



COOCH BEHAR PANCHANAN BARMA UNIVERSITY

PANCHANAN NAGAR, VIVEKANANDA STREET, COOCH BEHAR – 736101

MASTER OF COMMERCE PROGRAMME DETAILED SYLLABUS



COOCH BEHAR PANCHANAN BARMA UNIVERSITY

Syllabus for Master of Commerce

Under Semester with Choice Based Credit System





MASTER OF COMMERCE PROGRAMME DETAILED SYLLABUS

Cooch Behar Panchanan Barma University				
M. Com CBCS Syllabus effective from _____				
Paper	Code	Semester I	Marks	Credit
CC-1	COM 101	Management Concepts & Organisational Behaviour	100	5
CC-2	COM 102	Financial Statement Analysis	100	5
CC-3	COM 103	Marketing Management	100	5
CC-4	COM 104	Statistics for Business Decisions	100	5
TOTAL			400	20
Paper	Code	Semester II	Marks	Credit
CC-5	COM 201	Human Resource Management	100	5
CC-6	COM 202	Business Ethics & Corporate Social Responsibility	100	5
CC-7	COM 203	Financial Management	100	5
CC-8	COM 204	Quantitative Techniques in Business Decisions	100	5
TOTAL			400	20
Paper	Code	Semester III	Marks	Credit
CC-9	COM 301	Managerial Economics & Macro Business Environment	100	5
DCE-1	COM 302	**	100	5
DCE-2	COM 303	**	100	5
GE-1	COM 304	*	100	5
TOTAL			400	20
Paper	Code	Semester IV	Marks	Credit
CC-10	COM 401	Taxation	100	5
DCE-3	COM 402	**	100	5
DCE-4	COM 403	**	100	5
GE-2	COM 404	*	100	5
TOTAL			400	20



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Group A				Group B			
Paper	Finance - I	Marks	Credit	Paper	Finance - II	Marks	Credit
1	Financial Market and Institutions	100	5	1	Strategic Financial Management	100	5
2	Security Analysis and Portfolio Management	100	5	2	International Financial Management	100	5
Group C				Group D			
Paper	Marketing - I	Marks	Credit	Paper	Marketing - II	Marks	Credit
1	International Marketing	100	5	1	Advertising and Sales Promotion	100	5
2	Marketing Research	100	5	2	Marketing of Services	100	5
Group E				Group F			
Paper	Taxation Management	Marks	Credit	Paper	Corporate and Industrial Laws	Marks	Credit
1	Corporate Tax Planning	100	5	1	Corporate Law	100	5
2	Principles and Practice of Taxation and Indian Tax System	100	5	2	Industrial Law	100	5
Group G				Group H			
Paper	Human Resource Management - I	Marks	Credit	Paper	Human Resource Management - II	Marks	Credit
1	Human Resource Development	100	5	1	Industrial Relations	100	5
2	Training and Development	100	5	2	Labour Laws	100	5
Group I				Group J			
Paper	International Business	Marks	Credit	Paper	Accounting-I	Marks	Credit
1	India's Foreign Trade and Investment	100	5	1	Accounting Theory	100	5
2	Management of International Business Operations	100	5	2	Strategic Cost & Management Accounting	100	5
Group K				Group L			
Paper	Accounting-II	Marks	Credit	Paper	Accounting-II	Marks	Credit
1	International Accounting	100	5	1	Economic Principles for International Trade	100	5
2	Corporate Reporting	100	5	2	Applied Econometrics	100	5

Paper	Generic Elective	Marks	Credit
1	Computer Application in Business	100	5
2	Business Research Methodology	100	5
3	Entrepreneurship & Venture Planning	100	5
4	Project Work	100	5



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Note:

1. The course consist of 10 Core Courses (CC), 2 Generic Elective (GE) Courses and 4 Discipline Centric Elective (DCE) Courses to make a total of 16 papers carrying 100 marks each ($100 \times 16 = 1600$ marks) with 80 credits in total.

*2. The students will have to choose 2 GE courses from the given papers under GE group, which will be offered as GE-1 and GE-2 in Semester III and Semester IV respectively.

**3. Students' specialization will depend upon DCE papers opted by him or her. The students might opt for single specialization or dual specialization.

Single Specialization: The students will have to choose one group (i.e., specialization) from where four papers will be offered as DCE-1 & DCE-2 in semester III and DCE-3 & DCE-4 in semester IV.

Dual Specialization: The students will have to choose two group (i.e., specialization). One paper from each chosen group (specialization) will be offered as DCE-1 & DCE-2 in semester III. Similarly, One another paper from each chosen group (specialization) will be offered as DCE-3 & DCE-4 in semester IV.

Hence, out of the four special papers, dual specialization will be offered combining two papers from each group [i.e., DCE-1 & DCE-3 from the first chosen group (specialization); and DCE-2 & DCE-4 from the second chosen group (specialization)]

4. Every year depending upon the faculty strength and infrastructure, the Department will notify the exact number of special papers to be offered to the students.

5. In the fourth semester a student of standard merit can opt for project submission in lieu of a generic elective paper. This is subject to departmental assessment of the students' merit.



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Paper	Code	Semester I	Marks	Credit
CC-1	COM 101	Management Concepts & Organisational Behaviour	100	5
CC-2	COM 102	Financial Statement Analysis	100	5
CC-3	COM 103	Marketing Management	100	5
CC-4	COM 104	Statistics for Business Decisions	100	5
TOTAL			400	20

PAPER NAME: MANAGEMENT CONCEPTS & ORGANISATIONAL BEHAVIOUR PAPER CODE: CC-1 (COM 101)

FULL MARKS: 100

DURATION OF LECTURE: 60 HOURS

Course Objectives:

- The objective of the course is to enable students to develop a theoretical understanding about the management and organisation structure and its behaviour over time. The course will also make them capable of realizing the competitiveness for firms.

Module - I

Unit 1. Introduction: Management: Meaning; Management and Administration; Management-an Art or Science? Management as a Profession; Importance of Management; Management Process: Managerial Performance-Efficiency & Effectiveness Managerial Functions-Dual Analysis of Management Work: Planning-Organising-Staffing-Leading- Motivating-Coaching-Communication-Co-ordination-Developing People-Management Process in a dynamic.

Unit 2. Business Environment: Organisational Behaviour: The concepts of organisation, evolution and Importance of organizational behaviour.

Unit 3. Evolution of Management Thought: Classical management theories: School of Management Thought-Classical Management Theory-Bureaucratic Model-Assessment of

Bureaucracy-Sc. Management-Taylor's Mechanism-Assessment of Management Administrative (Process) Management Theory-Fayol's Management Process-Its Assessment-Taylor Vs. Fayol-Fayol Father of Modern Management-Fayol's Principles Other Management Principles.

Unit 4. Evolution of Management Thought: Neo-Classical and Modern management theories: Neo-Classical Management Theory-Hawthorne Experiment-Human Relations Movement-Behavioural Sciences-Extents of Neo-Classical Theory-Organisational Behaviour -Neo-Classical Approach-Modern Management Theories-Operations Research-System Approach-Systems Approach to Organisation.

Module - II

Unit 5.Delegation:Delegation Authority-Meaning of Delegation-Elements of Delegation-

Responsibility-Authority-Accountability-Process of Delegation-The Executive Pyramid Why Delegate-Lack of Time and Energy-Complex and Intricate Techniques-Geographical Dispersion-Method of Motivation-How do you Delegate?-Benefits of Delegation-Reasons For Non Delegation-Centralisation.



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Unit 6. Decentralisation: Delegation vs. Decentralisation-Indicators of Decentralisation Factors Determining Decentralisation; When to Decentralise? How to Decentralise? Centralisation/Decentralisation-Decentralisation Demanded Value-oriented Holistic Management under New People Management in knowledge Economy.

Unit 7. Individual in an Organisation: Biographical factors, ability, personality, types of personality; learning, types of learners; the learning process; Theories of Learning.

Unit 8. Group Behaviour: Definition; Organization Structure, Groups in Organization- foundations of group behaviour - informal and formal groups-Creativity and group decision making; Influence; Stages of group development; Major elements in group behaviour.

Suggested Readings:

- Griffin, Ricky W: Organisational Behaviour, Houghton Mifflin Co. Boston.
- Hellreigl, Don, John W. Solcum, Jr. and Richard W. Woodman: Organisational Behaviour, South Western College Publishing, Ohio.
- Hersey, Paul, Kenneth H. Blanchard and Dewey E. Johnson: Management of Organizational Behaviour Utilizing Human Resources, Prentice Hall, New Delhi.
- Ivancevich; John and Michael T. Matheson: Organisational Behaviour and Management, Business Publication Inc. Texas.
- Koontz. Harold, Cyril O'Donnel, and Heinz Weihrich: Essentials of Management, Tata McGraw Hill, New Delhi.
- Luthans, Fred: Organisational Behaviour, McGraw Hill, New York.
- Newstrom, John W. and Davis: Organizational Behaviour: Human Behaviour at work, Tata McGraw Hill, New Delhi.
- Robbins, Stephen P, and Mary Coulter: Management, Prentice Hall, New Delhi.
- Robbins, Stephen P: Organizational Behaviour, Prentice Hall, New Delhi.
- Steers, Richard M. and J. Steward Black: Organizational Behaviour, Harper, Harper Collins College Publishers, New York.
- Sukla Madhukar: Understanding Organisations: Organisation Theory and Practice in India, Prentice Hall, New Delhi.



