

*In the Name of Allah, the Most Merciful and the Compassionate*

# Choice Based Credit System

(CBCS – 2018 onwards)



Curriculum

for

**Master of Commerce**  
**M.Com. Programme**

**The Department of Commerce**  
**University of Kashmir**  
Srinagar, Kashmir - 190006

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# Important instructions

1. *The P. G. Programme in Commerce comprises of 4 Semesters spread over tow academic sessions.*
2. *It will have 96 credit weightage i.e. 24 credits per semester ( $24 \times 4 = 96$ ).*
3. *The student shall have to earn 56 Credits from Core courses and 32 credits from DCE courses in all semesters throughout the M. Com Programme.*
4. *The students shall have to earn 8 Credits from Generic Electives/Open Electives throughout the M. Com Programme.*

## Classification of Papers

### Core (CR):

Compulsory papers.

### Discipline Centric Electives (DCE):

Optional papers offered by the Department.

### Generic Electives (GE):

Optional in nature to be opted from the courses offered by allied departments within the School.

### Open Electives (OE):

Optional in nature to be opted from the courses offered by any department within the University.



# Choice Based Credit System (CBCS)

Course Structure (2018 onwards)

## Core & DCE Courses

1 <sup>st</sup> Semester		2 <sup>nd</sup> Semester	
Course Code	Course Title	Course Code	Course Title
COM18101CR	Organisational Behaviour	COM18201CR	Human Resource Management
COM 18102CR	Accounting for Decision Making	COM 18202CR	Accounting for Managerial Control
COM 18103CR	Quantitative Techniques	COM 18203CR	Business Economics
COM 18104CR	Corporate Tax Planning & Management	COM 18204DCE	Corporate Banking
COM 18105DCE	Consumer Behaviour & Marketing Research	COM 18205DCE	Research Methodology
COM 18106DCE	Business Ethics	COM 18206DCE	Organisational Change & Development
COM 18107DCE	International Business	COM 18207DCE	Corporate Governance & Corporate Social Responsibility
COM 18108DCE	E-Commerce	COM 18208DCE	E-Governance
3 <sup>rd</sup> Semester		4 <sup>th</sup> Semester	
Course Code	Course Title	Course Code	Course Title
COM18301CR	Indian Financial System	COM18401CR	Advanced Financial Management
COM 18302CR	Marketing Management	COM 18402CR	Strategic Management
COM 18303CR	Financial Management	COM 18403CR	Security Analysis & Portfolio Management
COM 18304CR	Industrial Relations	COM 18404DCE	Services Marketing
COM 18305DCE	Goods & Services Tax -I	COM 18405DCE	Goods & Services Tax-II
COM 18306DCE	Project Dissertation	COM 18406DCE	Labour Laws & Legislation
COM 18307DCE	Production Management	COM 18407DCE	Marketing Communication
COM 18308DCE	Strategic Human Resource Management	COM18408DCE	Financial Risk Management
COM 18309DCE	International Financial Management	COM 18409DCE	Strategic Cost Management
COM 18310DCE	Enterprise Resource Planning (ERP)	COM18410DCE	Introductory Econometrics for Research



(Appendix – II)

## Generic & Open Electives Courses

1st Semester		2nd Semester	
Course Code	Course Title	Course Code	Course Title
COM18109GE	Leadership & Personality Development	COM 18209GE	Essentials of Services Marketing
COM 18110GE	Sales Management	COM 18210GE	Fundamentals of Corporate Tax
COM 18111GE	Understanding Capital Markets	COM 18211GE	Fundamental & Technical Analysis of Securities
COM 18112GE	Fundamentals of Accounting	COM 18212OE	Mutual & Other Funds
COM 18113OE	Stock Market Operations	COM 18213OE	Software Engineering
COM 18114OE	Management Theory & Practice	COM 18214OE	Personal Financial Planning
COM 18115OE	Human Values for Business	COM 18215OE	Human Resource Development
COM 18116OE	Data & Network Communication		
3rd Semester		4th Semester	
Course Code	Course Title	Course Code	Course Title
COM 18311GE	Strategic Performance Management	COM 18411GE	Management Control System
COM 18312GE	Corporate Social Responsibility	COM 18412GE	Questionnaire Development & Measurement
COM 18313GE	Organizational Psychology	COM 18413GE	Basic Financial Econometrics
COM 18314GE	Knowledge Management & Information Systems	COM 18414GE	Regional Economic Integration
COM 18315GE	Commercial Bank Management	COM 18415GE	Emotional Intelligence
COM 18316GE	Fundamentals of Goods & Services Tax	COM 18416OE	E-Marketing
COM 183 17OE	Entrepreneurship Development		
COM 18318OE	Economic Globalization		



# **Core (CR)**

## **Compulsory Papers**

# **Discipline Centric Electives (DCE)**

**Optional papers offered by the  
Department**



# 1<sup>ST</sup> SEMESTER



# Organisational Behaviour

Course Code: COM18101CR	Max. Marks : 100
M.Com : 1 <sup>st</sup> Semester	Term End Exam: 80
	Continuous Assessment: 20

## Course Objectives:

*This course is designed to deepen the knowledge of organizational behavior from an individual, group, and organizational perspective; and to encourage students to reflect on and apply this knowledge in ways that will enhance their abilities as a manager. Specific learning objectives include:*

- 1. Understand how application of OB frameworks, tools, and concepts can enhance individual, group, and organizational effectiveness.*
- 2. Reflect own beliefs, assumptions and behaviors with respect to how individuals, groups and organizations act in order to expand approaches and increase own organizational effectiveness.*

## Module - I

Organizational Behaviour: Introduction, Contributing disciplines to OB, Evolution of OB; Challenges & Opportunities to OB. Perception: Process & errors, Improving perceptions. Personality: Theories of Personality, Determinants of Personality.

## Module - I

Attitudes & Job Satisfaction: Measuring Job Satisfaction; Theories of Job Satisfaction; Determinants and Consequences of Job Satisfaction; Motivation: Concept & Theories of Motivation; Learning, Theories & Principles of Learning, Contingencies & Schedules of Reinforcement; Concept of Group Dynamics and Teams, Theories of Group Formation, Team Development.

## Module - I

Stress Management, Concept of stress, Sources & Effects of stress on humans; Management of Stress. Conflict Management: Sources & Types of Conflict, Traditional & Modern view of conflict, Dynamics of Conflict, Conflict Management Styles. Leadership Styles, Models and Theories of Leadership.

## Module - I

Elements of Organizational Structure, Traditional & Modern Organizational Design; Power & Politics: Sources & Consequences of Power, Organizational Politics, Types of Political Activity, Controlling Political Behaviour, Management of Change, Forces responsible for change, Resistance to change, Overcoming resistance to change; Organizational culture: Elements of Organizational Culture, Hofstede's culture typology.

## Suggested Readings:

- 1. Steven McShane & Van Glinar, Organizational Behavior, Tata McGraw Hill Publishing Co.*
- 2. Fred Luthans, Organizational Behavior, McGraw Hill Book Company*
- 3. Kavita Sharma, Organizational Behavior, Pearson India*
- 4. Ricky Griffin & Georgy, Moorehead, Organizational Behavior, Hough Co. Boston*
- 5. Robbins, SP, and Judge, Essentials of Organizational Behavior, Pearson*
- 6. Uma Sekaran Organizational Behaviour: Text & Cases, The McGraw Hill. New Delhi. 2nd Edition.*
- 7. Mirza S Saiyadain, Organizational Behaviour (Edited), The McGraw Hill. New Delhi.*



# Accounting for Managerial Decision Making

Course Code: COM18102CR	Max. Marks : 100
M.Com : 1 <sup>st</sup> Semester	Term End Exam: 80
	Continuous Assessment: 20

## Course Objectives:

The main aim of this course is to familiarize the students with the concepts and techniques of Managerial Accounting. The broad course objectives are the following:

1. To have a good knowledge of various accounting concepts and techniques used for managerial decision making.
2. To understand the application of these techniques in managerial decision making.
3. To build the capacity of the students for better decision making in the practical business-settings.

## Module – I

Role of Accounting in decision making. Financial, Cost and Managerial Accounting. Cost Management Systems: Traditional vs. Activity Based Costing systems; Treatment of overheads under Traditional vs. Activity Based Costing (ABC) systems ; Design and Implementation of the ABC System. Analysis of Activities, Cost drivers and Cost pools. Cost computation under ABC; Product Profitability Analysis under ABC (with numerical problems).

## Module – II

Marginal Costing: Marginal vs. Absorption costing, Tools of marginal costing ; Cost-volume - Profit- Relationship, Break –even analysis; Marginal Costing and Mgt. Decisions. Differential Costing: Methods and applications; Differential Costing and Mgt. Decisions- Special applications in Make or buy, Change vs. Status quo, Optimum sales mix, Selling or further processing ,Shutdown or Continue, Exploring new market, and Adding or Dropping a Product.

## Module – III

Inflation Accounting: Concept, merits and limitations; Techniques of inflation Accounting - Preparation of Income statement and Balance Sheet under Current Cost Accounting and Current Purchasing Power Techniques. Social Responsibility Accounting: Computation of Social Cost Benefit Analysis. Corporate Social Responsibility ( CSR) under Clause 135 of Companies Act, 2013 and SEBI guidelines; Preparation of Corporate Business Responsibility Report.

## Module – IV

Learning Curve model: Concept, factors affecting learning and experience curve. Application of Learning Curve model in Decision making. Value Analysis and Value Engineering (VAE) Scope and Process of Value analysis. Applications of VAE in decision making. Human Resource Accounting: Concept, and importance; Valuation of Human Resources. Accounting for Intangible Assets: concept and Valuation of intangible assets.

## Suggested Readings:

1. Zemmerman Jerold, *Accounting for Decision Making*, McGraw Hill Publishing House.
2. Atkinson, Banker, Kaplan, and Young, *Management Accounting*, Pearson Education.
3. Kaplan and Atkinson, *Advanced Management Accounting*, Pearson Education.
4. Young S Mark, *Readings in Mgt. Accounting*, Prentice Hall.
5. Sexna, V K and Vishist C D, *Advanced Management Accounting*, Sultan Chand, Delhi.
6. Kishore, R. M., *Advanced Mgt. Accounting*, Taxman publications.
7. Sharma & Gupta, *Management Accounting*, Kalyani Publications.





# Quantitative Techniques

Course Code: COM18103CR	Max. Marks : 100
M.Com : 1 <sup>st</sup> Semester	Term End Exam: 80
	Continuous Assessment: 20

## Course Objectives:

*Decision making is what managers do. Some decisions are made largely on the basis of intuitive skills and in many situations this is appropriate. Other decision situations, however, reward use of some of the more formal approaches covered in this course. Still others require both approaches. Successful managers use operations research when: 1. the problem is complex and involves a number of variables; 2. there are data variables which describe the situation; 3. the goals in solving the problem can be specified in quantitative terms; 4. workable models are currently available for these situations. Operations research, therefore, represents an effective approach in handling complex business decision situations.*

*This course is designed with the following objectives in view.*

- 1. Employ mathematical models in business decision making.*
- 2. Analyze and solve business decision problems.*

## Module - I

Management, Decision Making and Theory of Games: decision making and quantitative techniques, historical development of Operations Research (OR), nature and characteristic features of OR, methodology of OR. Theory of games, the game model, two-person zero-sum game, when no saddle point exists, solution of  $2 \times n$  and  $m \times 2$  games using graphical method, limitations of the theory of games.

## Module - II

Linear Programming: requirements, assumptions, formulation of linear programming problems, the maximization and minimization cases, graphic method, simplex method, duality and post optimality analysis. Transportation problems – north-west corner rule, Vogel's approximation method, stepping stone method, the modified distribution method, unbalanced transportation problems, degeneracy, transportation problems - the maximization type. The assignment problems, Hungarian method, constrained assignment problems, unbalanced assignment problems, maximization cases.

## Module - III

PERT/ CPM Networks and Simulation: rules of network construction, determination of ES and EF times, determination of LS and LF times, determination of float, PERT, determination of optimistic time, most likely time, pessimistic time, time- cost trade-off. Simulation – process, Monte Carlo simulation, simulation of inventory system, simulation of queuing system, advantages and disadvantages.

## Module - IV

Decision theory and Sequencing: Decision theory – pay off table, opportunity loss table, decision under uncertainty, laplace principle, maximin principle, maximax principle, Hurvitz principle, savage principle. Decision making under risk – maximum likelihood principle, expected principle, expected opportunity loss, expected pay off of the perfect information, utility as a basis of decision criterion. Sequencing : assumptions, Gantt charts, algorithm for solving sequencing problems, processing n jobs through 2 and 3 machines only.



### **Suggested Readings:**

1. *Berry Render; Ralph M Stair Jr. Michael E. Hanna, Quantitative Analysis for Management, Prentice Hall of India Pvt. Ltd. New Delhi.*
2. *N D Vohra, Quantitative Techniques in Management, Tata McGraw Hill Publishing Company.*
3. *Richard I Levin; David S Rubin Joel P Stinson; Everette S Gardner Jr., Quantitative Approaches to Management, McGraw Hill International Edition.*
4. *A M natrajan; P Balasubramani; A Tamilarasi, Operations Research, Pearson Education, New Delhi.*
5. *P C Tulsian and Vishal Pandey, Quantitative Techniques, Pearson education, new Delhi.*
6. *Quantitative Techniques for Decision Making, M P Gupta and B R Khanna, Prentice Hall of India, Pvt . Ltd. New Delhi*



# Corporate Tax Planning & Management

Course Code: COM18104CR	Max. Marks : 100
M.Com : 1 <sup>st</sup> Semester	Term End Exam: 80
	Continuous Assessment: 20

## Course Objective:

*This course will provide a framework for understanding how taxation influences financial and management decisions viz, capital structure, dividends, lease or buy, retain or replace etc. This is achieved by integrating the tax law with fundamentals of financial management.*

- 1. Understanding the provisions of direct tax laws viz viz Indian Corporates;*
- 2. Gaining necessary knowledge of various incentives and benefits under direct tax available to business firms.*
- 3. Formalize and updates students with a procedure of returns and assessment of income.*

## Module - I

Corporate Tax Planning: Concept and Scope and methods of Tax Planning, Tax planning with regard to specific management decisions - Lease and Buy, retain or replace. Tax Planning & Financial Management Decisions: Tax planning and tax implications in developing capital structure; Dividend policy and tax as a variable for calculation of cost of capital.

## Module – II

Minimum Alternative Tax (MAT) - Scheme of MAT, Concept of Zero Tax Company, Computation of Book-profit under section 115JB, Computation of tax liability under MAT provisions. Tax credit in respect of tax paid on deemed income under MAT provision.

## Module – III

Taxation of international transitions- Transfer pricing, computation of the arm's length price, reference to transfer pricing officer, powers to make safe harbor rules, Maintenance of books of account, report from accountant, specified domestic transactions, advance pricing agreement (APA).

Advance Tax Payment for Companies: Pay as you earn scheme, computation of advance tax and interest payable of shortfall of advance tax.

## Module – IV

Returns of income and Assessment: Voluntary return of income, Return of loss, Extension of time, Belated return, Revised return, Defective or incomplete return, Scheme to facilitate submission of returns through tax returns preparers, Filing of return in electronic form, Return by whom to be signed, permanent account number (PAN).

What is self assessment, summary assessment without calling the assessee, Best judgment assessment, Reassessment, Issue of notice for reassessment, Problems on return of income and assessment, Obligations to furnish annual information return.

## Suggested Reading:

1. Srinivas.E.A, *Corporate Tax Planning*, Tata McGraw Hill,
2. Singhania,V. K, *Taxmann's Direct Taxes, Law & Practice*.
3. Lal. B. B & N. Vashisht, *Direct Taxes Income Tax, Wealth Tax and Tax Planning*.
4. Taxman, *The Tax and Corporate Law Weekly*.
5. Bhagmati Prasad, *Direct Taxes: Laws and Practice*, Vishwa Prakashan.



# Consumer Behaviour & Marketing Research

Course Code: COM18105DCE	Max. Marks : 100
M.Com : 1 <sup>st</sup> Semester	Term End Exam: 80
	Continuous Assessment: 20

## Course Objectives:

*An essential component of marketing is consumer insight – both the obvious needs and wants that are on the surface of conscious thought, but also the deeper, possibly unconscious motives that drive human behavior at an implicit level. Failure to adequately consider the factors and forces shaping consumer behavior has led to many ill-fated business strategies. Conversely, many well-known companies have shown that a detailed understanding of consumers can serve as a long-term competitive advantage. This course is designed to examine research in psychology, marketing, and related fields in order to learn why consumers behave in the ways that they do.*

- 1. To familiarize the students with the findings of behavioural science and relating it to the consumer decision – making process.*
- 2. To develop skills needed to conduct consumer research for better understanding and application of research in business decisions.*
- 3. To develop learners understanding necessary for successful marketing decisions.*

## Module – I

Introduction to Consumer Behaviour (CB); CB and Marketing Strategy; Models of Consumer Behaviour. Buying Process – Buying Roles; Buying Behaviour; Consumer Involvement and Decision Making; Stages of Buying Decision Process.

## Module - II

Internal Determinants of Consumer Behaviour: Needs, Motivation and Involvement; Consumer Perception; Learning; Attitudes and Attitude Change; Personality and Psychographs.

## Module - III

External Determinants of Consumer Behaviour: Family and Household Influences; Reference Groups and Social Class; Influence of Culture; Sub-Culture aspects of Consumer Behaviour.

## Module - IV

Marketing Research – Concept, Process of Marketing Research, Type of Marketing Research, Data Sources – Primary, Secondary; Methods of Primary Data Collection, Questionnaire design, Measurement Scales and Marketing Research Ethics.

## Suggested Readings:

- 1. Bennett, P. D. and H. H. Kassarijion, Consumer Behaviour, Prentice Hall, New Delhi.*
- 2. Schiffman L. G. and Kanuk L. L, Consumer Behaviour, Pearson Education, New Delhi.*
- 3. Louden Delta Bitta and Miniard, Consumer Behaviour, McGraw Hill, New York.*
- 4. Jim Blythe, The Essence of Consumer Behaviour, Prentice Hall, New Delhi.*
- 5. Jain, P. C. & Monika, Bhatt, Consumer Behaviour in Indian Context, Sultan Chand Ltd., New Delhi.*



# Business Ethics

Course Code: COM18106DCE	Max. Marks : 100
M.Com : 1 <sup>st</sup> Semester	Term End Exam: 80
	Continuous Assessment: 20

## Course Objective:

The course is designed to provide a perspective on Business Ethics, especially, about the unethical practices that today's corporate houses are beset with. In view of the mega scams, embezzlements, money laundering etc that surfaced in the recent past like, debacle of Enron Corp, WorldCom, London Exchange, Tyco, Global Crossing and recently in India Satyam Computers debacle, 2G Spectrum together with Chara & Coal Mine Bidding Gotla are some of the manifestations of an apparent fissure in corporate governance fraught with other ethical issues. To meet this end the course shall have the following set of objectives that are as under:

1. To get the students well acquainted with the conceptual & theoretical framework of the Business Ethics.
2. To enable students to understand the various philosophies and theories propounded on the subject under question.
3. To enable students to unearth contributory factors responsible behind unethical practices & developing guidelines for ethical behaviour.

## Module – I

Ethics, Determinants of Ethics, Personal Ethics, Principles of Personal Ethics, Work Ethics, Principles of Work Ethics, Values, Distinction between Values and Ethics, Morality, Moral Development, Moral Reasoning, Standards, Morality & Ethics, Ethics & Religion.

## Module – II

Business Ethics, Characteristics of Business Ethics, Principles of Business Ethics, Ethical Standards & Issues in Business, Techniques to Improve Ethical Conduct of Business: Institutional Level, Government Level, Social & Religious Level. Factors Causing Ethical Behaviour in Business, Types and Scope of Unethical Conduct of Business, Factors Causing Unethical Conduct of Business, Arguments for & against Business Ethics.

## Module - III

Theories of Ethics, Consequential and Non-Consequential Theories: Egoism, Utilitarianism, Kant's Theory and other Non-Consequential Perspectives: The Ethics of Care, Justice and Fairness, Rights and Duties, Virtue Ethics.

