

**S.P. Mandali's**

**R. A. PODAR COLLEGE OF COMMERCE AND  
ECONOMICS (AUTONOMOUS),  
Matunga, Mumbai-400019**

## **Course Structure**

**For**

**Post Graduate Program**

**M.Com. (International Business)**

**Semester I & II**

**[www.rapodar.ac.in](http://www.rapodar.ac.in)**

### **POs for Postgraduate Program (International Business Management)**

<b>PO#</b>	<b>Program Objectives</b>	<b>Program Objectives Description</b>
P01	Subject Matter Expertise	<p>Develop a comprehensive understanding of the principles and practices of international business management.</p> <p>Acquire knowledge of global business strategies, international market entry modes, and multinational business operations.</p>
P02	Practical Knowledge and Innovative Thinking	<p>Understand the complexities of working in a diverse global business environment.</p> <p>Develop skills to effectively manage and collaborate with teams from different cultural backgrounds.</p> <p>International Finance:</p> <p>Gain knowledge of international financial systems, exchange rates, and currency management.</p> <p>Understand the financial implications and risks associated with conducting business across borders.</p>
P03	Cutting-edge Innovation and Advanced Research	<p>Acquire a solid foundation in international financial accounting principles and practices.</p> <p>Learn how to analyze financial statements and make informed business decisions based on financial data.</p>
P04	Scientific Communication Proficiency	<p>Understand the complexities of working in a diverse global business environment.</p> <p>Develop skills to effectively manage and collaborate with teams from different cultural backgrounds.</p> <p>Gain knowledge of international financial systems, exchange rates, and currency management.</p> <p>Understand the financial implications and risks associated with conducting business across borders.</p>
P05	Technological Competence	<p>Gain proficiency in using Python programming language for data analysis and visualization.</p> <p>Apply Python-based data science tools and techniques to extract insights and make data-driven decisions.</p>

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Syllabus

And

Question Paper Pattern of Course

Post Graduate Program

**M.Com. (International Business)**

**Semester I & II**

Syllabus as per National Education Policy 2020  
To be implemented from Academic Year 2023-2024

[www.rapodar.ac.in](http://www.rapodar.ac.in)

**M.Com-I**

<b>No. of Courses</b>	<b>Semester I</b>	<b>Credits</b>	<b>No. of Courses</b>	<b>Semester II</b>	<b>Credits</b>
<b><i>Mandatory</i></b>			<b><i>Mandatory</i></b>		
1	International Business Management	<b>06</b>	1	International Finance	<b>06</b>
2	Cross Culture Management	<b>06</b>	2	E-Commerce	<b>06</b>
3	Business Ethics	<b>02</b>	3	Corporate Social Responsibility	<b>02</b>
<b><i>Electives</i></b>			<b><i>Electives</i></b>		
3	R – Lab Course	<b>04</b>	3	Economics for Managers	<b>04</b>
<b><i>Research Methodology</i></b>			<b><i>Research Methodology</i></b>		
4	Research Methodology for Business	<b>04</b>	---	-----	
<b><i>On-Job Training / Field Project</i></b>			<b><i>On Job Training / Field Project</i></b>		
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<b>Total Credits</b>		<b>22</b>	<b>Total Credits</b>		<b>22</b>

## M.Com-II

No. of Courses	Semester III	Credits	No. of Courses	Semester IV	Credits
<i>Mandatory</i>			<i>Mandatory</i>		
1	Relationship Management	06	1	International Marketing	06
2	Financial Accounting & Analysis	06	2	Global Supply Chain Management	06
<i>Elective Courses(EC)</i>			<i>Elective Courses(EC)</i>		
3	*Any one courses from the following list of the courses A. Foreign Trade Management B. Introduction to Business Analytics C. Organizational Behavior	06	3	*Any one courses from the following list of the courses A. International Financial Regulatory Bodies B. Corporate Finance C. Python for Data Science Lab course	06
<b>RESEARCH METHODOLOGY</b>			<b>RESEARCH METHODOLOGY</b>		
4	Statistical Tools and Techniques of Research	02	----	-----	
<b>RESEARCH PROJECT</b>			<b>RESEARCH PROJECT</b>		
	Research Project/Internship	04		Research project	06
	<b>TOTAL CREDITS</b>	<b>22</b>		<b>TOTAL CREDITS</b>	<b>22</b>

**Note:** Project work is considered as a special course involving application of knowledge in solving/ analyzing/ exploring a real life situation/difficult problem. Project work would be of 06 credits. A project work maybe undertaken in any area of Elective courses.

**Master of Commerce (M.Com)**

**INTERNATIONAL BUSINESS MANAGEMENT PROGRAM**

*Under Choice Based Credit, Grading, and Semester System Course Structure*

**Semester I**

<b>No. of Courses</b>	<b>Semester I</b>	<b>Credits</b>
	<i><b>Mandatory</b></i>	
1	International Business Management	<b>06</b>
2	Cross Cultural Management	<b>06</b>
3	Business Ethics	<b>02</b>
	<i><b>Electives</b></i>	
4	R- Lab Course	<b>04</b>
	<i><b>Research Methodology</b></i>	
5	Research Methodology for Business	<b>04</b>
	<b>Total Credits</b>	<b>22</b>

**Revised Syllabus of Courses of Master of Commerce (M.Com) International Business Management  
Program at Semester I**

**1. International Business Management**

Modules at a Glance

<b>SN</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Introduction to International Business	15
2	International Business Environment and International Institution	15
3	International Financial Environment	15
4	Emerging Issues in International Business Environment	15
<b>Total</b>		<b>60</b>

<b>SN</b>	<b>Objectives</b>
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

<b>Course Outcome No.</b>	<b>Course Outcomes</b>
CO 1	Engaging in international business allows companies to diversify revenue streams, reducing dependence on a single market.
CO 2	Understanding different cultures and business practices fosters better international relationships and successful negotiation strategies.
CO 3	Diversifying operations across multiple countries can help spread risk and minimize the impact of economic or political instability in specific regions.

