	4	0	0	40	60	100	4	
MBA IB 402	Core Theory	Foreign Trade Policy and Management	4	0	0	40	60	100	4	
MBA IB 403	Core Theory	Financing of International Trade	4	0	0	40	60	100	4	
MBA IB 404	Core Theory	E-Commerce	4	0	0	40	60	100	4	
MBA IB 405	Workshop	Workshop on Global Business	4	0	0	40	60	100	4	
MBA IB 406	Practical	Foreign Language – II (Practical)	0	0	2	40	60	100	1	
MBA IB 407	Practical	Final Research Project	S/US							4
<b>Total</b>			<b>20</b>	<b>0</b>	<b>2</b>	<b>240</b>	<b>360</b>	<b>600</b>	<b>25</b>	

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## INTERNATIONAL ECONOMICS AND BUSINESS

MBAIB 301

Max. marks: 100  
External Assessment: 60  
Internal Assessment: 40

Objective : This course emphasizes the knowledge and skills managers need to face global competition and evaluate international investment and business opportunities.

### **Unit-1**

**Introduction to Globalization** - Globalization - Forces, Meaning, dimensions and stages in Globalization - Drivers and Barriers of Global Business - Kenchi Ohmae Model of borderless world - Introduction to theories of International Trade by Adam Smith, Ricardo and Ohlin & Heckler - Porter's competitive advantage of nations - The Changing nature of global economy, Rise of new economies like Japan, South East Asia and China, BRICS, impact of globalization on Indian economy.

### **Unit-2**

**National Differences in Political Economy:** - Political, Economic and legal systems in the world - Determinants of the economic development of a nation - Foreign Exchange Market, The International Monetary System - International Trade - Tariff and Non-tariff Barriers - Regional Economic Integration, Trade blocks

### **Unit-3**

**Geography and Environmental Challenges in International Business** -The Changing Geography - Emerging Operational Locations, Emerging Consumer Markets, New Competitors in International Business, Contry Evaluation and Selection - International Business Research, Country Evaluation, Tools for Country Evaluation and Selection. International Business and the Environmental Challenge - MNEs and the Environmental Challenge, The Future of Green International Business.

### **Unit-4**

#### **The Strategy & Organization of International Business:**

- Entry Strategies and Strategic Alliances, Ethno centric, poly centric, geocentric and region centric approaches of MNE's - Relevance between strategy and structure in the MNE - Introduction to Global Manufacturing, Materials Management and Marketing, Accounting & International Finance.

**Relevant case studies related to the topics should be discussed.**

#### **Suggested Readings:**

1. Charles Hill, „International Business“ Tata Mc-graw Hill
2. John D. Daniels, Lee H. Radebaugh and Daniel P. Sullivan Pearson, „International Business - Environments and Operations“ Pearson Publications
3. Rakesh Mohan Joshi, „International Business“ Oxford Publications
4. Graham, Catora and Gilly, „International Marketing“ published by McGraw Hill
5. Alan Sitkin and Nick Bowen - International Business - Changes and Choices, Oxford - South Asian Edition.

## INTERNATIONAL FINANCE

MBAIB 302

Max. marks: 100  
External Assessment: 60  
Internal Assessment: 40

Objective : To help students understand finance in global settings.

### Unit – I

International Finance: An overview, Importance, nature and scope, recent changes and challenges in IFM. International Flow of Funds, Factors affecting International Trade flows, Agencies that facilitate International flows. Economic and Monetary Union (EMU), European Central Bank.

### Unit – II

Foreign Exchange Market: Function and Structure of the Forex markets, Major participants, Types of transactions and settlements dates, Foreign exchange quotations, Factors influencing foreign exchange rates. Parity Conditions in international finance and currency forecasting: PPP, the Fisher effect, The International Fisher Effect, Interest Rate parity Theory, The relationship between forward and future spot rate.

### Unit – III

Foreign Exchange risk Management: Measuring and managing Transaction exposure, Measuring and Managing Economic exposure, and Measuring and Managing translation exposure, Country Risk Analysis, Foreign Exchange and Derivative Markets: Currency Futures and option Markets, Swap and Interest rate derivatives

### Unit – IV

International Sources of Finance: Long Term- International Capital Markets (ADR's, GDR's), Foreign Bond Market, ECB, Foreign Banks, Euro Markets. Short Term: Discounting, Factoring, Forfaiting, EXIM Bank of India.