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PAPER NAME: FINANCIAL STATEMENTS ANALYSIS

PAPER CODE: CC-2 (COM 102)

FULL MARKS: 100

DURATION OF LECTURE: 60 HOURS

Course Objectives:

- Financial statement analysis aims to provide decision makers, information about a business enterprise for use in decision-making.

Module - I

Unit 1. Introduction to Financial Statement Analysis: What is financial Statement Analysis (FSA)? Domain of FSA -Traditional Approaches to FSA – New Approaches to FSA.

Unit 2. Techniques of Financial Statements Analysis: Analysis through Comparison; Tools and Techniques of Analysis: Common-Size Analysis; Vertical Analysis; Horizontal Analysis.

Unit 3. Analysis of Short Term Financial Position using Ratios: Liquidity and current asset movement ratios.

Unit 4. Analysis of Long Term Financial Position using Ratios: Capital structure and coverage ratios.

Module - II

Unit 5. Analysis of Profitability Position using Ratios: General Profitability ratios and overall profitability ratios.

Unit 6. Cash Flow Statement Analysis: Meaning, activities, examples, advantages and disadvantages.

Unit 7. Income Statement Analysis: Factors affecting reported income-Classification of Income Statement Analysis-Revenue and Expense Recognition-Gross Profit, Operating

Profit-Other Income and Expenses-Management's Latitude: A few examples-earnings manipulation and management discretion; Analyzing Sales, Cost of Goods Sold and Gross Profit in Absolute Figures and in Percentage Terms.

Unit 8. Limitations of Financial Statement Analysis: Growth of GAAP-Who created GAAP? Position of GAAP in India-Standards Overload-Limitations of Financial Statements – GAAP Contradictions-GAAP Inadequacies-Steps taken to make up the Inadequacies.

Suggested Readings:

- Rao Peddina Mohan: Financial Statement Analysis and Reporting
- Sarngadharan M. & Kumar S. Rajitha: Financial Analysis for Management Decisions
- Palat Raghu: Understanding Financial Ratios for Business
- Kakani Ramchandran: How to Analyze a Financial Statement
- Daniai H.R.: Balance Sheets: Contents, Analysis and Interpretation
- Subramanyam K R and Wild John J. : Financial Statement Analysis
- Horngren, Foster and Datar: Cost Accounting – A managerial emphasis.
- R.W. Hilton: Managerial Accounting, Tata McGraw Hill.



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PAPER NAME: MARKETING MANAGEMENT

PAPER CODE: CC-3 (COM 103)

FULL MARKS: 100

DURATION OF LECTURE: 60 HOURS

Course Objectives:

- To familiarize the students with the basic concepts and principles of marketing and to develop their conceptual and analytical skills to be able to manage marketing operations of a business firm.

Module - I

Unit 1. Basic Concepts: Nature, scope and importance of Marketing Management; Process of marketing.; 4 Ps and 4 Cs of marketing; Customer value & Satisfaction; Marketing Environment – macro and micro components and their impact on marketing decisions; Issues in marketing & its strategy – STP model and its relevance; Product and its classification; PLC – market strategy and market evaluation.

Unit 2. Consumer Behaviour: Basic models and major influencing factors; Consumer Decision making process; Models of Buyer Behaviour; Market Segmentation and its bases; Market targeting and positioning.

Unit 3. Marketing Research: An overview, various steps and significance of marketing research.

Unit 4. Marketing Communication: Definition, concepts and communication mix; Promotional tools – rationale for their use- Advertisement: definition, objective, Message and media selection; Branding: definition and basic concepts.

Module-II

Unit 5. Marketing Environment: Analysis needs and trends, Macro Environment – Political, Economic, Socio-cultural and technical environment, micro environment, Industry and competition, concept of market, market potential and market share.

Unit 6. Selling: Definition and contemporary role in marketing; Management and important issues relating to Sales Force management; Physical Distribution System, Supply Chain Management. Channel designing and its management.

Unit 7. Retailing: Definition and its importance as an important sector; Personal selling – its role in retailing; On-line selling; CRM concepts – goals and process; Pricing decision and strategic pricing.

Unit 8. Digital Marketing Management: Digital-marketing mix. Segmentation, Targeting,

Differentiation, and Positioning: Concept, levels, and strategies in a digital environment; Digital technology and customer-relationship management. Digital consumers and their buying decision process.

Suggested Readings:

- Kotler, Philip: Marketing Management, Prentice Hall, New Delhi.
- Stanton, Willam J. and Charles Futrell: Fundamentals of Marketing, McGraw Hill Publishing Co., New York.
- Saxena, Rajan: Marketing Management, Tata McGraw Hill, New Delhi.
- Ramswamy, V. S. and Namakumari, S.:Marketing Management, Mcmillan India, New Delhi.
- Mamoria, C, B: Principles and Practice of Marketing in India, KitabMahal, Allahabad.



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PAPER NAME: STATISTICS AND INTRODUCTION TO ECONOMETRICS

PAPER CODE: CC-4 (COM 104)

FULL MARKS: 100

DURATION OF LECTURE: 60 HOURS

Course Objectives:

- To equip students with some of the important statistical techniques for managerial decision making and to provide ground for learning advanced analytical tools used in research.

Module - I

Unit 1. Probability Theory:- Meaning of probability; Different definitions of probability; Total probability theorem; Conditional probability; Compound probability; Independent events; Bayes' theorem on conditional probability.

Unit 2. Random Variable and Probability Distributions:- Random variable; Probability functions; Expectation and Variance of a random variable; Moments ; Binomial, Poisson, Normal and Exponential distributions; Joint distribution of two random variables(discrete).

Unit 3. Sampling Theory - Basic concept of sampling; Sampling and non-sampling errors; Practical methods of selecting random sample; Random and non-random sampling techniques; Sampling distributions (statement only); Sample size decisions.

Unit 4. Test of Hypotheses & Analysis of Variance - Basic concepts of hypothesis testing; Small sample and large sample parametric tests; Tests based on Z, t, Chi-square and F statistic; Confidence intervals; Non - parametric tests.

Analysis of one-way classified data; Analysis of two way classified data with one observation per cell.

Module-II

Unit 5. Nature of Econometrics and Economic Data - What is Econometrics, Methodology of Econometrics, Necessity, Assumptions for estimation, Data for Econometrics Analysis,

Unit 6. Linear Regression Model-

The Simple Linear Regression Model: Specification and Assumptions, OLS Estimation, Properties of OLS Regression Line, Properties of Estimation

The Multiple Linear Regression Model: Specification and Assumptions, , OLS Estimation, Properties of OLS Estimation, R² and Adjusted R²

Unit 7. Heteroskedasticity & Autocorrelation - Definition, Consequences, Detection

Unit 8. Dummy Variable Regression Models - The nature of dummy variables, Simple Regression model with dummy variable, Interaction Dummy, Comparing two regressions.



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Suggested Readings:

- Das, J. K., Statistics for Business Decisions, Academic Publishers.
- Gupta, S. c., Fundamentals of Statistics, Himalaya Publishing House
- Hanke, J. E., WiChern, D. W. and Reitsch, A. G., Business Forecasting, Prentice Hall of India
- Hooda, R. P., Statistics for Business and Economics, Macmillan.
- Johnson, R. A. and Wichern, D. W., Business Statistics, John Wiley and Sons
- Makridakis, S., Wheelwright, S. C. and Hyndman R. J., Forecasting Methods and Applications, John Wiley and Sons
- Sharma, J. K. , Business Statistics, Pearson Education
- Sounderpandian, J. and Aczel, A. D., Complete Business Statistics, Tata McGraw Hill
- Johnston, J: Econometrics Methods, McGraw-Hill Book Co., New York
- Maddala, G.S: Econometrics, McGraw-Hill Book Co., New York, 3rd Rd.
- Gujarathi, D.N: Basic Econometrics, John Wiley & Sons, New York.
- Wooldridge, Jeffery M; Econometrics, Cengage Learning India Pvt. Ltd, New Delhi.

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Paper	Code	Semester II	Marks	Credit
CC-5	COM 201	Human Resource Management	100	5
CC-6	COM 202	Business Ethics & Corporate Social Responsibility	100	5
CC-7	COM 203	Financial Management	100	5
CC-8	COM 204	Quantitative Techniques in Business Decisions	100	5
TOTAL			400	20

PAPER NAME: HUMAN RESOURCE MANAGEMENT
PAPER CODE: CC-5 (COM 201)

FULL MARKS: 100

DURATION OF LECTURE: 60 HOURS

Course Objectives:

- To impart knowledge about the strategic aspect of human resource management.

Module - I

Unit 1. Human Resource Management: Definition, Objective, Importance, Scope, Similarities and dissimilarities between PM and HRM.

Unit 2. Human Resource Planning- Definition, needs, objectives, process, factors to be considered.

Unit 3. Recruitment: Definition, Importance, Theories of Recruitment, Sources of Recruitment, Methods of Recruitment, Recruitment Policy; Alternative Approaches to Recruitment.

Unit 4. Selection: Definition, Importance, Selection Process, Selection Tests. Selection Interview: Objectives, Advantages, Types of Interview, Problems, Guidelines to be followed by the Interviewer.

Module - II

Unit 5. Training and Development: Induction training-Definition, need, process, information need of employees Training and Development-Definitions, needs, differences, identification of training needs, methods of training. Importance of Development; Identification of Developmental Needs; Methods of Development.