SN	Modules/ Units
1	Introduction to International Business and International Institutions
	Importance, Nature and Scope of International Business; Modes of Entry into International Business, EPRG Framework, Internationalization Process. Globalisation: Meaning, Implications, Globalisation as a Driver of International Business. The Multinational Corporations (MNCs) – Evolution, Features and Dynamics of the Global Enterprises. Consequences of Economic Globalisation, Reverse Globalisation. WTO, IMF, World Bank, UNCTAD.
2	International Business Environment and emerging issues
	Political Economy of International Business, Economic and Political Systems, Legal Environment, Cultural Environment, Technological Environment. Growing Concern for Ecology, Digitalisation; Outsourcing and Global Value Chains. Labour and Other Environmental Issues, Impact of Pandemic COVID-19 on International Trade.
3	International Financial Environment
	Foreign Investments - Pattern, Structure and Effects. Theories of Foreign Direct Investment, Traditional and Modern Theories of FDI, Modes of FDI - Greenfield, Brownfield Investments, Mergers and Acquisitions, Motives of FDI, FDI Contrasted with FPI. Basics of Forex Market.
4	International Trade concepts and trends in international trade of India
	Concept and Significance of Balance of Payments, Current and Capital Account Components. Introduction to the Basic Concept of IFRS. India's Balance of Payment and Balance of Trade Institutes supporting Foreign Trade: DGFT, EXIM Bank, ECGC, Export Promotion Councils, EPZ, EOU & SEZ.

### Suggested Readings

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

**Revised Syllabus of Courses of Master of Commerce (M.Com) International Business Management  
Program at Semester I**

**2.Business Ethics**

**Modules at a Glance**

SN	Modules	No. of Lectures
1	Introduction to Business Ethics	15
2	Indian Ethical Practices and Corporate Governance	15
<b>Total</b>		<b>30</b>

SN	Objectives
1	To familiarize the learners with the concept and relevance of Business Ethics in the modern era
2	To enable learners to understand the scope and complexity of Corporate Social responsibility in the global and Indian context

Course Outcome No.	Course Outcomes
CO 1	Understand the concept and importance of business ethics. Recognize the role of Indian ethos, ethics, values, and work ethos in shaping ethical behavior.
CO 2	Analyze various approaches to business ethics: Evaluate different ethical theories, including Friedman's Economic theory, Kant's Deontological theory, and Mill & Bentham's Utilitarianism theory, and understand how these theories guide ethical decision-making in business.
CO 3	Understand the evolution of corporate governance and its principles. Evaluate the corporate governance regulatory framework in India.
CO 4	Analyze, and Application ethical issues, make informed decisions, and contribute to the establishment of ethical practices and effective corporate governance within organizations.

SN	Modules/ Units
1	<b>Introduction to Business Ethics</b>
	<p>Business Ethics – Concept, Characteristics, Importance and Need for business ethics. Indian Ethos, Ethics, and Values, Work Ethos.</p> <p>Sources of Ethics, Ethical dilemma in business. Ethics in Marketing and Advertising, Human Resources Management, Finance and Accounting, Production, Information Technology, Copyrights and Patents</p> <p>Various approaches to Business Ethics - Theories of Ethics- Friedman’s Economic theory, Kant’s Deontological theory, Mill &amp; Bentham’s Utilitarianism theory</p> <p>Gandhian Approach in Management and Trusteeship, Importance and relevance of trusteeship principle in Modern Business, Gandhi’s Doctrine of Satya and Ahimsa.</p>
2	<b>Indian Ethical Practices and Corporate Governance</b>
	<p>Corporate Governance: Concept, Importance, Evolution of Corporate Governance, Principles of Corporate Governance,</p> <p>Regulatory Framework of Corporate Governance in India, SEBI Guidelines and Clause 49, Audit Committee, Role of Independent Directors, Protection of Stake Holders, Changing roles of corporate Boards.</p> <p>Elements of Good Corporate Governance, Failure of Corporate Governance and its consequences</p>