• **Relevant case studies related to the topics should be discussed.**

#### **Suggested Books**

1. P.G.Apte, International Financial Management, Tata McGraw-Hill, New Delhi.
2. Alan C.Shapiro, Multinational Financial Management, Prentice Hall India Private Ltd,
3. Jeff Madura, International Financial Management, Thomson Publications.
4. Maurice D.Levi, International Finance, Tata Mc Graw-Hill, New Delhi.
5. S.Eun Choel and Risnick Bruce, International Financial Management, Tata Mc Graw Hill,

## INTERNATIONAL MARKETING

MBA-IB 303

Max. Marks: 100

External Assessment: 60

Internal Assessment: 40

Objective: To comprehend the interdependence among various nations and its impact on the International Marketing opportunities and challenges.

### Unit 1

**ANALYZING GLOBAL OPPORTUNITIES:** Global Markets. Understanding Markets and Buyers. The Consumer Market. Business Markets. Government Markets. Global Competitors. Globalization of Competition, Competition from Emerging Markets.

**Global Marketing Research:** The Scope of International Marketing Research. Challenges in Planning International Research. Outsourcing Research.

### Unit 2

**Global Product Strategies:** Product Design in a Global Environment, Packaging and Labeling for Global Market, Global Warranty and Service Policies, Managing a Global Product Line, Developing a Global Product, Introducing New Products to Global Markets, Global Strategies for Services, Brands, and Social Marketing in the Global Context.,

**Global Pricing Strategies:** Profit and Cost Factors Affecting Pricing. Market Factors That Affect Pricing. Environmental Factors That Affect Pricing. Managerial Issues in Global Pricing.

### Unit 3

**Global Distribution Strategies** The Structure of the Global Distribution System. Managing Global Distribution. Gaining Access to Distribution Channels. Global Logistics. Global Trends in Retailing. Smuggling.

**Global Promotion Strategies:** Global Promotion Strategies. Personal Selling, Global Account Management, Selling to Businesses and Governments. Other Forms of Promotion. Public Relations.

**Global Advertising:** Global versus Local Advertising. Developing Global Campaigns. The Global-Local Decision Overcoming Language Barriers. Global Media Strategy. Organizing the Global Advertising Effort.

### Unit 4

**Organizing for Global Marketing.** Internationalizing Marketing Operations. Evaluating National Markets. Geographic Market Choices. Country Selection.



**Global Market Entry Strategies:** Exporting as an Entry Strategy. Foreign Production as an Entry Strategy. Ownership Strategies. Entering Markets Through Mergers and Acquisitions. Entry Strategy Selection and Configuration. Exit Strategies.

**Elements That Affect a Global Marketing Organization.** Types of Organizational Structures Controlling the Global Organization. Conflict Between Headquarters and Subsidiaries. Considering a Global Marketing Career.

- **Relevant case studies related to the topics should be discussed.**

**Suggested Readings:**

Keegan, „Global Marketing Management“ Pearson Education

Cherunilam , „ International Trade & Export Management“ Himalaya Publications

Onkvisit & Shaw, „International Marketing Analysis & Strategy“ Prentice Hall India

Catebra, „International Marketing“ Tata McGraw Hill

Gillespie & Hennessey, „Global Marketing“ Cengage



## INTERNATIONAL MANAGEMENT

MBAIB 304

**Max Marks: 100**  
**External Assessment: 60**  
**Internal Assessment: 40**

Objective: To develop capabilities in order to understand the intricacies involved in International Trade in a better way with special focus on cross cultural issues, Global logistics and Global economy.

### **Unit-1**

Globalization and International Linkages: Global and Regional Integration, Shifting Balance of Economic power. Global Business Environment: Understanding of the dimensions and layers of global business environment.

To recognise, and understand the challenges and opportunities which the business environment presents to organizations. Businesses and managers operating in an international context. Theories, concepts and tools for analysing the business environment and apply these to 'real world' and hypothetical management scenarios via case studies.