## Module – IV

Ethics in Human Resource, Ethical responsibilities of business towards employees, Employee Discrimination, Types of Discrimination, Whistle Blowing: Issue of Whistle Blowing, Protection Measures for Whistle Blowers, Ethical Issues In Marketing, Ethical norms & values for marketers, Ethical responsibilities of business towards consumers.

## Suggested Readings:

1. Manuel G. Valasquez, *Business Ethics: Concepts And Cases*, PHI Learning Pvt. Ltd New Delhi, Ind.
2. William H. Shaw, *Business Ethics*, Cengage Advantage Books.
3. C. S. V. Murthy, *Business Ethics*, Himalaya Publisher.
4. A.C Fernando, *Business Ethics*, Pearson Education.
5. S. Rinku & Khanna, *Ethics and Values in Business Management*, Ane Books India.



# International Business

Course Code: COM18107DCE	Max. Marks : 100
M.Com : 1 <sup>st</sup> Semester	Term End Exam: 80
	Continuous Assessment: 20

## Course Objective:

*International Business has emerged as a core subject area following the emergence of a globalised economy. International Business envisages various facets that necessitate the learners to learn and practice knowledge on international business to enable himself/herself to remain abreast about various developments that are shaping up in this interconnected world as a consequence of emergence of global regulators like WTO. The course attempts to make the learners aware of the drivers of globalization, stages of globalization and entry modes of MNCs, FDI & FIIs investment. The course is aimed to percolate knowledge on foreign trade profile of India, EXIM Bank Financing, World bank Group Institutions etc.*

- 1. To acquaint the learners about various facets of International Business which enables him to understand the intricacies of International trade*
- 2. To broaden the outlook of the students towards international arenas that have an bearing on all countries in terms of socio-economic impacts.*
- 3. To heighten the knowledge level of the learners in areas of WTO, FDI, FII, EXIM Bank Financing Policies, India's Foreign trade profile, Convertibility of rupee, Double Taxation Policy.*

## Module - I

Introduction to International Business, Evolution of International Business, advantages of International Business, Importance and factors affecting international Business, Barriers to International Business- tariff and non-tariff Barriers. Approaches to International Business. Globalisation- Drivers of Globalisation, Stages of Globalisation.

## Module - II

Theories of International Trade, Mercantilism, Theory of Absolute Cost Advantage, and Comparative Cost advantage Theory, Relative Factor Endowment Theory, Product Life Cycle theory, Global Strategic Rivalry theory, Porter's National Competitive Advantage theory. Global Trade- Merchandise Trade and Services Trade, India's Foreign Trade- Composition and Direction, Current FTP of India, Regulation.

## Module - III

International Investment Theories. Foreign Direct Investment (FDI), costs and Benefits of FDI, Foreign Direct Investment in India, Sectoral Caps. IMF and World Bank- their role and functions in improving international business. World Trade Organisation (WTO), Principles, Role and Functions of WTO in developing of International Trade, Policies of WTO. Intellectual Property Rights.

## Module – IV

Foreign Exchange- Exchange rate, determinants of Exchange Rate, Economic exposure, Transaction Exposure and Translation Exposure. Convertibility of Rupee. ADRs and GDRs. Economic Integration and Regional trade Blocks- types, SAARC, ASEAN, NAFTA and European Union



## Suggested Readings

1. Chandra, Prasanna, *Investment Analysis and Portfolio Management*, Tata McGraw Hill Publishing House, New Delhi.
2. Bhalla, V.K, *Investment Analysis and Portfolio Management*, Himalya Publishing House.
3. Ritu Ahuja, *Security Analysis and Portfolio Management*, Himalya Publishing House.
4. Reilly, Frank K. Brown, Keith C., *Investment Analysis and Portfolio Management*, 8th edition, OH, USA: Thompson South-Western.
5. Alexandra, Sharpe and Sharpe, *Fundamentals of Investment*, Prentice Hall of India, Private Ltd., New Delhi.
6. Fisher and Jordon, *Security Analysis and Portfolio Management*, Prentice Hall of India, Private Ltd., New Delhi.
7. Maggin, John L., Tuttle, Donald L., McLeavy, Dennis W., and Pinto, Gerald E., *Managing Investment Portfolio: A Dynamic Process*, 3rd Edition, Virginia, USA: CFA institute.





## E-Commerce

Course Code: COM18108DCE	Max. Marks : 100
M.Com : 1 <sup>st</sup> Semester	Term End Exam: 80
	Continuous Assessment: 20

### Course Objective:

The course is designed to provide a perspective on E. Commerce of Information Technology World. The Course will help students to know about practical exposure of oracle software which is used all over the world especially in banking and financial institutions

On successful completion of the course the students should have:

1. Learnt to analyze the business model of a firm, and determine the role that the Internet (and related technologies) can play to support or even enable this model.
2. Understand the key issues involved in managing electronic commerce initiatives.
3. Utilize the Internet to collect information and to conduct research.

### Module - I

**Introduction:** Concepts, and reasons for transacting online, types of e-commerce, e-commerce business models (introduction, key elements of business model and categorizing measure e-commerce business models), forces behind e-commerce. Technology used in e-commerce: the dynamics of WWW and internet (meaning, evolution and features), Designing, building and launching e-commerce website (a systematic approach involving decisions regarding selection of hardware, software, outsourcing v/s in-house development of a website).

### Module - II

**Security and Encryption:** E-commerce security environment: (Dimension, definition and scope of E – security), Security threats in e-commerce environment (security intrusions and breaches, attacking methods like hacking, sniffing, cyber vandalism etc.), technology solutions (encryption, security channel of communication)

### Module - III

**E- Payment System:** Models and methods of E – Payments (Debit card, credit card, smart card, E – money), digital signatures (procedure, working and legal position), payment gateways, online banking (meaning, concepts, importance, electronic fund transfer, automated clearing house, automatic ledger posting), risk involved in e-payments.

### Module - IV

**Online Business Transactions:** Ecommerce applications in various industries like (banking, insurance, payment of utility bills, online marketing, E – tailing (popularity, benefits, problems and features), online services (financial, travel and career), auctions, online portal, online learning, publishing and entertainment online shopping (Amazon, Snapdeal, Alibaba, Flipkart etc.).

### Suggested Reading:

1. Agarwala, Kamlesh N, Lal, Amit, and Agarwala, Deeksha. "Business on the Net: An Introduction to the Whats and Hows of E- commerce" Macmillan India ltd.
2. Bajaj, Deobyani Nag, "E commerce", Tata McGraw Hill Company , New Delhi
3. Whiteley, David, "E-commerce ". McGraw Hill, New York
4. Diwan, Prag, And Sharma, Sunil, "Electronic Commerce – A Managers Guide to E - Business", Vanity Books International, Delhi.





# 2<sup>ND</sup> SEMESTER



# Human Resource Management

Course Code: COM18201CR	Max. Marks : 100
M.Com : 2 <sup>nd</sup> Semester	Term End Exam: 80
	Continuous Assessment: 20

## Course Description:

*Substantiated by vast research evidences, people are assuming all the more importance and relevance in today's business organizations than ever before. For example, research is full of evidences exhibiting how employee satisfaction go hand in hand with customer satisfaction and how the employee retention strategies have culminated into increasing the customer base and market share of organizations with a profound impact on its profitability and growth. In context to this, today's business managers and practitioners need to be fully abreast with the basic aspects of human resource management to understand its effective functioning in the organizational setting for enhancing employee level of commitment and productive organizational behaviors.*

- 1. To familiarize the students with the conceptual & theoretical constructs of the various dimensions of HRM.*
- 2. To equip the students with requisite skills & tools to undertake HR & its allied functions.*
- 3. To encourage students to develop a holistic HR perspective to achieve organizational goals.*

## Module – I

Origin and Development of Human Resource Management (HRM); Models of HRM; Characteristics of High Performance Work Systems; HRM & Personnel Management; Key HRM activities; Financial Impact of HR activities; Strategic HRM; Emerging HR Issues in global and Indian Context.

## Module – II

Job Analysis: Concept and rationale; Methods of job Analysis; Job Description & Job Specification. Human Resource Planning: Concept & Methods of Forecasting HR Requirements; Recruitment: Concept & Sources of Recruitment; Selection: Tools, Techniques & Methods; Company Induction and socialization.

## Module – III

Employee Training: Assessing Training Needs & Designing Training Programmes; Evaluating Training Programmes. Performance Management: Concept & Purpose; Uses & Methods of Performance Appraisal; Appraisal biases & solutions; Potential Appraisal.

## Module – IV

Developing Careers: Challenges in Career Development; Meeting the Challenges of Effective Career Development; Self-Development. Managing Compensation: Designing a Compensation System; Job Vs. Individual Pay; Compensation Tools; Pay for Performance: The Challenges; Meeting the Challenges of Pay-for-Performance Systems; Types of Pay-for-Performance Plans.

## Suggested Readings:

- 1. Cascio Wayne, F., Managing Human Resources: Productivity, Quality of Life, Profits Tata McGrawHill, New Delhi (7<sup>th</sup> Edition).*
- 2. Bernardin, John H., Human Resource Management: An Experiential Approach, McGraw-Hill, Delhi (4<sup>th</sup> Edition)*
- 3. Gomez-Mejia Luis, R., David B. Balkin & Robert L. Cardy., Managing Human Resources, PHI Learning Pvt Ltd. New Delhi (5<sup>th</sup> Edition)*
- 4. Biswajeet, Pattanayak., Human Resource Management, Prentice Hall India, New Delhi.*



# Accounting for Managerial Control

Course Code: COM18202CR	Max. Marks : 100
M.Com : 2 <sup>nd</sup> Semester	Term End Exam: 80
	Continuous Assessment: 20

## Course Objective:

*The basic aim of this Course is to familiarise the students with various concepts, techniques and methods of managerial Accounting which help in planning and control of organisations. Three levels of Planning and Control viz. Strategic Planning and Control, Tactical Planning and Control, and Operational Planning and Control taking place in organisations have been included for study. Besides the students are expected to understand how control is exercised at the divisional level and for controlling various in an organisation. The course aims to achieve the following objectives:*

- 1. to have a good knowledge of various accounting concepts and techniques for planning and controlling the activities of an organisation;*
- 2. to learn how these techniques are actually applied in real life business situations of managerial planning and control;*
- 3. To build the capacity of the students and prepare them as future executives to ensure better planning and control in organisations.*

## Module - I

Strategic Planning and control: Balanced Scorecard (BSC) as an instrument of Strategic planning and control- Customer perspective ,Internal Business Process perspective, Learning & Growth perspective and Financial perspective as measures of strategic performance of business. Measuring financial performance with accounting Ratios, Funds flow, Cash flow and EVA analysis. Design and implementation of BSC. Linking multiple scorecard measures into a single strategy.

## Module - II

Tactical Planning and Control: Programming and Budgeting as instruments of tactical planning and control. Budgetary control: system and process; preparation of sales, production, material, labour, overheads, cash and master budgets. Flexible budgeting ,Performance budgeting and Zero-base budgeting. Behavioural aspects of budgeting.

## Module - III

Decentralisation and Divisional Performance planning and Control: Responsibility Accounting- identifying responsibility centres; Cost, Revenue, Profit and Investment centres. Reporting under responsibility accounting. Controlling performance in a divisionalised company-Total profit, ROI, RI, and EVA as control measurements. Transfer pricing in a divisionalised company: Methods of transfer price and corporate policy.

## Module - IV

Operational Planning and Control: Standards for operations as instruments of planning and control, standard setting for various components of cost as well as sales. Computation and analysis of variances, investigation of variances, control and disposition of variances, Revision of standards. Internal audit, operational audit and management audit as instrument of control.

**Note: The question paper shall contain numerical & theory questions**



## Suggested Readings:

1. *Richard and William son Robert, Accounting for Managerial planning and Control, McGraw Hill publishing House.*
2. *Atkinson, Banker, Kaplan, and Young, Management Accounting, Pearson Education.*
3. *Young, S Mark, Readings in Mgt. Accounting, Prentice Hall of India New Delhi.*
4. *Kaplan Robert S and Atkinson, Anthony, Advanced Management Accounting, Pearson Education.*
5. *Sharma & Gupta, Management Accounting, Kalyani Publications, Delhi.*
6. *Kishore, R. M, Advanced Mgt. Accounting, Taxman publications, New Delhi.*
7. *Horngren, Sundram and Stratton, Introduction to Management Accounting, Pearson Education.*
8. *Soloman, Ezra, Divisional Performance: Measurement and Control, Richard D Irwin.*
9. *Jawahar Lal, Managerial Accounting and Control, Himalaya Publishing Delhi house*



# Business Economics

Course Code: COM18203CR	Max. Marks : 100
M.Com : 2 <sup>nd</sup> Semester	Term End Exam: 80
	Continuous Assessment: 20

## Course Objective :

*The course is designed to provide a perspective, primarily, on applied microeconomics analysis; although some applied macroeconomic analysis of relevance to the business firm may also be treated. The course emphasizes on the learning of economic tools and concepts that can be used in the firm's management decision-making process. The course builds upon the standard economic analysis of the firm that integrates a company's revenue, cost, output, and pricing decisions. Marginal and incremental reasoning is stressed as an important decision-making principle.*

- 1. To develop a thorough understanding of various theories and laws related to micro-economics.*
- 2. To enhance the level of knowledge of the students so as to enable them in the application of tools and techniques of business economics in business decision making.*

## Module - I

Meaning Nature and Scope of Managerial Economics. Uses and limitations. Consumer's Behaviour: Utility Analysis- Cardinal Approach: Law of Diminishing Marginal Utility, Law of Equi-Marginal Utility and Consumer Equilibrium. Ordinal Approach: Indifference Curve, Budget Line and consumer equilibrium. Demand Analysis- Law of Demand, Elasticity of Demand, Measurement and application of Elasticity of Demand

## Module - II

Production Function and Cost Analysis: Concept of production function. Law of Variable Proportions. Law of returns to scale Properties of Cob- Douglas and CE's production functions. Cost minimizing input choice. Short-run and Long-run cost function- traditional and modern approach.

## Module - III

Market Structures: Short-run and long- run price output determination under perfect competition, Monopoly, Monopolistic Competition. Oligopoly- Cornot and Swazy Model. Cartels and Price Leadership.

## Module - IV

Business Cycle: Nature and Phase. Theories- Psychological, Profit, Monetary, Innovation, Cobweb, Samuelson and Hicks theories. Inflation- Classification and causes, Inflationary gap, Deflationary gap and Eliminationary process.

## Suggested Readings:

- 1. Raj Kumar and Kuldip Gupta, Managerial Economics, UDH Publishers and Distributors (P) Ltd.*
- 2. M.L.Jhingan and J.K. Stephen, Managerial Economics, Vrinda Publications (P) Ltd.*
- 3. L. C. Gupta, Managerial Economics, Himaliya Publishing House.*
- 4. S. L. Gupta and D. D. Chaturvedi, Business Economics, International Book House.*
- 5. Datt and Sundharam, Indian Economy, S. Chand.*
- 6. Varshney, R. L. and Maheshwari K. L., Managerial Economics, Sultan Chand.*
- 7. Jeol Dean, Managerial Economics, Prentice Hall of India.*



# Corporate Banking

Course Code: COM18204DCE	Max. Marks : 100
M.Com : 2 <sup>nd</sup> Semester	Term End Exam: 80
	Continuous Assessment: 20

## Course Objective:

To obtain a sufficient understanding of the development process, enabling students to gain an entry-level position in the Banking industry. Develop an understanding of Corporate Banking from the viewpoint of the lender—how loans are sourced, underwritten, financed and serviced. Develop an understanding of the causes and consequences of Merchant Banking.

1. Describe core functions of Corporate Banking: Cash Management, Salary Payment, Debt Management, Factoring and Forfeiting, Trusteeship, Custodial services.
2. Explain the principal Investment & Merchant Banking in India.
3. Explain the mechanism of mergers acquisitions and corporate adversary services.

## Module - I

Corporate Banking: Meaning and importance, various services provided viz., Cash Management, Salary Payment, Debt Management, Factoring and Forfeiting, Trusteeship, Custodial services, Business advisory, Off shore services, Trade services, Forex Management.

## Module - II

Corporate Deposits: Importance of Institutional deposits vis-a-vis retail deposits Corporate Finance : Working capital finance, Fund and Non fund based limits and Import- Export finance. Corporate Debt Restructuring.

## Module - III

Meaning and scope of Investment Banking, Evolution, overview of current state of Investment Banking in India.

Merchant Banking: Advisory services for equity / debt issues, Management, placement and distribution of equity / debt.

## Module - IV

Mergers and Acquisitions, Divestitures: Identification, Structuring, Negotiation and Execution,, arranging finances.

Corporate advisory services Capital restructuring, Project advisory, Private equity and Venture capital, Loan Syndication.

## Suggested Reading:

1. Indian Institute of Banking & Finance, Corporate Banking Module A & Module B, CAIIB, Macmillan. Latest Edition.
2. Padmalatha Suresh, Justin Paul, Management of Banking & Financial Services, Pearson, latest edition.
3. MacDonald S. Scott, Koch W.Timothy, Management of Banking, Himalaya Publishing House, latest edition.
4. Gup, Kolari, Commercial Banking, Wiley, latest edition.



# Research Methodology

Course Code: COM18205DCE	Max. Marks : 100
M.Com : 2 <sup>nd</sup> Semester	Term End Exam: 80
	Continuous Assessment: 20

## Course Objective:

*As the scale of business increases every day, the complexities and problems associated with it also increase. So, it becomes crucial for managers to learn an applied scientific method, which he can use for improving his decision making skills. In this connection, the most widely used and applied scientific method is statistics. Data can be collected through questionnaires or through other sources but to interpret it scientifically, sound statistical knowledge is very important.*

1. *To provide students with the tools and skills necessary to solve business problems by applying the basics of research and statistics.*

## Module - I

The language of research – concepts, definitions, variables, propositions, hypotheses, theory, and models. Types of research, research process, causal research design- concept, conditions for causality, Questionnaire design steps. Nature and properties of scale measurements, types of scales. Validity in experimentation-internal and external validity.

## Module - II

Probability and probability distribution: History and relevance of probability theory, basic concepts, classical probability, relative frequency approach, subjective probabilities, probability rules, probability under conditions of statistical independence, probability under conditions of statistical dependence, Bay's Theorem, random variables, expected value of random variable, probability distributions- Binomial Distribution, Poisson Distribution, Normal Distribution.

## Module - III

Sampling: reasons for sampling, methods of sampling, sampling distribution, concept of standard error, confidence intervals, sampling from normal population, sampling from non-normal population, central limit theorem, relationship between sample size and standard error,

## Module - IV

Hypothesis Testing: basic concepts, interpreting significance level, selecting a significance level, type I and type II errors, two tailed and one tailed test of hypothesis, hypothesis test of means when population standard deviation is known, hypothesis testing of means when population standard deviation is not known, hypothesis testing using the standard scale. Analysis of Variance: one factor ANOVA, two factor ANOVA.

## Suggested Readings:

1. *Donald R Cooper & Pamiela S Schindler, Business Research Methods, Tata Mc Graw Hill Education Pvt. Ltd. New Delhi.*
2. *R Panneerselvam, Research Methodology, PHI, Pvt. Ltd, New Delhi.*
3. *J K Sharma, Business Statistics, Pearson Education.*
4. *Statistics for Management, Richard I Levin; David S Rubin; Sanjay Rastogi; Masood Hussain Siddiqui, Sultan Chand & Sons.*
5. *Statistical Methods, S P Gupta, PHI, Pvt. Ltd, New Delhi.*
6. *Business Statistics: An Applied Orientation, P K Vishwanathan, Pearson Education.*
7. *Business Statistics, Naval Bajpai, Pearson Education.*





# Organizational Change & Development

Course Code: COM18206DCE	Max. Marks : 100
M.Com : 2 <sup>nd</sup> Semester	Term End Exam: 80
	Continuous Assessment: 20

## Course Objective:

*Organizations face many challenges and pressures, the most significant of which is survival and survival requires constant adaptation, innovation and change. This is a practical course that addresses the issues, basic theories and methods associated with organizational change and development in contemporary organizations. In this course, students will be exposed to a number of organizational issues including, the need for change, why organizations change or fail to change, the legal and regulatory issues associated with change, and how change helps organizations become more competitive and profitable. In this course, participants will be introduced to both historical and contemporary theories and methods of introducing change in organizations, leading change, the ethical issues of surrounding and management techniques for effectively changing an organization.*

*The primary objectives of this course are to:*

- 1. Provide you with an opportunity to become familiar with the basic theories of “change and development of management.”*
- 2. Develop an awareness and fundamental knowledge of the need for organisational development, why organizations change or fail to change, and how to plan for, manage and measure change.*
- 3. Develop an awareness of the leadership issues and role of the leader in organizational change, and development.*

## Module – I

Organisational Change: Introduction, Meaning & Nature of Change, Features of Organisational Change, Why Do Organizations Have to Change, Forces for Change; External Forces, Internal Forces, Change Programmes: Individual Level Change, Group Level Change, Organisational Level Change, Types of Organizational Change, Planning for Change, Assessing Change Forces, Implementing Change.