### Suggested Readings

- Sharma J.P ‘ Corporate Governance, business ethics and CSR, Ane Books Pvt Ltd, New Delhi
- Sharma J.P. Corporate Governance and Social Responsibility of business, Ane Books Pvt ltd, New Delhi
- S.K.Bhatia, Business Ethics and Corporate Governance
- William Shaw, Business Ethics, Wordsworth Publishing Company, International Thomson Publishing Company.
- Corporate Crimes and Financial Frauds, Dr. Sumit Sharma, New Delhi India
- R.C. Sekhar, Ethical choices in Business, Sage Publications, New Delhi
- Business Ethics, Andrew Crane and Dirk Matten, Oxford University Press.
- Business Ethics, Text and Cases, C.S.V. Murthy, Himalaya Publication House.
- Mallin, Christine A. Corporate Governance (Indian Edition) Oxford University press. New Delhi
- Blow field ,Michael and Alan Murray, Corporate Responsibility, Oxford University Press,
- Philip Kotler and Nancy Lee, CSR : doing the most good for Company and your cause , Wiley 2005
- Beeslory, Michel and Evens, CSR , Taylor and Francis, 1978
- Subhabrata Bobby Banerjee, CSR: the good, the bad and the ugly. Edward Elgar Publishing 2007
- Joseph A. Petrick and John F. Quinn, Management Ethics- Integrity at work , Sage Publication , 1997

**Revised Syllabus of Courses of Master of Commerce (M.Com) International Business Management Program at Semester I**

**3. Cross-Cultural Management**

**Modules at a Glance**

<b>S N</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Cultural Competence	15
2	Cross-Cultural Dynamics	15
3	Culture and Communication	15
4	Managing cross-culture	15
	<b>Total</b>	<b>60</b>

<b>SN</b>	<b>Objectives</b>
1	To familiarize the existence of various international business standards • Know basic differences in international business operations
2	To enable learners to Understand and explain issues of cultural awareness when conducting international business

<b>Course Outcome No.</b>	<b>Course Outcomes</b>
CO 1	Analyze and navigate the challenges and opportunities that arise from cultural differences in the workplace.
CO 2	Develop the understanding of strategies for managing and leading multicultural teams and organizations.
CO 3	Learn how to communicate effectively and collaborate with individuals from different cultural backgrounds.
CO 4	Apply cultural intelligence to adapt and communicate effectively in cross-cultural interactions.

SN	Modules/ Units
1	<b>Cultural Competence</b>
	Culture; Models of culture; Measurement of culture; Cross-cultural differences and their role and effects in the workplace. Cultural intelligence and cross-cultural competencies; Models of cultural intelligence; Development of cultural intelligence; Role of cultural intelligence and its effects in the workplace. Ethics and Justice in Cross-Cultural Context,
2	<b>Cross-Cultural Dynamics</b>
	Culture and Organizations: Culture and corporate structures – Culture and Leadership -Cultureand Strategy – Cultural change in Organizations– Cultural Diversity. Multi-cultural teams and workgroups, Teamwork models, Challenges and Best Practices of collaboration across cultures, time zones, national borders, and institutional differences, Global Virtual Teams Concept of cosmopolitanism in management -The changing role of the manager
3	<b>Culture and Communication</b>
	Culture and Communications: Business communication across cultures – Barriers to intercultural communication – Negotiating Internationally Skills necessary within a cross- cultural setting - Adaptation skills - Relationship skills - Communication skills , Cross-cultural differences in communication styles, Role of language and cultural differences in organizationalcommunication, Technology-assisted communication in global virtual teams.
4	<b>Managing cross-culture</b>
	Managing cross-culture -Managing multicultural forces -National versus Corporate culture -The cross-cultural puzzle -Development of cross-cultural global leader- Management of immigrant and inpatriate employees, Management of workers at overseas offices.

### Suggested Readings

- Beer, L. A. (2012). Essential Concepts of Cross-Cultural Management : Building on What We AllShare (Vol. 1st ed). [New York, N.Y.] [222 East 46th Street, New York, NY 10017]: Business Expert Press.
- Cultures and Organizations, Software of the mind. Intercultural Cooperation and Its Importance for survival. (2010). McGraw-Hill..
- Moran, R.T. Managing Cultural Differences: Global Leadership Strategies for the 21st Century / Robert T. Moran, Philip R. Harris, Sarah V. Moran. – 7th ed. – Burlington; Oxford: Elsevier Inc.,2007

**Revised Syllabus of Courses of Master of Commerce (M.Com) International Business Management  
Program at Semester I**

**4.R– Lab course**

**Modules at a Glance**

<b>SN</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Introduction to R	15
2	Matrices, Arrays and Data Frames	15
4	Series and Data Frames	15
<b>Total</b>		<b>45</b>

<b>SN</b>	<b>Objectives</b>
1	To enable the students to know about the information needs of Management
2	To introduce the concepts of data analysis methods
3	To have hands-on training of Statistical Data Analysis through R Programming and Python Programming

<b>Course Outcome No.</b>	<b>Course Outcomes</b>
CO 1	Evaluate the Manipulate matrices: Create and manipulate matrices in R, and perform operations such as addition, subtraction, and multiplication. Understand the fundamentals of R: Describe the basic features and functionalities of the R programming language and environment.
CO 2	Understand the fundamentals of R: Describe the basic features and functionalities of the R programming language and environment.
CO 3	Understand the concept of arrays in R and perform array operations, including reshaping, indexing, and slicing arrays for data manipulation and analysis.