### **Unit-2**

Leadership across cultures: Foundation for leadership, Leadership in the International Context, Leadership approaches of Chinese, Japanese, US, India, Middle east. Differences in cultures: meaning of the culture of society, sources that lead to differences in social culture, Business and economic implications of differences in culture. Influence of social culture values in the work place, Economic and business implications of cultural change – - Ethics in International Business, ethical issues faced by international businesses.

### **Unit-3**

Managing Across Cultures: Develop awareness, skills and knowledge required by managers seeking to work abroad as international executives. 'Soft skills' of management, particularly as concerns cross cultural variations and their impact on the practices and processes of management. addressing the issues of the impact of culture on management structures and processes.

Complexity presented to managers in their process of managing people across national and cultural borders. Cross border Migration. Knowledge Mangement

### **Unit-4**

Managing a Firm across Borders: Key issues in international recruitment and selection, Issues on expatriate and repatriate, Types of Training Program for Expatriate, Design of international



compensation packages, Implications of culture on international HRM, Essential skills for international assignments in multinational companies. Cultural Difference in countries and regions: Doing business in China, Russia, India, France, Brazil, US and Arab Countries.

Relevant case studies related to the topics should be discussed

**Suggested Readings :**

Fred Luthans and Jonathan P. Doh, "International Management" Tata Mcgraw Hill Publications

Martin J Gannon , 'Cultural Metaphors' Sage Publications

Edwin Flippo, 'Personnel management' Tata Mcgraw Hill Publications

Richard M. Steers and Luciana Nardon, 'Managing in the Global Economy' PHI Learning Private Limited

Michael R. Czinkota, Ilkka A. Ronkainen and Michael H. Moffett, 'International Business' South Western Cengage Learning



## MULTILATERAL TRADE AGREEMENTS AND REGULATIONS

MBAIB 305

Max Marks: 100  
External Assessment: 60  
Internal Assessment: 40

Objective: To develop capabilities to understand the International Business Laws, dispute settlement and issues related to intellectual property regime.

### **Unit – I**

Historical background of International Trade, Direction and Composition of International Trade. Terms of Trade, Trade as an engine of growth. Regional Trade Agreements: Concept, origin, types. European Union, NAFTA, ASEAN, MERCOSUR – their structure, decision making, funding, implications on world trade.

### **Unit – II**

Law of WTO: Introduction, Objectives, Functions, Structure, Principles, Agreements – implications for International business, Progress made by WTO in the last one decade. Tariff and Non-tariff barriers - implications for WTO members.

### **Unit – III**

Concept of Law – Types of law, Domestic and International and their jurisdiction. International commercial terms, International Commercial Dispute Settlement – Reconciliation, Arbitration etc.

### **Unit – IV**

Intellectual Property: Historical Background, IPR Administration – WIPO, Indian Patent Office, Patents, Copyrights, Trademarks, Geographical Indications, Industrial Designs, Layout Designs, Trade secrets.

- **Relevant case studies related to the topics should be discussed.**

#### **Suggested Readings:**

1. WTO text and cases Palle Krishna Rao Excel Books
2. Managing Intellectual Property (third edition) Vinod V Sople PHI Learning Private Limited

## FOREIGN LANGUAGE – I (PRACTICAL)

MBAIB 306

Max. Marks: 100  
External Assessment: 60  
Internal Assessment: 40

Basic learning of one of the following foreign languages:-

- FRENCH
- RUSSIAN
- GERMAN
- SPANISH
- CHINESE

- Students should be able to speak in foreign language – Introduce themselves, their companies and should be able to communicate about their products to customers.
- Role plays of scenes at trade fairs, buyer –seller meets, negotiations between buyer and seller etc. should be conducted.

Language opted in this semester will continue in 4<sup>th</sup> semester also.



## **INTERNATIONAL LOGISTICS (PRACTICAL)**

**MBAIB 307**

**Max Marks: 100**

**External Assessment: 60**

**Internal Assessment: 40**

Objective : To help students understand working of international logistics and expose students to current happenings around the world.

### **Unit 1**

International Logistics and Supply Chain Management – Elements of International Logistics. The economic importance of logistics. International reverse logistics. Containerization.