## Module – II

Planned Change: Introduction, Objectives, Characteristics of Effective Change Programmes, Models of Change, Systems Model of Change, Lewin’s Force Field Analysis Model, General Model of Planned Change: Entering, Contracting and Diagnosis, Managing the Process, Problem Identification and Diagnosis, Planning Strategy for Change, Intervening in the System, Evaluation and Making Modifications.

## Module – III

The Evolution of Organisational Development, Meaning of Change Agents, Types of Change Agents, Characteristics of Successful Change Agents, Levels of Change Leadership Skills, Advantages and Disadvantages of Internal and External Change Agents, Steps in organisational development process, Process Consultation, The Process of Organisational Development.

## Module – IV

Meaning & Definitions of Organisational Development, Objectives of Organisational Development, Assumptions & Values of Organisational Development, Process of Organisational Development, Effectiveness of Organisational Development, Organisation Development





Intervention, Characteristics of Organisation Development Interventions, Classification of OD Interventions, Structural Intervention, Designing Organisational Structures, Principles of Organisation Structure.

### **Suggested Readings:**

1. *Cummings, T. G. & Worley, C. G., Organization Development and Change, South-Western Cengage Learning(9<sup>th</sup> Edition).*
2. *Brown, D. R. & Harvey D., An Experiential Approach to Organizational Development, Pearson Education, Inc. (7<sup>th</sup>ed).*
3. *Brown, D. R., An Experiential Approach to Organizational Development. Pearson Education, Inc.(8<sup>th</sup> ed).*



# Corporate Governance & Corporate Social Responsibility

Course Code: COM18207DCE	Max. Marks : 50
M.Com : 2 <sup>nd</sup> Semester	Term End Exam: 40
	Continuous Assessment: 10

## Course Objective:

*Corporate Social Responsibility in its common parlance refers to the rules, processes or laws by which businesses are operated, regulated and controlled. The concept of Corporate Social Responsibility; emerged as a response to corporate failures and widespread dissatisfaction with the way many corporate function, has become one of wide and deep buzzword in and around the corporate of the world.*

1. To familiarize the students with the knowledge of ethics, emerging trends in good governance practices and corporate social responsibility in the global and Indian context.

## Module - I

Historical Perspective and Emergence of Corporate Governance, Concept, Need and significance of CG, Principles of CG, Objectives and characteristics of CG, Corporate Citizenship, Corporate Excellence, Factors influencing Quality of Governance, Governance Mechanism, Agency Theory of CG, Models of Corp Governance, Corp Governance- World Wide Perspective, Corp Governance Reports, viz, Cadbury, Turnbull Guidance, 1999, Kumar Mangalam, Narayana Murthy, Naresh Chandra and CII Committee Report, Emergence of Sarbanes Oxley Act, 2002

## Module - II

Codes of Corporate Governance and Audit Committee, Need for Audit Committee, Role, Duties and Responsibilities of BoDs, Continuum of BoDs, Members of BoDs, Composition and Compensation of Directors, Co-determination, Inter-locking directorates, Role and Responsibilities of Top Management, Whistle-blowing and CG, Types of Whistle-blowers, Legal safeguards against the whistle-blowers. SEBI Guidelines & Clause-49, Governance in the 21<sup>st</sup> Century.

## Module - III

Concept and Significance of CSR, Philosophy and Need, Scope for CSR, Benefits of CSR, Concept of Charity and Concept of Corporate Philanthropy, Corporate Citizenship, Models for Implementation of CSR, CSR Through Tripple-bottom-line Approach, Arguments for and against CSR, Advantages of CSR, CSR from Stakeholders Perspective, CSR and Business Ethics, CSR as Competitive Advantage.

## Module - IV

Steps to attain CSR, External Standards on CSR, The Indian Perspective, Future of Indian CSR, Current Regulations/Legislation Perspective on CSR, Carrol's Model, Stakeholder Model, Market Capitalism Model, Dominance Model, Countervailing Forces Model, Section 135 of Company's Act, 2013



## Suggested Readings:

1. *Sharma, J.P., "Corporate Governance, Business Ethics & CSR" Ane Books Pvt. Ltd, New Delhi.*
2. *Sharma, J.P., Corporate Governance and Social Responsibility of Business, Ane Books Pvt. Ltd, New Delhi.*
3. *Mallin Christine. A, "Corporate Governance" (Indian Edition) Oxford University Press, New Delhi.*
4. *Lynn McGregor, The Human Face of Corporate Governance, Palgrave, New York.*
5. *Clarke Thomas, Theories of Corporate Governance: The Philosophical Foundations of Corporate Governance, Routledge, London and New York.*



# E-Governance

Course Code: COM18208DCE	Max. Marks : 100
M.Com : 2 <sup>nd</sup> Semester	Term End Exam: 80
	Continuous Assessment: 20

## Course Objective:

*This course is aimed to familiarize the students with the concept of e-Governance and its strategies and an understanding to develop the vision, goals and objectives for e-governance.*

## Module – I

Basics Of E-Governance: E-Governance: Policies, Strategies and Frameworks, Information Society Concepts and Principles, Introduction to ICT and e-Governance, Technology and Society, The State and Governance, Development Policies and Globalization, Business Information Systems, Government Process Re-engineering(GPR),Towards good governance through E-governance, Introduction to E-Democracy

## Module - II

E-Governance Architecture: Planning and Implementing e-Governance, Legal Framework of e-Governance, Enterprise Business Architecture Development, Public Management and Administration, Business Models for Implementation of e-Governance, Change Management and Capacity Building in e-Governance Projects, Data System Infrastructural preparedness, Infrastructural preparedness: Legal, Human, Institutional, Technological, Leadership and Strategic Planning.

## Module - III

E-Governance Technologies: Usability of Virtual Environments, Information Management and Digital Archiving, Design and development of Data Exchange Layer for Government Information Systems, Technology and Individual: Ethics of Law and Technology, Security and Privacy in a Networked World, Internet of Things: Smart Devices, Processes and Services, Legal Aspects of Software and Database Protection, Introduction to Development in Cloud, Technical Change and Techno-economic Paradigms

## Module - IV

Comparative Study of E-Governance Portals around the Globe: Study of e-Governance models of different countries, Finding the gaps in each model, E-Governance Maturity Model, Case Studies of E-Governance outside India, Overview of National E-Governance Plan (NeGP) , e-POST, AGMARKNET, Examination Results Portal, Gyandoot e-Governance Project, JUDIS, Indian Passport portal, Rural Bazar.

## Suggested Reading:

1. Shirin Madon , Palgrave “E-Governance For Development : A Focus On India” , Macmillan, India
2. Ashok Agarwal, “E-Governance: Case Studies”, University Press India.
3. Kamalesh N. Agarwala, Murli D. Tiwari, “IT-e-Governance in India”, Macmillan, India.
4. Subhash C. Bhatnagar, “E-Government : From Vision To Implementation: A Practical Guide With Case Studies” , , SAGE , 2004
5. E-Governance: Concepts And Case Studies, C.S.R. Prabhu ,PHI ,2011



# 3<sup>RD</sup> SEMESTER



# Indian Financial System

Course Code: COM18301CR	Max. Marks : 100
M.Com : 3 <sup>rd</sup> Semester	Term End Exam: 80
	Continuous Assessment: 20

## Course Objective:

The course is intended to acquaint the students with necessary knowledge and expertise required for dealing in the financial markets. Understanding various components of a financial system which include financial markets, financial instruments, financial institutions and financial services are essential for everyone in the modern times. A financial system is a dynamic entity where regulations keep on continuously changing in response to the new challenges and threats. Today's financial systems operate on free market concept and transcend to other nations with lesser restrictions. The course aims to demystify the complications involved in the financial dealings in modern financial markets, besides educating students about the various complexities in the mechanics and interactions of the components of a financial system.

1. To build conceptual understanding about various aspects of a financial system with particular reference to Indian Financial System;
2. To grasp mechanics of various financial instruments, financial services and institutions;
3. To understand mechanism of various types of financial markets.

## Module - I

Financial Systems: Significance, Functions and structure of financial system, Indian financial system Financial Dualism, Financial Sector reforms, SEBI, Role & its Functions; Financial instruments, Debentures, Shares, ADRs, GDRs and ECBs. Derivative trading – Futures & options contracts

## Module - II

Money Market: Meaning and Functions, Constituents of Money Market: Call Money Market, Treasury Bill Market, Repo Market, RBI Repo and Inter-bank Repo, Certificate of Deposit Market, Commercial Bills Market and Commercial Paper Market. Method of Auction of Treasury bills, RBI's Negotiated Dealing System, CCIL and its role as inter-bank market maker, FIMMDA and its role in money market.

## Module - III

Capital Market : Concept; Structure and Functions of Capital Market; Primary Market its role & Functions, Methods of selling securities in Primary Market, SEBI Guidelines for different types of issues, procedures for Pricing of new issues, Appointment & role of Merchant Bankers, Underwriters, Lead Managers, Brokers, Bankers & Registrars. Allotment of shares, Secondary Market – Role & Organisation of stock exchanges. Types of stock exchanges. Listing & De-listing of securities. Screen based Trading System and Settlement.

## Module - IV

Financial Institutions: Commercial Banks: Functions and management. Reserve Bank of India – Role & Functions. Mutual Funds: Concept and Objectives - Functions – Types of mutual funds - Organization and management – Asset Management Company, Sponsor, Board of Trustee - Guidelines for Mutual Funds - Working of Public and Private Mutual Funds in India.

## Suggested Readings:

1. Pathak, Bharti V., *The Indian Financial System*, 2<sup>nd</sup> Edition, Pearson Education, India.
2. Khan, M. Y., *Indian Financial System*, Tata McGraw Hill New Delhi.
3. Bhole, L. M., *Indian Financial System*, Tata McGraw Hill New Delhi.
4. Bhole, L. M., *Financial Institutions & Markets Structure, Growth & Innovations*, Tata McGraw Hill New Delhi.
5. Varshney, P.N., *Indian Financial System*, Sultan Chand & Sons, New Delhi.
6. Desai, Vasant, *The Indian Financial System*, Himalaya Publishing House, New Delhi.



# Marketing Management

Course Code: COM18302CR	Max. Marks : 100
M.Com : 3 <sup>rd</sup> Semester	Term End Exam: 80
	Continuous Assessment: 20

## Course Objective:

*Marketing is the core of an operating business. It is an organizational philosophy and a set of guiding principles for interfacing with customers, competitors, collaborators, and the environment. Marketing entails planning and executing the conception, pricing, promotion, and distribution of ideas, goods, and services. The course is designed to provide a perspective that starts with identifying and measuring consumers' needs and wants, assessing the competitive environment, selecting the most appropriate customer targets and developing marketing strategy and implementation program for an offering that satisfies consumers' needs better than the competition. To develop knowledge of various marketing concepts and techniques used for managerial decisions;*

- 1. To develop skills for the application of marketing decision making under various environmental constraints;*
- 2. To develop students understanding necessary for successful marketing.*

## Module - I

Introduction: Concept, Scope and Importance of Marketing; Marketing Concept and its Evolution; Marketing Environment-Micro and Macro Components and their Impact on Marketing Decisions. Consumer Behaviour-Factors Affecting Consumer Behaviour; Consumer Decision Making Process.

## Module - II

Market Segmentation, Targeting, Positioning and Marketing Information System: Market Segmentation, Target Market Selection, Mass Marketing and Market Positioning. Marketing Information System-Scope and Components of Marketing Information System; Marketing Information Verses Marketing Research; Marketing Research Process.

## Module - III

Product and Pricing Decisions: Product Decisions: Concept and Classification of Products; Major Product Decisions - Branding, Brand Equity and its Measurement, Packaging and Labelling; New Product Development Process; Product life Cycle-Strategic Implications. Pricing Decisions: Objectives, Policies and Strategies; Factors Affecting Price Determination.

## Module - IV

Distribution and Promotional Decisions: Marketing Channels: Scope and Types of Distribution Channels; Channel Choice, Channel Conflict-Types, Resolution to Channel Conflict. Promotional Decisions: Promotion as Communication. Elements of Promotional Mix; Promotional Objectives and Strategies

## Suggested Readings:

- 1. Kotlar p, Keller K, Koshy A, and Jha M, Marketing Management" 12ed., Pearson/ Prentice Hall of India, New Delhi.*
- 2. Kotlar p. and Armstrong G, Principles of Marketing, Prentice Hall of India, New Delhi.*
- 3. Ramaswamy V. S. and Namakumari S., Marketing Management: Planning, Implementation and Control., Prentice Hall of India, New Delhi.*
- 4. Stanton W. J., Fundamentals of Marketing, McGraw Hill, New York.*
- 5. Srinivasan V. S., Case Studies in Marketing: The Indian Context, Prentice Hall of India, New Delhi.*
- 6. Schoell w. f. and Guiltinan J. P., Marketing, Allyn and Bacon, New York.*
- 7. Stanton W. J., Fundamentals of Marketing, McGraw Hill, New York.*



# Financial Management

Course Code: COM18303CR	Max. Marks : 100
M.Com : 1 <sup>st</sup> Semester	Term End Exam: 80
	Continuous Assessment: 20

## Course Objectives:

*The course is designed to develop the financial skills and logical thought processes necessary to understand and discuss financial policy decisions in a global economy. Specific objectives include developing an understanding of the time value of money; using financial statements in decision making; and understanding the nature of financial markets, the cost of capital, valuation of stocks and bonds, management of short-term assets, short-term and long-term financing, capital markets.*

*The specific objectives of this course include:*

- 1. To educate the students about the corporate financial goals and how the goal of shareowners' wealth maximization is socially compatible;*
- 2. To make the students understand the financial tools and techniques used in financial decision making in the "real world";*
- 3. To introduce the students to the concepts of working capital and acquaint them with various aspects related to estimation of working capital, financing of working capital and in the management of individual current assets*

## Module - I

Financial Management: Meaning, Principles and Goals of Financial Management. Agency Relationship conflict. Economic value added concept.

Risk and Return: meaning, methods of measuring risk: Expected Return, Standard Deviation, Co-efficient of variation, and Beta coefficient; Portfolio Risk. Measurement of standalone and Portfolio Return.

Time Value of Money: Meaning and significance, Computation of present value and future value. Special Applications of Time Value: Deposits to accumulate a certain Sum, Loan Amortization and Interest / Growth rates.

## Module - II

Cost of Capital: Meaning, concepts and Significance of Cost of Capital. Calculation of cost of debt Preferred stock, Common Stock and Retained earnings. Weighted average cost of capital.

Valuation of Securities: valuation concepts, valuation of Bonds, Preferred stocks, and Common stocks. Calculation of yield.

## Module - III

Working Capital Management: Concepts, kinds of working capital, Determinants of working capital, Estimation of working Capital, Different Financial Plans, Financing of working capital.

Inventory Management: Meaning, Objectives of Inventory management, Types of inventories and cost of inventories. Techniques of Inventory Control; Selective inventory control techniques:-ABC Analysis.

## Module - IV

Receivables Management: Meaning and objectives of Receivables management, Credit policy variables and Collection Policy, Credit Granting decision process, Control of Accounts receivables.

Cash Management: Meaning of Cash, Motives for Holding Cash, Methods of accelerating and Decelerating cash flows; Methods of determining optimum Cash Balance, Forms of Liquidity, Choosing the Liquidity Mix, Management of Surplus Cash.





**Note: This paper shall have 50% numerical and 50% theoretical question**

**Suggested Readings:**

1. *Brealey Richard A. & Steward C. Myers, Corporate Finance, McGraw Hill New York.*
2. *Block, Stanley B., Geoffrey Ahlert, Foundations of Financial Management, Richard D. Irwin, Homewood, Illinois.*
3. *Chandra Prasanna, Financial Management, Tata McGraw Hill, New Delhi.*
4. *Brealey Richard A. ,Steward C. Myers, Corporate Finance, McGraw Hill New York.*
5. *Hampton Jhon, Financial Decision Making, Prentice Hall Delhi.*
6. *Pandey I. M., Financial Management, Vikas Publishing House Delhi.*
7. *Van Horn J.C. & J. M. Wachowicz JR., Fundamentals of Financial Management, Prentice Hall Delhi.*



# Industrial Relations

Course Code: COM18304CR	Max. Marks : 100
M.Com : 3 <sup>rd</sup> Semester	Term End Exam: 80
	Continuous Assessment: 20

## Course Objective:

Recent years have witnessed an increasing degree of globalization of economies, Appreciation of Industrial relations policies and practices of major economies would be necessary efficiently in the liberalized environment. This course serves as an introduction into the field of industrial relations. Students will learn about the history of the industrial relations, labor unions, grievance management, collective bargaining etc. In addition, we will review how the industrial relations system in the India works in general, as well as specific areas such as the future of unions in the Indian companies. This course deals with analyzing both the traditional pluralistic perspectives of industrial relations (IR) as they have evolved over the years and the transformation that the subject has undergone at the global level. The hallmark of contemporary IR is its tendency to become unitarist and to merge in the wider rubric of the emerging discipline of human resource management (HRM). The course emphasizes various issues in management of IR in the HRM -dominated context of the modern business environment and developing in the participant's skills in managing these issues in general and in the Indian context in particular.

This course intends to develop necessary understanding among students of various labour management relation issues and policies in the Indian Context in particular. Specifically, the course aims at:

1. Making students to understand industrial relations systems;
2. Developing awareness among students of various actors of IRS (mgt, workers, union & Govt.).
3. To impart knowledge of the contents of the laws relating to Trade Unions, Standing Orders and Industrial Disputes. )
4. To enable the students to interpret and apply these laws.

## Module - I

Introduction to Industrial Relations: Nature, Importance, Conditions for good Industrial Relations, Causes of Poor Industrial Relation in India, Suggestions to Improve Industrial Relations ; Trade Unions : Definition , Nature & Scope , Role & Functions of Trade union, Future of Trade Unionism in India.

## Module – II

Discipline and Grievance Management: Employee discipline; objectives of discipline, types of discipline, Causes of indiscipline, essentials of a good disciplinary system , aspects of discipline. Punishment: types of punishment, Hot-Stove Rule and kinds of punishment; Grievance: Nature of Grievance, Causes, Effects of Grievance, Forms of Grievances, Identifying Grievances, Machinery for Handling Grievance, Benefits of Grievance Procedure, Model grievance procedure.

## Module – III

Collective Bargaining: Meaning & Structure; Evolution of Collective Bargaining, Types of Collective Bargaining, Benefits of Collective Bargaining ,Collective Bargaining Process/Stages ,Reasons For Poor Collective Bargaining in India, Conditions Essential For Successful Collective Bargaining, Perceptions on Collective Bargaining, Workers Participation in Management, Importance of Workers' Participation in Management .



## Module – IV

Industrial Disputes in India; Causes of Disputes, Types of Disputes: Strikes & Lockouts ,Forms of Dispute, Methods For The Prevention & Settlement of Industrial Disputes; Labor Welfare Officer, Tripartite And Bipartite Bodies, Standing Orders, Strong Trade Unions, Labor Co-Partnership And Profit Sharing, Joint Consultations.

