

SYLLABUS

For

2 YEARS M.COM PROGRAMME

(Revised Syllabus Approved by Academic Council)



*Dept. of
Commerce*

JUNE, 2019

UNIVERSITY OF SCIENCE & TECHNOLOGY, MEGHALAYA

Techno City, 9th Mile, Baridua, Ri-Bhoi, Meghalaya, 793101

About the Department:

The importance of Commerce education was never been so high, as today. There is a continuous change in the environment and it is continuously interacting with the subject matter making many older subjects obsolete and providing path for the newer insight. To provide such newer insight into the subject and fulfilling aspirations of the people of the region, the Department of Commerce got established in the year 2012 under the aegis of University of Science and Technology, Meghalaya.

Academic Focus:

Commerce is an applied subject developed over the years as a learning discipline to equip the students to meet the various functional areas of trade, commerce, industry, entrepreneurship and profession. It provides earning avenues immediately after acquiring the degree from the academic institutions. It gives them an opening and easy entry to the professional courses like chartered accountancy, cost accountancy, company secretary ship, banking course, insurance course, setting of new business venture, to become an entrepreneur. Besides, the students may opt for job avenues in retail trade management, marketing, e-commerce, e-accounting, online-trading, online-investment and stock market trading. There is a provision of hiring persons from the professional field and give the students an exposure to real time business situation and other business practices. In the present changing scenario, selecting commerce as a career option is one of the potential areas for making a livelihood.

Career Scope:

Commerce is considered a popular field in order to acquaint oneself with knowledge and practice of accounting, finance, taxation, management, marketing and other related fields of business. Few out of many opportunities for building career through Commerce are teaching and research, Chartered Accountant, Company Secretary, Cost Accountant, Financial Analyst,

HR executive, functional manager, Market researcher, Certified Management Accountant, Certified Public Accounting, Investment analyst.

Programme Details:

Under Graduate Course	Post Graduate Course	Ph. D Course
B.Com with specialization in Accountancy/ Finance/ Management <u>Eligibility:</u> HS in Arts/Science/Commerce	M. Com. with specialization in Accounting & Finance and Human Resource Management and Marketing Management <u>Eligibility:</u> B.Com	Commerce

➤ **Bachelor Commerce (B.Com)**

Duration: 3 Years

➤ **Master Commerce (M.Com)**

Duration: 2 Years

➤ **Ph.D**

Programme Objectives (PO):

To give basic introduction to the students in respect of trade, commerce and business related contemporary issues.

1. To enhance the ability of students in conceptualizing certain business problems through classroom teaching drawing examples from real life situations. At the same time to develop analytical skill and problem solving aptitude of the students.
2. The Commerce education helps the students learn the concepts and practice of accountancy, taxation, human resource management, marketing and finance.

3. The students are given exposure in course of their day-to-day learning process to the questions relating to multiple choice questions generally applied in all national level test-NET, JRF, etc.
4. Students are given exposure to Research Methodology not only in class room teaching of the paper but also guiding students to enhance their ability to assimilate theoretical learning in the classroom with the practical application when they are offered a platform for conducting a field survey and manifested through project report and dissertation submitted.
5. Students are given technological skill through presentations on relevant topic and when they are asked to present their project work and dissertation in PPT mode in course of defending their project work and dissertation.

M.COM SEMESTER I

MCM-101: BUSINESS ECONOMICS

Objective: 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.

Course Outcomes: The successful completion of this course shall enable the student to:

CO1. It will enable to learn the techniques of profit maximization and wealth maximization, demand supply analysis indifference curve and utility analysis

CO2. It will enable to learn theories of rent, interest, profit and wages and its bearing on capital maintenance and profit measurement

CO3. It will enable to learn measurement of GDP growth, inflation management, trade cycle theories and their impact on business decisions

CO4. It will enable to learn e-commerce, online business transactions, PPP model and payment and settlement obligations

CO5. It will enable to learn the impact of monetary policy and fiscal policy and its application in relation to business decision making process

Full Marks: 100

UNIT1: Nature and Uses of Business Economics, Concept and Techniques of profit maximization VS wealth maximization, Demand and Supply analysis, elasticity of demand, demand forecasting. Utility analysis, indifference curve, Isoquant, Return to scale, law of variable proportions.

UNIT2: Cost, revenue, price determination in different market situations, perfect competition, monopolistic competition, oligopoly and monopoly, price discrimination, pricing strategies, pricing of goods and services, alternative pricing practices, difference between economic cost and accounting cost, opportunity cost, cost of multiple products, long run and short run cost, marginal and average cost.

UNIT3: Rent, interest, profit and wages and their bearing on business, capital maintenance and profit measurement. Distinction between risk and uncertainty, Decision under risk and uncertainty.

UNIT4: Computation of national income, measurement of GDP growth rate, Inflation and its effect on an economy and a business, Trade cycle theories, effect of trade cycle on business decisions,

UNIT5: Economics of Information, asymmetric information, signaling, adverse selection, Internet market, Online retail trade, ecommerce, ecommerce pricing, internet pricing models, online price payment and settlement of obligations, public-private partnership model and its application. Monetary policy & fiscal policy and Business

Suggested Readings (Latest Edition):

1. Christopher R. Thomas and S. Charles Maurice, Managerial Economics, Mc Graw Hill Publishing Co. Ltd., New Delhi
2. Suma Damodaram, Managerial Economics, Oxford University Press, New Delhi
3. Craig Petersen, Chris Lewis, Sudhir K. Jain, Managerial Economics Pearson Education, New Delhi
4. Yogesh Maheshwari, Managerial Economics PHI Pvt. Ltd. New Delhi
5. H. L. Ahuja, Business Economics, S. Chand & Co. Ltd. New Delhi.
6. Joel Dean , Managerial Economics, Prentice Hall, Delhi
7. Bharti Singh, Managerial Economics, Excel Books, New Delhi

MCM-102: BUSINESS ENVIRONMENT

Objective: The course is designed to make students understand the various components of environment and their interdependence. They will be able to assess the likely impact of environmental changes on business processes

Course Outcomes: The successful completion of this course shall enable the student to:

CO1. Understand the various components of environment and their interdependence. To know the necessity of environmental scanning and its techniques

CO2. Assess the likely impact of economic environments such as monetary policy, fiscal policy, GDP, union budget etc on business decisions. Also to know about other economic parameters like human development, industrial policies, universal basic income, ease of doing business etc.

CO3. Learn the impact of political, legal and socio cultural environment on business. Learners will be able to understand about regulatory bodies like SEBI, RBI and different Acts like Consumer Protection Act, Competition Act, etc. Also the learners will have an understanding on society, culture and its impact on businesses

CO4. Determine the impact of technological agreements and state of technology on businesses. To know the international business environment involving operations of MNCs, World Bank, WTO, IMF and their role in India. Exchange rate and its determination and the processes related to IPR

CO5. Determine the emerging trends and its impact on business decision making. To study about sustainable practices, digital practices, new payment apps and its influence on business environment. Students will also be able to know about industrial environment in North Eastern Region (NER)

Full Marks: 100

Unit-I: Introduction to Business Environment

Business Environment- Concept, significance, nature; Elements of Business Environment: Micro and Macro elements; Environmental scanning & monitoring, and Techniques

Unit-II: Economic Environment of Business

Elements of economic environment, national income, computation of GDP, GNI; Monetary policy, fiscal policy, Union budget, union finance bill, Financial Inclusion for inclusive growth; Planning in India- 12th Plan to NITI Ayog; Human development and happiness Index- Skill development, HDI and quality of life indices, Concept of Universal Basic Income (UBI); Industrialisation and economic development- Industrial policy 1948 to 1991, Liberalisation in the shape of industrial de-licensing, Industrial policy- MSME Development Act 2006, Make in India; Ease of doing business, Special Economic Zones (SEZs) in India

Unit-III: Political, Legal and Socio-Cultural Environment

Government and business- role of Government in business; PSUs in India- Disinvestment of PSUs, Role of PSUs in economic development; Foreign Trade Policy- EXIM policy, FEMA 1999, BOP, Balance of trade; Regulatory bodies- RBI, SEBI and their roles, Consumer Protection Act 1986, IRDA, Competition Act 2002; Socio-cultural environment- elements, society and business, social audit, CSR, business ethics and corporate governance, climate change and business

Unit-IV: Technological and International Business Environment

Technological environment in India- Technology transfer, policy of R&D, indicators of technological progress; Globalisation of Indian business with international business: MNCs- Role of MNCs in India, regulation of MNCs, foreign collaboration; Global Business Strategy- M&A, transfer pricing, Base Erosion and Profit Sharing (BEPS); International economic institutions- WTO, World Bank, IMF and their role specifically in India; Exchange rate- meaning, factors influencing exchange rate, determination of exchange rate;

Intellectual Property Rights- different property rights, law relating to trade marks, patents, copyrights, procedure for registration of patents and trade marks

Unit-V: Emerging Trends and Contemporary Issues in Business

Emerging trends in Indian business environment, Creativity and innovation in entrepreneurship, sustainable development, contemporary challenges in Indian business environment; Demonetisation and digital India, Digital payment system- NEFT, RTGS, Payment Apps; Potential Industries in North East India, SEZs in North East; Role of Govt in environment protection; Role of NEC, DoNER, &NEDFi

Suggested Readings (Latest Edition):

1. Francis Cherunilam: "Business Environment", Himalaya Publishing House, Mumbai,
2. K. Aswathappa: "Legal Environment of Business". Himalaya Publishing House, Delhi
3. Ghosh B N: Business Environment, Oxford University Press, New Delhi
4. Adhikary, M.: "Economic Environment of Business". Sultan Chand & Sons, New Delhi
5. Alagh, Yoginder K: "Indian Development Planning and Policy". Vikas Publishing House, New Delhi
6. Sengupta N.K.: "Government and Business in India", Vikas Publishing House, New Delhi

7. Raj Agarwal and Parag Diwan.: “Business Environment”, Excel Books, New Delhi
8. Mishra &Puri, Business Environment, Himalaya Publishing House.

MCM-103: FINANCIAL ACCOUNTING & REPORTING

Objective: To acquaint students with the recent changes in financial accounting and reporting practices.

Course Outcomes: The successful completion of this course shall enable the student to:

CO1. Learn regulation of accounting through accounting standards IFRS

CO2. Learn use of ICT in financial reporting through XBRL

CO3. Learn about convergence of national accounting standards with international accounting standards

CO4. Learn about the analysis and interpretation of financial statements for decision making purpose

CO5. Learn about measurement of earnings and reporting and computation of cash flow statements and its managerial use

Full Marks: 100

Unit I: Accounting as an information system, Accounting information as an input for decision making purposes, Users of Accounting information, Approaches to accounting theory, Deductive and Inductive approach to theory formulation, Generally Accepted Accounting Principles (GAAP), and IFRS, International Accounting Standard Board (IASB), Procedures for issue of IFRS

Unit II: Conceptual framework for Accounting and Reporting: Nature & objectives; benefits: general purpose & specific purpose report; Quantitative Characteristics of Accounting Information, Cash flow statement & statement of changes in equity; Consolidated financial statements;

Regulatory framework for preparation and presentation of financial statements under the provisions of the Companies Act, 2013, disclosures as per SEBI Regulations; Role of MCA, NAFRA, NACAAS.