International Packaging: Export Packaging Functions, Packaging objectives, Ocean Cargo, Air Transport Road and rail transport. Security Hazardous Cargo, refrigerated goods. International Logistics Security

### **Unit 2**

Port Management: Port Structure and functions, Definition, types and Layout of Ports. Main Functions and features of ports – Infrastructure and connectivity, administrative functions, operational functions. Services and facilities for ships. Cargo Transfer – services and facilities for cargo, additional added value service. Ports and their

### **Unit 3**

Berths and Terminals – Berth Facilities and equipment - Ship operation – Pre-shipment planning, the stowage plan, and on-board stowage – cargo positioning and stowage on the terminal – Developments in cargo/ container handling

### **Unit 4**

Current issues in the World – Happenings in Middle East, North America, Central and South America, Europe, Africa and Oceania, Asia.

**Various Articles from newspapers, websites and published reports of International and National Organizations.**

### **Suggested Readings**

1. Donald Bowersox, David Closs and M. Bixby Cooper “Supply Chain Logistics Management” Tata Mcgraw Hill
2. Paul A. Myerson “Supply Chain and Logistics Management Made Easy” Pearson Publisher

**SEMINAR ON SUMMER TRAINING**

**MBAIB 308**

**Max Marks: 50**  
**Internal Assessment: 50**

Students will undergo summer internship for six to eight weeks.

*(Handwritten mark)*

## **GLOBAL BUSINESS STRATEGY**

**MBA-IB 401**

**Max Marks: 100**  
**External Assessment: 60**  
**Internal Assessment: 40**

**Objectives:** Global Strategic Management offers insight into the impact of globalization on business organization and how managers should react. It combines a strategic and managerial approach to various global issues.

### **Unit – I**

**Introduction:** meaning, Importance of global business strategy, Institutions, cultures and ethical issues at global level. **Introduction to International Strategy:** Theories of international strategy. **Nation based strategies.** **Strategic Thinking:** The rise of the multinationals. **Impact of globalization**

### **Unit – II**

**Managing Political Risk, Government Relations, and Alliance, Management Decision and Control – The Controlling Process, Performance Evaluation as a Mechanism of Control.**

### **Unit – III**

**Business level Strategies:** The Entrepreneurial firms, foreign market entries, Global competitive dynamics **Corporate level strategies:** International Diversification, Acquisitions, Restructuring, International Strategic alliances and networks, Partnership and cooperation

### **Unit – IV**

**Global strategic Innovations:** Innovations and Competitive advantage, competing in technological environment, **Managing Knowledge,** National and regional economic development strategies, **Managing Across continents and global management of change**

**Relevant case studies related to the topics should be discussed**

#### **Suggested Readings:**

1. J Heorge Grynas and lamel Mellahi, „Global Strategic Management“ Oxford publications.
2. Hill and Jones, „ An Integrated approach to strategic Management“ Cengage publications
3. Phillipe Lasserre, „ Global strategic management“ Palgrave Macmillan
4. Jedrzej George Frynas and Kamel Mellahi, „ Global Strategic Management“, OUP Oxford publications
5. Fred Luthans and Jonachan P. Doh, International management (Culture, Strategy and Behaviour), 7<sup>th</sup> Edition.





## FOREIGN TRADE POLICY AND MANAGEMENT

MBA-IB 402

Max Marks: 100  
External Assessment: 60  
Internal Assessment: 40

Objective : This course helps build a solid foundation and under-standing of the global trade. It also helps students to understand latest policy of the Indian government regarding international trade

### **Unit – I**

The trends in the world trade direction and composition, India's foreign trade direction and composition. Foreign trade policies since independence. India's performance in Balance of Payment and Balance of Trade. India's trade with ASEAN goods and services. Instruments of export promotion, export assistance and measures, Import facilities, Duty drawback, Tax concession, Marketing assistance, Role of state trading house,

### **Unit – II**

Latest Foreign Trade Policy of the Government of India – General provisions regarding export and import, promotional measures – MEIS, SEIS, Duty exemption/remission schemes, EPCG etc.

### **Unit – III**

SEZ Act 2005, 100% export oriented units, Export house and trading house, EPZ's, STP, EHTP, BTP, Deemed export convertibility, Foreign collaborations and investments, Counter trade arrangements, Indian joint ventures abroad.

### **Unit – IV**

Policy framework for FDI in India, Policy on counter trade arrangements, Indian joint venture, abroad project and consultancy exports, India's Double Tax Avoidance Agreements, Comprehensive Economic Co-operation Agreements.

