

M.COM (INTERNATIONAL BUSINESS)**SEMESTER SCHEME****I SEMESTER**

Subject Code	Title of the Paper	Hours per week	Total Marks	Credits
P415 MC 101	International Business Environment	4	100	4
P415 MC 102	Accounting for Decision Making	4	100	4
P415 MC 103	Management Concepts & Organizational Behaviour	4	100	4
P416 AR 101	Mathematics & Statistics for Managers	3	100	3
P415 AR 102	Economics for Managers	3	100	3
P115 AO 101	Allied Optional (Refer Annexure 1)	3	100	3
P415 MCE 101	Managerial Communication - I	2	Grade Points	1
P115 ACBE 101	Analysis of Current Business and Economics – I (VALUE ADDED COURSE)	2		1
P115 QTLR 101	Quantitative Techniques and Logical Reasoning- I (VALUE ADDED COURSE)	2		1
TOTAL		27		24

P415 MC101: INTERNATIONAL BUSINESS ENVIRONMENT

Objectives:

1. *To familiarize the students with the concepts, functions and practices of international business.*
2. *To enable them get global perspective on issues related to business.*

Module 1:

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

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

Module 2:

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

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

Module 3

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

Module 4:

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

Trade Liberalization – Process of Globalization, Overview and Principles of GATT, WTO Provisions, AGRI, MFA, TRIMS TRIPS, GATS, Relevance to Developing Countries, Trading Blocks: Impacts – Levels of Integration.

Agreements on Subsidies and Countervailing Measures (SCM) - Anti-Dumping Measures.

Module 5

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

BOOKS FOR REFERENCE:

1. *Charles W Hill: International Business, TMH Publishing Company Ltd.*

2. *Darrell Mahoney: International Business, Longman, 1998.*
3. *Donn Ball & Wendell McCulloch: International Business, Irwin McGraw Hill, 1999.*
4. *John D. Daniels & Lee Radfaugh: International Business, Pearson 2003.*
5. *John. J. Wild (et al): International Business, Prentice Hall of India, 2003.*
6. *Michael Zinkata (et al): Global Business, Dryden Press 1988.*
7. *Richard M. Schaffer (et al): International Business Law and its environment, Thomson 2002.*
8. *WTO Annual Reports, Geneva.*
9. *WTO, Overview of Developments in the International Trading Environments, Annual report by the Director General WTO, Nov. 22, 2000.*
10. *The International Business Environment – Sundaram & Black – Prentice Hall.*
11. *World Resources & Trade - Khanna & Gupta.*
12. *International Trade – Law & Practice – Motiwal & Awasthi.*
13. *Legal Environment Today – Miller & Roger Leroy.*

P415 MC 102: ACCOUNTING FOR DECISION MAKING

Objectives:

To enable the students to gain knowledge about concepts, principles and techniques of accounting and to enable the students to use financial and cost data in planning, decision making and control.

Module: 1:

Introduction to financial accounting - Uses and users of accounting information, Generally accepted accounting principles and concepts, Fundamental Accounting Assumptions, The accounting environment, The role of accounting in capital market and corporate governance, Recording of business transaction, Classification of commonly used accounts, The double entry system, Journal, Ledger and trial balance.

Module: 2:

Measurement of Business Income and Financial position - Preparation of Profit and loss account, Balance sheet as per the revised Schedule VI to the Companies Act, 1956 to be effective from 1.4.2011, understanding of corporate Financial Statements in annual reports.

Module: 3:

Valuation of Fixed assets - Depreciation accounting, Valuation of inventories (as per respective accounting standards issued by Accounting Standard Board of Institute of Chartered Accountants of India)

Module: 4:

Financial statement analysis - Objectives, Standards of comparisons, Sources of information, Techniques of financial statements analysis: Ratio analysis, Comparative analysis, Trend analysis, Common sized analysis, Fund flow statements, Cash flow statements. (As per AS-3)

Module: 5:

Introduction to cost accounting - Concepts and classification, Standard costing and Variance analysis, Budgetary control, Absorption costing and Marginal costing, Applications of Marginal Costing, Cost-volume – profit analysis, Concepts of Target costing, Activity based costing and life cycle costing.

BOOKS FOR REFERENCE:

1. *R. Narayanaswamy, Financial Accounting, PHI*
2. *Nitin Balwani, Accounting and Finance, EB*
3. *Dr. Jawaharlal, Accounting for Management, HPH*
4. *Khan and Jain, Management Accounting, TMH*

5. *Louderback and Holmen, Managerial Accounting, Thomson*
6. *Ambrish Gupta, Financial Accounting for Management, Pearson*
7. *Robert Anthony, David Hawkins and Kenneth Merchant, Accounting, TMH*
8. *James Stice and Michael Diamond, Financial Accounting, Thomson*
9. *Tulsian, Financial Accounting, Pearson*
10. *Warren Reeve Fess, Financial Accounting, Thomson*
11. *Bannerjee, Financial Accounting, EB*

Objectives:

To enhance the understanding of the dynamics of interaction between an individual and the organisation, to facilitate a clear perspective, to diagnose and effectively handle human behaviour issues in organizations and develop greater insight into their own behaviour in interpersonal and group team situations. To acquire skills in influencing people in organizations, to provide to the students a foundation of knowledge in organizations and help them to become aware of the influence of organisation, structure on the attitudes, behaviour and performance of people working in an organization.

Module 1:

Management Science, Theory and Practice - The Evolution of Management Thought and the Patterns of Management Analysis – The Nature and Purpose of Planning – Objectives – Strategies, Policies and Planning Premises. Organizational Behaviour and Management functions of management, What Managers do- elements of an organisation, Role of a manager in an organisation, why study organizational behaviour, Organizational behaviour model, Hawthorne experiment, learning organizations.