Unit III: Comparison between IFRS and Indian Accounting Standards, National differences in financial reporting practices, Reasons for national differences in financial reporting practices, and regulatory framework, Convergence and harmonization as an effort to reduce national differences, Use of Extensible Business Reporting Language (XBRL) as a language of financial reporting as per the MCA 21 e/filing and reporting.

Unit IV: Issue of Accounting Standards in India, procedure and regulatory requirement, compliance with mandatory accounting standards in India. Ind. AS-Fixed Assets, Depreciation, Inventory, Prior period adjustments. Earnings management, Income smoothing, Expenditure smoothing,

Unit V: Value Added Statement, Value and Capital, Economic Value Added (EVA), Fair Value Accounting (FVA), Human Resource Accounting (HRA), Environmental Accounting, Social Accounting, Valuation of Business

Suggested Readings (Latest Edition):

1. Ronen, Joshua, Yaari, Earnings Management, Varda
2. JR Hicks, Value and Capital, ELBS, London
3. TP Ghosh, Accounting Standards, Taxman, New Delhi
4. Ashish K Bhattacharyya, Accounting for Managers, PHI, New Delhi
5. James L Grant, Foundations of Economic Value Added, John Willey & Sons, New Jersey
6. Amitabh Mukherjee, Accounting Standards, Taxman, New Delhi
7. Menicucci, Fair Value Accounting Key Issues, Palgrave Macmillan, UK
8. Ashish K Bhattacharyya, Essentials of Financial Accounting, PHI, New Delhi
9. Interpretation and Application of IFRS Standards, Wiley Regulatory Reporting
10. Ralph Tiffin, The Complete Guide to IFRS (including IAS and Interpretation)
11. Handriksen, Accounting Theory, Tata McGraw Hill
12. The Companies Act, 2013
13. www.ifrs.org
14. www.icaai.org
15. www.mca.gov.in

MCM-104: MARKETING MANAGEMENT AND CONSUMER BEHAVIOUR

Full Marks: 100

Objective: To study and critically analyze the basic concepts & techniques in Marketing as well as to provide an in-depth understanding of the consumer buying processes and their determinants as relevant for marketing decision making.

Course Outcomes: The successful completion of this course shall enable the student to:

CO1. Understand the terms and concept of marketing

CO2. Know the important elements and issues of marketing, importance of customer relationship management in marketing.

CO3. Understand the marketing strategies and emerging trends to compete in the dynamic market environment.

CO4. Understand the concept of consumer behavior and the various factors influencing consumer decision process

CO5. To know the consumer behavior models and also the emergence of new factors that have impact on consumer buying process.

Full Marks: 100

Unit I: Introduction

Marketing – Meaning, Nature & Scope ,Elements of marketing, What is marketed?; evolution of marketing approach – Exchange concept, Production concept, Product concept, Sales concept, Marketing concept, Social Marketing Concept; Marketing Myopia, Marketing jargons; Marketing research: Concepts

Unit II: Marketing Environment & Segmentation

The marketing environment – Elements & Issues of marketing environment; Market segmentation – Levels of Segmenting and basis of Segmenting Consumer markets; Identifying target markets – Effective Segmenting Criteria, Ways for Target market selection; Product Positioning – meaning, positioning as a strategy; Customer Relationship Management – meaning, steps of CRM

Unit III: Product, Pricing, Promotion & Channel Intermediaries

Product decisions: Concepts, product levels, product line, product differentiation, classification, Product Mix, Product Life Cycles; Product Adoption Process, New Product Development stages; Brands – Concept, Brand Extensions, Branding decisions and Co-branding; Pricing decisions – concepts, Importance, Objectives, Factors Influencing Pricing, Types of Pricing; Promotion decisions – Concepts, Elements, Direct marketing, Steps in developing Effective Communications, Celebrity endorsements; Distribution decisions – Concept, Function, Intermediaries

Unit IV: Consumer Behaviour & Decision Making Process

Consumer Behaviour: Concepts, Importance, Nature; Types of consumers and their role; Consumer behaviour, Buying Motives; Buying Roles; Consumer Buying Process; Levels of Consumer Decision Making, Factors influencing consumer buying process; Needs and motivation; Perception; Attitude and attitude change; Learning and learning theories; Personality and life style analysis.

Unit V: Socio-Cultural Determinants of Consumer Behaviour & Models of Consumer Behaviour

Reference Group and their influences; Social class; Culture and sub-culture. Cross-cultural dimensions of consumer behavior; Influence of technology on consumer behavior; Organisation buying: Concept, Organisation buying vs Consumer buying; Consumer Behaviour models: Black box model, Howard and Sheth model, Engel Kollat and Blackwell model, Five stage model

Suggested Readings (Latest Edition)

1. Armstrong G & Kotler P, Marketing an Introduction, Pearson Education
2. Gopal R, Marketing Management, Vikas Publications

3. Kotler and Keller, Marketing Management, Prentice Hall
4. Mullins J W / Walker O C, Marketing Management, Tata McGraw Hill
5. Palmar .A, Introduction to marketing, Oxford University Press
6. Ramaswamy V S / Kumari S N, Marketing Management, MacMillan
7. Saxena R / Marketing Management, Tata McGraw Hill Ltd
8. Stanton M. J / Etzel M J, Marketing, Tata McGraw Hill
- 9 Schiffman, L.G. and L.L.Kanuk, Consumer Behaviour, Prentice Hall
10. Engel, J.F., Roser D. Blackwell and Paul W. Miniard, Consumer Behaviour, Cengage Learning
11. Peter, J. Paul, and Jerry C. Olson, Consumer Behaviour and Marketing Strategy, McGraw Hill
12. Hawkins, Dal I., Roger J. Best and Kenneth A. Coney, Consumer Behaviour Implication for Marketing Strategy, McGraw Hill
13. Hawkins, Del I, Mothersbaugh, David L, Mookerjee A, Consumer Behaviour: Building Marketing Strategy, McGraw Hill

MCM-105: HUMAN RESOURCE MANAGEMENT

Objective: The objective of the course is to acquaint students with the techniques and principles to manage human resource of an organization. This knowledge would make the students capable of employing these techniques to harness the best of each individual working in the organization.

Course Outcomes: The successful completion of this course shall enable the student to:

CO1: The course will create awareness among the student regarding fundamentals of Human Resource Management and contemporary issues associated with it.

CO2: Students will understand the nuances of Human Resource Planning including Job Analysis, Job Design, Job Evaluation, and Performance Appraisal.

CO3: The course will acquaint students with the knowledge required for Career & Succession Planning, Training & Development, and Performance Management.

CO4: The course will enhance capability of students' in the area of Compensation Management, Human Resource Audit and Accounting

CO5: Students will develop understanding of the concepts of Lay-off, Retrenchment and provisions related to it as per the provisions of Industrial Disputes Act, 1947 along with the other issues related with employee separation and retention.

Full Marks: 100

Unit-I: Introduction: Human Resource Management

Human resource management- meaning, concept, objectives; Evolution of human resource management and theories; Functions of HR manager; Human resource management Vs personnel management; Concepts: Employee Morale, Employee Productivity, Management of Change, Knowledge Management, Stress Management, International HRM, Diversity at Work

Unit-II: Human Resource Planning and Development

Manpower Planning- meaning, objectives, importance, Process, Techniques; Job Analysis, Job Description, Job specification; Job Design: Concepts, Approaches, Techniques;

Job Evaluation: Concept, Importance, Methods; Performance Appraisal: Concept, Objectives, Process, Methods,

Unit-III: Career & Succession Planning, and Training & Development

Career Planning: Concept, Importance, Stages of Career growth; Succession Planning: Concept, Importance of Succession Planning; Training and Development: Concepts, Importance, Methods Evaluation of Training Effectiveness; Performance management: Concepts, principles, process

Unit-IV: Compensation Management, Human Resource Audit and Human Resource Accounting

Compensation management: Concepts, Structure of Compensation, Compensation Theories, Factors influencing compensation; Incentive Schemes and Fringe Benefits: Concept, Types;

Human Resource Audit: Concepts, Process, Approaches; Human resource accounting- Concepts, Methods

Unit-V: Employee Separation

Lay off: Meaning, Conditions and Rights of workmen laid-off for compensation, Workmen not entitled to compensation in certain cases; Retrenchment: Meaning, Conditions precedent to retrenchment of workmen, Procedure of Retrenchment; Exit Policy: Concepts, Need, Voluntary Retirement Schemes Golden handshake; Absenteeism: Concept, Causes, Measures to control absenteeism; Labour turnover: Concept, Causes, Measures to control labour turnover.

Suggested Readings (Latest Edition):

1. Garry Desler Human Resource Management, Pearson Education Asia, New Delhi
2. Aswathappa , Human Resource Management: Text and Cases, Tata McGraw Hill, New Delhi
3. C B Mamoria, Gankar, Personnel Management, , Himalaya Publishing House, New Delhi
4. S S Khanka, Human Resource Management, S Chand Publication, New Delhi
5. V S P Rao, Human Resource Management: Text and Cases, Excel Books, New Delhi
6. T N Chhabra, Human Resource Management, Dhanpat Rai and Co, New Delhi
7. Rosy Joshi, Human Resource Management, , Kalyani Publishers, New Delhi
8. P Subba Rao, Human Resource Management, Himalaya Publishing House, New Delhi

M.COM SEMESTER II

MCM-201: BUSINESS STATISTICS AND OPERATIONS RESEARCH

Objective: To acquaint students with the application of statistical tools and techniques in the area of business decision-making.

Course Outcomes: The successful completion of this course shall enable the students the following:

CO1. Students who successfully complete this course should be comfortable with basic statistics and probability. Students learn to understand different data types and their organization,

management and presentation and to analyze statistical data graphically using frequency distributions and cumulative frequency distributions.

CO2. Analyze and apply statistical data using various measures of central tendency and dispersion.

CO3. Use and apply the basic probability rules, including additive and multiplicative laws, using the terms, independent and mutually exclusive events

CO4. Student learns to calculate and interpret the correlation between two variables, to calculate simple linear regression equation for a set of data and to evaluate the properties of estimators.

CO5. Given a problem situation be able to state appropriate null and alternative hypotheses and appropriate means that whether it should be one or two sided and be able to calculate a p-value and be able to interpret a p-value and perform a hypothesis test and state the conclusion with a sentence.

Full Marks: 100

Unit-I: Data types, Data collection and analysis, Sampling: Census and sampling; Probability and non-probability methods; Sampling and non-sampling errors

Index Numbers: Meaning, types and uses; Methods of constructing price and quality indices (simple and aggregate); Test of adequacy; Chain base index numbers; Base shifting, splicing and deflating; Problems in constructing index numbers; Consumer price index.