SN	Modules/ Units
<b>1</b>	<b>Introduction to R</b>
	Introducing to R – R Data Structures – Help functions in R – Vectors – Scalars – Declarations – recycling – Common Vector operations – Using all and any – Vectorised operations – NA and NULL values – Filtering – Vectorised if-then else – Vector Equality – Vector Element names
<b>2</b>	<b>Matrices, Arrays and Data Frames</b>
	Creating matrices – Matrix operations – Applying Functions to Matrix Rows and Columns – Adding and deleting rows and columns – Vector/Matrix Distinction – Avoiding Dimension Reduction – Higher Dimensional arrays – lists – Creating lists – General list operations – Accessing list components and values – applying functions to lists – recursive lists Creating Data Frames – Matrix-like operations in frames – Merging Data Frames – Applying functions to Data frames – Factors and Tables – factors and levels – Common functions used with factors – Working with tables
<b>3</b>	<b>Series and data Frame</b>
	The Series Data Structure, Querying a Series, The DataFrame Data Structure, DataFrame Indexing and Loading, Querying a DataFrame, Indexing Dataframes, Merging Dataframes , Data Aggregation and Group Operations, Time Series, Date and Time Data Types and Tools, Time Series Basics, Date Ranges, Frequencies, and Shifting, Time Zone Handling, Periods and Period Arithmetic, Resampling and Frequency Conversion, Time Series Plotting, Moving Window Functions

### **Suggested Readings**

1. “R Cookbook”, Paul Teetor
2. “R for Data Science”, Garrett Golemund and Hadley Wickham
3. “Hands-On Programming with R”, Garrett Golemund
4. “An Introduction to Statistical Learning: With Applications in R”, Daniela Witten, Gareth James Robert Tibshirani, and Trevor Hastie
5. “Learning Python”, David Ascher and Mark Lutz
6. “Python for Data Analysis: Data Wrangling with Pandas, NumPy, and IPython”, Wes McKinney
7. “Introduction to Machine Learning with Python: A Guide for Data Scientists”, Andreas C. Muller and Sarah Guido

*Revised Syllabus of Courses of Master of Commerce (M.Com) International Business Management Program at Semester I*

**5. Research Methodology for Business**

*Modules at a Glance*

SN	Modules	No. of Lectures
1	Introduction to Research	15
2	Research Process	15
3	Data Processing and Statistical Analysis	15
4	Research Reporting and Modern Practices in Research	15
<b>Total</b>		<b>60</b>

SN	Objectives
1	To enhance the abilities of learners to undertake research in business & social sciences
2	To enable the learners to understand, develop and apply the fundamental skills in formulating research problems
3	To enable the learners in understanding and developing the most appropriate methodology for their research
4	To make the learners familiar with the basic statistical tools and techniques applicable for research

Course Outcome No.	Course Outcomes
CO 1	Understand the research process: Identify the key components of the research process, including formulating research questions or hypotheses, designing research studies, collecting data, analyzing data, and drawing conclusions. Recognize the importance of ethical considerations in research.
CO 2	Apply data processing techniques: Utilize appropriate techniques for data processing, including data cleaning, data coding, data entry, and data transformation, to ensure data quality and integrity for analysis.
CO 3	Interpret statistical results: Interpret the results of statistical analysis in the context of research questions or hypotheses, and effectively communicate the findings in a clear and meaningful manner.
CO 4	Develop effective research communication: Develop effective oral and written communication skills to present research findings, including creating research posters, delivering presentations, and writing research reports or academic papers.

SN	Modules/ Units
1	<b>Introduction to Research</b>
	Features and Importance of research in business, Objectives and Types of research- Basic, Applied, Descriptive, Analytical and Empirical Research. Formulation of research problem, Research Design, significance of Review of Literature Hypothesis: Formulation, Sources, Importance and Types Sampling: Significance, Methods, Factors determining sample size
2	<b>Research Process</b>
	Stages in Research process Data Collection: Primary data: Observation, Experimentation, Interview, Schedules, Survey, Limitations of Primary data Secondary data: Sources and Limitations, Factors affecting the choice of method of data collection. Questionnaire: Types, Steps in Questionnaire Designing, Essentials of a good questionnaire
3	<b>Data Processing and Statistical Analysis</b>
	Data Processing: Significance in Research, Stages in Data Processing: Editing, Coding, Classification, Tabulation, Graphic Presentation Statistical Analysis: Tools and Techniques, Measures of Central Tendency, Measures of Dispersion, Correlation Analysis and Regression Analysis. Testing of Hypotheses – Parametric Test-t test, f test, z test Non-Parametric Test -Chi square test, ANOVA, Factor Analysis Interpretation of data: significance and Precautions in data interpretation
4	<b>Research Reporting and Modern Practices in Research</b>
	Research Report Writing: Importance, Essentials, Structure/Layout, Types References, and Citation Methods: APA (American Psychological Association) Footnotes and Bibliography Modern Practices: Ethical Norms in Research, Plagiarism, Role of Computers in Research