### Suggested Readings:

1. *P.C Tripathi, Industrial Relations & Labor Management, Sultan Chand, Delhi.*
2. *Pattanayak, Biswajeet, Industrial Relations, Prentice Hall India Pvt. Ltd New Delhi.*
3. *Arun Monappa, Industrial Relations, Tata McGraw Hill Book Company.*
4. *Ross, A. M. & Hartman, P.T., Changing Patterns of Industrial Conflict, New York, John Wiley.*
5. *Mamoria, Gankar & Mamoria, Dynamics of Industrial Relations, Himalaya Publishing House.*



## Goods & Services Tax – I

Course Code: COM118305DCE	Max. Marks : 100
M.Com : 3 <sup>rd</sup> Semester	Term End Exam: 80
	Continuous Assessment: 20

### Course Objective:

*The course clearly focuses on GST, its fundamentals, time of supply, place of supply and evaluation of supply.*

- 1. Understanding the provisions of GST.*
- 2. Gaining necessary knowledge of various incentives and benefits under GST available to business firms.*
- 3. To understand applicability and assessment of GST in Indian context.*

### Module - I

Introduction: Pre-GST indirect tax structure in India, GST definition, Benefits of GST, Conceptual framework, Taxes subsumed in GST, GST (Compensation to states) Act, 2017, Administration under GST, Classification system under GST.

Levy of GST: Basis of charge under GST, GST levied in case of inter-state supply, GST levied in case of intra-state supply, GST rates notified for supply of various goods & Services.

### Module - I

Concept of Supply: Taxable event, Supply, Significance of “Consideration”, Activities treated as supply under Schedule II, and Schedule I even if consideration is absent, activities in negative list (neither supply of goods nor supply of services), significance of expression “Supply made in the course or furtherance of business”, Supply relevant to attract GST – supply by a “Person” or supply by a “Taxable person”, Different types of supply, Problems on Supply.

### Module – III

Place of Supply: Location of Supplier and PoS, Location of supplier of goods, Location of supplier of Services, location of recipient of services, Determination of PoS of goods & services, Problems on place of supply.

### Module– IV

Time of Supply: ToS determination & its significance, Determination of ToS of goods & Services, ToS in case of change in GST rate.

Valuation of Taxable Supply: Different methods of calculation of value of taxable supply, Valuation under aforesaid provisions is not possible, Supply where the consideration is not wholly in money, Supply between distinct persons or related persons, Supply of goods made or received through an agent, VoS of goods/ services based on cost, Determination of VoS under Rule 31 & 32, other modes of determination of value of taxable of taxable supply, Determination of rate of exchange of currency, Determination of VoS inclusive of GST.

### Suggested Readings:

- 1. CA Raj K Agrawal & CA shivangi Agrawal, “GST”, Taxmann, Delhi, latest edition.*
- 2. Deepak Jauhari & Anita Jauhari, “GST Simplified”, Tax Wave Publications, New Delhi, latest edition.*
- 3. Dr. Vinod K. Singhania & Dr. M Singhania, “Income Tax Including GST”, Taxmann, Delhi, Latest edition.*
- 4. CA Keshav R Garg, “GST Ready Reckoner”, Bharat Law House Pvt. Ltd. New Delhi, Latest Edition.*
- 5. BARE ACT with short Comments, Commercial Law publishers (India) Pvt. Ltd., Delhi, Latest Edition.*



## Project Dissertation

Course Code: COM18306DCE	Max. Marks : 100
M.Com : 3 <sup>rd</sup> Semester	Term End Exam: 80
	Continuous Assessment: 20

The following criteria will be adopted for ascertaining the eligibility of students towards taking up Project Dissertation.

- 1) 25% of the total intake capacity of (86) students will be taken for admission.
- 2) Each student desirous of taking up Project Dissertation shall necessarily take up and pass up Research Methodology course. As such Research Methodology is a pre-require to course for Project Dissertation.
- 3) The Project Dissertation be taken up individually and not in group/s.
- 4) Merit will be the basis for admission to Project Dissertation. For this purpose, student Entrance Score will be the determining factor for ascertaining the merit.

This paper would be of 100 marks divided into two components viz:

- (a) Project Report Writing and (b) Viva-Voce.

### Component (a)

#### Preparation of Project Report: Marks 75.

The student would be required to submit a Project Report on a topic identified by the Department. For this purpose the students would be allotted to various teachers of the Department who would guide and supervise their project work. Preparation of the report should follow the guidelines given below:

- (1) The topic should be related to Business/Commerce/Management.
- (2) The report should be Presented in the format as under:
  - (a) Introduction of the Problem,
  - (b) Objective & Methodology,
  - (c) Results & Discussions.
- (3) The report may be based on a survey/Library Material (Descriptive).
- (4) All the students of M.Com who complete the project report shall be required to submit the report in office of the Head Department of Commerce. In case of Directorate of Distance Education and other affiliated colleges of the University where M.Com. is being offered, the concerned Coordinator/Head of the Department shall receive the Project Reports of his/her students & forward them to the Head, Department of Commerce, University of Kashmir for evaluation.

#### Evaluation of Project Report:

The Project Report would carry (75%) 75 out 100 marks for report writing. This shall be evaluated by an external examiner nominated by the department.



## **Component (b)**

### **Viva-Voce: 25 Marks**

The above Project Report would be followed by a comprehensive viva-voce conducted by an external expert/examiner to be approved by the Vice-Chancellor from the panel of examiners to be submitted by the Head of the Department for the purpose. The Weightage will be 25% of 100 Marks (25 Marks). The said Comprehensive Viva Voce shall be held in the Department of Commerce, University of Kashmir, for all the students including the students of the affiliated colleges where M.Com. is offered and the students of Directorate of Distance Education, University of Kashmir.



# Production Management

Course Code: COM18307DCE	Max. Marks : 100
M.Com : 3 <sup>rd</sup> Semester	Term End Exam: 80
	Continuous Assessment: 20

## Course Objective:

*This course gives you an introduction to the functional area of production and operations management as practiced in manufacturing industries and the services sector. It includes decision-making, facility location, facility layout in manufacturing and services industries, waiting lines, quality control, just-in-time systems, forecasting, aggregate planning, inventory management, materials requirements planning (MRP), and operations scheduling.*

- 1. To develop an in-depth understanding of the students of the basic concepts of production management and materials management.*
- 2. To make the students understand the theories and considerations needed to take into account plant location and plant layout decisions.*
- 3. To develop the knowledge and skills needed to plan and control manufacturing of goods and services in an industrial setting.*

## Module – I

Production Management: Nature and Significance of Production Management; Types in manufacturing systems: project, jobbing, batch, line, mass, continuous. Production Models, Plant location; factors affecting plant location, location theories, Location Models. Gibsons model, split location and multi plant location. Plant Layout: Meaning , definition and scope. Factors influencing facility layout. Principles of layout, Layout types and planning.

## Module – II

Inventory Management: Meaning, Definition and Objectives of Inventory management, Types of inventories and cost of inventories. Inventory management and control, process of inventory management and control, Techniques of Inventory Control, Perpetual and periodic inventory systems; Materials Requirement Planning (MRP), Just in time system. Materials management: Integrated concept, material planning and budgeting. Materials Budget, management of Supply – Bayesian Analysis. Purchasing: Vendor Selection, Vendor Rating, Negotiating, Learning Curve Concept, Make or Buy Decision.

## Module – III

Production Planning & Control: Need and objectives of Production Planning & Control, Techniques of production control, routing, scheduling, dispatching and follow-up. Quality Control: Meaning, Need and objectives of quality control. Quality costs; Tools and techniques for quality improvement and control; Quality Audit, Bath Tub Curve, Total Quality Management. ZD Approach. Concept of Six Sigma and its application.

## Module – IV

Productivity: Productivity Improvement Techniques: Work Study; Method Study; Work Measurement: Time Study: Stop Watch Time Study; Motion Study Development, Work Sampling. Maintenance: Maintenance Policies for Facilities and Equipment.



## Suggested Readings:

1. *Adam Jr Everetl E.R J, Production and Operations Management, Prentice-Hall.*
2. *Chary, Production and Operation Management, Tata McGraw-Hill.*
3. *Hill T, Operation Management, Palgrave.*
4. *McGregor D, Operations Management, McGraw-Hill.*
5. *Morton, Production and Operations Management, Vikas.*
6. *Kanishka Bedi, Production & Operations Management, Oxford University Press.*
7. *K. Aswathappa & K. Shridhara, Production & Operations Management, Himalaya Publishing House*





# Strategic Human Resource Management

Course Code: COM18308DCE	Max. Marks : 100
M.Com : 3 <sup>rd</sup> Semester	Term End Exam: 80
	Continuous Assessment: 20

## Course Objective:

*The SHRM is a specialized version area of HRM & is designed to focus on formulation & the critical role of human resource in its success. Besides it considers the people as a 'Strategic Resource' for achieving competitive advantage which is considered necessary for the longevity & long term impact on the success of the organization.*

## Module – I

Concept of Strategy, Its fundamentals & philosophy, SHRM- Concept, Purpose & approaches, HR Strategies, Types, Effective HR Strategy, Criterion, Strategic HR Integration, Recalibration of HR strategy, Roles in strategic HRM.

## Module – II

Human Resource Audit: Concept, objectives, Need & methods, Areas for HR Audit, HR competence audit, Resource audit, Innovation, Leadership, Strategic audit evaluation, its need.

## Module – III

Resourcing Strategies – its objectives, Approaches and components, Resourcing plans, retention strategy, Talent management strategy, Retaining knowledge workers, Strategic role of team leader in retention of talent.

## Module – V

Strategic HRD, Aims & philosophy, Strategies for creating a learning culture, Organizational learning strategies its principles, Strategies for managing performance, Purpose & scope of performance management, Reward Strategy, its need, principles, Effective reward strategy and its criteria.

## Suggested Readings:

1. S. K. Bhatia, *Strategic Human Resource Management*, Deep & Deep Publications, New Delhi.
2. Rao, T. V., Verma, Anil K. Khandelwal & E. Abraham, *Alternative Approaches & Strategies of Human Resource Development*, Centre for HRD, New Delhi, XLRI, Jamshedpur, Rawat Publications, Jaipur.
3. Mathur, B. L, *Human Resource Development: Strategic Approaches and Experiences*, Arihant Publishers, Jaipur.
4. James W. Walker, *Human Resource Strategy*, McGraw Hill, Boston.
5. Michael Armstrong, *Strategic HRM*, Kogan Publishers, London.
6. Lynda Gratton & Others, *Strategic human Resource Management*.



# International Financial Management

Course Code: COM18309DCE	Max. Marks : 100
M.Com : 3 <sup>rd</sup> Semester	Term End Exam: 80
	Continuous Assessment: 20

## Course Objective:

*The objective of this paper is to introduce the students to the conceptual techniques of International Financial Management.*

## Module – I

### International Financial Management: An overview

Introduction: Importance, Theoretical Developments in the IFM, the Forex Markets, International Financial markets, Domestic Capital Markets & their linkages; Foreign Financial Markets; The Euromarkets and their linkages; IFM Imperfections, Role of the International Financial Managers.

## Module – II

### The International Monetary System

Introduction: the Gold standard; Bretton Woods Systems, International Monetary Fund (IMF), Functions of IMF, The IMF in the International Monetary System, The IMF's Organizational Structure and Political Process, Membership & Resources, Organizational Ideology, The Third World's Demands & the IMF's Responses, Participation, Financial Resources, Conditionality; World Bank, Its Evolution; Organizational Structure & Political Process; The IBRD, Membership & Financial Resources, Lending Policy. The IDA, IFC & MIGA.

## Module – III

### Foreign Exchange & Euro-Currency Markets

Introduction: Markets & Market Participants; The Dealing Room; The Mechanism of Forex Transfers, CHIPS, The Forex Transactions; The Forward Contracts; Quoting Forex Rates, Economic Forces in Exchange Markets, Geographical Arbitrage, Interest Arbitrage, Forex Brokers, The Dealers Book; Forwards in Hedging, Forwards in Speculation. Forwards in Arbitrage.

## Module – IV

### Exchange Rate Theories & Multinational Investment Decisions

Introduction: Traditional Approach; Purchasing Power Parity (PPP), Interest Rate Parity (IPR), International Fisher Effect (IFE), Uses of Exchange Rate Models to Forecast Exchange Rates; Capital Budgeting for MNCs, Cost of Capital for Foreign Investment & Designing Financial Structure. Multinational Working Capital Management: Short Term Overseas. Financing Sources.

## Suggested Readings :

1. Apte, P.G. : *International Financial Management*, Tata McGraw Hill.
2. Levi, Maurice d : *International Finance*, McGraw Hill, International Edition.
3. Pilbeam Keith : *International Finance*, Macmillan Press, Hongkong.
4. Buckley Adrian : *Multinational Finance*, Prentice Hall.
5. Shaprio, Alan C : *Multinational Dinancial Management*, Prentice Hall.
6. Eitman, D.K and Stenehill, A. I. : *Multinational Business Cash Finance*, Addison Wesley.
7. Sharan, V : *International Financial Management*, Prentice Hall of India, Ltd.



# Enterprise Resource Planning (ERP)

Course Code: COM18310DCE	Max. Marks : 100
M.Com : 3 <sup>rd</sup> Semester	Term End Exam: 80
	Continuous Assessment: 20

## Course Objective:

*This course covers concepts in enterprise resource planning (ERP). The main focus of this course is to show how ERP systems integrate business processes across functional areas and support business management and performance analysis..An ERP system integrates the flow of data and documents from one functional area to the next throughout the process.*

1. The objective of this course is to develop among students the knowhow of performing accounting operations in Tally.
2. This course is aimed at keeping pace with the ongoing digitization boom in India.
3. Students will be able to fetch jobs, requiring maintenance of books of account in digital mode.
4. Due to the increasing trend of Tally and other accounting software's like Marg it is vital important for students to have knowledge of these software's to maintain their demand in market.

## Module - I

Introductions of Tally ERP 9: Knowledge about tally ERP 9, explanation of old versions, advantage of Tally, Features of Tally, Configuration of Tally, Installation of Tally, Company creation: Select company, shut company, create company, Alter, Backup, Restore, Inventory Vouchers: Stock group, Stock item, Stock categories, Unit of measurement.

## Module - II

Stock Transfer in Tally (Location/go-down creation, Transaction), Trading of Stock Transaction, Shortcut Keys, Advance Accounting: Bill wise details, Cost center & cost categories, Interest calculation Budget & control, Transaction in invoice mode & voucher mode, Advance Inventory in Tally ERP 9: Purchase and sales order process, Batch wise details, Price levels and price list, Stock valuation and stock summary, Transaction with discount.

## Module - III

Point of Sale (PoS): Configure Tally.ERP 9 to create POS Invoice, Create POS invoice with / without voucher class, Generate POS Invoice for single and multi-mode payment, Enter zero valued entries in POS invoice, Record batch-wise details in a POS Invoice, Print the POS Invoice, Generate and print POS Register, Enable and capture job costing details in Tally.ERP 9, Record the consumption of materials for each job, Generate the report for jobs carried out in multiple go downs, Compare and analyze jobs done.

## Module - IV

Technological Advantages of Tally.ERP 9: Tally Vault a Company, Activate Security Control for a Company, Create Security Levels and Assign Passwords, Activate Tally Audit and View the Tally Audit list of Vouchers/Ledgers, Backup and Restore Tally.ERP 9 Data, Split Company Data, Export and Import Data and Vouchers, Export Reports using ODBC, Use Web-Enabled, Print Preview and Online Help Features, Print Reports and Cheques, Tally.NET Features, Control Centre Capabilities, Advantages of Support Centre



## **Suggested Readings:**

1. *Tally ACE*, Author: Tally Education Pvt. Ltd. Publisher: Sahaj Enterprises
2. *Tally PRO Vol.1*, Author: Tally Education Pvt. Ltd. Publisher: Sahaj Enterprises
3. *Tally Guru Vol.1*, Author: Tally Education Pvt. Ltd. Publisher: Sahaj Enterprises
4. *GST Using Tally ERP 9* Author: Tally Education Pvt. Ltd. Publisher: Sahaj Enterprises
5. *Tally ERP 9 (Power of Simplicity)*, Publisher: V&S Publishers Publication



# 4<sup>TH</sup> SEMESTER



## Advanced Financial Management

Course Code: COM18401CR	Max. Marks : 100
M.Com : 4 <sup>th</sup> Semester	Term End Exam: 80
	Continuous Assessment: 20

### Course Objective:

*This is an advanced course in corporate finance providing a rigorous study of capital budgeting procedures, capital structure decision, dividend policy and corporate restructuring using strategies of mergers & acquisitions. It develops an understanding of the rapidly evolving theory of finance and presents an application of analytical techniques to take decisions regarding the above stated areas of corporate finance.*

*The main objective of this course is to develop an understanding of the significance of various corporate finance decision areas like capital investment decision, capital structure decision, dividend policy, and mergers & acquisitions in the maximisation of shareowners wealth and application of analytical techniques to evaluate these decisions based on the philosophy of creating superior value.*

### Module – I

Capital Budgeting Decision: Meaning, Significance and Process of Capital Budgeting, Capital project classification, Estimation of Cash flows: Project Evaluation Techniques- Payback period method, Average rate of return, Net present value, Internal rate of return, Profitability index, and Modified internal rate of return. Capital Budgeting under conditions of Risk and Uncertainty. Meaning of risk; Risk analysis techniques- Conventional Techniques & Sensitivity analysis, Scenario Analysis, Simulation, Standardization of probability distribution, and risk adjusted rate of return.

### Module – II

Leverages: Operating leverage and Financial Leverage; Degrees of Leverage, and uses of leverage. Capital Structure: Theories of capital structure. Factors affecting Capital Structure, Capital structure Decision; EBIT-EPS Analysis, ROI-ROE analysis, Ratio analysis and cash flow analysis

### Module - III

Dividend: Meaning of dividend, Forms of Dividend, Types of Dividend. Dividend Decision and Share Valuation: Walter's Model, Gordon's Model, Traditional Approach, and Miller & Modigliani Model, Different Dividend polices. Factors affecting divided decision. Stock Split, Buy Back of Shares and, Bonus Shares.

### Module – IV

Mergers and Acquisitions: Forms, Types and Reasons for Mergers and Acquisitions. Legal Procedures for Mergers and Acquisitions, Forms of compensation. Financial Analysis of Mergers & Acquisitions Anti-takeover strategies, Leveraged Buyouts, Joint Ventures, Portfolio Restructuring.

**Note:** This paper shall have 50% numerical and 50% theoretical question

**Case Studies:** The class room teaching will be reinforced and supplemented by case studies and term end projects



## Suggested Readings:

1. *I M Pandey, Financial Management, 10<sup>th</sup> edition, Vikas Publications Ltd, New Delhi.*
2. *Chandra, Prasana, Financial Management, Theory & Practice, Tata McGraw Hill Publishing House, New Delhi.*
3. *Hampton Jhon, Financial Decision Making, Prentice Hall Delhi.*
4. *Khan, Jain, Basic Financial Management, Tata McGraw Hill Publishing House, New Delhi.*
5. *Ravi M. Kishore, Financial Management, Comprehensive Text Book with Case Studies, Taxmann Publication (P.) Ltd., Delhi.*
6. *James C. Van Horne, Jhon M. Wachowicz, Jr., Fundamentals of Financial Management, Prentice Hall of India, Delhi.*





# Strategic Management

Course Code: COM18402CR	Max. Marks : 100
M.Com : 4 <sup>th</sup> Semester	Term End Exam: 80
	Continuous Assessment: 20

## Course Objective:

The present course has been designed to enable student to understand various dimensions of Strategic Management with the help of following set of objectives:

1. To get the students well familiarized with the conceptual & theoretical framework of the strategic management.
2. To help them in developing and nurturing a competitive outlook & entrepreneurial mindset
3. To improve their understanding regarding rapidly changing business environment both national & international.

## Module - I

Introduction: Nature, Need and significance of Strategy and Strategic Management. Distinction between Strategy, Business Tactics and Business Policy. Mintzberg's Model for Strategic Decision Making, Various Modes of Strategic Decision Making, Strategic Management Process, Impediments to Strategic Process. Challenges to Strategic Management. Creating Future Direction: Vision, Values, Mission, Objectives.

## Module - II

Environmental Appraisal/Scanning: Concept of Environment, Components of Environment: The Remote Environment : (PEST) & Legal Environment, Industry Task Analysis. The Company Profile, Internal Analysis of the firm: Identification of Internal strategic factors, Approaches for Evaluating Strategic Internal Factor. Michael Porter's Five Forces Competition Model, Strategic Alternatives & Strategic Choice, Factors Influencing Strategic Choice.