Unit-II: Forecasting Techniques

Regression and Correlation: Linear regression equation, Regression equation in terms of simple correlation; coefficients; Reliability of the estimate; Multiple Correlation; Partial Correlation.

Time Series Analysis: Components of a time series, Models of time series analysis- additive and multiplicative; Methods of constructing seasonal index; Adjusting time series data for seasonal variations, Estimation of seasonal variations

Unit – III: Statistical Inference:

Testing of Hypothesis: Hypothesis testing, Analysis and Interpretation of Data, Parametric Tests – 't', and 'Z' tests.

Non-parametric Statistics-Chi-Square Test.

Analysis of Variance (ANOVA) - analysis of one way classified data, analysis of two way classified data with one observation and with m observation per cell..

Unit-IV: Operations Research:

Definition, Nature, Characteristics, Phases, Methodology, Advantages of OR. Decision making and Quantitative techniques. Linear Programming- Meaning and Assumptions of Linear; Formulation of Problem, Graphical method, Simplex method of solution.

Unit-V: Network Analysis:

Introduction, Origin and uses of Network analysis, PERT, CPM, Drawing the network activity times, Event times, Critical path, Determination of Floats – Total, Free and Independent, Resource analysis and Allocation-cost time trade off and Crashing.

Suggested Readings (Latest Edition):

1. Gupta SP, Statistical Methods S. Chand & Sons, N. Delhi
2. Levin &Rubbin. Statistics for Management Prentice Hall of India, N. Delhi
3. Aczel and Sounderpandian, Complete Business Statistics, TMG, N. Delhi
4. Elhance, Fundamentals of Statistics, Kitab Mahal, N. Delhi
5. Anderson, Sweeney and William, Statistics for Business and Economics Thomson, South Western
6. Gupta S.C. and Kapoor V.K: Fundamental of Mathematical Statistics, Sultan Chand and Sons
7. Chawla, Gupta & Sharma, Operation Research- Quantitative Analysis for Management, Kalyani Publishers
8. Kanti& Gupta, Operation Research, Sultan Chand & Sons.

MCM-202: ORGANISATIONAL THEORY AND BEHAVIOUR

Objective: To acquaint the students with the determinants of Inter-personal and Inter- Group behavior in organisational setting and to equip them with behavioural skills in managing people at work.

Course Outcomes: The successful completion of this course shall enable the student to:

CO1. Acquaint the determinants of Inter-personal and Inter- Group behavior in organisational setting

CO2. Equip with behavioural skills for managing people at work at individual and group level

CO3. Determine why and how people behave in an organisation, understand human complicacies at workplace

CO4. Understand work ethics and need for whistle blowing, study conflict management techniques to be followed at workplace

CO5. Develop leadership skills for managing organisational dynamics

Full Marks: 100

Unit I: Introduction

Organisational Behaviour – concept, Focus areas: OB & Management - Skills of a manager, Role of a manager; Contributing Disciplines; Challenges and Opportunities; Ethics and Organisational Behaviour; Models of Organizational Behaviour

Unit II: The Individual

Foundations of Individual Behaviour – Analysis of biographical characteristics: Age, Gender, Marital Status, Tenure; Personality- Determinants of Personality, MBIT Test of Personality, Big Five Model of Personality; Perception- Perception Process, Attribution Theory of Perception, Shortcuts of judging people; Attitude –Work related attitudes, Components of Attitude, Cognitive Dissonance; Job Satisfaction - Measuring Job Satisfaction, Relation of Job Satisfaction with focus areas of OB; Learning- Components of learning, Classical conditioning theory, Social conditioning theory, Operant conditioning theory; Concept of Motivation - Human needs based theories of motivation – Maslow, Herzberg, McClelland contribution, Human nature based theories of motivation - McGregor, Chris Argyris contribution, Human expectancy theories of motivation -Victor Vroom contribution. Theory of Intrinsic Motivation by Ken Thomas.

Unit III: The Group

Group- Meaning, Types, Reasons for group formation; Stages of Group development; Group Properties – Role, Norms, Conformity, Size, Cohesiveness, Difference between Group and Team; Group Dynamics- Management of Dysfunctional groups

Unit IV: Conflict Management

Organisational Conflict – Sources, Levels of conflict, Types of Conflict; Conflict Management Techniques; Transactional Analysis, Johari Window; Negotiation - Negotiation Process; Inter Group Behaviour - Inter Group Conflicts

Unit V: Leadership

Leadership – Concept, Meaning, Difference with Management; Approaches - Trait, Behavioural and Situational Leadership Approaches; Leadership Theories - Fiedler's Contingency Theory, Blake & Mouton's Leadership Grid; Leadership Styles - Charismatic & Transformational Leadership; Politics – Meaning, Factors Contributing to Political Behaviour; Power - Meaning, Contrasting Leadership and Power

Suggested Readings (Latest Edition):

1. Robbins S. P / Jugde T A, Essentials of Organisational Behaviour, Pearson Education
2. Luthans F, Organisational Behaviour, Mc Graw Hill Companies
3. Newstrom J W , Organizational Behaviour, Tata Mc Graw Hill Z Ltd
4. Bhattacharya D. K / Bilner M J, Organisational Behaviour, Oxford University Press
5. Dwivedi R S, Human Relations and Organisational Behaviour, Mac Millan
6. Hersey P & Blanchard K H, Management of Organizational Behaviour
7. Pareek U / Understanding Organisation Behaviour, Oxford University Press
8. Robbins S. P / Jugde T A, Organisational Behaviour, Pearson Education
9. Saiyadain M. S, Organisational Behaviour, Tata McGraw Hill
10. Sekaran U, Organisational Behaviour, Tata McGraw Hill
11. Slocum J. W / Hellriegel D, Fundamentals of Organizational Behaviour, Cengage Learning

MCM 203: FINANCIAL MANAGEMENT & CONTROL

Objective: The Objective of this course is to acquaint the students with the basic analytical techniques and methods of financial management of business firms useful for financial policy decisions.

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

CO1. Evaluate the financial objectives of various types of organization and understand the organization of finance function.

CO2. Evaluate capital projects under different circumstances using appropriate capital budgeting methods.

CO3. Determine cost of capital of different sources of finance for taking financing decisions and critically examine various theories and determine optimal capital structure.

CO4. Critically examine various policies and theories of dividend and determine optimal dividend payout policy.

CO5. Estimate working capital requirements of an organization and effectively manage working capital.

Full Marks: 100

UNIT I: Introduction

Introduction to Financial Management: Meaning, nature and scope of finance – Financial goal (profit vs. wealth maximization), Finance functions, Organization of Finance function - Finance and other related areas.

UNIT II: Capital Budgeting

Meaning, nature, significance, steps involved in capital budgeting process; Investment evaluation Criteria - net present value. Internal rate of return, Profitability index, payback period, accounting rate of return; NPV and IRR comparison; Capital rationing; Risk analysis in capital budgeting.

UNIT III: Cost of capital

Meaning and significance of cost of capital – Computation of cost of capital (debt, preference capital, equity capital and retained earnings) – Combined cost of capital (weighted)

UNIT IV: Capital Structure & Dividend Policy

Capital Structure: Meaning and concept of Capital Structure, Optimum Capital Structure, Determinants of Capital Structure; Theories of capital structure – Net Income Approach, Net Operating Approach, Traditional Approach and Modigliani-Miller Approach, Capital Structure Planning: EBIT-EPS Analysis.

Dividend Policy: Forms of Dividends, Stability of dividend policy, Determinants of dividend policy, Theories on Dividend Policy, Dividend under the Companies Act 2013.

UNIT V: Working Capital Management

Meaning, significance and types of working capital; Calculating operating cycle period and estimation of working capital requirements; Financing of working capital and norms of bank finance; Sources of working capital; Dimensions of working capital management; Management of cash, receivables and inventory

Suggested Readings (Latest Edition):

1. Van Horne, James C., Financial Management and Policy, Prentice Hall of India
2. Pandey I. M., Financial Management, 9th Ed. Vikas Publishing.
3. Ross S.A., R.W. Westerfield and J. Jaffe, Corporate Finance, McGraw Hill.
4. Brealey R.A. and S.C. Myers, Principles of Corporate Finance, McGraw Hill
5. Damodaran, A, "Corporate Finance: Theory and Practice". John Wiley & Sons
6. Banerjee, B., Financial Management, PHI Ltd, New Delhi
7. Chandra, P., Financial Management, Tata McGraw Hill, New Delhi

MCM-204: COST AND MANAGEMENT ACCOUNTING

Objective: The objective of this course is to enable students understand cost and management accounting tools and techniques used in modern business.

Course Outcomes: The successful completion of this course shall enable the student to:

CO1. Learn about application of standard costing and budgetary control, computation of variants and variance analysis.

CO2. Learn about application of marginal costing, differential costing, incremental costing and their application in resource management.

CO3. Learn about cost control, cost reduction, cost management, value analysis and value engineering.

CO4. Learn about value added statement, economic value added, shareholder's value added.

CO5. Learn about emerging concept, activity based costing, lifecycle costing, cost strategies and applications and learn about enterprise resource planning, total quality management, value chain analysis, transfer pricing.

Full Marks: 100

Unit I: Standard Costing And Budgetary Control

Meaning and Concept of Standard Costs; Types of Standard and their Revision; Uses of Standard Costing in making appraisal and fixing responsibility; Procedure of setting Standard Cost - Material, Labour and Overhead; Calculation of Material Variance, Labour Variance, and Overhead Variance, and their applications and implications; Standard Costing as a Control Technique and Method of Cost Control; Definitions of budget, essential of budgeting, types of budget- functional, master etc. fixed and flexible budget, problems on Cash Budget; Zero-base and Performance Budgeting

Unit II: Application of Marginal Costing and Differential Costing

Concept of marginal costing, Marginal Costing versus Absorption Costing, Cost-Volume-Profit Analysis and P/V Ratio, Analysis and their implications, Concept and uses of Contribution & BEP and their analysis for various types of decision-making like single product pricing, multi product pricing, replacement, sales etc.

Differential Costing and Incremental Costing: Concept, uses and applications, Methods of calculation of these costs and their role in management decision making like sales, replacement, buying etc.

Unit III: Cost Control and Cost Reduction, Value Added Statement:

Cost Control, Cost Control Schemes and Techniques, Meaning of Cost Reduction, Techniques of Cost Reduction; Value Analysis and Value Engineering; Value Added Statement (VAS), Economic Value Added, Shareholders Value Added; Meaning of Productivity, Measurement of Productivity, Study of Corporate Productivity ; Learning Curve: Learning Curve Concept, Uses of Learning Curve, Factors Affecting Learning Curve, the Experience Curve, Application of Learning Curve

Unit IV: Neo Concepts for Decision Making:

Activity Based Costing: Concept, Costing Procedure, Strategies and Applications; Value Chain Analysis: Concept, Strategies and Applications; Target Costing: Concept, Strategies and Applications; Life Cycle Costing: Concept, Strategies and Applications; Transfer Pricing – Necessity and Benefits transfer pricing, Methods of transfer pricing, Guiding Principles in the fixing transfer prices, international transfer pricing (simple problems).