## Suggested Readings

1. Research Methodology – Text and Cases with SPSS Applications, by Dr S.L. Gupta and Hitesh Gupta, International Book House Pvt Ltd
2. Business Research Methodology by T N Srivastava and Shailaja Rego, Tata Mcgraw Hill Education Private Limited, New Delhi
3. Methodology of Research in Social Sciences, by O.R. Krishnaswami, Himalaya Publishing House
4. Research Methodology by Dr Vijay Upagude and Dr Arvind Shende
5. Business Statistics by Dr S. K Khandelwal, International Book House Pvt Ltd
6. Quantitative Techniques by Dr S. K Khandelwal, International Book House Pvt Ltd
7. SPSS 17.0 for Researchers by Dr S.L Gupta and Hitesh Gupta, 2nd edition, Dr S. K Khandelwal, International Book House Pvt Ltd
8. Foundations of Social Research and Econometrics Techniques by S.C. Srivastava, Himalaya publishing House
9. Statistical Analysis with Business and Economics Applications, Hold Rinehart & Wrintston, 2nd Edition, New York
10. Business Research Methods, Clover, Vernon T and Balsely, Howard L, Colombus O. Grid, Inc
11. Business Research Methods, Emary C. Willima, Richard D. Irwin In. Homewood
12. Research Methods in Economics and Business by R. Gerber and P.J. Verdoom, The Macmillan Company, New York Research and Methodology in Accounting and Financial Management, J.K Curtis
13. Statistics for Management and Economics, by Menden Hall and Veracity, Reinmuth J.E
14. Panneerselvam, R., Research Methodology, Prentice Hall of India, New Delhi, 2004.
15. Kothari CR, Research Methodology- Methods and Techniques, New Wiley Ltd., 2009

## EXAMINATION PATTERN

(Under Choice Based Credit, Grading and Semester System )  
 (With effect from Academic Year: 2023-2024)  
 (Evaluation pattern)

### 1. Continuous Internal Evaluation System:

<b>Continuous Internal Evaluation (CIE)</b>	<b>40 Marks</b>
<p>The internal evaluation of 40 marks for M.Com for each semester would be of tests and of class participation, project, case study analysis, Case lets, PowerPoint presentations, group discussion, book review, Research paper, article analysis and any other mode depending on the nature and scope of the course. Continuous Internal Evaluation (CIE), to be conducted by the subject teacher all through the semester. The total mark break up would be suitably divided and the total marks scored by the learner would be submitted to the Controller of Examination.</p>	

## 2. Question Paper Pattern (Practical/Theory Courses) :

Maximum Marks: 60

Questions to be Set: 04

Durations: 02 hrs

**All Questions are compulsory carrying 15 Marks each:**

Question No.	Particulars	Marks
Q1	A) Theory/Practical Question	15 Marks
	OR	
	B) Theory/Practical Question	15 Marks
Q2	A) Theory/Practical Question	15 Marks
	OR	
	B)Theory/Practical Question	15 Marks
Q3	A) Theory/Practical Question	15 Marks
	OR	
	B) Theory/Practical Question	15 Marks
Q4	A) Theory/Practical Question	15 Marks
	OR	
	B)Theory/Practical Question	15 Marks

*Note: Full-Length questions of 15 Marks may be divided into two sub-questions of 08 and 07 marks.*

**Master of Commerce (M.Com)**

**(INTERNATIONAL BUSINESS MANAGEMENT PROGRAM)**

*Under Choice-Based Credit, Grading, and Semester System Course Structure*

**Semester II**

<b>No. of Courses</b>	<b>Semester II</b>	<b>Credits</b>
	<b><i>Mandatory</i></b>	
1	International Finance	<b>06</b>
2	E-Commerce	<b>06</b>
3	Corporate Social Responsibility	<b>02</b>
	<b><i>Electives</i></b>	
4	Economics for Managers	<b>04</b>
	<b><i>Research Methodology</i></b>	
5	Business Analytics Related Project	<b>04</b>
	<b>Total Credits</b>	<b>22</b>

**Revised Syllabus of Courses of Master of Commerce (M.Com) International Business Management Program at Semester II**

**1.Economics for Managers**

**Modules at a Glance**

SN	Modules/ Units	
	<b>Modules</b>	<b>No. of Lectures</b>
1	Introduction to Managerial Economics	15
2	Market Structure and Pricing Strategies	15
3	Macroeconomic environment - Introduction to Macroeconomics	15
	<b>Total</b>	<b>45</b>

SN	Objectives
1	The objective of the course is to acquaint students with the basic principles of micro and macroeconomics for developing the understanding of theory of the firm, markets and the macro environment, which would help them in managerial decision-making processes.
2	To Identify the different types of market structures, such as perfect competition, monopoly, oligopoly, and monopolistic competition
3	To Assess the impact of macroeconomic changes on business operations, investment decisions, and pricing strategies.

Course Outcome No.	Course Outcomes
CO 1	Understand the scope and significance of macroeconomics in the overall economy.
CO 2	Evaluate the factors influencing pricing decisions, including competition, consumer behavior, and industry trends.
CO 3	Understand the role of managerial economics in decision-making processes within organizations..

SN	Modules/ Units
<b>1</b>	<b>Introduction to Managerial Economics</b>
	Nature and scope of managerial economics; Firm theory: Objectives of the firm; Theory of the growth of the firm: Marris model. Production function; Returns to scale; Production with two variable inputs; Isoquants; Producer 's Equilibrium; Cost function- classification of costs, short run cost functions; Relationship between return to scale and return to a factor; Long run cost functions.
<b>2</b>	<b>Market Structure and Pricing Strategies</b>
	Overview of different market structures: perfect competition, monopoly, oligopoly, and monopolistic competition Pricing strategies: price discrimination, price leadership, cost-plus pricing, and price skimming Non-price competition: product differentiation, advertising, and branding
<b>3</b>	<b>Macroeconomic environment - Introduction to Macroeconomics</b>
	National Income Accounting; Limitations of national income accounting; Circular flow of income and expenditure; Economic fluctuations and business cycle; Natural rate of unemployment and Inflation.