Unit 6. Performance Appraisal: Definition, objectives: Who are the raters? What is to be rated? Factors that Contribute towards Rating Errors, Process, Methods Promotion Definition, types, Need, bases of promotion and their advantages and disadvantages.

Unit 7. Motivation: Definition, Process, Maslow’s theory, Herzberg’s theory, McGregor’s theory, ERG theory, Vroom’s theory, Equity theory, McClelland’s Theory.

Unit 8. Employee Morale: Definition, factors, types, steps in improving morale. Grievance- Definition, causes of grievance, grievance procedure. Discipline- Definition, need, acts of misconduct, disciplinary action, framing of charge sheet, principles of due process and just cause.



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Suggested Readings:

- Yorder: Personnel Management & Industrial Relations.
- Jucius: Personnel Management.
- Strauss and Sayles: Personnel: the human problems of Management.
- Monappa & Saiyadian: Personnel Management.
- Aswathappa: Human Resource and Personnel Management.
- Saiyadian: Human Resource Management.
- Bowey: A Guide to Manpower Planning.
- NIPM: Personnel Management in India.
- Gomez – Mejia, Balkin and Cardy: Managing Human Resources.
- Yorder: Personnel Management & Industrial Relations.
- Jucius: Personnel Management.
- Strauss and Sayles: Personnel: the human problems of Management.
- Monappa & Saiyadian: Personnel Management.
- Aswathappa: Human Resource and Personnel Management.
- Saiyadian: Human Resource Management.
- Bowey: A Guide to Manpower Planning.
- Divedi: Personnel Management.
- NIPM: Personnel Management in India.
- Gomez – Mejia, Balkin and Cardy: Managing Human Resources.
- DeCenzo & Robbins: Personnel / Human Resource Management.
- Ivancevich, John. M: Human Resource Management.
- Dessler, Gary: Human resource Management.
- Robbins, Stephen: Organization Behaviour.



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PAPER NAME: BUSINESS ETHICS & CORPORATE SOCIAL RESPONSIBILITY

PAPER CODE: CC-6 (COM 202)

FULL MARKS: 100

DURATION OF LECTURE: 60 HOURS

Course Objectives:

- 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

Unit 1. Introduction: The nature of business ethics; the relationship between business ethics, corporate governance and ethical leadership; Kohlberg's six stages of moral development; levels of ethical analysis; concept of corporate integrity.

Unit 2. Ethical Principles in Business: The teleological approach; the deontological approach; the virtue ethics approach; the systems development approach; universalism versus ethical relativism.

Unit 3. Business Ethics as a Strategic Response: Strategic vision, corporate philosophy and the concept of enterprise strategy; stakeholder theory and the "stakeholder" inclusive organization; stakeholder mapping; ethical leadership

Unit 4. Managing Ethical Dilemmas in Business: Ethical dilemma versus ethical issue; characteristics of ethical dilemmas; the dilemma resolution process; common ethical dilemmas in different business areas-finance, marketing, HRM and international business.

Module-II

Unit 5. Corporate Social Responsibility: Definitions, Principles: sustainability, accountability and transparency; Agency theory and Stakeholder theory of Business; Business and the society.

Unit 6. Sustainability, Accountability and Transparency: Various concepts and relevant issues- Environment, society and governance (ESG); Triple-Bottom-Line (TBL).

Unit 7. Corporate Governance: Concept and importance; International scenario; Indian scenario – reports of various committees.

Unit 8. Reporting Standards and Performance Indicators: Sustainability /CSR/ ESG reporting framework and standards (GRI, OECD, Global Compact, AA1000, ISO26000); Reporting requirement in India. Sustainability/CSR performance indicators as per various standards; Disclosures and Measurement of Transparency; Dow Jones Sustainability Index / FTSE4GOOD Index.



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Suggested Readings:

- Boatright, J. R., Ethics and the Conduct of Business, Pearson Education.
- Crane, A. And Matten, D. Business Ethics; Oxford University Press.
- Fernando, A.C., Business Ethics: An Indian Perspective Pearson Education.
- Petrick, J.A and Quinn, J.F., Management Ethics: Integrity at Work, Response Books.
- Trevino, L.K. and Nelson, K.A. Managing Business Ethics; John Wiley and Sons
- Velasquez, M. G., Business Ethics: Concepts and Cases, Prentice Hall of India.
- Werther, W. and Chandler, D. Strategic Corporate Social Responsibility; Sage South Asia Edition.
- Philip Kotler, Corporate Social Responsibility, Nancy Lee, John Wiley & Sons Inc. 2005 ISBN 0-471-47611-0
- Daniel Esty, Andrew Winston, Green to Gold, John Wiley & Sons Inc. 2006 ISBN 9780-470-39374-1
- C.K. Prahalad, The Fortune at the Bottom of the Pyramid, Wharton School Publishing, 2005
- Sanjay K Agarwal, Corporate Social Responsibility in India, SAGE Publications Pvt. Ltd.
- Huzaifa Khorakiwala, Vijay Kapur and Enakshi Sengupta, Essentials in Corporate Social Responsibility, Wockhardt Foundation.



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PAPER NAME: FINANCIAL MANAGEMENT

PAPER CODE: CC-7 (COM 203)

FULL MARKS: 100

DURATION OF LECTURE: 60 HOURS

Course Objectives:

- To familiarize the students with the principles and practice of financial management.

Module - I

Unit 1. Introduction to Financial Management: Definition, Scope and Objective. Decisions in Financial Management.

Unit 2. Sources of Finance: Introduction – long term and short term financial requirements, equity shares, preference shares, internal finance, loan finance.

Unit 3. Cost of Capital: Definition, Relevance, Measurement of Specific costs of capital and Weighted Average Cost of Capital. Marginal Cost of Capital.

Unit 4. Capital Budgeting Techniques: Capital Budgeting under certainty condition, Capital Budgeting Practices in India.

Module-II

Unit 5. Capital Structure and Firm Value: Concept of capital structure, various models, Determinants of capital structure.

Unit 6. Leverage: Measurement of leverages, effects of operating and financial leverage on profit, analyzing alternate financial plans, combined financial and operating leverage. Financial Leverage and Shareholders risk.

Unit 7. Dividend Policy and Firm Value: Concept of dividend policy, various dividend models.

Unit 8. Management of Working Capital: Management of major components of working capital, working capital financing policies.

Suggested Readings:

- Bhattacharyya, Hrishikesh: Working Capital Management Strategies and Techniques, Prentice Hall, New Delhi.
- Bhalla V. K.: Financial Management, Anmol Publication.
- Brealey, Ricard A and Steward C. Myers: Principles of Corporate Finance, Tata McGraw Hill, New Delhi.
- Chandra Prasanna: Financial Management, Tata McGraw Hill, New Delhi.
- Khan M. Y. and Jain P.K. :Financial Management, Tata McGraw Hill, New Delhi.
- Levy and Sarnat: Capital Investment and Financial Decisions. Prentice Hall.
- Pandey I.M.: Financial Management, Vikas Publishing House, New Delhi.
- Van Horn J. C.: Financial Management and Policy, Prentice Hall, New Delhi.



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PAPER NAME: QUANTITATIVE TECHNIQUES IN BUSINESS DECISIONS

PAPER CODE: CC-8 (COM 204)

FULL MARKS: 100

DURATION OF LECTURE: 60 HOURS

Course Objectives:

- This paper aims at acquainting the students with quantitative techniques that play an important role in managerial decision-making.

Module - I

Unit 1. Linear Programming Problem: Linear programming problem formulation; Graphical solution; Simplex method; Sensitivity analysis; Duality.

Unit 2. Transportation Problems: Mathematical representation, Methods of solving initial basic feasible solution; Testing optimality; Variations in transportation problem.

Unit 3. Assignment Problems: its concept and algorithm; Solution of Assignment problem, Variations of assignment problems.

Unit 4. Project Management: PERT and CPM; Introduction, Basic differences, Phases of Project Management, PERT and CPM Network components and precedence Relationships.

Analysis of one-way classified data; Analysis of two way classified data with one observation per cell.

Module-II

Unit 5. Replacement Theory: Basic concept; Replacement policy with and without change in money value; Replacement of items that deteriorate with time; Impact of maintenance cost in replacement; Limitations of replacement.

Unit 6. Queuing Theory: Concept of queuing system and model; Characteristics of queuing model; Models with Poisson arrival and services rates, Single server with infinite and finite population.

Unit 7. Simulation: Basic concept; Elements of simulation process; Advantages and limitations of simulations; Application of simulation in different fields.

Unit 8. Network Analysis: Network diagram; Time estimates for activity; Determination of floats; Critical Path Method; Program Evaluation and Review Technique; Project crashing, scheduling and leveling.

Suggested Readings:

- Taha, H.A.: Operations Research – An Introduction, Prentice Hall of India Pvt. Ltd., New Delhi
- Swarup, I.K., Gupta, P.K., Mohan, M.: Operations Research, Sultan Chand & Sons, New Delhi.
- Vohra, N.D.: Quantitative Technique in Management, Tata McGraw Hill Publishing Co. Ltd., New Delhi
- Sharma, J.K.: Operations Research – Theory and Applications, Macmillan, New Delhi.
- Kapoor, V.K. and Kapoor, S.: Operations Research – Techniques for Management, Sultan Chand & Sons, New Delhi.