Unit-V: Emerging Issues in Cost Management:

Responsibility Accounting; Management Audit- Concept, Procedure; Cost Audit U/S 148 of the Companies Act, 2013; Enterprise Resource Planning (ERP); Total Quality Management (TQM), Six Sigma; Pricing policy and Process of pricing. Product cost categories, Costing and Pricing approaches, Cost plus pricing, Multinational pricing, market-based transfer prices, Factors influencing pricing decisions; Fundamentals of Product and Service Costing

Suggested Readings (Latest Edition):

1. Khan and Jain, Management Accounting, Tata Mcgraw Hill
2. Sharma & Gupta, Management Accounting - Kalyani Publications
3. Maheshwari S.N & Maheshwari S K – A text book of Accounting for Management Vikas
4. Anthony, Robert N., David f. Hawkins, and Kenneth A. Merchant, Accounting: Text and Cases, Tata McGraw-Hill, New Delhi
5. Charles T. Horngren, Gray L. Sundem, and William O. Stratton, Introduction to Management Accounting, Prentice-Pearson Education, Delhi
6. Jawaharlal – Cost Accounting - Tata McGraw Hill
7. Jain and Narang, Cost Accounting, Kalyani Publishers, New Delhi
8. J. Madegowda, Accounting for Managers, Himalaya Publishing House
9. I. M. Pandey, Management Accounting, Vikas Publication
10. B. K. Bhar, Cost Accounting, Allied Publisher
11. Robert Kaplan, Cost and Management Accounting
12. Ashish Bhattacharya, Cost Accounting, PHI, New Delhi
13. Bhabotosh Banerjee, Cost Accounting, PHI, New Delhi
14. <http://icmai.in/icmai/index.php>

Objective: The purpose of this course is to provide an understanding of the structure, operations in the Capital Market, Money Market Forex market and an overview of derivatives market and the role played by financial institutions in these markets.

Course Outcomes: The successful completion of this course shall enable the student to:

CO1: provides the idea about Financial market and intermediaries Institutions.

CO2: Understand the financial system and distinctive functions of each components of financial system.

CO3: Provide an understanding of the structure, operations in the Capital Market, Money Market Forex market.

CO4: Have an overview of derivatives market and the role played by financial institutions in these markets.

CO5: Understand the conceptual framework of Insurance business in India and their importance.

Full Marks: 100

Unit I. Financial Markets: Structure of Indian Financial Market: Capital Market-Debt Market, Securities Market; Money Market, Insurance Market, Financial Service Market, Forex Market; Role of Central Bank and Commercial Bank, Role of NABARD.

Unit II. Capital Market: Securities Market and its operation, Primary Issue Market, Listing of Securities, Rating of Securities, Book Building Measures, Qualified Institutional Bidders, Pricing of Fresh Issue, Computation of Sensex, Interest rate and its determinants; Operation and Functions of NSE and OTCEI; Role of SEBI in investors protection, DEMAT of Securities. ADRs, GDRs; Derivative Market-Call and Put-Option and Currency Swaps; Types of Bond and Bond Market operations, Bonus Issue and Right Issue.

Unit III. Money Market: Call money market, Bill Market, Treasury Bill Market, Repo market and Reverse Repo market , Commercial paper, Certificate of Deposit, Risk management in banking

operation, BASEL Committee Norms II & III, Use of Digital mode of payment; Requirement of SLR and CRR as a credit control device.

Unit IV. Insurance Market: Various types of Insurance market: Marine, Life, Fire, Health, Contract of insurance, essential features of Marine, Life, Fire, Health, And Role of IRDA.

Unit V. Financial Service Market: Fee Based and Fund Based Services, Credit Rating , Factoring, , Angel Financing and cloud finance , Foreign Exchange Services, Role of FEMA, Vostro Account, Nostro Account, Loro Account and Mirror Account, Lease Financing.

Suggested Readings (Latest Edition):

1. Pathak, Bharati V., Indian Financial System: Markets, Institutions and Services, Pearson education (Singapore), New Delhi
2. Bhole, L.M. , Financial institutions and Markets: Structure, Growth and Innovations, McGrawHill, New Delhi
3. Fabozzi, Frank J. and Modigliani, Franco, Capital Markets: Institutions and Markets, Prentice Hall of India, New Delhi
4. Khan, M.Y.: Indian financial System, Tata McGraw, New Delhi.
5. Khan, M.Y.: Financial Services, Tata McGraw, New Delhi.
6. Raghuram Rajan, I do what I do, Harper Collins. Noida, UP
7. Saunders, Anthonu and Cornett, Marcia Millon, Financial markets and Institutions: An Introduction to the risk management approach, McGrawHill, Irwin, New York

M.COM SEMESTER III

MCM-301: STRATEGIC MANAGEMENT

Objective: These paper aims to focus on the various kinds of strategies adopted by corporate entities both within the country and abroad. The theoretical background that has been created by the academic research and the in-house business research of the corporate entities are given as a background for learning. The students are given an exposure to theoretical background with ability to collate with real life situation.

Course Outcomes: The successful completion of this course shall enable the student to:

CO1. Understand the concept of strategy and its formulation and implementation.

CO2. Learn the various strategies adopted by the organizations for dynamic business environment.

CO3. Understand the competitive tactics of business organizations and social responsibility of business organizations.

CO4. Learn the various strategic approaches for expansion of business and to compete in the global market.

CO5. Know the various functional and strategic issues and impact of strategy implementation in global business environment.

Full Marks: 100

Unit I - Concept and role of corporate strategy, levels of strategy, basic model of strategic management, approaches to strategic decision making, environmental scanning, strategy formulation, strategy implementation, evaluation & control

Unit II - Analysis of broad environment- environmental profile, constructing scenarios, analysis of operating environment- Michael Porter's model of Industry Analysis, Analysis of strategic advantage, Resource audit, and value chain analysis. Core Competencies- SWOT Analysis, PEST Analysis, Analysis of stakeholder expectations, corporate mission, vision and goals.

Unit III: Competitive Tactics – Timing Tactics, Market Location Tactics, Defensive Tactics; Corporate Directional Strategies – Growth, Stability, Retrenchment; International Entry Options; Social responsibility-Friedman’s View, Carroll’s view, guidelines for ethical behavior

Unit IV- Generating Strategic Alternatives: strategic options at corporate level- stability, growth & defensive strategies. External Growth Strategies, Merger, Acquisition, Joint Venture & Strategic Alliance. Evaluation of Strategic Alternatives- Product Portfolio Models, selection of a suitable corporate strategy, concept of strategic fit, competitive environment analysis tools- perceptual mapping, BCG Matrix, Benchmarking, GE Business Screen.

Unit V – Functional strategies- production strategy, human resource strategy, financial strategy, marketing strategy, logistic strategy, R&D. Advanced Organization structure- Matrix Structure, Network Structure. Evaluation & Control Process, Types of Control, Strategic Audit & corporate restructuring.

Suggested Readings (Latest Edition):

1. Arthur A. Thompson et-al, Crafting & Executive Strategy; text & readings, McGraw Hill,
2. Grant, Robert M, Contemporary Strategy Analysis, Blackwell Publishers Massachusetts, USA
3. Kazmi A, business policy, Tata MC Graw Hill, New Delhi
4. Kishore RM, strategic management, Taxman Publications, New Delhi
5. Wheelen TL/Hunger JD, Concept in strategic management & business policy, Pearson Education, New Delhi

MCM- 302: BUSINESS RESEARCH METHODS

Objective: The objectives of the course are to equip the students with the concept and methods of Business Research. The students will be able to plan, design and carry out commercial research using scientific methods and prepare research reports(s)/paper(s).

Course Outcomes: The successful completion of this course shall enable the student to:

CO1 Equip the students with the concept and methods of Business Research and learn about the skill of formulating an original fundamental research proposal and design

CO2 Learn about the techniques for primary data collection secondary data collection

CO3 Learn about framing of research questions and schedule to elicits primary information form field survey

CO4 To learn about conducting census and sample survey

CO5 Learn about the techniques of data mining data management, data analysis with the help of statistical tools and technique and learn about report writing preparation of dissertation

and learn about ethics and moral standard in research

Full Marks: 100

UNIT- I: Overview of Business Research:

Business Research-Meaning – Scope-Purpose, Types of Research – Pure & Applied, Historical & Futuristic, Analytical & Synthetic, Descriptive & Prescriptive, Survey & Experimental and Case & Generic Researches; Role of Business Research in Decision Making; Business Research Process – Meaning – Steps in Research, Scientific method – Induction and deduction.

UNIT- II: Research Design:

Business Research Design-meaning of Business Research Design, Needs, and characteristics of good research design- Research Design Concepts: Dependent and Independent variables, Extraneous variable, Control, Confounded relationship, Research hypothesis, Experimental and non experimental hypothesis testing research, Experimental and control groups- Classification of Research Designs: Exploratory Studies, Descriptive Studies, Causal Studies- Choosing a research design.

Measurement Concepts in Business Research- Types of Measurement Scales: Nominal Scale, Ordinal Scale, Interval Scale, Ratio Scale- Criteria for Good Measurement

Attitude Measurement- Components of Attitude- Behavioural Component- Attitude Scales: Types

Sampling Design- Census method and sampling method for investigation, Principle of sampling, Essentials of a good sampling, Methods of sampling- Probability and non-probability sampling methods, Sample size- concept, Factors affecting the size of the sample, Biased sample– Sampling and non-sampling errors

UNIT- III: Sources and Methods of Data Collection:

Sources of data – Primary and secondary data – Modes of data collection

Observation: Types and Techniques

Interview: Types and conduct of interview, Preparation for an interview, Effective interview techniques, Limitations of interview

Schedule: Meaning and kinds, Essentials of a good schedule, Procedure for the formulation of a schedule

Questionnaire: Meaning and types, Format of a good questionnaire, Schedules vis-à-vis Questionnaires;Methods of their construction

Pre-testing of Data Collection Tools- Validity and Reliability – Methods

UNIT- IV: Processing and Data Analysis:

Data Preparation & Preliminary Analysis, Validating and Editing, Coding, Data Entry- Tabulation of Survey Results, Data Mining; Hypothesis – Meaning, Sources and Types of Hypothesis, Hypothesis Formulation for testing, Hypothesis Testing- Test of Differences,Correlation Analysis & Regression Analysis,Multivariate Analysis

UNIT -V: Data Presentation and Report Writing: Role and types of reports, Contents of research report, Steps involved in drafting reports , Principles of good report writing- Grammatical Quality, Language flow, Data Support, Diagrammatic Elucidation, citation and

Referencing style and Annotations, Clarity and Brevity of expressions; Features of a good Report, Criteria for evaluating research reports/ research findings.