### Suggested Readings

- Branson, William H. *Macro Economics Theory and Policy*. First East – West Press. *Unit(s) – III, and IV*
- Dornbusch, R. and S., Fischer. *Macro Economics*. Publisher Tata McGraw Hill. *Unit(s) –III, and IV*
- Koutsiyannis, A. *Modern Microeconomics*. Macmillan Press Ltd. *Unit(s) - I and II*
- Mankiw, N. Gregory. *Macro Economics*. Macmillan. *Unit(s) – III, and IV*
- Oliver, Blanchard. *Macro Economics*, Pearson Education, LPE. *Unit(s) – III, and IV*
- Salvatore, D. & Rastogi, Siddhartha K. *Managerial Economics-Principals and Worldwide Applications*. Oxford University Press. *Unit(s) - I, and II*
- Varian. *Micro-Economic Analysis*. Norton. *Unit(s) - I and II*

**Revised Syllabus of Courses of Master of Commerce (M.Com) International Business Management Program at Semester II**

**2.International Finance**

**Modules at a Glance**

<b>SN</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Internationals Monetary and Financial System	15
2	Foreign Exchange Markets	15
3	Foreign Exchange Risk	15
4	International Capital and Money Market Instruments	15
	<b>TOTAL</b>	<b>60</b>

<b>SN</b>	<b>Objectives</b>
1	To understand the concept and significance of International finance
2	To understand the conceptual framework of international finance and use in making financial decisions.

<b>Course Outcome No.</b>	<b>Course Outcomes</b>
CO 1	Understanding of the international monetary and financial system, foreign exchange markets, foreign exchange risk management, and international capital and money market instruments.
CO 2	Develop the skill of analyzing and evaluating the dynamics of global financial markets, making informed decisions regarding foreign exchange transactions and risk management, and assessing international investment opportunities in a complex and interconnected global financial environment.
CO 3	Understand the role of managerial economics in decision-making processes within organizations..

SN	Modules/ Units
<b>1</b>	<b>International Monetary and Financial System</b>
	Importance of International Finance; Bretton Woods Conference and afterwards, IMF and the World Bank; European Monetary System. Balance of Payment and International Linkages: Components; International flow of Goods, Services and Capital; Coping with current account deficit.
<b>2</b>	<b>Foreign Exchange Markets</b>
	Determining Exchange Rates; Fixed and Flexible Exchange Rate System; Exchange Rate Theories; Participants in the Foreign Exchange Markets; Spot Markets; Exchange Rate Quotes; LERMS; Factors affecting Exchange Rates-spot rates, forward exchange rates, forward exchange contracts.
<b>3</b>	<b>Foreign Exchange Risk</b>
	Transaction Exposure, Translation Exposure and Economic Exposure; Management of Exposures-internal techniques, netting, marketing, leading and lagging, Pricing Policy, Asset and liability Management and techniques. Management of Risk in Foreign Exchange Markets: Forex Derivatives- Swaps, Futures and Options and Forward Contracts.
<b>4</b>	<b>International Capital and Money Market Instruments</b>
	GDRs, ADRs, Eurobonds, Euro loans, Repos, C.P.s, Floating Right Instruments, Loan Syndication and Euro Deposits. - Multilateral Financial Institutions: Role of IMF, IBRD and other Development Banks; International Investors and Foreign Investment Institutions. Current Developments: International Indebtedness; Capital Account Convertibility- Pros and Cons; Innovations in International Financial Instruments.

## Suggested Readings

- Apte, P.G. International Financial Management, Tata McGraw hill, New Delhi,
- Buckley, Adrian; multinational Finance, Prentice Hall, New Delhi.
- Eitman D.K. and A.I Stonehill, Eitman, Multinational Business Cash Finance, Addison Wesley, New York.
- Sharan V. International financial Management PHI, New Delhi.
- Clark, E, International Financial, Thompson.
- Henning C.N.W Piggott and W.H Scott: International Financial Management, McGraw Hill, International Edition.
- Levi, Maurice D: International Finance, McGraw Hill, International Edition.
- Rodriquefe R.M. and E.E. Carter: International Financial Management, Prentice Hall, International Edition.
- Shaprio Alan C: Multinational Financial Management, Prentice Hall New Delhi.
- Yadav S, P. K. Jain and Max P. Foreign Exchange Markets, Macmillan, New Delhi.
- Zeneff D. and J Zwick: International Financial Management, Prentice Hall International Edition.
- O' Connor DJ, Bueso AT: International Dimensions of Financial Management; Macmillan, New Delhi.
- Pilbeam Keith: International Financial Macmillan Press, Hong Kong.
- Melvin "International Money and financial Money and Finance "Pearson, New Delhi.

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**3.E-Commerce**

Modules at a Glance

SN	Modules	No. of Lectures
1	Introduction to Electronic Commerce –Evolution and Models	15
2	World Wide Web and E-enterprise	15
3	E-marketing and Electronic Payment System	15
4	Legal and Regulatory Environment and Security issues of E-commerce	15

SN	Objectives
1	To provide an analytical framework to understand the emerging world of e-commerce
2	To make the learners familiar with current challenges and issues in ecommerce
3	To develop the understanding of the learners towards various business models
4	To enable to understand the Web- based Commerce and equip the learners to assess e-commerce requirements of a business
5	To develop understanding of learners relating to Legal and Regulatory Environment and Security issues of E-commerce

Course Outcome No.	Course Outcomes
CO 1	Understanding the Legal and Regulatory Environment: Students will gain knowledge of the legal and regulatory frameworks that govern e-commerce activities, including consumer protection laws, privacy regulations, intellectual property rights, and taxation issues..
CO 2	Acquire the knowledge about security measures and technologies, such as encryption, secure socket layer (SSL), and secure payment gateways, to protect online transactions and safeguard sensitive customer information.