Module 2:

Foundation of individual behaviour - Attitude – formation, functions, change of attitudes, values, types.

Personality – determinants, shaping of personality, the self-concept, self-esteem, and self-efficiency.

Perception – perceptual process, managing the perceptual process.

Learning -learning process, Principles of Learning – rewards and punishments, Reward System and Behavioural management, Reward and Punishment, Organizational Reward Systems.

Module 3:

Management of motivation - Motivation in work settings, Managerial issues and challenges. Theories - Maslow's, ERG, Herzberg's, McClelland's, McGregor, Equity theory, Goal setting, Vroom's cognitive evaluation, Porter and Lawler.

Module 4:

Team Building and Group Dynamics - Team Building and group dynamics, working team's and team effectiveness. Intra team dynamics, Influence of the group on individual decision making, Inter group relations collaboration, Conflict management and Change Management.

Module 5:

Leadership - Dynamics of managerial leadership, what is leadership, transition of leadership theories, leadership, theories, power and politics, leadership and management change

Module 6:

Organization culture and Organization climate - Behaviour structure, process & design: the course mainly connected with the nature of management – Introduction to organizations and the structural perspectives, dimensions of structure.

BOOKS FOR REFERENCE:

1. *Koontz & Weirich, Essentials of Management, Tata McGraw Hill.*
2. *Uday Pareekh, Organizational Behaviour, Oxford*
3. *Stephen Robbins and Timothy Judge, Organizational Behaviour, PHI*
4. *Fred Luthans, Organizational Behaviour, TMH*
5. *Steven Robbins and Seema Sanghi, Organisational Behaviour, Pearson*
6. *P Subba Rao, Management of Organizational Behaviour, HPH*
7. *Gregory Moorhead and Ricky Griffin, Organizational Behaviour, Biztantra*
8. *Debra Nelson and James Quick, Organisational Behaviour, Thomson*
9. *PG Aquinas, Organization Behaviour, EB*

P416 AR 101 - MATHEMATICS & STATISTICS FOR MANAGERS

Objectives:

The course facilitates the students to develop and hone statistical skills for managerial decision-making.

Module 1:

Business Statistics and Scope: Meaning & Definition of Statistics - Application of Statistics in Managerial Decision-Making - Measures of Central Tendency & Dispersion: (Arithmetic Mean, Median & Mode, Standard Deviation & Coefficient of Variation), Skewness & Kurtosis (Concept Only).

Module 2:

Statistical Tools for Research Analysis: Times Series Analysis: Components of Time Series – Secular Trend and Application – Correlation Analysis: Scatter Diagram, Karl Pearson's and Spearman's Coefficient of Correlation - Lag and lead in Correlation – Regression Analysis: Linear Regression with Business Application Problems

Module 3:

Probability Distributions: Baye's Theorem - Random Variable - Expectation & Variance of Random Variable - Probability Distributions: Binomial, Poisson & Normal with Business Applications (Simple Problems).

Module 4:

Decision Theory: Process of Decision-Making – Elements - Types of Decision-Making Situations: Decision-Making under Certainty - Uncertainty and Risk - Bayesian Approach – Decision Tree Technique (Business Application Problems).

Module 5:

Mathematical Basis for Managerial Decision-Making: Functions (Problems on Application of Linear Functions including Cost and Revenue Only) – Differentiation (Standard Forms & Rules) - Maxima & Minima Emphasis on Cost and Revenue Functions.

Module 6:

Statistical Applications in Excel: Basic Excel Functions – V lookup – Pivot Table – Charts: Line Chart, Bar Chart and Pie Chart, Histogram – Descriptive Statistics – Correlation and Regression.

BOOKS FOR REFERENCE

1. *Mittal, Sathyaprasad and Pradeep Rao, Mathematics and Statistics for Management, HPH*
2. *Azel and Sounderpandian, Complete Business Statistics, TMH*
3. *JK Sharma, Business Statistics, Pearson*
4. *RS Bhardwaj, Mathematics for Economics and Business, EB*
5. *RP Hooda, Statistics for Business and Economics, McMillan*
6. *GC Beri, Business Statistics, TMH*
7. *BR Dey, Managerial Statistics, McMillan*

P415 AR 102 - ECONOMICS FOR MANAGERS

Objectives:

The course will sharpen their analytical skills through integrating their knowledge of the economic theory with decision making techniques. The course covers the standard topics of managerial economics that are crucial to understanding the behaviour of business firms in a global setting.

Module 1:

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

Module 2:

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

Module 3:

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

Module 4:

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

Module 5:

Market structure and product pricing - Features and pricing-output decisions in perfect competition, monopoly, oligopoly and monopolistic competition, Equilibrium of the firm and of industry under different market conditions, Degree of monopoly power, Discriminating

monopoly, Welfare triangle, Pricing methods and practices of modern business firms: Cost-based and demand-based pricing strategies.

Module 6:

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

BOOKS FOR REFERENCE:

1. *Atmanand, Managerial Economics, EB*
2. *Sk Misra and VK Puri, Indian Economy, HPH*
3. *Dominick Salvatore, Managerial Economics, Thomson*
4. *Damodaran, Managerial economics, Oxford*
5. *Keating and Wilson, Managerial Economics, Biztantra*
6. *Craig Peterson, Chris Lewis and Sudhir Jain, Managerial Economics, Person*
7. *Christopher Thomas and Charles Maurice, Managerial Economics, TMH*
8. *Mankar, Business Economics, McMillan*
9. *Paul Keat and Philip Young, Managerial Economics, Pearson*