Thesis Writing: Its characteristics and format,

Research Paper, Article, Workshop, Seminar, Conference and Symposium,

Ethics in Business Research, Plagiarism

Suggested Readings (Latest Edition):

1. **Donald R. Cooper, Pamela S. Schindler and J. K. Sharma**, Business Research Methods, McGraw Hill Education Pvt. Ltd
2. Anderson et-al, Thesis and Assignment Writing, Wiley, New Delhi
3. William J. Goode and Paul K. Hatt, Methods of Social Research, McGraw Hill
4. Wilkinson and Bhandarkar, Methods and Techniques of Social Research, HPH.
5. Prahlad Mishra, Business Research Method, Oxford University Press India, New Delhi
6. B. Burns & A. Burns, Business Research Methods and Statistics Using SPSS, Sage Pub
7. J K Sachdeva, Business Research Methodology, Himalaya Publishing House
8. Bryman & Bell: Business Research Methods, OUP.
9. Pauline V Young, Scientific Social Surveys and Research, Prentice-Hall
10. C.R.Kothari, Research Methodology: Methods and Techniques
11. Adams, Khan, Raeside and White, Research Methods for Graduate Business and Social Science Students, Response Books, New Delhi
12. Hazarika, P., Research Methods for Business, S Chand & Co. Ltd, New Delhi
13. Malhotra & Das, Marketing Research, Pearson Education, New Delhi

MCM-303: CORPORATE GOVERNANCE AND BUSINESS ETHICS

Objective: This paper aims to give an exposure to some of the important laws essential and relevant for a business entity, to demonstrate an overview of laws related to Companies and to provide knowledge, comprehension and principles of Corporate Governance, to construct the principles and ethical values of the business and professionals.

Course Outcomes: The successful completion of this course shall enable the student to:

CO1. Learn about the corporate governance tactics

CO2. Learn about the theories of corporate governance followed by other countries of the world and then assimilate with India

CO3. Learn about various regulatory requirements with regard to corporate governance enforced by various agencies

CO4. Learn about the best ethical practices expected by management

CO5. Learn about the role played by the audit committee, remuneration committee, independent directors to uphold the interest of investors in the equity stock

Full Marks: 100

Unit I: Concept of Corporate Governance:

Need, principles, corporate operations, corporate citizenship, corporate control mechanism, related party transaction of stakeholders and their interest;

Historical perspective of corporate governance, corporate governance system in the USA, UK, Germany, Japan and France.

Unit II: Structure and process of Corporate governance, corporate governance issues in merger & acquisition, related party disclosure, code of best practices, role of whistle-blower, instances of corporate mis-governance.

Role of board of directors in governance as per the Companies Act, 2013. Secretarial standards towards governance.

Unit III: SEBI's code of corporate governance; CII Code of Governance, SEBI's guidelines for listed companies' appointment of audit committee, appointment of independent directors, their remuneration

Unit IV: Committee Report on Corporate governance: Cadbury Committee Report (1992); Greenbury Committee Report (1995); Hampel Committee Report (1998), Blue Ribbon Committee Report on Effectiveness on Corporate Audit Committees (1999); Kumar Mangalam Birla Committee Report; Naresh Chandra Committee Report; OECD Principles of corporate Governance.

Unit V: Concept of ethics, values and morality, Gandhian concept of ethics, ethical practices in business, business ethics and ethical decision making process, sources of ethics, ethics in governance practices.

Corporate Social Responsibility: Concept; Sec 135 and Schedule VII of the Companies Act, 2013; Case studies on CSR activities.

Suggested Readings (Latest Edition):

1. Subhash Ch. Das, Corporate Governance, PHI India Ltd., New Delhi
2. U. C. Mathur, Corporate Governance and Business Ethics, Macmillan India Ltd, New Delhi
3. C. V. Gupta, Value and Ethics in Business, Sultan Chand & Sons, New Delhi
4. Manab Adhikary, Global Business Management, Macmillan India Ltd, New Delhi
5. B. B. Tayal and C. B. Gupta, Politics, Ethics and Social Responsibility of Business, Sultan Chand & Sons, New Delhi
6. Bishwajit Chakraborty, Ethics and Business, Vikash Publishers, New Delhi
7. Bhabatosh Banerjee, Financial Policy and Management, PHI Ltd, New Delhi
8. Strategic Corporate Social Responsibility: Stakeholders in a Global Environment; William B Werther Jr.
9. David Chandler; Sage Publication India Pvt Ltd, New Delhi
10. Business, Government and Society; John F Steiner and George A Steiner; McGraw Hill Education, India Pvt Ltd, New Delhi
11. Corporate Governance: Principles, Policies and practices; AC Fernando; Dorling Kindersely (India) Pvt Ltd, New Delhi
12. Corporate Responsibility: A Critical Introduction; Michael Blowfield and Alan Murray; Oxford University Press Inc. US
13. Bare Act: The Companies Act, 2013 (Latest Amendments)
14. The Whistle Blowers Protection Act, 2011 (Latest Amendments)
15. SEBI Guidelines on corporate guidelines and ethics
16. Secretarial Standards issued by ICSI, New Delhi

MCM-304A: TAX PLANNING AND MANAGEMENT

Objective: To provide knowledge of tax planning with respect to direct tax laws applicable in managerial decisions making.

Course Outcomes: The successful completion of this course shall enable the student to:

CO1. Identify the difference between tax evasion, tax avoidance, tax management and tax planning.

CO2. Consider tax implications while taking business decisions, understand the provisions of the Income Tax Act, 1961 for tax planning in regard to salary income, house property income and capital gains of an individual.

CO3. Understand the concept of Tax Deduction at Source (TDS) and Advance Payment of Tax, consider tax implications while taking financial management decisions.

CO4. Understand tax provisions relating to free trade zone Free Trade Zones, Export Processing Zones, Special Economic Zones and for creation of Infrastructure Sector and Backward Areas development

CO5. Understand the concept, salient features and benefits of Goods and Services Tax and meaning of the different terms defined in the provisions of the Goods and Services Tax (GST) Act.

Full Marks: 100

Unit-I: Introduction to Tax Management:

Meaning of tax planning and management, tax evasion and tax avoidance; Nature and scope of tax planning and management; Tax planning through selection of suitable form of business organization, selection of type of business and industry and location.

Unit-II: Tax Planning for Individuals:

Tax planning in regard to salary income, house property income and capital gains of an individual; deductions and exemption allowed in computing income from salary, house property and capital gains; Tax planning and tax deduction at source and advance payment of tax of an individual assessee.

Unit-III: Tax Planning and Financial Management Decisions:

Tax planning relating to Capital Structure Decision; Dividend Policy, Inter-Corporate investments, Dividends and Bonus Shares; Tax planning in respect of Own or Lease; Tax planning relating to Sale of Assets Used for Scientific Research; Tax planning relating to Make or Buy Decisions, Repair, Replacement, Renewal or Renovation and Shutdown or Continue Decisions.

Unit-IV: Special Tax Provisions:

Tax provisions relating to Free Trade Zones, Export Processing Zones, Special Economic Zones, creation of Infrastructure Sector and Backward Areas development; tax holiday schemes; Tax Incentives for Exporters; Tax provisions relating to 100% Export Oriented Units

Unit-V: Goods and Services Tax:

GST - concept, salient features, benefits; GST and centre-state financial relation, GST council and its functions, Taxable event or levy and collection of GST, Role of Central Board of Excise and Customs; Overview of GST Acts; Definitions (aggregate turnover, business, cess, composite supply, exempt supply, goods, integrated tax, input tax, input tax credit, mixed supply, non-taxable supply, non-taxable territory, output tax, reverse charge, services, state tax, scope of supply, taxable person, taxable supply, taxable territory, union territory tax; Exemptions; Broad idea about Rates of Goods and Services Tax.

Suggested Readings (Latest Edition):

1. Singhanian, V.K.: Direct Taxes: Laws and Practice, Taxman N. Delhi
2. Singhanian, V.K. : Direct Tax planning and Management, Taxman N. Delhi
3. Srinivas E.A. Corporate Tax Planning, TMG, New Delhi
4. Ahuja, Girish & Gupta, Ravi: Systematic Approach to Income Tax, Bharat Law House, N Delhi
5. Nitya Tax Associates: Basics of GST, Taxman N. Delhi
6. Choudhury, Dalmia & Girdharwal: GST – A Practical Approach, Taxman N. Delhi

Objective: The objective of this course is to provide the students with a deep understanding of financial management issues in a multi-national enterprise. It equips the students with analytical tools and techniques for sound financial decision making in a global setting.

Course Outcomes: The successful completion of this course shall enable the student to:

CO1: It provides the students with a deep understanding of financial management issues in a multi-national enterprise.

CO2: It makes aware the students about the international monetary system

CO3: It makes student understand about international financial market

CO4: provides the idea about various exchange rate regimes.

CO5: Make aware about international accounting and taxation environment and also gives idea about nature and measurement of exposure and risk.

Full Marks: 100

Unit I: Importance of international finance, finance function in multinational firm, international trade and cross financial flows, issues in financial decision making in multinational companies (MNCs), participants in foreign exchange market, hedging and speculation.

Balance of Payment (BOP), currency convertibility, concept of revenue account and capital account convertibility.

Unit II: International monetary system, exchange rate regimes, bimetallicism. Gresham's law, classical gold standard, Bretton Woods System, Triffin's paradox, IMF – international liquidity – special drawing rights (SDRs), flexible exchange rate, European monetary system, European Monetary Union, Fixed Versus floating exchange rate, world Bank.

Unit III: International financial markets: Euro market institutions, Forex market, spot market, direct and indirect exchange quotations, bid ask spread, cross exchange rates, mechanism of currency dealing, exchange rate quotations, arbitrage, forward rate, foreign exchange market in India, international money market, regulatory mechanism.

Unit IV: Exchange rate determination: measuring exchange rate movements and volatility, factors influencing exchange rate, government intervention, interest rate parity, interest arbitrage, purchasing power parity- absolute and relative, methods of forecasting exchange rate.

Unit V: Nature and measurement of exposure and risk, defining foreign exchange exposure, transaction exposure, translation exposure, operating exposure, hedging strategies, international accounting and tax considerations in financial decision making of MNCs, international tax environment.

Suggested Readings (Latest Edition):

1. P G Apte, International Financial Management, Tata Mc Graw Hill, New Delhi
2. Levi D International Finance, , Routledge
3. Madura Jeff, International Corporate Finance, Cengage Learning.
4. Madura Jeff, International Financial Management, Cengage Learning
5. V Sharan, International Financial Management, PHI Learning P Ltd, New Delhi
6. Bekaert, Greet and Hodrick Robert J, International Financial Management, PHI Learning India Pvt Ltd, New Delhi

MCM-304B: ADVERTISING AND SALES MANAGEMENT

Objective: The course aims at enabling the students to develop an in-depth understanding of the modern concepts and latest techniques of advertising and personal selling and sales force management which constitute a fast-growing area of marketing.

Course Outcomes: The successful completion of this course shall enable the student to:

CO1: The course will create understanding among the students regarding the fundamentals of advertising and different socio-legal and ethical issues. This will also help them in identifying and understanding the role of Advertising with respect to Integrated Marketing Communication.