SN	Modules/ Units
<b>1</b>	<b>Introduction to Electronic Commerce – Evolution and Models</b>
	<p>Evolution of E-Commerce-Introduction, History/Evolution of Electronic Commerce, Roadmap of E-Commerce in India, Main activities, Functions and Scope of E- Commerce. Benefits and Challenges of E-Commerce, E-Commerce Business Strategies for Marketing, Sales and Promotions.</p> <p>Business Models of E-Commerce- Characteristics of Business to Business (B2B), Business to Consumers (B2C), Business to Government (B2G) Concepts of other models of E-commerce. Business to Consumer E-Commerce process, Business to Business E-Commerce Need and Importance, alternative models of B2B E-Commerce. • E-Commerce Sales Product Life Cycle (ESLC) Model</p>
<b>2</b>	<b>World Wide Web and E-enterprise</b>
	<p>World Wide Web-Reasons for building own website, Benefits of Website, Registering a DomainName, Role of web site in B2C E-commerce; push and pull approaches; Web site design principles.</p> <p>EDI and paperless trading; Pros &amp; Cons of EDI; Related new technologies use in Ecommerce. Applications of E-commerce and E-enterprise - Applications to Customer Relationship Management- Types of E-CRM, Functional Components of E-CRM.</p>
<b>3</b>	<b>E-marketing and Electronic Payment System</b>
	<p>E-Marketing- Scope and Techniques of E-Marketing, Traditional web promotion; Web counters; Web advertisements, Role of Social media. E-Commerce Customer Strategies for Purchasing and support activities, Planning for Electronic Commerce and its initiatives, The pros and cons of online shopping, Justify an Internet business.</p> <p>Electronic Payment System-Characteristics of E-payment system, SET Protocol for credit card payment, prepaid e-payment service, post-paid E-payment system, Types of payment systems. Operational, credit and legal risks of E-payment system, Risk management options for E-paymentsystems, Set standards / principles for E-payment</p>
<b>4</b>	<b>Legal and Regulatory Environment and Security issues of E-commerce</b>
	<p>Introduction to Cyber Laws-World Scenario, Cyber-crime&amp; Laws in India and their limitations, Hacking, Web Vandals, E-mail Abuse, Software Piracy and Patents. Taxation Issues, Protection of Cyber Consumers in India and CPA 1986, Importance of Electronic Records as Evidence. <b>GDPR (General Data Protection Regulation )</b></p> <p>Security Issues in E-Commerce- Risk management approach to Ecommerce Security - Types and sources of threats, Protecting electronic commerce assets and intellectual property. Security Tools, Client server network security, Electronic signature, Encryption and concepts of public and private key infrastructure</p>

## Suggested Readings

- Laudon, Kenneth C. and Carol Guercio Traver (2002) E-commerce: business, technology, society.(New Delhi: Pearson Educatin).
- Awad, Elias M. (2007), Electronic Commerce: From Vision to Fulfillment (New Delhi: PearsonEducation).
- Kalakota, Ravi and Marcia Robinson (2001). Business 2.0: Roadmap for Success (New Delhi:Pearson Education).
- Smith, P.R. and Dave Chaffey (2005), E-Marketing Excellence; the Heart of e-Business (UK:Elsevier Ltd.)
- Vivek Sood Cyber Laws Simplified-TMH (2001)
- Vakul Sharma Handbook of cyber Laws-Macmillan (2002)
- Sundeep Oberol e Security and you-TMH (2001)
- Greenstein & Feinman Electronic Commerce-Security, Risk Mgt and Control-TMH (2000)
- Adam Nabll R. (Editor) Electronic Commerce: Technical Business and Legal Issues.
- Diwan, Prag and Sharma Electronic Commerce-a Manager's Guide to EBusiness
- Bharat Bhasker, Electronic Commerce – Frame work technologies and Applications, 3rd Edition-Tata Mc Graw Hill Publications, 2008.

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### 4. Corporate Social Responsibility

#### *Modules at a Glance*

SN	Modules	No. of Lectures
1	Introduction to Corporate Social Responsibility	15
2	Areas of CSR and CSR Policy	15
<b>Total</b>		<b>30</b>

SN	Objectives
1	To familiarize the learners with the concept and relevance of Business Ethics in the modern era
2	To enable learners to understand the scope and complexity of Corporate Social responsibility in the global and Indian context

Course Outcome No.	Course Outcomes
CO 1	Identify different models and approaches for implementing CSR, such as corporate philanthropy, strategic CSR, shared value approach, and stakeholder engagement.
CO 2	Understand the drivers that motivate organizations to engage in CSR initiatives.
CO 3	Analyze the provisions of Section 135 of the Indian Companies Act, which mandates CSR spending by certain companies. Recognize prestigious awards and certifications for CSR initiatives in India.