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Paper	Code	Semester III	Marks	Credit
CC-9	COM 301	Managerial Economics & Macro Business Environment	100	5
DCE-1	COM 302	**	100	5
DCE-2	COM 303	**	100	5
GE-1	COM 304	*	100	5
TOTAL			400	20

PAPER NAME: MANAGERIAL ECONOMICS & MACRO BUSINESS ENVIRONMENT
PAPER CODE: CC-9 (COM 301)

FULL MARKS: 100

DURATION OF LECTURE: 60 HOURS

Course Objectives:

- To acquaint students with the basic principles of managerial economics and macro business environment for developing the understanding of theory of the firm, markets and the macro environment in which a business firm operates.

Module - I

Unit 1. Nature and Scope of Managerial Economics: Relation of managerial economics with economic theory, Measuring and maximizing economic profit, Economic profit versus accounting profit, Maximizing the value of the firm, Equivalence of value maximization and profit maximization; Fundamental concepts affecting business decisions; The Framework of Managerial Economics.

Unit 2. Pricing and Market Structures: Market structure and managerial decision making; Classification of markets –Price Determination under Different Market Conditions: Perfect competition, Monopoly, Monopolistic competition and Oligopoly; Methods of price determination in practice –Mark up pricing, Limit pricing, Peak load pricing, Price discrimination; International price discrimination and dumping.

Unit 3. Goals: A critique of the Neo-classical theory of the firm – The Marginalist Controversy; Managerial theories of Baumol, Marris and Williamson.

Unit 4. Macroeconomic System: Analysis of product market, money market and labour market; Determination of National Income; Determination of equilibrium and comparative statics in the IS-LM framework.

Module - II

Unit 5. Business environment in India during 1956-90: The philosophy of economic planning; economic controls in various fields.

Unit 6. Economic Reforms in India: Needs for economic reforms in 1991; Theoretical framework of Indian economic reforms; Problems of adjustment and transition during the reform. Major Reforms in India; Financial sector reforms; Industrial sector reforms.

Unit 7. Fiscal Policy in India: Fiscal situation; financial repression, crowding out and economic growth; fiscal adjustment.

Unit 8. International Environment: Foreign direct investment, WTO, the Bretton Woods Institutions and India.



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Suggested Readings:

- Damodaran, S.: Managerial Economics, Oxford University Press, New Delhi.
- Das, S.P.: Microeconomics for Business, Sage Publications.
- Dean, J.: Managerial Economics, PHI Learning Private Limited, Delhi.
- Keat, P.G., & Young, P.K.Y.: Managerial Economics – Economic Tools for Today’s Decision Makers, Pearson Education.
- Koutsoyiannis, A.: Modern Microeconomics, Macmillan
- Mithani, D.M.: Managerial Economics – Theory and Applications, Himalaya Publishing House, New Delhi.
- Mote, V.L., Paul, S. & Gupta, G.S.: Managerial Economics – Concepts and Cases, Tata McGraw Hill Publishing Company Limited.
- Peterson, C.H., Lewis, W.C., & Jain, S.K.: Managerial Economics, Pearson Education, New Delhi
- Thomas, C.R., Maurice, S.C., Sarkar, S.: Managerial Economics, Tata McGraw Hill Publishing Co. Ltd, New Delhi
- Vohra, N.D.: Quantitative Techniques in Management, Tata McGraw Hill Publishing Company Limited, New Delhi.

MASTER OF COMMERCE PROGRAMME
DETAILED SYLLABUS

Paper	Code	Semester IV	Marks	Credit
CC-10	COM 401	Taxation	100	5
DCE-3	COM 402	**	100	5
DCE-4	COM 403	**	100	5
GE-2	COM 404	*	100	5
TOTAL			400	20

PAPER NAME: TAXATION
PAPER CODE: CC-10 (COM 401)

FULL MARKS: 100

DURATION OF LECTURE: 60 HOURS

Course Objectives:

- To provide basic knowledge of Income Tax and it's planning to students in easily comprehensible manner to impart knowledge of principles and provisions of GST, the important legislation dealing with indirect tax system in India and to enable the students to apply the same practically.

Module - I

Unit 1. Taxation of Business Income: Computation of business income in case of Corporate and Partnership Firms with reference to relevant provisions under the Income Tax Act, Provision for MAT (Minimum Alternate Tax), Dividend Distribution Tax, Provision for Set off and Carry Forward of Accumulated Losses.

Unit 2. Corporate Tax Planning: Basic concepts-Tax Planning, Tax Avoidance, Tax Evasion and Tax Management, Tax planning considerations relating to- Forms and Nature of business, Sources of Fund, Management and Investment Decisions like own or lease, retain or replace, make or buy, Capital Structure Decision, Restructuring of Businesses including Amalgamation, Demerger and Takeover. Tax planning with reference to management decisions: Capital structure decisions; Dividend Policy; Bonus Share; Investments and Capital Gains, Owning or leasing of an asset; purchasing of assets by installment system or Hire System; Purchasing of an asset out of own funds or out of borrowed capital; manufacturing or buying; Repairing, replacing, renewing or renovating an asset; Sale of assets used for scientific research; Shutting down or continuing operations. Tax concessions and incentives for corporate decisions in respect of setting up a new business, location of business and nature of business.

Unit 3. Tax Planning with respect to specific expenses: Depreciation, Investment Allowance, Tea/ Coffee/ Rubber Development Account, Scientific Research Expenditure, Patents and Copyrights, Preliminary Expenditure, Employers contribution to provident fund, superannuation fund, pension schemes, gratuity fund, Bonus or Commission to Employees, Insurance premium, expenditure for skill development, Interest on borrowed capital, Bad Debts.

Unit 4. Assessment Procedure: Returns of Income, Due dates of filing return, Assessment of Income, Penalties and Prosecution, Advance Payment of Tax, Provisions regarding TDS (Tax Deducted at Source), Refund of Tax, Interest, Appeals and Revisions, Settlement of cases.

Module - II

Unit 5. Goods and Services Tax (GST)- Introduction, Meaning, need, dual GST Model, GST network and its functions, GST Council – Functions.



MASTER OF COMMERCE PROGRAMME
DETAILED SYLLABUS

Unit 6. Payment of GST - Computation of Tax Liability and payment of Tax, interest on delay payment of tax.

Unit 7. Returns under GST - Furnishing of returns, Revision of returns, Penalty, Late Fees

Unit 8. Valuation and Assessment Procedure under GST - Tax invoice, credit and debit notes, accounts and records, period for retention of accounts; assessment - self - assessment, final assessment, re-assessment, provisional assessment, best judgement assessment, audit under GST - types of audit; Offences and penalties, arrest, procedures, demand and adjudication, recovery of tax, appeals and revisions.

Suggested Readings:

- Singhanian, V.K. and Kapil, Direct Taxes, Taxmann Publications, New Delhi
- Ahuja and Gupta, Tax Planning, Bharat Publishers
- Income Tax Act, 1961 (Amended as per the recent Finance Act) □ Indirect Taxes, V.S. Datey, Taxmann.
- B.S. Balachandran, Indirect Taxes, Latest Edition.



MASTER OF COMMERCE PROGRAMME DETAILED SYLLABUS

Discipline Centric Elective or DCE** & Generic Elective or GE*

The Department will announce in the beginning of the respective semester, the list of elective groups (specific interdisciplinary papers) which will be offered during the semester depending upon the faculty members and the demand of electives.

DISCIPLINE CENTRIC ELECTIVE OR DCE**

Group A			
Paper	Finance - I	Marks	Credit
1	Financial Market and Institutions	100	5
2	Security Analysis and Portfolio Management	100	5

PAPER NAME: FINANCIAL MARKET AND INSTITUTIONS

FULL MARKS: 100

DURATION OF LECTURE: 60 HOURS

Course Objectives:

- To equip the students with an understanding of the financial system, its constituents and the principles on which it operates, inter linkages and regulatory concerns.

Module - I

Unit 1. Overview of Indian Financial System: Structure of financial system – money and capital markets.

Unit 2. Economy and the Financial System: Money and payments system; Different measures of money supply in India; Theory of money supply determination; Relationship between financial system and economic development; The economic basis of financial intermediation; Meaning and process of financial development; Theories of the impact of financial development on savings and investment; Financial markets: Nature, Functions and Efficiency.

Unit 3. Financial Regulators: SEBI, IRDA, PFRDA, NHB.

Unit 4. Reserve Bank of India: Organization of RBI; Functions of RBI: Traditional and Promotional; Balance Sheet of the Issue and Banking department of RBI; Monetary policy of the RBI – quantitative and qualitative measures of credit control.

Module - II

Unit 5. Commercial Banks: Definition, classification and functions of commercial banks; Balance sheet of a commercial bank; Theories of commercial bank liquidity; Credit creation of commercial banks; Growth and structure of commercial banks in India; Reform of the banking sector in India; Prudential norms; Universal banking.

Unit 6. Money Market: Meaning, constituents and functions of money market; Types and instruments of money market: Call money market, money market mutual funds, treasury bill market, commercial bill market, commercial papers, repo market and certificates of deposits, Role of DFHI in money market.



MASTER OF COMMERCE PROGRAMME
DETAILED SYLLABUS

Unit 7. Capital Market: New Issue market, Government securities market, Industrial securities market, Commodities market, major stock exchanges, various regulatory bodies, Depository services; Relevant legislations and regulations and Recent reforms.

Unit 8. Financial Services: Fee based and fund based services; Credit rating, factoring and forfaiting, Merchant banking, Hedge funds, Venture capital; Lease financing, Asset securitization and Reverse mortgage, Real estate housing finance services.