**Relevant Case studies should be discussed**

#### **Suggested Readings**

- 1) Varshney and Bhattacharya, „ International Marketing Management“, Sultan Chand & Sons Publication
- 2) K S Chatwal, “Manual of Export Promotion “ Export Marketing and Management Service
- 3) Deepak Nayyar, „ India's Export and Import Policies in 1960's“ Cambridge University Press
- 4) World Development Report, World Bank, Washington DC
- 5) Economic Survey
- 6) Export and Import Policy of Ministry Of Commerce
- 7) Report of working group on Export Houses, Ministry of commerce

## FINANCING OF INTERNATIONAL TRADE

MBA-IB 403

Max Marks: 100

External Assessment: 60

Internal Assessment: 40

Course Objectives: To familiarize the students with the basic documents required and financing techniques of foreign trade .

### Unit – I

Methods of payment- Cash, Open account, Cash against Documents, Documents on acceptance, Advance payment, Bills of exchange and Letter of Credit (LoC), International commercial terms- Contract terms for carriage by sea transport – FAS-FOB-CFR-CIF-DES-DEQ-contract terms for carriage by any mode of transport – EXW-FCA-CPT-CIP-DAF-DDP-DDU. Procedure for drawing various LoC and their operations - Types of Letter of Credit – Discrepancies, Letter of credit - UCP-600.

### Unit – II

Pre-shipment Credit: Meaning, Procedure, rates and documents needed, Post Shipment Credit: Definition and features- Various applications of post shipment finance and their procedure, Negotiation of export bills, Bills purchased discounted under limits granted to customers. Advances against claims for export incentives, deferred payment export credits.

### Unit – III

Export credit insurance: Role of ECGC – Standard policies – Risks covered: Commercial Banks, Political Risks – Risks not covered, how to obtain a policy and file claim - Maximum liability and credit, Guarantees for covering export finance. Insurance policies and bank Guarantees and Special Schemes. FEMA: Exchange control, regulations and procedure in India.

### Unit – IV

Export, import trade control procedure, Processing of an export order: Customs and Port clearance. Procedure and documents relating to quality control, Export contracts, Basic Principles of Insurance: Marine insurance – types of policies, perils covered, EXIM Banks – Objectives, Organizations Functions of EXIM Bank – Export financing programmes.

**Relevant Case studies should be discussed**

#### **Suggested Readings**

- 1) Nabhis, „Export“s manual and documentation“ Nabhi Publications
- 2) G.S. Lal, „Finance of foreign trade and foreign exchange“ H.P.J Kapoor Publications
- 3) S.C. Jain, „ Export Procedure and documents“ Nabhi Publications
- 4) Current Export and import policies
- 5) Paras Ram, „Export What, Where, and How“ Anupama Publishers
- 6) Indian Marine insurance act

## E-Commerce

MBA-IB 404

**Max Marks: 100**  
**External Assessment: 60**  
**Internal Assessment: 40**

Objective : To familiarize the students with the basic of E Commerce and E Business and give insights about developing E Commerce website

### **Unit – I**

E Commerce, E-Business, E-Marketing and their features. Difference between E Commerce and E Business and E-Marketing, Dot Com bubble, Types of E Commerce - B2B, B2C, B2G, C2B, C2C, C2G, G2B, G2C, G2G, P2P, M Commerce, Evolution of E Commerce, Key elements of a business model, B2B and B2C business models.

### **Unit – II**

Building an E Commerce website, World Wide Web, Security Threats in E Commerce, Technology Solutions, E Commerce payment systems: Traditional payment systems and latest systems-Digital Wallets, Digital Cash, Online stored value systems, Digital accumulating balance payment systems, Digital checking payment systems, Virtual Currency, Pay Pal.

### **Unit – III**

Search engine optimization (SEO), Ecommerce marketing concept, Content Marketing, B2C and B2B marketing and branding strategies, Net pricing strategies, Marketing communications: Online advertising, Email, Online catalogs,

Ethical, Social and Political issues in E Commerce, E Governance, Online retailing and services, Social Networks and auctions. Social Media Marketing.