## Module - III

Formulation Phase: Hierarchy of Strategies: Corporate Level Strategies, Business Level Strategies, Functional Strategies, Global Level Strategies. Michael Porter's Generic Business Strategies, Business Port-folio Analysis, BCG- Growth-Share Matrix, GE- Multifactor Portfolio Matrix, Factors Influencing Portfolio Analysis.

## Module - IV

Implementation Phase & Evaluation & Controlling: Operationalization of Annual Objectives, Designing of organizational Structure & Systems, Linking Structure to Strategy, Organizational Leadership, Strategic Role of Leaders, Organizational Culture, The Strategy-Culture Connection, Factors that shape Culture. Evaluation of Strategy, Establishing Strategic and Operational Controls.

## Suggested Readings:

1. Charles Hill & Gareth Jones, *Strategic Management: An Integrated Approach*, Houghten Mifflin Co. Boston.
2. Thomas Wheelen & David Hunger, *Strategic Management & Business Policy*, Pearson, Edu Singapore.
3. Alex Miller, *Strategic Management*, Irwin McGraw Hill.
4. Azhar Kazmi, *Strategic Management*, Tata McGraw Hill.



# Security Analysis & Portfolio Management

Course Code: COM18403CR	Max. Marks : 100
M.Com : 4 <sup>th</sup> Semester	Term End Exam: 80
	Continuous Assessment: 20

## Course Objective:

The course is designed to provide a perspective on Security Analysis & Portfolio Management of financial assets viz., Stocks. Based on two established approaches i.e., Fundamental Analysis and Technical Analysis, the subject matter encompasses a wide range of theories both in Fundamental as well as Technical approaches. Although, both approaches contradict each other quite drastically, yet they provide a wide spectrum of insight into realms of knowledge and furnish a clear platform as to which approach to choose for Investment in stocks. Established Theories of Portfolio Management are also an important ingredient of the course and the same stand included in the course. Besides, the course provides an insight into Mutual Fund Investments, a relatively new investment avenue for starters and risk- averse people.

1. To acquaint the students about various investment alternatives and how investment in financial securities is compared with other investment alternatives;
2. To equip the students with the knowledge of techniques of fundamental & technical analysis so as to enable them to select the right type of economy, sectors and companies and timing of investment;
3. To develop the detailed understanding of the framework involved in the management of investment portfolio.

## Module - I

Investment: Meaning and Concept, Investment Alternatives, Routes to Investment in Common Stocks. Mutual Funds: Organization of Mutual Funds, Functioning and regulatory aspects, Types of Mutual Fund Schemes, Measuring performance of Mutual Funds, Risk and Return Analysis, Systematic Risk and Un-systemic Risk, Risk Measurement through Beta and Standard Deviation.

[Knowledge, Comprehension, Skill]

## Module - II

Approaches to Security (equity) Analysis: Fundamental Analysis: Stages of Fundamental Analysis. Economy Analysis- key variables; Industry Analysis: Life Cycle of Industry; Structure and Characteristics of an Industry, Profit Potential of industries, Company Analysis: Analysis of Quantitative and Qualitative factors, financial analysis of a company. Estimation of intrinsic value: Dividend Capitalization Approach and Price Earnings Multiplier Approach. Theory of Efficient Market Hypothesis ( Random Walk Theory).

[ Knowledge, Comprehension, Skill ]

## Module – III

Technical Analysis. Basic Premises of Technical Analysis. Charting Techniques: Line, Bar, Candlestick, Point & Figure Charts, Oscillators, Technical Indicators of overall market: Market Breadth, Moving Averages. Theories of Technical Analysis: Dow Theory; Elliot Wave Theory; Fibonacci Puzzle Theory; Kondratiev Business Cycle Theory. Stock Market Indices: Construction.

[Knowledge, Skill]

## Module – IV

Portfolio Management: Introduction, Portfolio Management Process:-Formulation of portfolio Strategy, Selection of securities, Portfolio Performance Evaluation, Portfolio Theories-Markovitz Approach and Sharpe's Single index model and CAPM model.

[Knowledge, Comprehension, Skill]



## Suggested Readings:

1. Chandra, Prasanna, *Investment Analysis and Portfolio Management*, Tata McGraw Hill Publishing House, New Delhi.
2. Bhalla, V.K, *Investment Analysis and Portfolio Management*, Himalya Publishing House.
3. Ritu Ahuja, *Security Analysis and Portfolio Management*, Himalya Publishing House.
4. Reilly, Frank K. Brown, Keith C., *Investment Analysis and Portfolio Management*, 8th edition, OH, USA: Thompson South-Western.
5. Alexandra, Sharpe and Sharpe, *Fundamentals of Investment*, Prentice Hall of India, Private Ltd., New Delhi.
6. Fisher and Jordon, *Security Analysis and Portfolio Management*, Prentice Hall of India, Private Ltd., New Delhi.
7. Maggin, John L., Tuttle, Donald L., McLeavy, Dennis W., and Pinto, Gerald E., *Managing Investment Portfolio: A Dynamic Process*, 3rd Edition, Virginia, USA: CFA Institute.



## Services Marketing

Course Code: COM18404DCE	Max. Marks : 100
M.Com : 4 <sup>th</sup> Semester	Term End Exam: 80
	Continuous Assessment: 20

### Course Objective:

*This course aims to help learners appreciate the ever increasing significance of services in the economies worldwide and specifically, in the marketers' scheme of things. The developed economies are dominated by services and all companies view 'services' as critical to sustained growth. While the importance of services is ever growing, the challenges faced by the managers are unique and severe, the services sector being so diverse in nature. From giant international airlines, banks, hotel chains, insurance, telecommunications, and government to locally owned or operated small businesses like laundry, beauty salons, cyber-cafes, and many business-to business services, the marketing-relevant issues can be as wide as one can imagine. This course takes a strategic and multi-disciplinary approach to the management of service businesses and provides students with the opportunity to apply the key concepts to practical business situations.*

- 1. To developing knowledge for services marketing concepts and practices used for managerial decisions.*
- 2. To developing skills needed to tackle issues involved in marketing of services and customer relationship management.*
- 3. To develop students understanding necessary for successful marketing of service.*

### Module – I

Concept of Services, Goods and Services marketing, Emergence and Reasons for growth of service sector in India, Characteristics of services, Classifications of services, The Services Marketing Triangle, Employees' Roles in Service Delivery. Environment of Service Marketing (Micro and Macro).

### Module – II

Consumer Behaviour in Services; Customer Expectations of Service; Customer Perceptions of Service; Service Quality, Customer Satisfaction and loyalty. GAP Model - A Conceptual Tool to Identify and Correct Service.

### Module – III

Services Marketing Mix: Services Offer; Pricing and Revenue Management; Promotion and Distribution of Services; Management of People, Process and Physical Evidence; Matching of Demand and Capacity; Strategies for Matching Capacity and Demand.

### Module – IV

Relationship Marketing – Goals of Relationship Marketing, Benefits of Customer/Firm Relationships. Foundation for Relationship Strategies, Retention Strategies; Role of Information Technology in Relationship Building (E-CRM). Service Failure and Recovery. Customer Complaining Behaviour; Service Recovery Strategies and Service Guarantees. ISO 10,001, ISO 10,002 and ISO 10,003



## Suggested Readings:

1. *Bateson John E. G., Managing Services Marketing: Text and Readings, Dryden Press, Chicag.*
2. *Berry Leonard L. and Parasuraman A., Marketing Services: Competing Through Quality, The Free Press, New York.*
3. *Bitner Mary Jo and Valarie A Zeithaml, Services Marketing, McGraw-Hill, New York.*
4. *Christopher, H. Lovelock, Services Marketing, Prentice Hall, Eaglewood Cliffs, New Jersey.*
5. *Vararie A Zeithaml, Mary Jo Bitner, Dwayne D Gremler and Ajay Pandit, Services Marketing: Integrating Customer Focus Across the Firm, 4<sup>th</sup> Ed, McGraw-Hill, New Delhi.*
6. *Schoell W. F. and Guiltinan J. P., Marketing, Allyn and Bacon, New York.*
7. *Verma H.H., Marketing of Services, Global Business Press, New Delhi.*



## Goods & Services Tax – II

Course Code: COM118405DCE	Max. Marks : 100
M.Com : 4 <sup>th</sup> Semester	Term End Exam: 80
	Continuous Assessment: 20

### Course Objective:

*The course clearly focuses on GST, reverse charge mechanism, composition scheme, tax invoices and returns under various provisions of goods and services tax.*

1. *Understanding the provisions of GST.*
2. *Gaining necessary knowledge of various incentives and benefits under GST available to business firms.*
3. *Understanding the assessment procedure under GST as applicable to various assesseees*

### Module – I

Reverse charge mechanism: Concept, its applicability, RCM application on supply by unregistered person to registered person, Problems on RCM.

Input Tax Credit: Conditions for taking input tax credit, ITC for payment of CGST, SGST and IGST, Apportionment of Credit and its determination, Mode of computation of ITC pertaining to capital goods and reversal, Mode of distribution of credit by Input Service Distributor (ISD), Problems on ITC.

### Module – II

Composition Scheme: Threshold limit for small taxpayers, Composition levy, conditions, specified GST rates under composition scheme, relevant considerations, Problems on composition scheme.

Registration: Significance of registration, Liable for registration Under GST, Procedure for registration.

### Module – III

Tax invoice, Credit & Debit notes: Invoice under GST, importance, Tax invoice/bill of supply to be issued by a registered person, Contents of Tax invoice, Receipt voucher, Refund voucher, Payment voucher & Revised Tax invoice, Provisions regarding tax invoice in special cases given under rule 54, Provisions regarding transportation of goods without issue of invoice, Provisions pertaining to collection of tax & its indication in invoice, Credit & Debit Notes, Problems on tax invoice, credit & debit notes.

### Module – IV

Returns, Tax Payments & Interest: Basic features of GST returns mechanism, Different GST returns, Matching, Reversal & reclaim of input tax credit, Electronic Liability, Credit & Cash ledger, Different assessments under GST, Interest applicable under GST, Penalty under GST, Significance of national anti-profiteering authority in GST, Provisions regulating e-way bill in GST, Provisions regulating e-commerce, Mechanism of TDS under GST, Provisions regulating audit in GST.

### Suggested Readings:

1. *CA Raj K Agrawal & CA Shivangi Agrawal, “GST”, Taxmann, Delhi, latest edition.*
2. *Deepak Jauhari & Anita Jauhari, “GST Simplified”, Tax Wave Publications, New Delhi, latest edition.*
3. *Dr. Vinod K. Singhania & Dr. M Singhania, “Income Tax Including GST”, Taxmann, Delhi, Latest edition.*
4. *CA Keshav R Garg, “GST Ready Reckoner”, Bharat Law House Pvt. Ltd. New Delhi, Latest Edition.*
5. *BARE ACT with short Comments, Commercial Law publishers (India) Pvt. Ltd., Delhi, Latest Edition.*



# Labour Laws & Legislation

Course Code: COM18406DCE	Max. Marks : 100
M.Com : 4 <sup>th</sup> Semester	Term End Exam: 80
	Continuous Assessment: 20

## Course Objectives:

To make students familiar with the various welfare measures and the legislations governing labour practices in India.

## Module - I

Labour Welfare, Scope, Theories, Principles, Statutory and Non – statutory labour welfare: Intra – mural and extra – mural welfare. Agencies of Labour Welfare: State, Employer, Trade Unions, Voluntary Agencies. Labour legislation: Objectives, Principles, Classification, Evolution of labour' legislation in India, Impact of ILO.

## Module - II

Concept of Gratuity under the payment of Gratuity Act 1972, procedure for settlement of disputes and information machinery under the Act. Concept of Minimum Wages 1948; procedure fixation of Working Hours, procedure for Enforcement payment of Minimum wage, Payment of Wages; procedure for Ensuring payment of wages; Authorised deductions.

## Module - III

Payment of Wages Act 1936: Aims, Objective and Scope; Payment of Bonus Act 1965 Workmen's Compensation Act 1923: Nature and extent of Compensation of workers suffering an injury in course of employment; variants and disablement; social and Social Insurance.

## Module - IV

Employee's provident fund 1952: applicability, authorities, their powers and functions, contribution of the fund, recovery of money due, penalties and offences by companies, exemptions. voluntary & statutory / compulsory welfare measure, role & functions of Labour Welfare Officer.

## Suggested Readings:

1. Saxena, R.C.: *Labour Problems and Social Welfare in India*.
2. Barwell and Kar: *Law of Service in India, Vol. II (1956), Service in Industries*.
3. Vaid, K.N.: *Labour Welfare in India*.
4. Johari, C.K.: *Issues in Indian Labour Policy*.
5. Giri, V.V.: *Labour Problems in Indian Industry*





# Marketing Communication

Course Code: COM18407DCE	Max. Marks : 100
M.Com : 4 <sup>th</sup> Semester	Term End Exam: 80
	Continuous Assessment: 20

## Course Objective:

*This course will equip the students with knowledge about the nature, purpose and complex construction in the planning and execution of an effective Integrated marketing Communications (IMC) programme. Students will learn about various tools of marketing communications and the importance of coordinating them for an effective marketing communications program.*

## Module – I

Promotion as Marketing Communications. Advertising – Introduction, Nature and Importance; Communication Process and Model; Types of Advertising, The Organization of Advertising Departments and Agencies; Advertising Decisions – Setting Objectives, Budget decisions, Media Selection; Evaluating Advertising Effectiveness – Pre and Post tests.

## Module – II

Personal Selling as means of Communication. Personal Selling – Relative Importance as Compared to other Forms of Promotion. Personal Selling, Salesmanship and Sales Management. Process of Effective Selling – Product and Customer Knowledge; Role of Personnel Selling in Customer Relationship Management.

## Module – III

Sales Promotion as Means of Communication. Scope and role of sales Promotion – Definition-Objectives of Sales Promotion. Sales Promotion techniques – Trade Oriented and Consumer Oriented. Sales Promotion – Requirement Identification – designing of Sales promotion Campaign – Involvement of Salesmen and Dealers.

## Module – IV

Public Relations – Objectives, Scope and Functions of Public Relations (PR). Integrating PR into Promotional Mix. Public Relations – Advantages and Disadvantages. Publicity – Objectives, Tools and Goals of Publicity. Difference between Marketing, PR and Publicity, Direct Marketing – Types, Advantages and Disadvantages. On-line Marketing – Relative Advantages and Disadvantages.

## Suggested Readings:

1. Belch, G. E., Belch, M. A., & Purani, K. (2010), *Advertising and Promotions – An Integrated Marketing Communications Perspective* (7<sup>th</sup> ed.), Tata McGraw Hill.
2. Clow, K. K., & Baack, D. (2007), *Integrated Advertising, Promotion and Marketing Communication* (3<sup>rd</sup> ed.), Prentice Hall of India.
3. Sandage, C. H. and Fry Burger (2006), *Advertising – Theory and Practice*, Prentice Hall of India, New Delhi.
4. Aaker, David, et. Al., (2008), *Advertising Management*, Prentice Hall of India, New Delhi.



# Financial Risk Management

Course Code: COM18408DCE	Max. Marks : 100
M.Com : 4 <sup>th</sup> Semester	Term End Exam: 80
	Continuous Assessment: 20

## Course Objective:

*The course is intended to acquaint the students with necessary analytical skills in the area of management of risk involved in business. Risk management both in the financial markets and as well in the financial institutions has assumed greater significance with the developments like increase in market volatilities, opening up of markets, advancements in technology etc. The course comprises of conceptual issues in risk management, measurement tools and finally development of institution wide risk management framework with particular emphasis on the banking and financial firms. The course requires basic understanding of statistics and mathematics from students to train them in the area of risk measurement and modeling.*

1. To build conceptual understanding about various financial risks;
2. To learn measurement and management of principal financial risks;
3. To understand ALM as a broader risk management system in banks.

## Module – I

Introduction to Risk Management: Risk and Uncertainty, Financial Risk Management Concept, Objectives, Major Financial Risks, Market Risk, Credit Risk, Liquidity Risk, Solvency Risk, Operational Risk, Interest Rate Risk, the banking book, the trading book and off balance sheet exposures: types and associated risks,

## Module – II

Market Risk, computing returns, Volatility measurement: issues involved. Value at Risk (VaR): caveats, parameters, Correlation effect, Analytical VaR, Historical Simulations VaR, Back testing, Credit Risk: Drivers, Probability of default, Measuring Credit exposure, Loss given default, measurement of expected credit loss, unexpected credit loss.

## Module – III

Operational Risk: definition, peculiarity, Factors, Cause-effect relationship concept, Measurement Methods, earnings volatility method, CAPM based method, Operational risk management process, Regulatory Approaches for treatment of operational risk exposure- Basic Indicator Approach, Standardized Approach and Loss Distribution Approach

## Module – IV

ALM – Concept, Evolution and scope. Interest Rate Risk (IRR): Sources of IRR, models for IRR measurement, Reprising gap model, maturity model, concept of duration and convexity, price-yield relation, duration model, liquidity risk: dimensions, measurement of liquidity gaps, type of gaps. Risk Management Process.



## Suggested Readings:

1. *Hull, John C, Risk Management and Financial Institutions, Pearson Education, India.*
2. *Gallati, Reto, Risk Management and Capital Adequacy, McGraw Hill Series.*
3. *Resti, Andrea & Sironi, Andrea, Risk Management and Shareholder's Value in Banking, John Wiley & Sons, New York, USA.*
4. *Gup, Benton E. & W. Kolari, James, Commercial Banking, The Management of Risk, John Wiley & Sons (Asia) Pte. Ltd.*
5. *McDonald , S. Scott & Koch, Timothy W., Management of Banking, 6<sup>th</sup> Ed., Cengage Learning India.*
6. *Heffernan, Shelagh, Modern Banking in Theory and Practice, John Wiley & Sons, New York, USA. Horcher, Karen. A, Essentials of Financial Risk Management, John Wiley & Sons.*
7. *Bessis , Joel, Risk Management in Banking, John Wiley & Sons*



# Strategic Cost Management

Course Code: COM18409DCE	Max. Marks : 100
M.Com : 4 <sup>th</sup> Semester	Term End Exam: 80
	Continuous Assessment: 20

## Course Objectives:

The main aim of this course is to familiarize the students with the concepts and techniques of Strategic Cost Management (SCM). The broad course objectives are the following:

1. To have a good knowledge of various Strategic Cost Management with the concept and techniques used for managerial decision making.
2. To understand the application of these techniques in managerial decision making.
3. To build the capacity of the students for better decision making using SCM tools..

## Module – I

Strategic Cost Management: Traditional Cost Management vs. Strategic Cost Management (SCM), Role of Strategic Cost Analysis & Management in Strategic positioning of business. Factors influencing SCM. Activity based cost management system, Cost and profit analysis under ABC; Product profit analysis, Customer profit analysis and segment profit analysis; Role of ABC in strategic cost management and developing corporate strategy. Activity Based Management: Areas in which ABM can be used. Techniques of ABM, Implementing ABM; Activity based budgeting: Concept & process of ABB.

## Module – II

Target Costing: Concept, Features and Principles; Phases of Target Costing- Planning and design phase, Development phase; Commercial phase, Process of target costing. Computation of target cost and target price.

Life Cycle Costing: Stages of product life cycle (PLC), Classification of life cycle costs- Initial cost, Launch cost and operating cost; Upstream costs, Downstream costs. Behavior of sales, Costs and profits in each stage of (PLC); Computation and reporting of life cycle costs in each stage of PLC; Developing strategies as per requirements at each stage of LPC. Kaizen costing: Concept and procedure for implementation.

## Module – III

Quality Costs Management: Concept, Types of quality costs; Measurement, Reporting and management of quality costs (with numerical problems). Total Quality Management (TQM): Features & implementation.

Just in Time: Philosophy of JIT, Sources of waste, Aims and features of JIT, Methodology in implementing JIT; Impact of JIT on various components of costs; Impact of JIT on product prices; Performance measurement in a JIT system using numerical problems. Kanban system: Principles of Kanban.

## Module – IV

Theory of Constraints/Throughput Accounting: Concept, Steps in implementation. Role of TOC and throughput analysis in decision making. Benchmarking; Concept and procedure of benchmarking. Types of bench marking, Pre-requisites for effective benchmarking, Uses and applications of benchmarking in decision making. Value Chain Analysis: Concept, Grouping of activities under benchmarking, Assessing the competitive advantage, Application of VCA in decision making.