SN	Modules/ Units
1	<b>Introduction to Corporate Social Responsibility</b>
	<p>Corporate Social Responsibility: Concept, Scope &amp; Relevance and Importance of CSR in Contemporary Society.</p> <p>Corporate philanthropy, Models for Implementation of CSR, Drivers of CSR, Prestigious awards for CSR in India.</p> <p>CSR –legislation in India and the world. Sec 135. Organizational citizenshipbehaviour in the work place.</p> <p>Role of NGO’s and International Agencies in CSR, Integrating CSR into Business</p>
2	<b>Areas of CSR and CSR Policy</b>
	<p>CSR towards Stakeholders-- Shareholders, Creditors and Financial Institutions, Government, Consumers, Employees and Workers, Local Community and Society.</p> <p>CSR and environmental concerns.</p> <p>Designing CSR Policy- Factors influencing CSR Policy, Role of HR Professionals in CSR</p> <p>Global Recognitions of CSR- ISO- 14000-SA 8000 – AA 1000 – Codes formulated by UN Global Compact – UNDP, Global Reporting Initiative; major codes on CSR.</p> <p>CSR and Sustainable Development</p> <p>CSR through Triple Bottom Line in Business</p>

## Suggested Readings

- Mallin, Christine A. Corporate Governance (Indian Edition) Oxford University press. New Delhi
- Blow field ,Michael and Alan Murray, Corporate Responsibility, Oxford University Press,
- Philip Kotler and Nancy Lee, CSR : doing the most good for Company and your cause , Wiley 2005
- Beeslory, Michel and Evens, CSR , Taylor and Francis, 1978
- Subhabrata Bobby Banerjee, CSR: the good, the bad and the ugly. Edward Elgar Publishing 2007
- Joseph A. Petrick and John F. Quinn, Management Ethics- Integrity at work , Sage Publication , 1997
- Francesco Perrini, Stefano and AntanioTencati, Developing CSR- A European Perspective , Edward Elgar.
- William B. Werther, Jr. David Chandler, Strategic Corporate Social Responsibility, stakeholders' a global environment, Sage Publication, 2009.
- Ellington. J. (1998), Cannibals with forks: The triple bottom line of 21st Century business, New Society Publishers.
- Crane, A. Et al., (2008), The Oxford handbook of Corporate Social Responsibility, New York: Oxford University Press Inc.

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**5. INTERNATIONAL BUSINESS MANAGEMENT PROJECT**

Inclusion of project work in the course curriculum of the M.Com. program is one of the ambitious aspects in the program structure. The main objective of inclusion of project work is to inculcate the element of research work challenging the potential of learner as regards to his/her eager to enquire and ability to interpret particular aspect of the study in his/ her own words. It is expected that the guiding teacher should undertake the counselling sessions and make the awareness among the learners about the methodology of formulation, preparation and evaluation pattern of the project work.

**Guidelines for Preparation of Project Work**

**Work Load**

Work load for Project Work is 01 (one) hour per batch of 15-20 learners per week for the teacher. The learner (of that batch) shall do field work and library work in the remaining 03 (three) hours per week.

**1. General guidelines for preparation of project work based on International Business Management.**

- The project topic may be undertaken in any area of Elective Courses.
- Each of the learners has to undertake a Project individually under the supervision of a teacher-guide.
- The learner shall decide the topic and title which should be specific, clear and with definitescope in consultation with the teacher-guide concerned.
- University/college shall allot a guiding teacher for guidance to the students based on her / his specialization.
- The project report shall be prepared as per the broad guidelines given below:
  - Font type: Times New Roman
  - Font size: 12-For content, 14-for Title
  - Line Space : 1.5-for content and 1-for in table work
  - Paper Size: A4
  - Margin : in Left-1.5, Up-Down-Right-1
- The Project Report shall be bounded.
- The project report should be 60 to 80 pages

**EXAMINATION PATTERN****(Under Choice Based Credit, Grading and Semester System )****(With effect from Academic Year: 2023-2024)****(Evaluation pattern)****1. Continuous Internal Evaluation System:**

<b>Continuous Internal Evaluation (CIE)</b>	<b>40 Marks</b>
<p>The internal evaluation of 40 marks for M.Com for each semester would be of tests and of class participation, project, case study analysis, Case lets, PowerPoint presentations, group discussion, book review, Research paper, article analysis and any other mode depending on the nature and scope of the course. Continuous Internal Evaluation (CIE), to be conducted by the subject teacher all through the semester. The total mark break up would be suitably divided and the total marks scored by the learner would be submitted to the Controller of Examination.</p>	

## 2. Question Paper Pattern (Practical / Theory Courses) :

Maximum Marks: 60

Questions to be Set: 04

Durations: 02 hrs

All Questions are compulsory carrying 15 Marks each:

Question No.	Particulars	Marks
Q1	A) Theory/Practical Question	15 Marks
	OR	
	B) Theory/Practical Question	15 Marks
Q2	A) Theory/Practical Question	15 Marks
	OR	
	B) Theory/Practical Question	15 Marks
Q3	A) Theory/Practical Question	15 Marks
	OR	
	B) Theory/Practical Question	15 Marks
Q4	A) Theory/Practical Question	15 Marks
	OR	
	B)Theory/Practical Question	15 Marks

*Note: Full-Length questions of 15 Marks may be divided into two sub-questions of 08 and 07 marks.*

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