CO2: The course will enhance the capacity of the student in drawing Message Strategy. They will learn about the various concepts associated with message strategy like ' copywriting,

headlines, sub-headlines, slogans, logo, illustration, layout, and appeal. The course will help the students in the situation of decision making regarding the selection of appropriate media or combination of different media for achieving marketing communication goals.

CO3: The course will acquaint students about the function, role and importance of Advertising Agency. The course will help the students to imbibe with the knowledge required for making advertising budget, evaluating advertising effectiveness and knowledge regarding various contemporary issues influencing advertising.

CO4: The course will also help students in getting insight about the important theories of theories of selling like, AIDAS theory, and Right set of circumstances theory along with other fundamentals in sales management and personnel selling. Student will also get acquainted with the sales planning and territory management.

CO5: Student will acquire the capacity of managing sales force in organizational context. They will gain competency in the area of determination of sales force size, recruitment, selection, training & development, evaluation, motivation, competency & leadership. The course will also increase the students' comprehension regarding structuring sales organization. The course will also familiarize students about the concept of Business Ethic.

Full Marks: 100

Part A: Advertising

Unit I: Integrated marketing communications and Advertising- Introduction

Communication Process, Integrated marketing communications tools, Integrated marketing communications process; Advertising: Features, Roles, Functions, Objectives, Segmentation strategies, Positioning strategies, Economic, Social, & Ethical issues

Unit II: Message Strategy & Media planning

Determining advertising messages; Creative process in advertising: copywriting, headlines, sub-headlines, slogans, logo, illustration, layout, appeal; Types of Media and its advantages & Limitation, factor influencing media selection decision

Unit III: Organization of advertisement operations

Advertisement Agency: Functions, types, Factors affecting selection of an agency, Advertisement budgets decisions, Evaluation of advertising effectiveness, Recent development & issues in Indian advertising context

Part B: Sales Management

Unit IV: Personal Selling - Introduction

Nature & importance of personal selling, Types of selling, process of selling; Sales Management: Process, competencies, sales control- informal and formal; Theories of selling: AIDAS, Right set of circumstances theory,

Unit V: Sales Planning & Territory Management

Sales planning: Types of person selling objectives, Analysis of Market potential, Sales potential and sales forecast; Territory Management: Concept, Reason for establishing or revising sales territories, Process for establishing or revising sales territory; Sales quota: concept, objectives, types.

Unit VI: Sales Force Management & Sales Organization

Sales Force Management: Recruitment, selection, Training & Development, motivation, competency & leading the sales force; Sales organization: Basic types of sales organization structure, specialization within sales organization, Determination of Sales Force Size: work load Method, Break down Method, Incremental Method; Evaluation of effectiveness of Sales organization, evaluation of sales people; Business ethics and sales management

Suggested Readings (Latest Edition):

1. Aaker, David, Batra and Mayers, Advertising Management, Prentice Hall of India, New Delhi
2. Belch, George and Michael, Advertising and Promotion: An Integrated Marketing Communications Perspectives, McGrawhill
3. Shimp, Advertising, Promotion & Supplemental Aspects of Integrated Marketing Communications, Cengage Learning
4. Wells, Moriarity, and Brunett, Advertising: Principles and Practices, Pearson Education
5. Mandell, and Maurice, Advertising, Prentice Hall, New Delhi
6. Rajput and Vasisth, Advertising & Personal Selling, Himalaya Publishing House
7. Kazmi, and Batra, Advertising & Sales Promotion, Excel Books
8. Still, Cundiff, Norman, and Govoni, Sales Management: Decisions, Strategies, and Cases, Prentice Hall
9. Cron and Decarlo, Sales Management: Concepts & Cases, John Wiley & Sons
10. Havaladar&Cavale, Sales and Distribution Management: Text & Cases, Tata McGraw Hill
11. Jobber and Lancaster, Selling and Sales Management, Pearson Education

MCM-305 B: STRATEGIC HUMAN RESOURCE MANAGEMENT

Objective: The objective of the paper is to provide theoretical as well as strategical insight into the management of human resources at workplace. The course will also help in understanding the complexities of managing HR at work.

Course Outcomes: The successful completion of this course shall enable the student to:

CO1. Provide theoretical as well as strategic insight into the management of human resources. To learn about the models of strategic HRM, development of strategies, WTO and labour standards

CO2. Helpful in understanding the complexities of managing HR through HR planning, outsourcing and the practices followed in different sectors like IT, Retail and so on

CO3. Understand the strategies with respect to management of HRs in recruitment, selection, training and development, performance evaluation. Identify Key Result Areas (KRAs) to deploy human resource management strategies. To learn about development of HR portals, impact of technology on HR.

CO4. Learn about compensation, pay revision, executive compensation. Study the process of HRP and outsourcing adopted by global corporate. Know ILO and WTO regulations with respect to HRs.

CO5. Provide theoretical as well as strategic insight into the management of human resources at domestic and international level. Study the international issues in HRM including expatriate management, repatriation process, and development of international teams and so on

Full Marks: 100

Unit-I: Introduction to Strategic Human Resource Management: Meaning of Human Resource Strategy, Evolution of Strategic Human Resource Management, Strategic HRM Approaches; Models of strategic HRM, Development and delivery of HR strategies, Challenges in strategic HRM, HRM and change; Workforce diversity, Temporary and contract labour; Global competition, Global sourcing of labour, WTO and labour standards.

Unit-II: Human Resource Planning and HR in various sectors: Business Strategy and HRP, Job Analysis and Strategic HRM, HRP and Outsourcing, HRM Policies and Practices in India: in service sector (Banks, Insurance etc), IT sector, Retail sector, MNCs and Large Business Houses; HRM practices in SME sector.

Unit-III: E-HRM and Performance Management Strategies: e- Employee profile– e- selection and recruitment - Virtual learning and Orientation – e - training and development – Development and Implementation of HRIS – Designing HR portals – Employee surveys online. Developing performance management systems, Technology and performance management, Defining Key Result Areas (KRAs); result based performance; seniority Vs merit based promotions, Reduction of unhealthy internal competition and work life balance.

Unit-IV: Compensation and Retirement Planning: Compensation and reward determinants, Equity in reward decisions, Business strategy and compensation, Repatriation process. Process of payment and pay revision, Broad banding; Profit sharing; Executive compensation; Variable pay. Constitutional Perspective, International Labour standards, and the norms for wage determination. VRS/CRS, etc.

Unit-V: HR in International Context: International HRM, Issues that change the context, Domestic Vs International HRM, Cross cultural dynamics, linking HR to international expansion, international recruitment at different levels, issues in staff selection and retention, performance management- criteria used, factors associated, evaluation systems, training and development, expatriate training, developing international teams, managing virtual teams, aligning educational and training system in the country with industry requirements (domestic and global).

Case Studies

Suggested Readings (Latest Edition):

1. Tanuja Agarwala, Strategic Human Resource Management, Oxford Higher Education,
2. William P Athony, Pamela L, Strategic Human Resource Management, , Jovanovich College Publication,
3. C B Mamoria and S V Gankar, Personnel Management, Text and Cases, Himalaya Publications,
4. T. V. Rao, HRD Audit, Sage Publications, New Delhi
5. Dowling & Welch, International HRM, South Western, Tennessee, USA
6. Lyle Spencer , Reengineering of HR, Wiley and Sons publications,
7. Jeffrey A Mello, Strategic HRM (India), Thomson South Western.
8. Armstrong, Angela, Handbook of strategic HRM, New Delhi, Jaico Publishing House.

MCM-306: DIRECT TAXES (MDC I)

(The paper MCM 306 is offered to the PG 3rd semester students of Departments of Economics and Business Administration from the School of Business Sciences.)

Objective: the course is design to familiarize the students about the basics of direct taxes.

Course Outcomes: The successful completion of this course shall enable the student to:

CO1: This paper provides basic knowledge and equips students with application of principles and provisions of Income-tax Act, 1961 and the relevant Rules.

CO2: familiarize the students about the basics of direct taxes.

CO3: It enables the students for Computing the taxable income of assesses.

CO4: It gives more idea about the income from business or profession

CO5: It Makes the students familiarizes with the concept of depreciation and its provisions,

Full Marks: 100

Unit I: Basic Concept (Theory): Concept Of Income Tax, Assessment Year, Previous Year; Assessee, Person; Agricultural Income With Examples; Residential Status And Tax Liability. Heads of Income, Income Tax Act 1961

Unit II: Income From Salary (Theory): Concept of Salary, Components of Salary-Allowances and Perquisites, Gross Salary, Deduction from Gross Salary, Net Salary.

Unit III: Income From House Property (Theory) Basis of Charge, Annual Valuation-Gross Annual Valuation and Net Annual Valuation Determination of Annual Valuation of House Property, Deduction under Section 24.

UNIT IV: Meaning of business and profession, profits and gains from business and profession; capital gains—short term and long term gain concept, computation of short term and long term capital gain, Income from other sources

UNIT V: Concept of Gross Total Income and Total Income, Deduction from the Gross Total Income of Individuals;

Advance Payment of Tax and Tax Deduction at Source, Permanent Account Number (PAN), Liability for Payment of Advance Tax and Due Dates Of Installments of Advance Tax; Person Liable To Pay Advance Tax and Consequences of Non-Payment, Tax Deducted At Source (TDS) And Consequences of Not Deducting TDS TAN No. , Tax Collected At Source (TCS), Preparation of Return of Income- Manually, Online Filing of Return of Income.

Suggested Readings:

1. V.K. Singhania, Direct Taxes, Taxmann Publications, New Delhi.
2. B. Lall, Direct Taxes, Pearson Education, New Delhi.
3. Gaur & Narang, Income Tax Law and Practice, Kalyani Publications.
4. Mahesh Chandra, D.C. Shukla: Income Tax Law and Practice, Pragati Publications, New Delhi.

M.COM SEMESTER IV

MCM-401: ENTREPRENEURSHIP DEVELOPMENT & PROJECT MANAGEMENT

Objective: This course is designed to enable the students to analyse the business environment to recognize the business opportunity and generation of business ideas and also to absorb the concept and spirit of entrepreneurship. At the end of this course the students will be able to do the self analysis, apply the elements of entrepreneurship in their real life and develop a feasible business plan and develop knowledge to start the venture.