### **Suggested Reading:**

1. *Shank, J K and Govindrajana V, "Strategic Cost Management", The Free Press, New York.*
2. *Brinker Barry J (edited), "Guide to Cost Management", John Wiley & Sons, New York.*
3. *Kaplan, R S and Anderson S R, "Time Driven Activity Based Costing", Harvard Business School Press, Boston.*
4. *Young, S Mark (edited), "Readings in Management Accounting", Prentice Hall.*
5. *Ravi M Kishore, "Advanced Management Accounting", Taxman, Delhi.*
6. *Sexana C D & Vishist V K, "Advanced Management Accounting", Sultan Chand & Sons, Delhi.*



# Introductory Econometrics for Research

Course Code: COM18410DCE	Max. Marks : 100
M.Com : 4 <sup>th</sup> Semester	Term End Exam: 80
	Continuous Assessment: 20

## Course Objectives:

*This course aims to:*

- 1. acquaint learners with necessary knowledge and skills useful for mathematical modeling of real life complexities;*
- 2. understand and appreciate empirically the underlying logic of various issues of the Theory of Finance;*
- 3. provide with opportunity to analyse problems concerning decision making by applying some of the well-known software packages like, MS-EXCEL, GRET, R, EVIEWS, SPSS, STATA etc. on real-life data.*

## Module - I

Econometrics concept, types of data, Basic ideas related to modeling economic and financial problems, its nature and applications, Regression, Regression versus correlation, Simple Regression, assumptions underlying the Classical linear regression model, Least Square Estimation and BLUE: properties of OLS estimator.

## Module - II

Multiple Regression Model and its assumptions; Hypothesis Testing Related to Parameters – Simple and Joint, and its application in Business, Accounting and Finance. Introducing Dummy Variables to model qualitative/Binary/Structural changes. Regression Models with Limited Dependent Variables - Logit, and Probit Models.

## Module - III

Violations of assumptions and their identification, their impact on parameters; tests related to parameters and impact on the reliability and the validity of inferences in case of violations of Assumptions; methods to take care of violations of assumptions. Pooling of time-series and cross section: Fixed Effects versus Random Effects.

## Module - IV

Times Series Analysis: Stochastic processes, Tests of stationary, incorporating structural breaks. Co-integration and Causality Tests, ARMA, ARIMA and VAR models, Historical volatility, unconditional versus conditional forecasts, ARCH and GARCH models, Asymmetric GARCH models: EGARCH, TGARCH, GARCH-in-Mean, forecast accuracy and efficiency tests.

## Suggested Readings:

- 1. Damodar N. Gujarati, 'Basic Econometrics', McGraw Hill Latest Edition*
- 2. Chris Brooks, 'Introductory Econometrics for Finance', Cambridge University Press, Latest Edition.*
- 3. Jeffrey M. Wooldridge, 'Introductory Econometrics: A Modern Approach' Latest Edition.*
- 4. Econometrics for Dummies: Roberto Pedace, John Wiley & Sons Inc. USA.*
- 5. Analysis of Financial Time Series: Ruey S. Tsay, John Wiley & Sons Inc. USA.*
- 6. Relevant Research papers as suggested by the faculty concerned.*



# **Generic Electives (GE)**

Optional in nature to be opted from the courses offered by allied departments within the School.

# **Open Electives (OE)**

Optional in nature to be opted from the courses offered by any department within the University.





# 1<sup>st</sup> Semester



# Leadership and Personality Development

Course Code: COM18109GE	Max. Marks : 50
M.Com : 1 <sup>st</sup> Semester	Term End Exam: 40
	Continuous Assessment: 10

## Course Objective:

*The effect of human personality on the functional efficiency of the organization has seen a huge surge and recognition in the recent past. The management scholars argue that human personality can be modified and developed in tune with the requirements of the modern complex organizations. Accordingly, a variety of efforts were made by the management professionals in designing courses that could help in bringing a desired and positive change in the personality. The present course therefore is also aimed at helping the students to screen out those barriers that stand in the way of their personal development and efficiency. Specifically the course aims at:*

- 1. equipping students with necessary concepts and techniques for inculcating in them effective leadership skills;*
- 2. helping students identify their individual leadership styles and construct personal leadership profile for themselves;*
- 3. helping students identify their personality and work towards its development;*
- 4. helping students augment their effective interpersonal skills.*

## Module - I

Leadership – Meaning & Concept. Categories of leaders: Entrepreneurial, Administrative, and Political. Leadership styles. Theories of Leadership. Identification of individual leadership styles; Construction of personal leadership style profiles.

Personality - Meaning & Concept; Basics of Personality, Theories on Personality Development; An overview of Personality determinants. Evaluation of Personality.

Interpersonal Relationship- Introduction, Analysis of different ego states; Analysis of Transactions, Analysis of Strokes, Analysis of Life position.

Communication – Introduction, Communication as a process, Model for Communication process; Types of Communication. Effective Communication – Barriers to effective Communication, Overcoming barriers to Communication.

## Module - II

Stress Management –Introduction, Causes of Stress; Impact of Stress; Managing Stress,

Time Management - The concept of time and time management; Causes of time mismanagement, time management matrix – hard work. smart work; Different time management styles – time cheaters and beaters; Steps towards better time management.

Conflict – Introduction; Types of Conflict; Levels of conflict –Intrapersonal Conflict, Interpersonal Conflict, Intra-group Conflict, Inter-group Conflict – Intra- Organizational Conflict. Managing Conflict and Conflict Resolution Styles.

## Suggested Readings:

- 1. Stephen P. Robbins, Timothy A. Judge. Organizational Behavior. Pearson Education, New Delhi. 15<sup>th</sup> Edition.*
- 2. HBR's 10 Must Reads: On Leadership (2011). Harvard Business Press.*
- 3. Barun Mitra (2016), Personality Development and Soft Skills. Oxford University Press. New Delhi.*
- 4. Daniel Goleman, Richard Boyatzis, Annie McKee (2013). Primal Leadership: Unleashing the Power of Emotional Intelligence. Harvard Business Review Press; 10 Anv edition.*
- 5. Gopaldaswamy Ramesh. The Ace of Soft Skills: Attitude, Communication and Etiquette for Success. Pearson Education.*



# Sales Management

Course Code: COM18110GE	Max. Marks : 50
M.Com : 1 <sup>st</sup> Semester	Term End Exam: 40
	Continuous Assessment: 10

## Course Objective:

*The purpose of this course is to acquaint the students with the concepts and techniques which are helpful in developing effective promotional programmes. The course also exposes the students with the fundamentals of personal selling and other issues related to the management of sales force. In today's tough competition, an overwhelming marketers compete equally for consumers' attention and find it difficult to get their messages heard. Under such circumstances, developing a managerial perspective for effective sales management programme is a complex task. This course takes a strategic and multi-disciplinary approach to the management of sales and provides students with the opportunity to apply the key concepts to practical business situations.*

- 1. To provide basic understanding related to sales management.*
- 2. To develop the learners understanding of the basic principles of planning and execution the management of sales-force.*

## Module-I

Nature and Scope of Sales Management; Objectives and Functions of Sales Management; Fundamentals of Selling; Process of Selling; Product and Customer knowledge; Types of Sales Planning; Sales Planning Process; Sales Forecasting - Methods; Territory Allocation, Sales Quotas and Sales Budgets.

## Module-II

Sales Force Management; Estimating Manpower Requirements for Sales Department; Planning for Manpower- Recruitment and Selection; Training and Development; Placement and Induction; Motivating Sales Force; Compensation and Promotion of Sales Force; Sales meetings and Contests.

## Suggested Readings:

- 1. John A. Quelch, Sales Promotion Management, Prentice Hall, New Delhi.*
- 2. David Jobber & Geoffery Lancaster, Selling and Sales Management, Prentice Hall, New Delhi.*
- 3. Johnson, Kurtz, Schewing, Sales Management, McGraw-Hill, New York.*
- 4. Gupta, S. L., Sales and Distribution Management, Excel Books, India.*



# Understanding Capital Markets

Course Code: COM18111GE	Max. Marks : 50
M.Com : 1 <sup>st</sup> Semester	Term End Exam: 40
	Continuous Assessment: 10

## Course Objective:

The course is intended to acquaint the students with necessary knowledge and expertise required for dealing in the capital markets. Understanding various components of a capital market which include primary and secondary market are essential for everyone in the modern times. A capital market as a place meant for making of investments in financial assets for long term periods is dynamic entity where regulations keep on continuously changing in response to the new challenges and threats. Today's capital markets operate on free market concept and transcend to other nations with lesser restrictions. The course aims to demystify the complications involved in the financial dealings in capital markets, besides educating students about the mechanism of operations of Indian capital market in particular.

1. To build conceptual understanding about various aspects of a capital market with particular reference to India;
2. To grasp mechanics of various financial instruments, financial services and institutions operative in capital market;
3. To understand mechanism of operations of Indian capital market.

## Module - I

Capital Market: Functions and structure of a modern capital market, instruments, and institutions and of capital market, depository and its role, stock exchange and its role, SEBI as market regulator, need of a regulator. The Primary Market Process: Red Herring Prospectus, Main intermediaries and their role in IPO. IPO application and Allotment Process, The Book Building Mechanism.

## Module - II

The Trading Process: Main requirements for trading: trading and Demat accounts, screen based trading, margin requirements, types of capital market orders, The Settlement Process, Rolling Settlement Scheme, Conduct of auctions for failed settlements. Listing and delisting of securities in the stock market: purpose and benefits to the stakeholders.

## Suggested Readings:

1. Pathak, Bharti V., *The Indian Financial System*, 2<sup>nd</sup> Edition, Pearson Education, India
2. Khan, M. Y., *Indian Financial System*, Tata McGraw Hill New Delhi.
3. Bhole, L. M., *Indian Financial System*, Tata McGraw Hill New Delhi.
4. Bhole, L. M., *Financial Institutions & Markets Structure, Growth & Innovations*, Tata McGraw Hill New Delhi.
5. Varshney, P.N., *Indian Financial System*, Sultan Chand & Sons, New Delhi.
6. Desai, Vasant, *The Indian Financial System*, Himalaya Publishing House, New Delhi.



# Fundamentals of Accounting

Course Code: COM18112GE	Max. Marks : 50
M.Com : 1 <sup>st</sup> Semester	Term End Exam: 40
	Continuous Assessment: 10

## Course objective:

*As this course leads to accreditation, it is not a 'taster course' as such. It is more demanding than most Level 1 courses and does require you to be highly committed to your studies, as it covers both introductory bookkeeping and accounting within a relatively short time period. This module uses the terminology of current UK GAAP (Generally Accepted Accounting Practice), which is the terminology used predominantly in the UK by small and medium-sized businesses. The study of International Financial Reporting Standards (IFRS) is beyond the scope of this course. The content of this course consists of the following:*

## Module - I

Introduction of Book-keeping and Accountancy: Meaning and definition, Objectives, Importance and Utility, Difference between Book-Keeping and Accountancy, Basis of Accounting Cash basis and Accrual basis.

Basic Accounting Terminologies: Business Transactions: Cash Transactions and Credit Transactions, Profit, loss-Operating and Non-operating profits, Normal gains and abnormal gains with examples. Difference between profit and Income, Assets, Liabilities, Net-worth/ Owners Equity.

Assets: Fixed/Current/Tangible/ Intangible/fictitious.

Accounting Concepts, Conventions and Principles

Journal: Meaning, Importance and utility of Journal, Specimen of Journal, Writing of Journal entries and Subsidiary Books.

## Module - II

Ledger: Meaning, need and contents of ledger be explained, Specimen of ledger, Posting of entries from Subsidiary books to ledger, Balancing of ledger accounts

Trial balance: Meaning and Purpose, Specimen of Trial Balance, Preparation of Trial Balance from given balances of accounts. Final A/Cs.

## Suggested Readings:

1. P.C. Tulsian, *Financial Accounting*, Tata McGraw Hill Publishing House, New Delhi.
2. Horngren C.T. & et. Al, *Introduction to Financial Accounting*, Person Education Asia, New Delhi.
3. Juneja C. Mohan & Chawla, R.C., *Accountancy*, Kalyani Publishers, New Delhi.
4. J.R Monga, *Basic Financial Accounting*, Mayur Paper backs, Darya Gang New Delhi.



# Stock Market Operations

Course Code: COM18113OE	Max. Marks : 50
M.Com : 1 <sup>st</sup> Semester	Term End Exam: 40
	Continuous Assessment: 10

## Course Objective:

The course is designed to provide a perspective on Stock Market Operations. The subject matter encompasses the meaning of stock and stock as an investment along with different types of financial instruments. It also covers the basic market related concepts which are the base for investment. The course provides a wide spectrum of insight into realms of knowledge and furnishes a clear platform for the significance of Stock Market. Risk and Return is also an important ingredient of the course and the same stand included in the course. Besides, the course provides the concept of various types of Risks involved. Stock markets not only help mobilize savings and provide investment avenues, but they are also a good career option. This course gives us a holistic view of stock markets.

1. To acquaint the students about various financial instruments;
2. To cultivate the investing skills into the students and focusing on becoming an Investor rather than being a gambler/speculator.
3. To develop the detailed understanding of the framework involved in the investment in Stock markets;

## Module – I

Stock Market: Meaning and Purpose; Importance of Stock Market; Functions of Stock market; Types of Stock Markets: Primary and Secondary; SEBI; Various Stock Markets: BSE, NSE. Risks: Types – Systematic and Unsystematic; Calculation of Risk: Beta and Standard Market Capitalization; Small-Cap Stocks; Mid-Cap Stocks; Large-Cap Stocks; Stock Symbols; Margin Trading; Circuit Filters & Trading Bands; Insider Trading; Bull Market, Bear Market.

## Module – II

Investment : Meaning, Concept. Investment Avenues. Stocks as an investment; Capital Market Instruments: Shares - Equity and Preference, Debentures, Bonds, Mutual Funds, Money Market Instruments: Commercial Paper, Certificate of Deposit, Futures and Options; Financial Services: Fee based and Fund based - Factoring, forfeiting. Stock Market Indices: Types and construction.

## Suggested Readings

1. Chandra, Prasanna, *Investment Analysis and Portfolio Management*, Tata McGraw Hill Publishing House, New Delhi.
2. Bhalla, V.K, *Investment Analysis and Portfolio Management*, Himalya Publishing House.
3. Alexandra, Sharpe and Sharpe, *Fundamentals of Investment*, Prentice Hall of India, Private Ltd., New Delhi
4. Fisher and Jordon, *Security Analysis and Portfolio Management*, Prentice Hall of India, Private Ltd., New Delhi.



# Management Theory & Practice

Course Code: COM18114OE	Max. Marks : 50
M.Com : 1 <sup>st</sup> Semester	Term End Exam: 40
	Continuous Assessment: 10

## Course Objective:

*The main objective of this course is to get the candidates well acquainted with the background of the management subject and enable them to adopt its principles in their day to day business life. This paper also focuses n various functional areas of management so that the student of today and the manager of tomorrow could make decisions based on sheer logic, rationality and utmost prudence regarding the multifaceted issues and problems of today's fast changing business under highly volatile conditions.*

## Module – I

Concept and significance of management, Principles of management, Management v/s administration, Managerial skills, Managerial roles, Management levels, Universality of management principles, Main contributions to the management thought viz, Scientific management, Administrative management, Max Weber's Bureaucratic Model, Hawthorne experiment, Theory of X & Y, Systems approach to management, Contingency approach to Management.

## Module - II

Planning concept and significance, Process, Need, Hierarchy of planning, Steps in the process of planning, Organizing: Nature, Span of management, Organizational structure, Steps in designing organizational structure. Leading: Leader v/s manager, Leadership skills, Styles of leadership, Controlling: Types of control, Process, Problems of control process, Requirements of effective control.

## Suggested Readings:

1. Stoner, Freeman and Gilbert, Jr. *Management*, 6/e, Pearson Education, New Delhi, 2006.
2. Koontz, Weihrich and Aryasri, *Principles of Management*, TMH, New Delhi, 2007.
3. Daft, *The New Era of Management*, Thompson, 7/e New Delhi, 2007.
4. Prem Vrat, K K Ahuja, PK Jain, *Case Studies in Management*, Vikas Publishing House Pvt Ltd., 2006.
5. Robbins, *Management* 7/e, Pearson Education.
6. Griffin, *Management* 8 ed, Biztantra, 2005.





## Human Values for Business

Course Code: COM18115OE	Max. Marks : 50
M.Com : 1 <sup>st</sup> Semester	Term End Exam: 40
	Continuous Assessment: 10

### Course Objective:

The course is designed to provide a perspective on Human value for Business, especially, about the Values system the person possesses and importantly the concept, types and formation of values, how values differ from the behaviour, values of Indian managers. Success stories of organisations giving importance to ethical values in business. The important element in present world is difference between knowledge and wisdom. In the light of these undesirable happenings & to ward off such debacles in future, the organisations are spending huge bucks on training their employees on understanding the tenets of values especially work values. The course would provide insights into the philosophies highlighting the fundamentals & canons of value system and in depth evaluation of knowledge and wisdom based management. To meet this end the course shall have the following set of objectives that are as under:

1. To get the students well acquainted with the conceptual & theoretical framework of the Human values.
2. To enable students to understand the various elements in managing knowledge and wisdom managers.
3. To enable students to unearth contributory factors responsible between values and devalues and developing guidelines for value system.
4. To make the students learn fundamental tools, skills and proper acumen, besides taking corrective measures to curb such undesirable situations.

### Module – I

Ethical Values in Business: *An Introduction*. Values - Concept, types and formation of values. Ethics Values and Behaviour. Values of Indian Managers. Relevance of Ethics and Values in Business. Success Stories of Ethical Organisations.

### Module – II

Wisdom Based Management: Meaning and difference between Knowledge and Wisdom. Knowledge Worker vs. Wisdom Worker. Concept of Knowledge Management and Wisdom Management. Difficulties in Implementing Knowledge Management and Wisdom Based Management.

### Suggested Readings:

1. Chakraborty, S. K. *Ethics in Management : Vedantic Perspectives* Delhi, Oxford University Press, 1995
2. Chakraborty, S. K. "Human Values for Managers" Prentice Hall of India
3. Shekhar R.S. , "Ethics in Management" 2009
4. Chakraborty, S.K. *Managerial Effectiveness and Quality of Work life: Indian Insights*, New Delhi, Tata McGraw Hill Publishing Co. Ltd., 1987
5. Sherlekar, S. A. *Management (Value - Oriented Holistic Approach)*, Delhi, Himalaya Publishing House. 1997
6. Ranganathananda, Swami, "Human Values in Management", Bhartiya Vidya Bhawan, Mumbai, 1997.





## Data & Network Communication

Course Code: COM18116OE	Max. Marks : 50
M.Com : 1 <sup>st</sup> Semester	Term End Exam: 40
	Continuous Assessment: 10

### Course Objective:

*The course is designed to provide a perspective on Data & Network Communications. The Course will help students to know about practical exposure of Computer Applications software which is used all over the world especially in banking and financial institutions*

*To familiarize participants with the basic organization of computer hardware, software and computer applications in business*

### Module – I

Data Communication Component, Distributed processing, network criteria, protocol and standards, Line configuration, Topologies, Transmission mode, Categories of networks, Inter-networks.

### Module – II

The OSI model, Function of the layers, TCP/IP Protocol suite, Analog - Digital data & signals, Periodic and A periodic signals, Time and Frequency Domains, Composite Signals. Digital to Digital Conversion, Analog to digital conversion, Digital to analog Conversion, Analog to Analog conversion, Digital data transmission

### Suggested Readings:

1. Forouzan, *Data Communication and Networking*, Tata McGraw Hill.
2. Tannenbaum, *Computer networks*, Tata McGraw Hill.