### **Unit – IV**

Intellectual property rights in Cyber Space, Patents for Digital Technologies, Copyrights in Digital Space, Copyright (Amendment) Act, 2012 onwards, Information Technology Act, 2008 onwards, WIPO Internet Treaties, Trade marks Online, Domain names. India's E commerce Policy.

**Relevant Case studies should be discussed**

#### **Suggested Readings**

1. Kenneth C. Laudon and Carol GuercioTraver , 'E Commerce Business Technology Society' Pearson Publisher
2. Henry Chan, 'E-Commerce Fundamentals and Application', Wiley publication
3. Gary Schneider , 'Electronics Commerce' Thomson Course technology

4. Vinod V Sople , ' Managing Intellectual Property' PHI Learning Private Limited
5. David , 'E- Commerce Strategies, Technology and Applications' Tata McGrawHill
6. Jeffrey , 'Introduction to E-commerce' Tata- Mcgrawhill
7. Brahm, ' E-Business and Commerce- Strategic Thinking and Practice' Biztantra Publications
8. Prag Kulkarni Pradip Chande Sunita Jahirabdakar, ' E Business' Oxford publisher



## WORKSHOP ON GLOBAL BUSINESS

MBA-IB 405

Max Marks: 100  
Internal Assessment: 100

Course Objectives: Purpose of this workshop is to give them practical training how actually an export order is processed.

Students will actually execute one export order by identifying a buyer and the product to be exported. In this students need to identify an overseas buyer and confirm the payment mode. Then student actually receives payment in the exporter's bank account from the buyer and prepares all the documents and exports the product.



## FOREIGN LANGUAGE-II (PRACTICAL)

MBA-IB 406

Max Marks: 100

External Assessment: 60

Internal Assessment: 40

Course Objectives: Objective: To help them understand the basics of one of the foreign language

**Advanced course on foreign language selected in 3rd Semester.**

- FRENCH
- RUSSIAN
- GERMAN
- SPANISH
- CHINESE

- Students should be able to develop fluency in basic conversations particularly business communication. Role Plays - Buying and Selling activities, Foreign Trip, scene at Airport, dispute between buyer and seller etc.



**FINAL RESEARCH PROJECT**

MBAIB 407

S/ US

External Examiner will evaluate research project reports.



**Annexure F**

**Equivalence Report of MBA Program of IKGPTU with PGDPM Program of NIPM,  
Calcutta**

<b>Semester</b>	<b>Subjects of PGDPM of National Institute of Personnel Management, Calcutta</b>	<b>Subjects of MBA of National Institute of Personnel Management, Calcutta</b>
1 <sup>st</sup>	Managerial Economics & Business Environment	Subject taught in MBA 1 <sup>st</sup> Semester (MBA 102-18: Managerial Economics and MBA 105-18: Business Environment and Indian Economy)
	Organizational Behaviour	Subject taught in MBA 3 <sup>rd</sup> Semester (MBA 301-18: Organizational Behaviour and Design)
	Quantitative Methods and Social Research	Subject taught in MBA 1 <sup>st</sup> and 2 <sup>nd</sup> Semester (MBA 103-18: Quantitative Techniques and MBA 201-18: Business Analytics for Decision Making)
2 <sup>nd</sup>	Principles and Practices of Management	Subject taught in MBA 1 <sup>st</sup> Semester (MBA 101-18: Foundations of Management)
	Personnel Management	Subject taught in MBA 2 <sup>nd</sup> Semester (MBA 204-18: Human Resource Management)
	Industrial Relations and Labour Laws	Subject taught in MBA 3 <sup>rd</sup> Semester (MBA 932-18: Employee Relations)
3 <sup>rd</sup>	Management of Human Resources	Subject taught in MBA 2 <sup>nd</sup> Semester (MBA 204-18: Human Resource Management)
	Development of Human Resources	Syllabus covered in MBA 204-18: Human Resource Management)
	IT & E-Business	Subject taught in MBA 2 <sup>nd</sup> Semester (MBAGE 201-18: Computer Applications for Business)
4 <sup>th</sup>	Strategic Management	Subject taught in MBA 4 <sup>th</sup> Semester (MBA 401-18: Corporate Strategy)
	Research Project Paper	Subject taught in MBA 4 <sup>th</sup> Semester (MBA 402-18: Project / Dissertation)
	Viva Voce Test	Oral Presentations are conducted during all semesters of the program

*Boya*