Suggested Readings:

- Bhole, L.M.: Financial Markets and Institutions, Tata McGraw Hill Publishing Co. Ltd., New Delhi
- Pathak, B.V.: Indian Financial System, Pearson Education, New Delhi
- Khan, M.Y.: Indian Financial System, Tata McGraw Hill Publishing Co. Ltd., New Delhi
- Varshney, P.N. and Mittal, D.K.: Indian Financial System, Sultan Chand & Sons, New Delhi.
- Gupta, S.B.: Monetary Economics – Institutions, Theory and Policy, Sultan Chand & Sons, New Delhi.
- Mishkin, F. S. and Eakins, S.G.: Financial Markets and Institutions, Pearson Education, New Delhi
- Reserve Bank of India: RBI Bulletin and Report on Currency & Finance. Different issues.



MASTER OF COMMERCE PROGRAMME
DETAILED SYLLABUS

PAPER NAME: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

FULL MARKS: 100

DURATION OF LECTURE: 60 HOURS

Course Objectives:

- To equip the students with advanced analytical tools, models and financial theory necessary for making sound investment decisions and optimum portfolio choice as well as understanding the paradigms by which financial securities are valued.

Module - I

Unit 1. Introduction: Securities- concept, types and characteristics; Overview of securities market; Major stock exchanges of India and major international stock exchanges; Security market indicators and their construction; Investment- concept, types and processes.

Unit 2. Risk and Return: Risk and Return- concept, types and measurements, Derivatives and Risk Hedging – Risk Hedging with option, forwards, futures and swaps.

Unit 3. Security Market Analysis: Fundamental Analysis- concept, objectives and beliefs, framework- economic analysis, industry analysis, company analysis.

Unit 4. Security Market Analysis- Technical analysis - concept, Dow Theory, price analysis approaches and price-volume analysis, approaches to forecasting of individual stock performance.

Module - II

Unit 5. Efficient Market Hypothesis (EMH): Concept of perfect capital and efficient capital markets; Levels of market efficiency; Different empirical tests on weak form of efficient market hypothesis and semi-strong form of efficient market hypothesis; Behavioral Finance: A challenge to the efficient market hypothesis.

Unit 6. Portfolio Management: Portfolio Construction- approaches in portfolio construction, determination of objectives.

Unit 7. Portfolio selection - The Markowitz principles, The Single-Index Model, MultiIndex Models; Asset allocation.

Unit 8. Asset Pricing Theories: Capital Asset Pricing Model (CAPM) – concept, assumptions, CAPM with unlimited borrowing and lending at a risk-free rate, pricing of securities with CAPM; Arbitrage Pricing Theory.

Suggested Readings:

- Francis, J. C., Investment – Analysis and Management, Tata McGraw Hill.
- Fischer and Jordon, Security Analysis and Portfolio Management, Pearson Education.
- Sharpe, W.F. et al., Investments, PHI.
- Strong, R.A., Portfolio Management Handbook, Jaico Publishing House.
- Kahn, M.N., Technical Analysis, Pearson Education
- Chandra, P., Investment Analysis and Portfolio Management, Tata McGraw Hill.
- Bhalla, V. K., Investment Management, S Chand
- Panadian, P., Security Analysis and Portfolio Management, Vikas Publishing House

MASTER OF COMMERCE PROGRAMME
DETAILED SYLLABUS

Discipline Centric Elective or DCE**

Group B			
Paper	Finance - II	Marks	Credit
1	Strategic Financial Management	100	5
2	International Financial Management	100	5

PAPER NAME: STRATEGIC FINANCIAL MANAGEMENT

FULL MARKS: 100

DURATION OF LECTURE: 60 HOURS

Course Objectives:

- To make students understand various issues involved in financial management of a firm and equip them with advanced analytical tools and techniques that are used for making sound financial decisions and policies.

Module - I

Unit 1. Introduction – Concepts and Importance of Strategic Financial Management, Strategic Financial Decision Making, Financial Policy and Strategic Management.

Unit 2. Strategic Investment Decision: Investment Decision under Risk and Uncertainty: Risk Adjusted Discount Rate, Certainty Equivalent Coefficient, Sensitivity Analysis, and Scenario Analysis. High Technology Investment, Real Option and Application of Portfolio Model and Choice of Investment.

Unit 3. Strategic Capital Structure Decision: Stakeholder Theory of Capital Structure, Capital Structure and Competitive Strategy, Capital Market vis-à-vis Capital Structure, Hybrid financing.

Unit 4. Dividend Decision and Corporate Strategy: Dividend Policy; Share re-purchase, share split and Bonus Share,

Working Capital Management Decisions: Operating Cycle and its relevance, Receivables Management, Inventory Management, Cash Management – Baumol’s Model, Beranek Model and Miller – Orr Model.

Module - II

Unit 5. Project Financing Decisions- Infrastructure Project Financing, Financing of PPP projects.

Unit 6. Working Capital Management Decision.

Unit 7. Asset-backed Financing: Lease Financing and Venture Capital.

Unit 8. Mergers and Financial Restructuring: Mergers and Acquisitions, Legal Procedure of Merger, Benefits and Costs of Merger, Determination of Swap Ratio, Evaluation of Merger Proposal.

Suggested Readings:

- Brigham & Houston: Fundamentals Financial Management, Thomson, New York
- Grinblatt & Titman: Financial Markets & Corporate Strategy, Tata McGraw Hill, New York.
- Ogden Joseph et al: Advanced Corporate Finance: Pearson, New Delhi.
- Pike & Neale: Corporate Finance and Investment, Prentice Hall India, New Delhi
- Weston, Chung & Hoag: Mergers, Restructuring & Corporate Control, PHI, New Delhi.



MASTER OF COMMERCE PROGRAMME
DETAILED SYLLABUS

PAPER NAME: INTERNATIONAL FINANCIAL MANAGEMENT

FULL MARKS: 100

DURATION OF LECTURE: 60 HOURS

Course Objectives:

- To acquaint the students with nature, scope, structure and operations of international finance and familiarize them with trends and developments in international finance and policy framework.

Module - I

Unit 1. The Foreign Exchange Market: Structure and Operations; Foreign exchange market – structure, functions, participants, trading and turnover; Major foreign exchange markets – spot, forward, futures, options and swaps; Quotations of exchange rates, spot and forward quote, cross rates; Nominal, real and effective exchange rates; Determination of exchange rate in spot and forward market – International Parity theories; Currency arbitrage, Covered and Uncovered interest rate arbitrage; Forward market hedging.

Unit 2. The International Monetary System: Evolution of monetary standard – Specific commodity standard, Classical gold standard; Interwar period; Bretton Woods system of exchange rate, collapse of fixed parity system, Smithsonian arrangement, the exchange rate regime since 1973 to present; Gold standard forms, rules, mechanism, advantages and disadvantages; IMF and international Liquidity and SDR.

Unit 3. The Balance of payments: Implications for exchange rates; Adjustment mechanism, Adjustment of BOP under fixed and flexible exchange rates; Devaluation – Elasticity and Absorption approach; Different exchange rate regimes and their mechanism; BOP and economic policy; Internal and external balance through exchange rate adjustment, monetary policy and fiscal policy.

Unit 4. Management of Foreign Exchange Risk and Exposure: Introduction – Foreign Exchange Exposure and Risk – Real and Nominal Exchange rate-types.

Module - II

Unit 5 . Currency Forward and Future Contracts: Introduction - Currency Forward Contracts – Currency Future Contracts – Currency Futures in India.

Unit 6. Overview of Currency Options: Introduction – Forms of Options – In-the-money, out-of-the-money and at-the-money-Currency Options Trading in India.

Unit 7. Foreign Investments: Cross-border investment decisions; Financing decisions of MNCs; Various instruments ADR, IDR, GDR; International portfolio diversification.

Unit 8. Multilateral Financial Institutions: Introduction-The International Development Association-The International Finance Corporation-The Asian Development Bank-The International Monetary Bank.



MASTER OF COMMERCE PROGRAMME
DETAILED SYLLABUS

Suggested Readings:

- Apte, P.G.: International Financial Management, Tata McGraw Hill Education.
- Soderstein, B.: International Economics, Macmillan
- Siddaiah, T.: International Financial Management, Pearson
- Dekaert, G., Hodrick, R.G.: International Financial Management, PHI.
- Sharan, V.: International Financial Management, Prentice Hall of India Pvt. Ltd., New Delhi
- Yadav, S.S., Jain, P.K., Peyrard, M.: Foreign Exchange Markets – Understanding Derivatives and Other Instruments, Macmillan.
- Avadhani, V.A.: International Finance: Theory and Practice, Himalaya Publishing House, Mumbai.

MASTER OF COMMERCE PROGRAMME
DETAILED SYLLABUS

Discipline Centric Elective or DCE**

Group C			
Paper	Marketing - I	Marks	Credit
1	International Marketing	100	5
2	Marketing Research	100	5

PAPER NAME: INTERNATIONAL MARKETING

FULL MARKS: 100

DURATION OF LECTURE: 60 HOURS

Course Objectives:

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

Module - I

Unit 1. International Marketing: Nature and scope; International Market orientation and involvement; International marketing management process – an overview; International marketing information system.

Unit 2. Analysing International Marketing Environment: Framework for analyzing international marketing environment; Geographic, demographic, economic, socio cultural, political and legal environment and their impact on international marketing decisions; Global trading environment and developments.

Unit 3. International Market Segmentation, Selection and Positioning; International Market Entry Mode Decisions.