Course Outcomes: The successful completion of this course shall enable the student to:

CO1. Learn about various theories of entrepreneurship developed in different countries of the world

CO2. Learn about the assimilation of entrepreneurship in Indian context

CO3. Learn about the family controlled business and the family entrepreneurs setting up the business entities

CO4. Learn about the different types of entrepreneurs

CO5. Learn about the regulatory norms to be complied with in setting up the enterprise

Full Marks: 100

Unit-I: Entrepreneurship Essentials

Concept of Entrepreneurship, Essentials of a Successful Entrepreneur, Types of Entrepreneurs; Emerging Trends in Entrepreneurship Development, Entrepreneurship and Economic development; Theories of Entrepreneurship: Innovation Theory by Schumpeter & Imitating

Theory of High Achievement by McClelland X-Efficiency Theory by Leibenstein Theory of Profit by Knight, Theory of Social change by Everett Hagen

Unit-II: Setting up an enterprise

Promoting New Ventures: Idea Generation, Setting up an entrepreneurial venture, Role of Incubation Centre, Encouraging Innovation, and legal Compliance Requirement for the Entrepreneur;

Dissemination of on-line information for business development;

Potential Scope and Opportunities for Entrepreneurship Development in North East India, Success stories of some entrepreneurs in India and abroad;

Unit-III: Institutional Support and Government Policy

Institutional Support and Government Policy on Promotion of Entrepreneurship; Training facilities, EDP in NE India, Fiscal incentives, Marketing Support System Support System for Entrepreneurs, District Industries Centre, MSME Development Institute, Indian Institute of Entrepreneurship, NIESBUD, Provisions of MSME Development Act, 2006, Start-up Policy Framework and Incentives

Unit-IV: Financing Enterprises

Sources of Financing for New Venture, Sources of Capital Finance, Venture Capital, venture capital finance in India, Role of Commercial Banks and other financial institutions, Institutional Assistance for Small Enterprises

Unit-V: Project Management: Business Plan, Meaning of Project, need for Project Management, project analysis and selection. Technical analysis, Market and Demand analysis, financial analysis, Social cost and benefit analysis, Preparation of a project report.

Life cycle of a project: Network PERT and CPM, conception and selection, planning and scheduling, implementation and control, evaluation and termination

Suggested Readings:

1. Schumacher EF, Small is Beautiful, Random House
2. Rmachandran K, Entrepreneurship Development: Indian Cases on Change Agents,
3. The Entrepreneur: Classic Texts by Joseph A. Schumpeter
4. Rajkonwanr AB, Entrepreneurship Development, Kalynai Publisher
5. Sharma S, Entrepreneurship Development, PHI Learning
6. Larson E, Gray C, Project Management, McGrawhill Education
7. Pannerselvam R, Senthilkumar P, Project Management, PHI Learning
8. Vasant Desai, Dynamics of Entrepreneurial Development and Management, Himalaya Publishing House
9. Khanka SS, Entrepreneurial Development, S. Chand, New Delhi

MCM-402: INTERNATIONAL BUSINESS

Objective: This paper aims to focus on the various issues related to Business in the international level. The theoretical background will help students become familiar with the legal aspects of international business and to apply legal concepts to genuine business situations. Students will study the impact of regulations on international business and how strategies are developed and how foreign legislation is considered. The students are given an exposure to theoretical background with ability to collate with real life situation

Course Outcomes: The successful completion of this course shall enable the student to:

CO1. Familiarise the concepts, importance and dynamics of international business.

CO2. Provide theoretical foundations of international business to the extent these are relevant to the global business operations and developments.

CO3. Knowledge about impact of political, economic, legal, and social policies of different countries on international business.

Co4. Understand the various strategies adopted in International Business

CO5. Understand the concept of foreign direct investment, foreign exchange, MNCs in international business

Full Marks: 100

Unit1: Introduction to international Business: Importance and scope of International Business, MNCs and LDCs, Joint Venture, Entry Mode of MNC's in International Business; Issues in foreign investment, technology transfer, Regulations of MNC's & their pricing Mechanism, Transfer Pricing, Based Erosion and Profits shifting; E-commerce and International Business

UNIT 2: Economic, Cultural, social, political and legal environment in international business; Theories of international Trade and Gains from Trade; International Taxation and its impact on International Business, Double taxation avoidance agreement; Current Indian Export-Import policy,

UNIT 3: Global Trading and investment Environment: World trade in goods and services, World trade and protectionism, Tariffs, quotas, non-traffics barriers, Balance of payment accounts, components and accounting system, BOP Deficit and correction policies; Structure of Indian Foreign trade, composition and direction, EXIM Bank, Regulation and promotion of foreign trade.

UNIT 4: Exchange Rate Mechanism and settlement of trade obligation, foreign investment – Pattern, structure and effects; Movement in Foreign exchange and interest rates and their impact on trade and investment flows; International liquidity.

Unit 5: International Economic Institutions and agreements: WTO, IMF, World Bank , IFC, IDA, ADB, UNCTAD, GSP, GSTP, and other International agreement, Regional Economic Integration, Free Trade areas, Customs Union and Common Markets. Functioning of European Economic Community (EEC), NAFTA, SAFTA, MERCOSUR, ASEAN, SAARC, BRICS, G20, OECD, BIMSTEC, Bay of Bengal Initiative, ASEAN-India Free Trade Area Agreements & Declarations,

Suggested Readings:

1. Hill, Charles W.D, International Business MC Graw Hills, New York
2. Donoes, John D and Radebaugh, Lee H and Daniel P Sullisian, International Business: Environment and operations, PHI, New Delhi.
3. Jeff Madura, International Financial Management, Cengage Learning, US
4. Ball, Donald, Wendall, International Business, MC Graw Hills, New York.
5. Sundaram and Black, International Business Environment
6. G Apte, International Financial Management, MC Graw Hills, New York
7. V.A. Avdhani , International Finance, Himalayan Publishing House, Mumbai.
8. FranChisCherunilam, International Business. Prentice Hall of India, New Delhi.

MCM-403: DISSERTATION

Students have to submit a dissertation based on their fundamental work in the relevant areas of commerce and management

Course Outcomes: The successful completion of this course shall enable the student to:

CO1. Learn about the development of new idea and its application in the shape of project formulation for research work.

CO2. Learn about skill of report writing and power point presentation and oral presentation.

CO3. Learn about conducting review of past literature, ascertain gap in literature and established research as an academic tool to create new stock of knowledge.

CO4. Learn about technique of referencing

CO5. Acquire skill of academic report writing.

Full Marks: 100

Report writing: 70 Marks

Viva-voce: 30 Marks

MCM-404 A: ADVANCED ACCOUNTING

Objective: This paper aims to provide depth knowledge of the professional standards, principles and procedures regarding preparation of financial accounting of corporate entity as per the Company Act 2013 and also to focus on Government and international level accounting. The theoretical background that has been created by the academic research and the in-house

business research of the corporate entities are given as a background for learning. The students are given an exposure to theoretical background with ability to collate with real life situation

Course Outcomes: The successful completion of this course shall enable the students to:

CO 1: Get depth knowledge of the professional standards, principles and procedures regarding preparation of financial accounting of corporate entity as per the Company Act 2013.

CO 2: Have an idea on theoretical background that has been created by the academic research and the in-house business research of the corporate entities are given as a background for learning.

CO 3: Have an exposure to theoretical background with ability to collate with real life situation.

CO 4: Students can get an idea about internal reconstruction, external reconstruction and accounts treatments for internal, External reconstruction.

CO 5: Make them aware about accounting of banking and insurance companies and develop knowledge of holding companies accounts.

Full Marks: 100

Unit I: Accounting for business Combination

Relevant Terms, Types of merger, and methods of accounting, treatment of Goodwill arising on merger, Purchase consideration and settlement

UNIT II: Government accounting

General Principle, Comparison with commercial accounting, Role of Comptroller and Auditor General of India, Role of Public Accounts Committee, Review of Accounts, and Government Accounting Standards issued by Government Accounting Standards Advisory Board (GASAB) , Government Accounting and Reporting under accrual basic and preparation of balance sheet.

UNIT III: Consolidated Financial Statements

Concept of a group, Purposes of consolidated financial statements, Consolidation procedures- Minority interest, Goodwill, Treatment Pre-acquisition profit and Post -acquisition profit and concept of Fair value at the time of acquisition.

UNIT IV: Accounts for Banking and Insurance companies:

Banking Company: P& L Account and P & L Appropriation Account & Balance Sheet as per Banking Regulation Act.1949

Life Insurance Company –Preparation of Revenue Account and Balance Sheet as per the IRDA Act 1991.

Marine and Fire Insurance Accounts-Revenue Accounts Profit and Loss Accounts and Balance Sheet as per the IRDA Act 1991.

UNIT V: Accounting for Investment and foreign exchange

Preparation of investment accounts. Accounting for foreign exchange, exchange fluctuation loss, and its treatment in accounts.

Suggested Readings:

1. T.P. Ghosh, Accounting Standards, Tata McGraw Hill. New Delhi
2. D.chandra Bose, Advanced Accounting Volume II, PHI learning Private Ltd., New Delhi
3. M.Hanif and A .Mukherjee, Advance Accounting for CA IPCC Examination, TATA Mcgraw Hill , New Delhi
4. M. Hanif and A. Mukherjee, Advanced Accounting, Mcgraw Hill Education, New Delhi

MCM-405A: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Objective: To enable the students to understand various techniques of analysis used in security analysis, portfolio analysis and efficient portfolio management.

Course Outcomes: The successful completion of this course shall enable the student to:

CO1. Understand the environment of investment and risk return framework, fundamental analysis and technical analysis for taking investment decisions in securities.

CO2. Analyze the concept of market efficiency, bonds and shares in terms of valuation.

CO3. Analyze and select portfolios and understanding of capital asset pricing model and other associated model

CO4. Construct, evaluate performance of portfolios and learn techniques of portfolios revision.

CO5. Understand the various types of financial derivatives and their use in portfolio management.

Full Marks: 100

UNIT I: Security Market Analysis: Investment environment, Fundamental concepts of Risk and Return, Types of Return and risk, Sources of risk.

Technical Analysis; Fundamental Analysis: Economic Analysis, Industry Analysis, Company Analysis

UNIT II: Forms of Market Efficiency: Random Walk Theory, weak, semi-strong and strong form of efficiency.

Valuation of Securities: Fixed Income Securities: Types of Fixed Income Securities – Risk and Return Analysis of Fixed Income Securities – Alternative Investments of Fixed Income Securities – Bonds: Types of Bonds – Valuation of Bonds – Types of Returns on Bonds – Pricing of Bonds - Yield Curve - Bond Duration and Convexity – Immunization of Bonds - Share Valuation: Concept of Present Value – Share valuation Model – Dividend Discount Model - One Year Holding Period – Multiple Year Holding Period – Constant Growth Model – Multiple Growth Model – Multiplier Approach to Share Valuation

UNIT III: Portfolio Analysis: Portfolio Management – Meaning, Evaluation & Role. Diversification and Portfolio Risk, Portfolio Return and Risk, Markowitz Theory Risk-Return

Optimisation, Single Index Model, Sharpe's Optimization Solution, Capital Asset Pricing Model (CAPM), Arbitrage Pricing Theory.

Portfolio Selection: Concept of Portfolio Selection, Optimal Portfolio, Risk & Investor Preferences, Investment Constraints, Efficient Frontier And Portfolio Selection.

UNIT IV: Portfolio Construction & Evaluation: Techniques of Portfolio Construction - Active and Passive portfolio management, Bond portfolio management strategies-passive, semi-active and active along with immunization strategies Portfolio Performance Evaluation.

Portfolio Revision: Meaning, Need, Techniques of Portfolio Revision.

UNIT V: Derivatives: meaning and evaluation of derivatives, options, futures, Portfolio management using futures and options.