# 2<sup>nd</sup> Semester



# Essentials of Services Marketing

Course Code: COM18209GE	Max. Marks : 50
M.Com : 2 <sup>nd</sup> Semester	Term End Exam: 40
	Continuous Assessment: 10

## Course Objective:

*This course aims to help learners appreciate the ever increasing significance of services in the economies worldwide and specifically, in the marketers' scheme of things. The developed economies are dominated by services and all companies view 'services' as critical to sustained growth. While the importance of services is ever growing, the challenges faced by the managers are unique and severe, the services sector being so diverse in nature. From giant international airlines, banks, hotel chains, insurance, telecommunications, and government to locally owned or operated small businesses like laundry, beauty salons, cyber-cafes, and many business-to business services, the marketing-relevant issues can be as wide as one can imagine. This course takes a strategic and multi-disciplinary approach to the management of service businesses and provides students with the opportunity to apply the key concepts to practical business situations.*

- 1. To developing knowledge for services marketing concepts and practices used for managerial decisions.*
- 2. To developing skills needed to tackle issues involved in marketing of services and customer relationship management.*
- 3. To develop students understanding necessary for successful marketing of service.*

## Module - I

Concept of Services, Goods and Services marketing, Emergence and Reasons for growth of service sector in India, Characteristics of services, Classifications of services, The Services Marketing Triangle, Employees' Roles in Service Delivery. Environment of Service Marketing (Micro and Macro).

## Module - II

Consumer Behaviour in Services; Customer Expectations of Service; Customer Perceptions of Service; Service Quality, Customer Satisfaction and loyalty. GAP Model - A Conceptual Tool to Identify and Correct Service.

## Suggested Readings:

- 1. Bateson John E. G., Managing Services Marketing: Text and Readings, Dryden Press, Chicago.*
- 2. Berry Leonard L. and Parasuraman A., Marketing Services: Competing Through Quality, The Free Press, New York.*
- 3. Bitner Mary Jo and Valarie A Zeithaml, Services Marketing, McGraw-Hill, New York.*
- 4. Christopher, H. Lovelock, Services Marketing, Prentice Hall, Eaglewood Cliffs, New Jersey.*
- 5. Vararie A Zeithaml, Mary Jo Bitner, Dwayne D Gremler and Ajay Pandit, Services Marketing: Integrating Customer Focus Across the Firm, 4<sup>th</sup> Ed., McGraw-Hill, New Delhi.*
- 6. Schoell w.f. and Gultinan J. P., Marketing, Allyn and Bacon, New York.*
- 7. Verma H.H., Marketing of Services, Global Business Press, New Delhi.*



# Fundamentals of Corporate Tax

Course Code: COM18210GE	Max. Marks : 50
M.Com : 2 <sup>nd</sup> Semester	Term End Exam: 40
	Continuous Assessment: 10

## Course Objective:

The course clearly focuses on how companies are assessed with the of Normal Provisions of Income Tax Act 1961 and Minimum Alternate Taxes provisions (MAT) u/s 115JB. Besides, the course provides an insight into Pay as you earn scheme.

1. Understanding the provisions of direct laws;
2. Gaining necessary knowledge of various incentives and benefits under direct taxes available to business firms.

## Module – I

Assessment of Companies: Meaning and kinds of companies under Income Tax Act, Determination of residential status of companies, Computation of taxable income and tax liability of companies as per Normal Provisions of Income Tax act 1961.

## Module – II

Minimum Alternate Tax (MAT): Scheme of MAT in brief, concept of zero tax company; Computation of book profit u/s 115JB; Computation of tax liability under MAT provisions.

Advance Tax payment for Companies: Pay as you earn scheme, Computation of advance tax and interest payable on short fall of advance tax.

## Suggested Readings:

1. Singhanian, V.K, Direct Tax Planning & Management, Taxman Publications, New Delhi.
2. Singhanian V.K, Direct Taxes : Law & Practice, Taxman Publications, New Delhi.
3. Srinivas, E.A, Corporate Tax Planning, Tata McGraw Hill Publishing Co. Ltd. New Delhi.
4. Srinivas, E.A, Income Tax Act, BARE act, Taxman Publications, New Delhi



# Fundamental & Technical Analysis of Securities

Course Code: COM18211GE	Max. Marks : 50
M.Com : 2 <sup>nd</sup> Semester	Term End Exam: 40
	Continuous Assessment: 10

## Course Objective:

The course is designed to provide a perspective on Fundamental & Technical Analysis. Based on two established approaches i.e., Fundamental Analysis and Technical Analysis, the subject matter encompasses a wide range of theories both in Fundamental as well as Technical approaches. Although, both approaches contradict each other quite drastically, yet they provide a wide spectrum of insight into realms of knowledge and furnish a clear platform as to which approach to choose for Investment in stocks. Established Theory of Market Efficiency (EMH) is also discussed included in the course. The Course assumes significance in view of a renewed interest in the asset class of Stocks.

1. To acquaint the students about bases of analyzing the Securities Analysis Approaches of Securities Analysis.
2. To enable the students to understand how Company Analysis is performed through Quantitative as well as Qualitative Approach
3. To equip the students with the knowledge of techniques of fundamental & technical analysis so as to enable them to select the right type of economy, sectors and companies and timing of investment;

## Module – I

Approaches to Security (Equity) Analysis: Fundamental Analysis, Stages of Fundamental Analysis. Economy analysis- key variables. Industry Analysis- Risk: Systematic and Unsystematic ; Estimation of Risk through Beta and Standard Deviation. Company Analysis- Analysis of Quantitative and Qualitative factors, Financial Analysis of a company. Stock Market Index: Construction Methods.

[Knowledge, comprehension, Skill]

## Module - II

Estimation of intrinsic value- Capitalization Approach and Price Earning Multiplier Approach. Technical Analysis- Basic premises, Charting Techniques, Technical indicators of overall market, Theories of Technical Analysis, Dow Theory, Elliot Wave Theory, Fibonacci Puzzle Theory, Kondratiev Business Cycle Theory. Theory of Efficient Market Hypothesis.

[Knowledge, Skill]

## Suggested Readings:

1. Chandra, Prasanna, *Investment Analysis and Portfolio Management*, Tata McGraw Hill Publishing House, New Delhi.
2. Bhalla, V.K, *Investment Analysis and Portfolio Management*, Himalya Publishing House.
3. Ritu Ahuja, *Security Analysis and Portfolio Management*, Himalya Publishing House.
4. Reilly, Frank K. Brown, Keith C., *Investment Analysis and Portfolio Management*, 8th edition, OH, USA: Thompson South-Western.
5. Alexandra, Sharpe and Sharpe, *Fundamentals of Investment*, Prentice Hall of India, Private Ltd., New Delhi.
6. Fisher and Jordon, *Security Analysis and Portfolio Management*, Prentice Hall of India, Private Ltd., New Delhi.
7. Maggin, John L., Tuttle, Donald L., McLeavy, Dennis W., and Pinto, Gerald E., *Managing Investment Portfolio: A Dynamic Process*, 3rd Edition, Virginia, USA: CFA Institute.



## Mutual & Other Funds

Course Code: COM18212OE	Max. Marks : 50
M.Com : 2 <sup>nd</sup> Semester	Term End Exam: 40
	Continuous Assessment: 10

### Course Objective:

*This course describes the world of investments in mutual funds. The main objective of this course is to develop an understanding of the students about rationale & significance of investments in mutual funds, different types of funds/ schemes and how to choose funds for investment.*

*On completion of this course, students are expected to:*

- 1. Have an understanding of the structure of fund industry in India & how it operates.*
- 2. Know the landscape of fund schemes & able to analyse different schemes..*
- 3. Be able to know how yield maximum from investments in mutual funds*

### Module - I

Mutual Fund: Meaning, Benefits of Investing through Mutual Funds. Structure of Mutual Fund: Sponsor, Asset Management Company, Fund Managers & Custodian. Types of Funds, Classification of Fund Schemes.

### Module - II

Raising of Funds; Offer Document; NFO, SID, SAI; Key Information Memorandum; Drivers of Risk & Returns in a Scheme; Measures of Risk & Return in a Scheme; Quantitative measures of Fund Managers Performance; Costs of Funds. Choice between different Schemes/Funds; Sources of Data to track Mutual Fund Performance.

### Suggested Readings:

- 1. Ankit G. & Jitendra, Indian Mutual Funds, Tata McGraw Hill Publishing House, New Delhi.*
- 2. Sundaran Sankaran, Indian Mutual Funds Hand Book, Prentice Hall Delhi.*
- 3. Jaspal Singh, Mutual Funds: Growth, Performance & Prospects, Tata McGraw Hill Publishing House, New Delhi.*

**Case Studies:** *The class room teaching will be reinforced and supplemented by case studies and term end projects*



# Software Engineering

Course Code: COM18213OE	Max. Marks : 50
M.Com : 2 <sup>nd</sup> Semester	Term End Exam: 40
	Continuous Assessment: 10

## Course Objective:

*The course is designed to provide a perspective on Software Engineering. The Course will help students to know about practical exposure of Networking which is used all over the world.*

*The overriding objective of the course is to enhance the ability, comprehensive understanding and analysis of the Concept of Software Engineering. Specifically, the course aims at:*

- 1. Clarifying the conceptual & theoretical framework regarding the various aspects of Networking.*
- 2. Acquainting the students with the application of Software Engineering in the field of business.*

## Module - I

Introduction to Software Engineering: Definitions - Size Factors - Quality and Productivity Factors - Managerial Issues - Planning a Software Project: Defining the Problem - Goals and Requirements - Solution Strategy - Planning the Development Process : Various Models - Planning an Organizational Structure - Planning Activities.

## Module – II

Software cost estimation: Introduction - Software Cost Factors - Software Cost Estimation Techniques - Stating Level estimation - Estimating Software Maintenance Costs Software Requirements Definition - Software Requirements Specification - Specification Techniques - Languages and Processors for Requirements.

## Suggested Readings:

- 1. Software Engineering Concepts 1997 Edition.*
- 2. Author: RICHARD FAIRLEY Publishers: TATA Mc GRAW-Hill Edition.*
- 3. Software Engineering VI Edition, Author: ROGER S . PRESSMAN Publishers TATA McGRAW - HILL International Edition.*
- 4. Software Engineering Programs Documentation Operating procedures*
- 5. Author: K.K. AGGARWAL & YOGESH SINGH Publishers: NEW AGE INTERNATIONAL PUBLISHERS*



# Personal Financial Planning

Course Code: COM18214OE	Max. Marks : 50
M.Com : 2 <sup>nd</sup> Semester	Term End Exam: 40
	Continuous Assessment: 10

## Course Objective:

The course is intended to acquaint the students with necessary knowledge and expertise required for managing their personal financial issues. Understanding the importance of financial planning and its various components which include income planning, income tax planning, insurance and health planning, investment and wealth planning, retirement planning and estate planning shall be covered under the course.

1. To understand the meaning and importance of personal financial planning;
2. To get acquainted with various components of personal financial planning.

## Module - I

Personal Financial Planning, importance of personal financial planning, financial planning as an art, benefits of financial planning, steps involved in personal financial planning - Know Your Financial Goals, Know Your Financial Position, Know Your Risks, Know Your Investments.

## Module - II

Components of Personal Financial Planning - Income planning, income tax planning, insurance and health planning, investment and wealth planning, retirement planning and estate planning. The Financial Planning Process, Investment Advisors Regulation in India.

## Suggested Readings:

1. National Insurance Academy, *Basics of Personal Financial Planning (English) 1st Edition*, Cengage Learning India.
2. Reavis, *Fundamentals of Personal Financial Planning - Means and Methods to Build a Personal Financial Plan*, Friesen Press.
3. Amar Pandit, *The Only Financial Planning Book that You will Ever Need*, TV18 Broadcast Ltd.
4. IIBF, *Introduction to Financial Planning PB (English) 3rd Edition*, Taxmann Publications Pvt Ltd.-New Delhi





# Human Resource Development

Course Code: COM18215OE	Max. Marks : 50
M.Com : 2 <sup>nd</sup> Semester	Term End Exam: 40
	Continuous Assessment: 10

## Course Objective:

*Human Resource Development aims at developing a variety of competencies of employees and developing a culture in the organisation to use these competencies and contribute to organisational growth. It is important to treat human resource development as a continuous process and use these methods as aids. The first part of the syllabus deals with some basic concepts in human resource development. The second part highlights the competency requirements for managers and also highlights the systems approach for human resource development. The third part deals with motivational aspects and the fourth with strategic human resource development.*

1. *To develop in the student the capacity to view human resource development as a systems approach.*

## Module - I

Introduction: HRD concept & philosophy, Significance of human factor. HRD Objectives, Distinction between the traditional personnel management function and HRD, Need for HRD & need for HRD in the Indian context. Planning the HRD System. HRD Sub-systems., HRD Policies, HRD Action Plans. Tasks of HRD Department.

## Module - II

HRD Mechanism: HRD Mechanisms for workers. HRD Mechanisms for Managers: Performance Appraisal System (PAS), Purpose, Significance & effectiveness of PAS. Sources, Factors affecting PAS, Training & Development (T&D): Characteristics, Objectives, Significance & effectiveness. Concept of Human Resource Development Climate (HRDC), Elements of HRD climate, Organizational climate, OCTAPACE culture.

## Suggested Readings:

1. Pareek, Udai & T.V. Rao, *Designing & Managing Human Resource Systems*, Oxford & IBH Publishing Company Pvt. Ltd. New Delhi.
2. M R. R. nair & T. V. Rao, *Excellence Through Human Resource Development*, Tata Mc Graw Hill Publishing Co. New Delhi.
3. Pareek, Udai & Sisodia, Viren, *HRD in the New Millenium*, Tata Mc Graw Hill Publishing Co. New Delhi.
4. D'Souza, Keith. Venkataswamy, G., Nanerjea, Sudipt & Ramachandran, R; *Repositioning HRD: The Contemporary Issues*, National HRD Network, Calcutta, New Delhi.
5. D'Souza; Keith, Upadhaya, G & Rakesh Kumar, *Empowering, Workers Through Human Resource Development*, Allied, New Delhi.



# 3<sup>rd</sup> Semester



# Strategic Performance Management

Course Code: COM18311GE	Max. Marks : 50
M.Com : 3 <sup>rd</sup> Semester	Term End Exam: 40
	Continuous Assessment: 10

## Course Objective:

*The course is designed to provide a perspective on Performance management with a strategic emphasis. The course targets the learners to develop knowledge, comprehension, analysis, synthesis, and interpretation skills to measure performance for decision making and develop the ability to understand the risk profile of organisations to isolate potential sources of competitive advantage and disadvantage.*

- 1. To acquaint the students to understand the relevance of performance management for strategic decision making.*
- 2. To develop skills in the students so that they can analyse, interpret and recommend strategies for decision making to have competitive advantage.*
- 3. To develop the detailed understanding of the modern performance evaluation and management tools and techniques.*

## Module - I

Performance Management: Concept & Components. Performance, Productivity and Efficiency. Strategic assessment, Business environment analysis, Competitive intelligence, , Supply Chain Management, . Customer Relationship Management, Bench Marking. Business Process Re-engineering. Lean Management-process mapping.

## Module – II

Strategic Performance Evaluation and Management Tools: Value Chain analysis -understanding of all activities of value chain and the value gained at each activity. Performance Evaluation at Division Level: Divisional Profitability analysis through-Return on Investment (ROI), Residual Income (RI), Economic Value Added (EVA). Transfer Pricing: Methods and techniques. Interaction of Transfer Pricing and Taxation: Performance evaluation of top management: Application of Balanced Scorecard.

## Suggested Readings:

- 1. Scarlett. P. C., Management Accounting: Performance Management, Viva Books, New Delhi.*
- 2. Louderback, J. G. & Holman, Managerial Accounting, Pub: Thomson.*
- 3. Hilton, R. W. Hilton, R. W., Managerial Accounting 6<sup>th</sup>, Pub.: Tata McGraw Hill, New Delhi.*
- 4. Hanson, D. R., Management Accounting, Cengage Learning.*
- 5. Kishore, R. M, Advanced Management Accounting, Taxmann Allied Services (P) Ltd.*



# Corporate Social Responsibility

Course Code: COM18312GE	Max. Marks : 50
M.Com : 3 <sup>rd</sup> Semester	Term End Exam: 40
	Continuous Assessment: 10

## Course Objective:

*This particular course on Corporate Social Responsibility introduces student to the basic concept of CSR. It helps student to understand how corporate can meld business goals with Social expectations. It can also help society to understand how interest of business or organization and Society at large can be aligned.*

- 1. To examine the scope and complexity of CSR.*
- 2. To demonstrate a multi stakeholder perspective in viewing CSR issues.*
- 3. To explain the vision and mission of corporate to society at large.*
- 4. To analyses the impact of CSR on corporate culture.*

## Unit-I

Concept and Significance of CSR, Philosophy and Need, Scope for CSR, Benefits of CSR, Concept of Charity and Concept of Corporate Philanthropy, Corporate Citizenship, Models for Implementation of CSR, CSR Trough Triple-bottom-line Approach, Arguments for and against CSR, Advantages of CSR, Relationship Between CSR and Business Ethics,

## Unit-II

Steps to attain CSR, External Standards on CSR, The Indian Perspective, Social Responsibility and Indian Corporations, Future of Indian CSR, Current Regulations/Legislation Perspective on CSR, Carrol's Model ,Stakeholder Model, Section 135 of Company's Act, 2013, Contemporary Issues in CSR

## Suggested Readings:

- 1. Sharma, J.P, "Corporate Governance, Business Ethics & CSR" Ane Books Pvt. Ltd, New Delhi.*
- 2. Mallin Christine. A, "Corporate Governance" (Indian Edition) Oxford University Press, New Delhi.*
- 3. Lynn McGregor, The Human Face of Corporate Governance, Palgrave, New York.*
- 4. Clarke Thomas, Theories of Corporate Governance: The Philosophical Foundations of Corporate Governance, Rout Ledge, London and New York.*



# Organizational Psychology

Course Code: COM18313GE	Max. Marks : 50
M.Com : 3 <sup>rd</sup> Semester	Term End Exam: 40
	Continuous Assessment: 10

## Course Objective:

*This course will introduce methods, practice, research, and theories of Organizational Psychology. Organisational Psychology is a subfield of psychology concerned with various aspects of people in the workplace, including employee productivity and well-being. The “Industrial” part deals with human resource functions such as analyzing jobs, appraising employee performance, selecting, placing, and training employees. The “Organizational” part is concerned with the social and psychological aspects of work, including employee attitudes, behavior, emotions, health, motivation, leadership, etc.*

- 1. To understand what it means to be an Organisational Psychologist.*
- 2. To develop an awareness of the history and major perspectives underlying and driving the field of Organizational Psychology.*
- 3. To develop an understanding of how theory and research in Organisational Psychology is applied in work settings.*

## Module - I

Organisational Psychology: Meaning & Definition. Perception: Process & Errors; Improving Perception; Managerial Implications of Perception. Personality: Determinants of Personality; Personality Traits Relevant to Organisational Psychology; Managerial Implications of Personality.

## Module - II

Attitude: Formation and its Application. Learning: Theories & Principles of Learning; Contingencies & Schedules of Reinforcement; Managerial Implications of Learning. Stress Management: Concept; Sources & Effects of Stress; Management of Stress, and Managerial Implications of Stress.

## Suggested Readings:

- 1. Jucius, J. Michael : Personnel Management. Richard D Irwin Inc: Illinois*
- 2. Ghiselli, Edwin E. and Brown C.W. Personnel and Instructional psychology. McGraw -Hill Book Co. Inc: New York*
- 3. Blum, M.L. and Naylor, J.C. Industrial psychology; Its theoretical and social foundations.*
- 4. Harper and Row: New York*
- 5. Dunnette M.D. and Hough, L.M. Handbook of Industrial and Organizational Psychology. Vol. 2 and 3, Jaico Publishing House: Delhi*



## Knowledge Management & Information Systems

Course Code: COM18314GE	Max. Marks : 50
M.Com : 3 <sup>rd</sup> Semester	Term End Exam: 40
	Continuous Assessment: 10

### Course Objective:

*The goal is to enable you to learn about this practice in the context of managing the design, development and operation of information technologies that can facilitate Knowledge Management.*

- 1. Analyze the role of knowledge management in attainment of financial objectives, quality and process improvement, and innovation.*

### Module - I

Knowledge society- from data to information to knowledge- Drivers of knowledge management- Intellectual capital- KM and learning organizations- Strategic alignment- creating awareness- articulation- Evaluation and strategic alignment- Infrastructural development and deployment- Leadership, measurement and refinement.

### Module - II

Analyzing business environment- knowledge audit and analysis, Technology components- Intranet and Group ware solutions-tools for collaborative intelligence- package choices- implementing security.