Unit 4. International Product Policy: Planning and development of products for foreign markets; Product standardization vs. adaptation; International trade product life cycle and implications.

Module - II

Unit 5. Pricing in International Markets: Pricing objectives; Determination of International Price; Delivery terms and price quotations; International pricing policies, Strategies; Transfer pricing; Pricing in the context of counter trade.

Unit 6. International Distribution: Distribution Channels and intermediaries for international markets; Selection, motivation and control of foreign middlemen; Global logistics issues and planning.

Unit 7. International Promotion: Complexities and issues in international promotion; Promotion tool for international markets; Developing the promotion campaign for foreign markets; Role of image.

Unit 8. International Marketing Planning, Organization and Control; Contemporary developments and issues in international marketing.



MASTER OF COMMERCE PROGRAMME
DETAILED SYLLABUS

Suggested Readings:

- Cateora, Phillip R., and John L. Graham, International Marketing, 14th ed., McGraw Hill, 2009.
- Terpstra, Vern and Ravi Sarathy, International marketing, 8th ed., Harcourt Asia PTE Ltd., Singapore, 2000.
- Onkvist, S., and J.J. Shaw, International Marketing, : Analysis and Strategy, Prentice Hall of India Private Ltd., 1999
- Keegan, Warran J. and mark C. Green, Global Marketing, 5th Pearson Education, 2008.
- Czinkota, Michael R. and illka A. Ronkainon, International marketing, 8th Edition, Cengage Learning, 2006.



MASTER OF COMMERCE PROGRAMME
DETAILED SYLLABUS

PAPER NAME: MARKETING RESEARCH

FULL MARKS: 100

DURATION OF LECTURE: 60 HOURS

Course Objectives:

- The course aims at exposing the students to the concept, tools and techniques of marketing research and developing their skills to be able to apply research techniques to aid marketing decision making.

Module - I

Unit 1. Introduction: Meaning, nature and importance of marketing research; Marketing research and scientific method; Research reliability and validity; Problems in conducting marketing research; Marketing information system (MIS); Ways of conducting marketing research; Syndicated research.

Unit 2. Marketing Research Process: Steps involved in conducting marketing research; Problem identification; Determining information needs; Developing marketing research proposal.

Unit 3. Research Design: Meaning and importance; Types of research designs – explorative, descriptive and conclusive researches; Secondary data – sources, uses and limitations; Primary data collection methods – questioning techniques and observation methods; Online data sources and research; Questionnaire preparation.

Unit 4. Sample Design and Field Work: Defining universe and sampling unit; Determining sampling frame; Probability and non-probability sampling methods; Sample size determination; Field work and data collection – sampling and non-sampling errors.

Module - II

Unit 5. Data Analysis and Report Preparation: Data editing, coding tabulation and graphical presentation; Univariate and multivariate data analyses techniques and their applications in marketing research; Report preparation, presentation and follow-up.

Unit 6. Marketing Research Applications: Consumer research – behaviour and motivation research, attitude measurement and scaling techniques; Product research; Advertising research; Marketing and sales forecasting; Sales analysis.

Unit 7. Marketing Research in India: Status, organization and developments; Ethical issues in marketing research.

Unit 8. :

Suggested Readings:

- Harper W. Boyd, Ralph Westfall and Stanley F. Stasch, Marketing research: Text and Cases, 2005.
- Malhotra, Naresh K., Marketing Research, 5th Ed., Prentice Hall of India.
- Cooper, Donald R. and Pamela S. Schindler, Marketing Research, Tata McGraw Hill, 2005.
- Paul E. Green, et.al., Research for Marketing Decisions, Prentice-Hall of India Pvt. Ltd, New Delhi.
- Donald S. Tull and Del I. Hawkins, Marketing Research: Measurement and Methods, Prentice- Hall of India Pvt. Ltd. New Delhi, 1998



MASTER OF COMMERCE PROGRAMME DETAILED SYLLABUS

Discipline Centric Elective or DCE**

Group D			
Paper	Marketing - II	Marks	Credit
1	Advertising and Sales Promotion	100	5
2	Marketing of Services	100	5

PAPER NAME: ADVERTISING & SALES PROMOTION

FULL MARKS: 100

DURATION OF LECTURE: 60 HOURS

Course Objectives:

- To develop an in-depth understanding of the modern concepts and latest techniques of advertising and personal selling and sales force management which constitute a fast -growing area of marketing.

Module - I

Unit 1. Introduction: Background and roles of Today's Advertising, Legal and other restraints on Advertising, Advertising and Marketing Mix, Advertising Process.

Unit 2. Introduction to Integrated Marketing Communication: The IMC Planning Process, Role of IMC in the marketing process; Economic, social and ethical issues in advertising, Advertising Regulation-Role of ASCI; Process of communication -Wilbur Schramm's model, Response Hierarchy models, FCB Model, ELM Model.

Unit 3. Understanding Consumer Behaviour: Relating consumer behavior to Branding,

Special discussion on Memory, Information processing, Persuasion Theory, Involvement, Culture, artifacts, gender relations; Research in Advertising including Campaign Evaluation.

Unit 4. Establishing Objectives and Budget Allocation: Setting Advertising objectives, sales vs. communication objectives, DAGMAR approach, determination of target audience, positioning; factors influencing advertising budget, techniques of budgeting.

Module - II

Unit 5. Advertising Strategy and Planning: Understanding Advertising objectives, role of organization including selection and coordination with an agency, changing of an agency, advertising budgets.

Unit 6. Advertising and Communication: Introduction to FCB Grid and Rossiter, Percy Grid and its relation to advertisement planning.

Unit 7. Creative and Media Strategy: Creative strategy, Creative execution and judgements; Comparative evaluation of media and other relevant media decisions.

Unit 8. Sales Promotion: Sales promotion and their components, Various purposes, Major decisions.



MASTER OF COMMERCE PROGRAMME
DETAILED SYLLABUS

Suggested Readings:

- Batra, Myers and Aaker, Advertising Management (5th ed.), Pearson Education.
- Mohan, M., Advertising Management: Concept and Cases, Tata McGraw Hill Publication.
- Sengupta, S., Brand Management, Tata McGraw Hill.
- Cummins, J. and Mullin, R., Sales Promotion: How to Create, Implement and Integrate.
- Kogan Page.



MASTER OF COMMERCE PROGRAMME
DETAILED SYLLABUS

PAPER NAME: MARKETING OF SERVICES

FULL MARKS: 100

DURATION OF LECTURE: 60 HOURS

Course Objectives:

- To supplement basic marketing and marketing strategy courses by focusing on problems and strategies specific to marketing of services.

Module - I

Unit 1. Introduction: Introduction to Marketing of Services- Product and Service Difference and the implications thereof, Classification of Services.

Unit 2. Service Marketing Mix: Differentiation; Service Marketing Triangle.

Unit 3. Service Quality: Service standardization.

Unit 4. Service Delivery Process: Service Encounter and Understanding Structural pattern of Service, Delivery process with special emphasis to financial services.

Module - II

Unit 5. Customers' Expectations: Understanding the service-customer: Expectation and satisfaction factors behind forming expectations and satisfaction, Expected and actual service gap.

Unit 6. Consumer Behaviour: Consumer behavior vis-à-vis service consumption.

Unit 7. Models of Marketing: Understanding the 5-Gap Model - Structure and implications, Assessment of 7Ps of service marketing with special reference to financial services.

Unit 8. Branding: Service Marketing including Service Branding and Internal Marketing: Concepts with special emphasis to Indian financial services.

Suggested Readings:

- Zeithaml and Bitner, Services Marketing, TMH.
- Lovelock and Christopher, Services Marketing, Pearson Education.
- Chowdhury and Chowdhury, Text Book of Marketing of Services, The Indian Experience, Macmillan.
- Kapferer, Strategic Brand Management, Kogan Page
- Keller, Strategic Brand Management, Building, Measuring and Managing Brand Equity, Prentice Hall India



MASTER OF COMMERCE PROGRAMME DETAILED SYLLABUS

Discipline Centric Elective or DCE**

Group E			
Paper	Taxation Management	Marks	Credit
1	Corporate Tax Planning	100	5
2	Principles and Practice of Taxation and Indian Tax System	100	5

PAPER NAME: CORPORATE TAX PLANNING

FULL MARKS: 100

DURATION OF LECTURE: 60 HOURS

Course Objectives:

- The aim of this course is to familiarize the student with major latest provisions of the Indian tax laws and related judicial pronouncements pertaining to corporate enterprises having implications for various aspects of Corporate planning with a view to derive maximum possible tax benefits admissible under the law.

Module - I

Unit 1. Meaning of tax planning and management, tax evasion and tax avoidance; Nature and scope of tax planning and management in the corporate sector; Justification of corporate tax planning and management.

Unit 2. Computation of corporate tax: Carry forward and set off of losses in the case of certain companies under Sec. 79 of Income-tax Act, 1961; Computation of taxable income of companies; Computation of the amount of corporate tax liability; Minimum Alternate Tax; Tax on distributed profits of domestic companies; Tax on income distributed to unit holders.

Unit 3. Implications of Tax concessions and incentives for corporate decisions in respect of setting up a new business, location of business and nature of business.

Unit 4. Tax planning with reference to financial management decisions: Capital structure decisions; Dividend Policy; Bonus Share; Investments and Capital Gains.