Suggested Readings:

1. Fuller &Farrel, Modern Investment & Security Analysis, Tata McGraw Hill, New Delhi
2. Strong, Robert A., Portfolio Management Handbook, Jaico Publishing House, Delhi.
3. Singh, Preeti, Investment Analysis, Himalaya Publishing House, Mumbai
4. Jordan & Fischer, Security Analysis & Portfolio Management, Prentice Hall India, N. Delhi.
5. Avadhani, V.A., Security Analysis & Portfolio Management, Himalaya Publishing House, Mumbai

MCM-404B: INTERNATIONAL MARKETING

Objective: The course intends to familiarize the students with the concept and issues of international marketing and enable them to be able to analyze the foreign market environment and develop international marketing strategies for a business firm.

Course Outcomes: The successful completion of this course shall enable the student to:

CO1. Familiarize the students with the concept and issues of international marketing, domestic marketing

CO2. Analyze the foreign market environment and develop international marketing strategies for a business firm.

CO3. Study the International marketing mix elements including 4Ps, channels used by international firms

CO4. Determine role of legal environment in international marketing for counterfeiting, gray marketing

CO5. Understand the mechanism of international firms along with transfer pricing, BEPS tactics of global companies and know the marketing communication mix, media planning and media control to enhance promotion of international products

Full Marks: 100

Unit I: Introduction:

International Marketing: Nature; Scope; Management orientation; Process; Driving and Restraining Forces affecting international marketing; Glocal Marketing; International Market Segmentation, Targeting, and Positioning; International Market entry mode decision

Unit II: International Marketing Environment I

Economic Environment: Framework of international economic integration; economic systems; stages of market development and economic development; Balance of Payment; Recent development

Cultural Environment: Characteristics of culture; Influence of culture on consumption, thinking process, communication process; Cultural Universals; Communication through nonverbal language

Unit III: International Marketing Environment II

Political Environment: Political systems; Political risks; Indicators of political instability; Measures to minimize political risks; Political insurance

Legal Environment: Legal Systems; Jurisdiction and extraterritoriality; Intellectual Property Right; Gray Market; Counterfeiting

Unit IV: International Marketing Decision I

Product policy: New product development; Product Adoption; Product standardization vs adaptation; International Product Life Cycle

Pricing: Factors influencing international pricing decision; Objectives & Strategies; Trade Terms; Quotation Guidelines; Dumping; Counter trade; Transfer pricing, Arm's Length Pricing, Base Erosion and Profit Shifting

Unit V: International Marketing Decision II

Distribution Policy: Direct and indirect selling channel; Determinants of channel types; Locating, selecting and motivating channel members; Global distribution and logistics issues

Marketing Communication: Issues in international marketing communication; Tools for international marketing communication; Standardized international advertising; Advertising media planning and analysis; Online marketing in global context

Suggested Readings :

1. Caeteora, Phillip R., and John L. Grahm, International Marketing, McGraw Hill, New Delhi
2. Onkvist, and JJ Shaw, International Marketing: Analysis and Strategy, Prentice Hall of India, New Delhi
3. Keegan, Warran J and Mark C Green, Global Marketing, Pearson Education, New Delhi
4. Joshi, InternationalMarketing, Oxford University Press, New Delhi
5. Terpstra, Vern and Ravi Sarathy, International Marketing, Harcourt Asia PTE Ltd, Singapore
6. Czinkota, Michael R. and illka A Ronkainon, International Marketing, Cengage Learning, USA

MCM-405 B: INDUSTRIAL RELATIONS AND LABOUR LAWS

Objective: The objective of the course is to make student aware of the concept of industrial relations. The course will make them understand the importance of industrial relations as well as the law that governs industrial relations and how these relations provide dynamics to organizations.

Course Outcomes: The successful completion of this course shall enable the student to:

CO1: The course will create awareness among the students regarding the involvement and role of different parties to industrial relation, students will get acquainted with various perspectives on Industrial Relations. The course will also enhance consciousness about the existence and role of ILO and about the international dimensions of Industrial Relation. The students will also come to know about the influence of ILO on Indian Labour Legislation.

CO2: The course will acquaint students with the knowledge require for the establishment of Trade Union with reference to Trade Union Act 1926. The course will also create understanding among the students about trade union movement in India, theories of trade union and de-unionization.

CO3: The course will help students in understanding the causes and types of industrial disputes. The students will get familiarize the important provisions of Industrial Dispute Act, 1948, like Preventive Machineries and Settlement Machineries, Grievance handing procedure; Lay off and retrenchment; forms of punishment- suspension and dismissal

CO4: Students will get aware about industrial democracy, and industrial discipline. Students will also gain the knowledge about Workers' Participation in Management India and strategies. Students will become conversant to the concept of Labour welfare in Indian context. The students will learn different types of labour welfare activities being carried out in India. Students will get acquainted with the provisions related to Health, Safety and Welfare of the Factories Act, 1948 and the Plantation Labour Act, 1951.

CO5: Students will get familiarize with the important provisions of Important provisions of Payment of Wages Act 1936, Workmen Compensation Act 1923, Minimum Wages Act 1948, Employees' Provident Funds and Miscellaneous Provisions Act, 1952, Industrial Employment (Standing Orders) Act, 1946

Full Marks: 100

Unit I: Industrial Relations

Industrial Relations- concept, Parties to Industrial Relations - Employees and their Organizations, Employers and their Organizations and Government; Unilateralist, Pluralist and Marxist perspective of Industrial Relations;

Unit II: Union Management Relations and Trade Union:

Union Perspectives and Management Perspectives towards Union Management Relations, Factors affecting union management relations

International Labour Organization (ILO) - Objectives, Standards, Impact of ILO on the Indian Labour

Trade Unionism- Meaning, Objectives, Functions of Trade Unions, Theories of Trade Union, Trade Union Movement in India; De-unionization

Trade Union Act, 1926: Definition of Executive, Trade Dispute, Trade Union; Union recognition; Registration of Trade Union; Rights and Liabilities of Registered Trade Union

Unit III: Industrial Dispute and Settlement Machinery in India:

Industrial Dispute: Definition, Causes and types of Industrial Dispute; Industrial Relation Machinery and Industrial Disputes Act, 1947: Preventive Mechanisms and Settlement Mechanisms, Grievance handling procedure; Lay off and retrenchment; forms of punishment- suspension and dismissal

Unit IV: Industrial Discipline & Democracy: Industrial Discipline- Industrial Democracy- Concept & Scopes of Industrial Democracy

Worker's Participation- Concept and Objectives of Workers Participation, Types of Worker's Participation, Strategies for making participation more effective.

Labour Welfare- Definition of Labour Welfare, Types of Welfare Programme

Unit V: Law Relating to Industrial Relations:

Factories Act, 1948- objectives, Health, Safety, Welfare and other important provisions;

The Plantation Labour Act, 1951: Health, Welfare and other important provisions;

Important provisions of Payment of Wages Act 1936, Workmen Compensation Act 1923, Minimum Wages Act 1948, Employees' Provident Funds and Miscellaneous Provisions Act, 1952, Industrial Employment (Standing Orders) Act, 1946

Suggested Readings:

1. Mamoria, Mamoria and Gankar: Dynamics of Industrial Relations: Himalaya Publishing House, 1st edition, 2009
2. Katz, Harry, Thomas A. Kochan, & A. J.S. Colvin, An Introduction to Collective Bargaining and Industrial Relations, 4th Edition, The McGraw Hill Companies.
3. C.S. Venkat Ratnam, Industrial Relations: Text and Cases, Oxford University Press, Delhi.
4. Michael Salamon, Industrial Relations: Theory & practice Pearson Education, New Delhi
5. Farnham and Limlott, J., Understanding Industrial Relations, Cassell & Co, London
6. Monappa. A, Industrial Relations, Tata Mc Graw Hill, IST, New Delhi
7. Rao. V.S.P: Human Resource Management, ExelBook, New Delhi
8. Singh. B.D: Industrial Relations and Labour Laws, Exel Book, New Delhi
9. Aswathapa. K: Human Resource Management, Tata McGraw Hill, New Delhi
10. Dessler. G and Varkkey. B: Human Resource Management, New Delhi

MCM-406: BUSINESS STUDIES

MULTI-DISCIPLINARY COURSE II

(The paper MCM 406 is offered to the PG 4th semester students of all the schools other than the School of Business Sciences)

Objective: The course is design to familiarize the students from non-commerce background with the concepts and management of business. The course equips students with the tools and techniques that are require for operating business.

Course Outcomes: The successful completion of this course shall enable the student to:

CO1. Familiarize the students from non-commerce background with the concepts and management of business.

CO2. Know the forms of business organization as a basis to decide when starting own business

CO3. The course equips students with the tools and techniques of management that are required for operating business.

CO4. Familiarize with legal aspects related to business set-up for sole trading, partnership, cooperatives and joint stock companies

CO5. Understand the functional areas of management and provide insight into emerging issues in business

Full Marks: 100

UNIT I: Business: Nature and Purpose: Business: Concept, Characteristics; Distinctive features of business, profession and employment; Classification of business activities: Industry and Commerce.

UNIT II: Forms of Business Organisation: Sole Proprietorship: meaning, features; Hindu undivided Family : Features, and tax implications; Partnership: Meaning, features; Limited Partnership: Concept and features; Cooperative Society: meaning, features; Company: meaning, features, types of companies as per Companies Act 2013; Non-Profit Companies; Public sector, Private sector, Joint sector, Public Private Partnership: Concepts and Importance; Micro Small and Medium Enterprise: Features

UNIT III: Principles and Functions of Management:

Principles of Management: Management: meaning, objectives, importance; Henry Fayol's General principle of management; FW Taylor's scientific management principles and techniques

Functions of Management: Planning: meaning, importance, and steps in planning; Organising: meaning, importance, structure of organization; Staffing: meaning, importance, process; Direction: meaning, importance and elements; Controlling: meaning, importance, process; Cooperation, Coordination

UNIT IV: Functional Areas of Management: Production Management: Concepts, scope; Financial Management: Concepts, objectives, Functions; Marketing Management: Concepts, Marketing Mix; Human Resource Management: Concepts, Functions

UNIT V: Emerging Issues: Elements of Business Environment and its influence on business, Government's Role in Business; Control of Business Entities, Decontrol; Liberalization; Skill

Formation; Start-up business enterprise; Ease of doing business and relaxation of norms; Foreign Investment; Tax incentives towards new business; Direct Benefit Transfer

Suggested Readings:

- PC Tulsian, Business Studies, Ratna Sagar Pvt Ltd, New Delhi
- Dr. RK Pathak, NW Ali and MC Kalwar, An Introduction to Business Studies, S.Chand& Company Ltd, New Delhi
- K Aswathappa, Human Resource and Personnel Management: Text and Cases,– Tata McGraw Hill, New Delhi
- RSN Pillai and Bhagawati, Modern Marketing: Principles and Practices, S Chand & Company Ltd, New Delhi
- Dr Neeru Vasisth, Principles of Management with case studies, Taxmann Publications Pvt Ltd, New Delhi