### Suggested Readings:

- 1. E. Wainright Martin, Carol V. Brown, Danial W. De Hayes, Jeffrey A.Hoffer, William C. Perkins, "Managing Information Technology" 3rd Edition, Prentice Hall International edition 1999.*
- 2. Harold Koontz, Heinz Weihrich, "Essentials of Management", 5thEdition,Tata McGraw Hill 1998.*



# Commercial Bank Management

Course Code: COM18315GE	Max. Marks : 50
M.Com : 3 <sup>rd</sup> Semester	Term End Exam: 40
	Continuous Assessment: 10

## Course Objective:

*The course has been designed to expose students to the understanding of commercial banking and its technicalities. Commercial banking is a complex business activity which involves financial intermediation with a low equity and high fixed cost based finance. Unlike conventional forms of businesses, commercial banking involves complex financial market risks and operates under government regulations. The course aims to expertise students with the intricacies of complex banking business and also helps in understanding the main regulations required to be followed in such a business*

- 1. To understand essence of commercial banking business;*
- 2. To examine latest trends and regulations in commercial banking arena;*
- 3. To become proficient in management of various aspects of commercial banking.*

## Module - I

Introduction to Commercial banking, nature and composition of bank balance sheet and income statement, contingent liabilities, types of deposit liabilities and loan assets, Concept of Depositor's insurance, problem of moral hazard, Need for Bank Regulation, Central Bank and its monetary policy tools, bank credit, types, features, credit process, modes of credit delivery, legal aspects of lending. Bank investments, objectives, components, role of treasury, treasury investment products.

## Module - II

Management of reserves: primary and secondary reserves, nature, composition and purpose of reserves, factors influencing reserves; estimation and secondary reserves. Regulatory Reserves: significance, management of CRR & SLR investments. Liquidity management, theories of liquidity management. Management of capital funds in commercial banks: meaning, functions and necessity of adequate capital funds, risk based capital standards.

## Suggested Readings:

- 1. Benton E. Gup & James W. Kolari, Commercial Banking, The Management of Risk, Wiley India Pvt Ltd.*
- 2. Padmalatha Suresh & Justin Paul, Banking and Financial Services, 2<sup>nd</sup> Ed, Pearson India.*
- 3. Srivastava, R. M. and Divya Nigam, Management of Indian Financial Institutions, 8<sup>th</sup> edition, Himalaya Publishing House, New Delhi.*
- 4. Peter S. Rose & Milton H Marquis, Money & Capital Markets, McGraw-Hill International.*
- 5. Shelagh Heffernan, Modern Banking in Theory and Practice, John Wiley & Sons.*
- 6. Fabozzi. Frank. J & Modigliani. Franco, Capital Markets, Institutions and Instruments, 4<sup>th</sup> Edition, PHI Learning Private Limited, New Delhi.*
- 7. Saunders, Anthony & Cornett, Marcia Million, Financial Institutions Management: A Risk Management Approach (Indian Edition), McGraw Hill Education (India) Private Limited.*



# Fundamentals of Goods & Services Tax

Course Code: COM18316GE	Max. Marks : 50
M.Com : 3 <sup>rd</sup> Semester	Term End Exam: 40
	Continuous Assessment: 10

## Course Objective:

The course clearly focuses on fundamentals of GST.

1. Understanding the provisions of goods & services tax.
2. Gaining necessary knowledge of various incentives under GST available to business firms.

## Module - I

Introduction: Pre-GST indirect tax structure in India, GST definition, Benefits of GST, Conceptual framework, Taxes subsumed in GST, GST (Compensation to states) Act, 2017, Administration under GST, Classification system under GST.

Levy of GST: Basis of charge under GST, GST levied in case of inter-state supply, GST levied in case of intra-state supply, GST rates notified for supply of various goods & Services.

## Module - I

Concept of Supply: Taxable event, Supply, Significance of “Consideration”, Activities treated as supply under Schedule II, and Schedule I even if consideration is absent, activities in negative list (neither supply of goods nor supply of services), significance of expression “Supply made in the course or furtherance of business”, Supply relevant to attract GST – supply by a “Person” or supply by a “Taxable person”, Different types of supply, Problems on Supply.

## Suggested Readings:

1. Deepak Jauhari & Anita Jauhari – GST Simplified, Tax Wave publications. Edition : Latest.
2. Aurn Kumar Gupta & Virander Chauhan – Goods & Services Tax, Commercial law publishers (India) Pvt. Ltd. Edition : Latest. (Introduced in 2010).
3. CA. Rajat Mohan – Goods & Services Tax, Bharat Law house Pvt. Ltd. New Delhi. Edition : Latest. (Introduced in 2012).
4. CA. Kashav R Garg – GST Ready Reckoner, Bharat Law house Pvt. Ltd. New Delhi. Edition : Latest.
5. Goods and Services Tax in India – Notifications on different dates.
6. GST Bill 2012 & 2017.
7. Background Material on Model GST Law, Sahitya Bhawan Publications, Hospital Road, Agra - 282 003.
8. The Central Goods and Services Tax Act, 2017, NO. 12 OF 2017 Published by Authority, Ministry of Law and Justice, New Delhi, the 12<sup>th</sup> April, 2017.





# Entrepreneurship Development

Course Code: COM18317OE	Max. Marks : 50
M.Com : 3 <sup>rd</sup> Semester	Term End Exam: 40
	Continuous Assessment: 10

## Course Objective:

*This course focuses on entrepreneurship as a career choice, entrepreneurial competencies/ traits needed to be successful, planning & organising a business venture and how to manage small businesses in today's competitive business environment prevailing within and outside the country.*

*The main objective of this course is to develop entrepreneurial intention among the students, understanding of the nice cities of entrepreneurship, and how to plan, organise and manage a small business venture.*

## Module – I

Entrepreneurship as a Career Choice; Who is an Entrepreneur; Types of Entrepreneurs; Interpersonal Competencies/Traits; Theories of Entrepreneurship. (Case Study of Successful Entrepreneurs & Interaction with of Leading Entrepreneurs)

Spotting & Crafting a Business Opportunity; Business Planning; Conducting Feasibility Study; Preparation of Project Report; Sources of Finances.( Case Study on Feasibility - cum- project report & Brainstorming Sessions).

## Module – II

Definition of MSMEs in India; Procedure for Registration; Incentives & Subsidies; Support Institutions: DICs, SFCs, SICOP, FDC, J&K EDI & SISI.

Interaction with the Authorities of different Support Institutions.

## Suggested Readings:

1. *Entrepreneurship by Chaterjee, 10<sup>th</sup> edition, Vikas Publications Ltd, New Delhi.*
2. *Vasant Desai, Dynamics of Entrepreneurship Development, Tata McGraw Hill Publishing House, New Delhi.*
3. *David H. Holt, Entrepreneurship: New Venture Creation, Prentice Hall Delhi.*
4. *Satish Taneja & S. L. Gupta, Entrepreneurship Development: New Venture Creation, Tata McGraw Hill Publishing House, New Delhi.*
5. *Sahay & M. S. Chhikara, New Vistas of Entrepreneurship: Challenges & Opportunities, Taxmann Publication (P.) Ltd., Delhi*

**Case Studies:** *The class room teaching will be reinforced and supplemented by case studies and term end projects.*



# Economic Globalization

Course Code: COM18318OE	Max. Marks : 50
M.Com : 3 <sup>rd</sup> Semester	Term End Exam: 40
	Continuous Assessment: 10

## Course Objective:

*The course is designed to provide a perspective on Globalisation and World Trade. The whole course is divided into two parts. The first part comprising of two Units throws light on various aspects of Globalisation, its Advantages & disadvantages. The profile of FDI and FII Theories of International trade and International Financial Institutions have also been included thereof. India and WTO will also give a perspective on various aspects of India's role in WTO matters.*

- 1. To acquaint the students about the history, pros and cons of globalization, especially in relation to its impact on developing countries.*
- 2. To equip the students with the knowledge of fundamental terms such as WTO (World Trade Organization), free trade, liberalized trade, exploitation, developing countries, third world countries, debt- relief and global market.*
- 3. To make students understand world trade and the manner how to promote it in order to benefit every country.*

## Module - I

Globalization, Waves of Globalization, Globalization and Movements in Factors of Production, Globalization and financial integration, Foreign Direct Investments and the Multinational Enterprises, Globalization and Economic Growth, Globalization and Culture.

## Module – II

Anti-Globalization Movements, Globalization and Climate Change, Environmental Kuznets Curves, Income Inequality and Poverty Reduction, Capital Market Liberalization and Global Instability.

## Suggested Readings:

- 1. Shanker, O., Luo, Y., & Chi, T., International Business (3<sup>rd</sup> eds), Routledge, New York.*
- 2. Huward J.Y, Verdier L., Economic Globalisation: Origins and consequences, OECD Publishing, Paris.*
- 3. Stiglitz J. (2002), Globalization and its discontents, Norton and Co.*  
*Stiglitz, J.E. (2006), Making Globalization Work, W.W. Norton and Co., New York.*
- 4. Christoff, C. & Eckersley, R., Globalization and the Environment, Rowman & Littlefield Publishers.*



# 4<sup>th</sup> Semester



# Management Control System

Course Code: COM18411GE	Max. Marks : 50
M.Com : 4 <sup>th</sup> Semester	Term End Exam: 40
	Continuous Assessment: 10

## Course Objective:

*The course is designed to provide a perspective on cost Management Control System. The course targets the learners to develop knowledge, comprehension, analysis, synthesis, evaluation and application skills to understand the nature of control competitiveness and develop the ability to analyse the competitive scenario in which an organisation is, assess the attractiveness of the industry and isolate potential sources of competitive advantage and disadvantage.*

- 1. This course is aimed at introducing the process and technique of management controls as practiced in the organisations.*

## Module - I

Nature of Management Control System: boundaries of management control system; Goal congruence- Factors of goal congruence. Formal management control system: design, implementation and administration. Management control process: strategic planning, programming and budgeting. Balanced Score Card as a measure of business strategy. Perspective of measurement: financial, customer, internal business process and learning and growth. Linking balance scorecard measures to the business strategy. Implementing balance scorecard management programme.

## Module - II

Management Control Structure: decentralised organisation and responsibility accounting. Responsibility centres: concepts and characteristics. Types of responsibility centres : expense centres , revenue centre, administrative and support centres , R & D centres and marketing centres . Profit centres: general considerations, role and performance measurement .Transfer pricing: different methods. Investment centres: performance measure of investment centres. Controls for differentiated strategies: corporate strategies and business unit strategies. Management styles in differentiated strategies.

## Suggested Readings:

- 1. Anthony Robert N and Govind Rajan, Vijay- Management Control Systems, Tata McGraw Hill.*
- 2. Merchant, K C. -Modern Management System, Prentice hall.*
- 3. Mohi ud din, Ghulam-Management Control System in Banks , Anmol publications*



# Questionnaire Development & Measurement

Course Code: COM18412GE	Max. Marks : 50
M.Com : 4 <sup>th</sup> Semester	Term End Exam: 40
	Continuous Assessment: 10

## Course Objective:

*Measurement occurs when an established index verifies the features of a physical object. However, in research requirements of measurement are rigorous. Measurement is a three part process: 1. selecting an observable empirical event; 2. developing a set of mapping rules; 3. applying the mapping rules to each observation of the event.*

1. *To provide students the tools and skills necessary to measure an empirical event by applying the basics of research and statistics.*

## Module - I

Questionnaires and Instruments: Types of Scales for desired Analysis, Communication Approach, Preliminary Analysis Plan, Constructing and refining Measurement Questions, Question Categories and Structure, Question Content, Question Wording, Response strategy, Sources of Existing Questions, Drafting and Refining the Instrument, Participant Screening and Introduction, Measurement Question sequencing, Instructions, Conclusion, Overcoming Instrument Problems, the value of Pretesting.

## Module - II

Measurement: Nature of measurement, measurement scales – nominal scales, ordinal scales, interval scales, ratio scales. Sources of Measurement Differences; Error sources; Characteristics of good Measurement; Validity, Reliability, Practicality.

Measurement Scales: Nature of Attitudes, the Relationship between Attitude and Behaviour, Attitude Scaling, Selecting a Measurement Scale, Research Objectives, Response Types, Data properties, Number of Dimensions, Balanced vs. Unbalanced, Forced or Unforced choices, Number of scale points, Rater error, rating Scales – Simple Attitude Scales, Likert Scales, Semantic Differential Scales, Numerical/ Multiple Rating Scales, Staple Scales, Constant Sum Scales, Graphic Rating Scales, Sorting, Cumulative scales.

## Suggested Readings:

1. *Naresh Malhotra, Marketing Research, Pearson Education.*
2. *K N Krishnasawami et. Al, Management Research Methodology, Pearson Education.*
3. *Donald R Cooper & Pamiela S Schindler, Business Research Methods, Tata Mc Graw Hill Education Private Ltd. New Delhi.*
4. *S L Gupta, Research Methodology, International Book House.*
5. *C R Kothari, Research Methodology Methods and Techniques, New Age International.*



## Basic Financial Econometrics

Course Code: COM18413GE	Max. Marks : 50
M.Com : 4 <sup>th</sup> Semester	Term End Exam: 40
	Continuous Assessment: 10

### Course Objective:

The course is intended to acquaint the students with necessary knowledge and expertise in the area of basic financial econometrics. Understanding of financial econometrics is expected to help a learner to engage in empirical research in the area of finance particularly financial markets. The course is aimed to train a learner towards understanding of how to develop econometric models to interpret complex relationships of various market variables in the area of financial markets.

1. To understand basics of econometrics and linear regression model;
2. To learn implementation of linear regression for analysing time series data.

### Module - I

Concept of econometrics, Financial econometrics and economic econometrics, Types of data, Returns in financial modelling, Steps involved in formulating an econometric model, Econometric packages for modelling financial data, understanding regression model, Regression versus correlation.

### Module - II

Simple linear regression, Estimation of an optimal hedge ratio Properties of the OLS estimator, Precision and standard errors. An introduction to statistical inference. A special type of hypothesis test: the *t*-ratio. The assumptions underlying the classical linear regression model, diagnostic tests.

### Suggested Readings:

1. Dawn C. Porter, Damodar N. Gujarati, Sangeetha Gunasekar, *Basic Econometrics*, 5<sup>th</sup> Edition, McGraw Hill Education (India) Private Limited.
2. Brooks C, *Introductory Econometrics for Finance 1st Edition*, Cambridge University Press.
3. Fabozzi Frank J. Sergio M. Focardi, Svetlozar T. Rachev, *The Basics of Financial Econometrics: Tools, Concepts, and Asset Management Applications*, John Wiley & Sons.
4. Taylor, *Modeling Financial Time Series (English) 2nd Edition*, World Scientific Publishing Ltd.



# Regional Economic Integration

Course Code: COM18414GE	Max. Marks : 50
M.Com : 4 <sup>th</sup> Semester	Term End Exam: 40
	Continuous Assessment: 10

## Course Objective:

The course is aimed to create an awareness with regard to the rationale of creating regional trade blocs. The course, in addition, would dwell in depth into various trade blocs like SAARC, NAFTA, ASEAN, EU. The course is also aimed to aware the students clientele to understand why WTO authorize the creation of trade blocs when the policy goes against the well established principle of non-discrimination.

1. to make the learners aware about various types of regional economic integrations and the benefits of trade integrations.
2. To make the learners aware about the theories of regional economic integrations.
3. To make the learners understand how WTO approves the creation of trade blocs even though it contravenes to the policy of non-discrimination.

## Module - I

Economic integration, Meaning, benefits, causes (Economic & Political), theories of economic integration: Free Trade Agreement, Custom Union, Common Market, Economic Union, Political Union, regional economic blocks; EU, NAFTA, SAARC, BRICS, ASEAN.

## Module - II

World of regionalism; Old and New, regional integration an exception to WTO agreements; political and economical implications, Political Economy of regional integration with special reference to Eurasia, regionalism and world economy, Trade Wars and future world of regions.

## Suggested Readings:

1. Dennis M. P. McCarthy, 2006: *International Economic Integration in Historical Perspective*, London: Routledge,
2. Krugman P., Obstfeld M., Melitz M. (2012), *International economics*, 9th ed.
3. Shanker, O., Luo, Y., & Chi, T., *International Business* (3rd eds), Routledge, New York.
4. Edward D. Mansfield and Helen V. Milner, 1997: *The Political Economy of Regionalism*. New York: Columbia University Press,
5. Douglas Webber, 2001: *Two Funerals and a Wedding? The Ups and Downs of Regionalism in East Asia and Asia-Pacific after the Asian Crisis*, *The Pacific Review* 14(3): 339-372.
6. Jon C. Pevehouse, 2002: *Democracy from the Outside-In? International Organizations and Democratization*, *International Organization* 56(3): 515-549.



# Emotional Intelligence

Course Code: COM18415OE	Max. Marks : 50
M.Com : 4 <sup>th</sup> Semester	Term End Exam: 40
	Continuous Assessment: 10

## Course Objective:

*Emotions can influence the way we act and react in the workplace. Emotional Intelligence is the ability to recognise our behaviours, moods, and impulses, and manage them in a positive way so that we can communicate effectively, empathize with others, manage stress, overcome challenging situations and defuse conflict. Emotional intelligence helps one to build stronger relationships, succeed at work, and achieve ones career and personal goals. Thus, this course is intended to focus primarily among other things on the five core competencies of emotional intelligence: self-awareness, self-regulation, self-motivation; empathy, and social skills. Students will be guided to learn, develop and implement these competencies to enhance their relationships in work and life by increasing their understanding of social and emotional behaviours, and learning how to adapt and manage their responses to particular situations.*

## Module - I

Emotional Intelligence – Introduction. Emotions, Attitudes and feelings: Meaning and Importance; The Ability Model of EI; The Trait Model of EI; The Mixed Model of Emotional Intelligence; Theories Associated with Emotional Intelligence. Management of emotions at the Workplace, Role of Emotional Intelligence at Work.

## Module – II

Components of Emotional Intelligence –The Self-Awareness Cluster: Understanding Feelings and Accurate Self-Assessment; The Self-Management Cluster: Managing Internal States, Impulses, and Resources; The Social Awareness Cluster: Reading People and Groups Accurately; The Relationship Management Cluster: Inducing Desirable Responses in Others.

## Suggested Readings:

1. Tim Sparrow & Amanda Knight (2009). *Applied Emotional Intelligence: The Importance of Attitudes in Developing Emotional Intelligence*. John Wiley & Sons, USA.
2. Daniel Goleman (2009). *Working with Emotional Intelligence*. Bloomsbury Publishing, Delhi, India.
3. Daniel Goleman (2011). *Social Intelligence: The New Science of Human Relationship*. Cornerstone Digital, Penguin Random House, UK.
4. Daniel Goleman, Richard Boyatzis, Annie McKee (2013). *Primal Leadership: Unleashing the Power of Emotional Intelligence*. Harvard Business Review Press; 10 Anv edition.





## E-Marketing

Course Code: COM18416OE	Max. Marks : 50
M.Com : 4 <sup>th</sup> Semester	Term End Exam: 40
	Continuous Assessment: 10

### Course Objectives:

*This course is aimed to familiarize the students with the concept of E-Marketing; the use of Search Engine Marketing, Online Advertising and Online Marketing Strategies.*

### Module - I

E-marketing: concept, nature, comparison with traditional marketing; Issues, challenges, and opportunities for e-marketing; Reasons for its growth and need; Popular tools/techniques of e-marketing; Bases and significance of market segmentation in an e-environment; Positioning strategies in an e-environment; E-marketing and customer satisfaction.

### Module - II

Concept and significance of internet marketing, distinction between internet marketing and e-marketing; Website: importance, types, requisites, designing (with emphasis on the visual design of the website); Domain name branding: types and benefits; Search engine optimization: functions, types of traffic, keywords, and steps involved; Types of internet advertising; Online PR, news and reputation management.

### Suggested Reading:

1. Strauss, Judy, and Raymond Frost, "E – Marketing", Prentice Hall
2. Hanson, Ward A, "Principles of Internet Marketing", South Western College Pub. Division of Thomson Learning.
3. Chaffey, DF, Chadwick, Ellis, Mayer, R, and K Johnston, "Internet Marketing: Strategy, Implementation and Practice", Prentice Hall of India.
4. Scott, David Meerman, "New Rules of Marketing and P R", John Wiley and Sons.