Module - II

Unit 5. Tax planning with reference to managerial decisions: Owning or leasing of an asset; purchasing of assets by instalment system or Hire System; Purchasing of an asset out of own funds or out of borrowed capital; manufacturing or buying; Repairing, replacing, renewing or renovating an asset; Sale of assets used for scientific research; Shutting down or continuing operations.

Unit 6. Tax Planning in respect of amalgamation or de-merger of companies or Slump sale or conversion of a firm into a company.

Unit 7. Foreign collaborations and incidence of taxation on domestic companies; provisions for relief in respect of double taxation; important Double Taxation Avoidance Agreements with different countries like USA, UK, Germany, France, etc.

Unit 8. Case Studies : Some case studies involving the learning are required to be discussed.



MASTER OF COMMERCE PROGRAMME
DETAILED SYLLABUS

Suggested Readings:

- E.A. Srinivas, Corporate Tax Planning, Tata McGraw Hill.
- Vinod K. Singhania, Taxmann's Direct Taxes Planning and Management.
- V.S. Sundaram, Commentaries on the Law of Income- Tax in India, Law Publishers, Allahabad.
- A.C. Sampath Iyengar, Law of Income Tax, Bharat Publishing House, Allahabad.
- Taxman, The Tax and Corporate Law Weekly.
- Bhagmati Prasad, Direct Taxes Laws Practice, Wishwa Prakashan



MASTER OF COMMERCE PROGRAMME
DETAILED SYLLABUS

PAPER NAME: PRINCIPLES AND PRACTICE OF TAXATION AND INDIAN TAX SYSTEM

FULL MARKS: 100

DURATION OF LECTURE: 60 HOURS

Course Objectives:

- The purpose of this course is to familiarize and update the students with the basic principles of taxation and the actual operation of income tax in the Indian economy.

Module - I

Unit 1. International comparison of taxes; Tax-GDP ratios; Direct and indirect taxes – inflation adjustment schemes in selected countries.

Unit 2. The problems of international double taxation – The assignment rules: source versus residence – methods to alleviate international tax duplication: Tax credit relief; Double tax treaties: OECD Models; United Nations Model – International tax avoidance and evasion; transfer pricing; Tax havens – Anti-avoidance measures.

Unit 3. Tax bases and tax policy – Determinants of tax yield – Classification of taxes: Direct and indirect taxes; OECD classification; Progressive, proportional and regressive taxes; Ad-valorem and specific taxes.

Unit 4. Taxes and inflation; Taxes and savings; Taxes and Labour supply – Tax equity : Benefit principle of Taxation; Ability-to-pay principle of taxation.

Module - II

Unit 5. Incidence of Taxation: Factors determining extent of tax shifting – Taxation and efficiency: Excess burden of taxation; Administrative costs; Compliance costs – Tax incentives: Various forms; Rationale; Problems created by tax incentives. Tax avoidance and tax evasion – Tax ratio, taxable capacity and tax effort.

Unit 6. Distribution of taxation powers between the Center and the States in the constitution of India; Restrictions on the taxation powers of the States; sharing of Central taxes; Rationale for constitutional arrangements.

Unit 7. Trends in tax- GDP ratio – relative roles of direct and indirect taxes; Distribution of tax burden – Buoyancy and elasticity of tax revenue – Tax evasion.

Unit 8. Residential status and income tax liability – incomes exempt from tax – tax holiday schemes. Set off and carry forward of losses – Rebates – tax incentives for savings. Tax treatment of capital gains – Main features of company taxation – Taxation of partnership firms – Taxation of small traders (presumptive tax) – Tax amnesties.

Suggested Readings:

- Richard Musgrave and Peggy Musgrave, Public Finance in Theory and Practice (New York: McGraw Hill Book Company, 5th Edition, 1989). 38
- Richard Goode, Government Finance in Developing Countries (New Delhi. TataMcGraw Hill Publishing Company Ltd., 1986)
- Government of India, Ministry of Finance, Report of the Indirect Taxation Enquiry Committee (Chairman, L.K.Jha), Part I (November 1977) and Part II (January 1978).
- Government of India , Ministry of Finance, Speeches of Union Finance Ministers, 1947-48 to 1984-85 (New Delhi, 1984).



MASTER OF COMMERCE PROGRAMME DETAILED SYLLABUS

Discipline Centric Elective or DCE**

Group F			
Paper	Corporate and Industrial Laws	Marks	Credit
1	Corporate Law	100	5
2	Industrial Law	100	5

PAPER NAME: CORPORATE LAW

FULL MARKS: 100

DURATION OF LECTURE: 60 HOURS

Course Objectives:

- The objective of the course is to familiarize the students with the nature of legal regulatory environment of corporate enterprises in India.

Module - I

Unit 1. Provisions of the Companies Act, 1956 and case law relating to Managerial remuneration, Accounts and audit. The Companies Amendment Act, 2000 (Corporate Governance Laws).

Unit 2. Industries (Development and Regulation) Act, 1951.

Unit 3. Monopolies and Restrictive Trade Practices Act, 1969 (Relevant Provisions) and Competition Law.

Unit 4. SEBI Act, 1992 – Functions of SEBI. Powers of SEBI in relation to securities markets. Guidelines for Securities issues.

Module - II

Unit 5. Consumer Protection Act, 1986 – Objectives. Rights of consumers. Mechanism of Redressal of Consumer grievances.

Unit 6. Environment Protection Act, 1986 – Objectives. Powers of the Central Government, Major Provisions.

Unit 7. Foreign Exchange Management Act (FEMA).

Unit 8. Emerging issues in Corporate Laws and Governance.

Suggested Readings:

- Mayson, French & Ryan, Company Law, 25th edn, 2009, Oxford University Press.
- Brenda Hannigan, Company Law, 2009 edn, LexisNexis, UK.
- Ramaiya A, Guide to Company Law, 2009 edn, Wadhwa Nagpur.
- The Institute of Company Secretaries of India, Company Law, Course Study Material, 2009
- Puliani Ravi & Mahesh Puliani, Manual of Companies Act & Corporate Laws including SEBI Rules, Regulations, Etc, Vol 1 & 2 2009 edn, Bharat Law House Pvt. Ltd, New Delhi.
- Jain D. K, Company Law Ready Reckoner, 2009 edn, Bharat Law House Pvt. Ltd, New Delhi.
- Bindal C. M, Mittal P. K, Frequently Asked Questions on Company Law (Problems & Solutions), 2006 edn, Bharat Law House Pvt. Ltd, New Delhi



MASTER OF COMMERCE PROGRAMME
DETAILED SYLLABUS

PAPER NAME: INDUSTRIAL LAW

FULL MARKS: 100

DURATION OF LECTURE: 60 HOURS

Course Objectives:

- The course is designed to provide an understanding of certain industrial legislations in the context of the Indian Socio – economic conditions.

Module - I

Unit 1. The factories Act, 1948 : Objects, provisions relating to hazardous process, health, safety, welfare, working hours, leave etc. of workers, approval, licensing and registration of factories , manager and occupier – their obligations, power of the authorities under the Act, penal provisions.

Unit 2. The payment of Bonus Act, 1965: Object, Scope and Application, Definitions, Calculation of amount payable as Bonus, Eligibility for Bonus, Disqualification for Bonus; Minimum & maximum Bonus, Set on & Set off of Allocable Surplus, Application of Act in Establishment in Public Sector, Bonus linked with Production or Productivity.

Unit 3. The Employees State Insurance Act, 1948: Objects, Definitions, Application, Employees State Insurance Scheme, Employees’ State Insurance corporation, Constitution-Powers and Duties of the Corporation, Wings of the Corporation, Employees’ State Insurance Fund, Contribution, Benefits.

Unit 4. The Industrial Disputes Act, 1947: Objects, authorities for settlement of industrial disputes, reference of industrial disputes, procedure, powers and duties of authorities, settlements and awards, strikes, lock-outs, lay-off, retrenchment, transfer and closure, unfair labour practices, miscellaneous provision. The Trade Unions Act, 1926: Objects, registration of trade unions, rights and liabilities of registered trade unions-procedure, penalties.

Module - II

Unit 5. The Workmen’s compensation Act, 1923: Objects, Employer’s liability for compensation, amount of compensation, distribution of compensation, notice and claims, remedies, of employers against stranger, commissioners for workmen’s compensation.

Unit 6. The Employees’ Provident Funds & Miscellaneous provision Act, 1952: Objects, Schemes under the Act. Employees’ Provident Fund Scheme, Employees’ pension Scheme, 1995, Employees’ Deposit linked Insurance Scheme, Determination and Recovery of Moneys due from and by employers, protection against attachment.

Unit 7. The payment of Wage Act, 1936: Objects, Application, responsibility for payment of wages, wage periods, time-limits, Deduction from wages remedy available to worker for delay or unauthorized education. The Minimum Wages Act, 1948: Objects, Application, Minimum Fair and Living Wages, Determination of minimum wage, Taxation of minimum wage, Advisory Board, remedy to worker for non-payment of minimum wages.

Unit 8. The Payment of Gratuity Act, 1972: Object, continuous service, controlling authority, payment of Gratuity, Compulsory insurance, Nomination, Recovery of Gratuity, Protection of Gratuity.



MASTER OF COMMERCE PROGRAMME
DETAILED SYLLABUS

Suggested Readings:

- Malik P. L, Labour and Industrial Law, 9th edn, 2009, Eastern Book Company, Lucknow.
- Sharma J. P, Simplified Approach to Labour Laws 3rd edn, 2009, Bharat Law House Pvt. Ltd, New Delhi.
- Kumar H. L, Digest of Labour Cases-1990 -2009, Universal Law Publishing Co Pvt Ltd, Delhi.
- Singh Avtar, Introduction to Labour & Industrial Law, 2009 edn, Wadhwa and Company, Nagpur.
- Sharma J. P, Employees' Provident Funds and Miscellaneous Provisions Act, 1952 with frequently Raised Queries including Schemes & Rules, 2nd edn, 2009, Bharat Law House Pvt. Ltd, New Delhi
- Sharma J. P, Employees' State Insurance Act, 1948 with Frequently Raised Queries, 2nd edn, 2009, Bharat Law House Pvt. Ltd, New Delhi
- Sharma J. P, Factories Act, 1948 with Frequently Raised Queries, 2nd edn, 2009, Bharat Law House Pvt. Ltd, New Delhi



MASTER OF COMMERCE PROGRAMME DETAILED SYLLABUS

Discipline Centric Elective or DCE**

Group G			
Paper	Human Resource Management - I	Marks	Credit
1	Human Resource Development	100	5
2	Training and Development	100	5

PAPER NAME: HUMAN RESOURCE DEVELOPMENT

FULL MARKS: 100

DURATION OF LECTURE: 60 HOURS

Course Objectives:

- The objective of the course is to make student aware of the concepts, techniques and practices of human resource development. This course is intended to make students capable of applying the principles and techniques as professionals in organisations they work for.

Unit 1. Human resource development: Concept and evolution, human resource mobilizations, HRD Conceptual base, strategic interventions in HRD sector and target groups, HRD mechanisms, processes and outcomes, HRD instruments, HRD.

Unit 2. HRD and Management: Attitude of top management towards HRD, Motivational aspects of HRD, Trends and Practices, Line manager and HRD.

Unit 3. HRD Activities: HRD culture and climate, Elements of HRD climate, measurement of HRD climate, factors to HRD climate, Determinant needs, developmental supervisor, HRD for Workers: HRD mechanisms for workers, Role of trade unions.

Unit 4. HRD in Organizations: Government organizations, educational institutions, armed forces, police and industry, private sectors and public sectors units. Emerging Issues in HRD: Creating awareness and commitment to HRD, Industrial relations and HRD, Utilization of HRD efforts, Future of HRD, International comparison of HRD (Commonalities and differences.)

Unit 5. Case Studies: Some Studies involving the learning from the course are required to be discussed.

Suggested Readings:

- Werner, Jon M. and Randy L. Desimone, Human Resource Development, SouthWestern Educational Publishing, 6th Edition, 2009
- Nadler, L (ed), Corporate Human Resources Development, Van Nostrand Reinhold, 1980.
- Parek V. and T.V. Rao, Designing and Planning Human Resource Systems, Oxford and IBH, New Delhi, 1985



MASTER OF COMMERCE PROGRAMME DETAILED SYLLABUS

PAPER NAME: TRAINING AND DEVELOPMENT

FULL MARKS: 100

DURATION OF LECTURE: 60 HOURS

Course Objectives:

- The objective of the course is to familiarize the students with basic concepts and principles of Training and Development of Human Resource and train them to understand the learning environment of a firm. The knowledge so obtained will make them capable of providing training to Human Resource of a business firm.

Unit 1. Conceptual Framework: The functions of training, relationship of training to organizational individual goals, Factors effecting successful training process, Skills of a successful trainer – Internal and external trainer.

Unit 2. Training and Learning: The learning process, learning curve, principles of learning, training guidelines, experience versus training, kinds of training, system approach to training, programmed instruction, transfer of training.

Unit 3. Training Needs Assessment and Curriculum Development: Identification of Training and Development needs, training needs assessment-various approaches (the job and the Individual), Advantages and disadvantages of basic needs assessment techniques, Assessing curriculum needs, curriculum standards, matching organizational training needs, Developing training materials.

Unit 4. Training Methods: Three Stages of training (Preparatory, implementation and followup stage), On the job and off-the job methods, experiential versus non-experiential methods.

Unit 5. Evaluation of Training and Development, and Emerging Pattern: Reasons of evaluating training, Criteria for evaluation, problems of evaluation, steps involved in evaluation, methods for training evaluation, analysis and costing of training. Emerging Pattern of Training and development in India. Two Indian case studies to be discussed in the class.

Unit 6. Case Studies: Some cases to be discussed in the class relating to the learning from the course to business world are required to be discussed.

Suggested Readings:

- Prior John, Handbook of Training and Development Jaico, Publishing House, Bombay, 1997.
- Donald F. Michalak and Edwin G. Yager, Making the Training Process Work, Harper and Row, New York, 1979. 3. Jack J. Phillips, Handbook of Training Evaluation and Measurement Methods, 3rd Edition, Houston, Gulf Publishing Co., 1997.
- Lynton R, Pareek, U, Training for Development, 2nd Edition, New Delhi, Vistaar, 1990.



MASTER OF COMMERCE PROGRAMME DETAILED SYLLABUS

Discipline Centric Elective or DCE**

Group H			
Paper	Human Resource Management - II	Marks	Credit
1	Industrial Relations	100	5
2	Labour Laws	100	5

PAPER NAME: INDUSTRIAL RELATIONS

FULL MARKS: 100

DURATION OF LECTURE: 60 HOURS

Course Objectives:

- To enable the students to learn the concepts of industrial relations and workers' participation in the management.

Module - I

Unit 1. Frame of Industrial Relations: The Concept of Industrial Relations, Nature of Industrial Relations, Parties to Industrial Relations, Systems Approach to Industrial Relations, Environmental Framework to Industrial Relations, Objectives of Industrial Relations, Significance of Good Industrial Relations, Scope of Industrial Relations, Factors affecting Industrial Relations.

Unit 2. Industrial Conflict: Industrial Relations Machinery in India, Provisions under the Industrial Disputes Act, 1947; Authorities under the Act, Reference of disputes to boards, courts or Tribunals, Procedures, Powers and duties of Authorities, Strikes, Lockouts, Layoff and retrenchments, unfair labour Practices, Penalties.

Unit 3. Disputes Resolution: Disputes resolution methods, Forms of industrial conflicts, Labour turnover, workplace practices and cooperation. Dynamics of conflict and collaboration. Trends in industrial conflict. Nature, Causes and Types of industrial disputes: handling interest and rights disputes--Statutory and Non-statutory-Linking IR Strategy and HRM strategy.

Unit 4. Trade Unionism : Concepts and Approaches: Concept and Nature of Trade Union, Objectives of Trade Unions, Functions of Trade Unions, Why do Workers Join Unions, Areas of Union Policy, Methods of Trade Unions, Approaches to Trade Unionism.

Module - II

Unit 5. Collective Bargaining and Negotiation: The Concept of Collective Bargaining, Significance of Collective Bargaining, Functions of Collective Bargaining, Procedure of

Negotiation and Collective Bargaining, Essentials of Successful Collective Bargaining, Growth of Collective Bargaining, Collective Bargaining in India, Obstacles to Collective Bargaining in India.

Unit 6. Industrial Relations and HRM performance: Unions and productivity; Industrial relations climate and performance; the conciliation and arbitration system and performance; labour market and economic performance; Nature of grievances and grievance procedure. Handling employee grievances-Model grievance procedures.

Industrial indiscipline. Disciplinary enquiries: an overview. Salient features of Industrial Employment (Standing Orders) Act, 1946. Disciplinary action and termination of employment contract.



MASTER OF COMMERCE PROGRAMME DETAILED SYLLABUS

Unit 7. Industrial Democracy: Concept of Industrial Democracy, Joint Management Councils, Shop Council and Joint Council Scheme.

Unit 8. Workers' Participation in Management: , Workers' Participation in Management, Levels of Workers' Participation, Modes of Workers' Participation, Requirements of Effective Workers' Participation, Workers' Participation in Management In India, Works Committees, Weaknesses of Workers' Participation in India. Participative management in other countries.

Suggested Readings:

- Agarwal S.L: Labour Relation Law in India
- Agnihotri V: Industrial Relations in India
- Dunlop J.T.: Industrial Relation System.
- Giri, V.V: Labour Problems in Indian Industry
- Monappa A: Industrial Relation
- Myers, C. A: Industrial Relations in India
- Sharma A.M.: Industrial Relation
- Rao, R.V: Labour Management Relations: New Perspectives and Prospects.
- Report: Report of the National Commission of Labour 199
- Report of the Labour Investigation Committee, Main Report, 1946
- Datta S.K: Guide to disciplinary Action
- Agarwal R.D. (Ed) Dynamics of Labour Relations
- Cntterbuch - Industrial Conflict and Democracy
- Dale Yoder - Personnel Management and Industrial Relations.



MASTER OF COMMERCE PROGRAMME
DETAILED SYLLABUS

PAPER NAME: LABOUR LAWS

FULL MARKS: 100

DURATION OF LECTURE: 60 HOURS

Course Objectives:

- To enable the students to learn the concepts of industrial relations including trade unions, collective bargaining, discipline and various labour enactments.

Module - I

Unit 1. Industrial Disputes Act, 1947.

Unit 2. Trade Unions Act, 1926.

Unit 3. Payment of Wages Act, 1936.

Unit 4. Minimum Wages Act, 1948.

Module - II

Unit 5. Factories Act, 1948.

Unit 6. Payment of Bonus Act, 1965.

Unit 7. Payment of Gratuity Act, 1972.

Unit 8. Workmen's Compensation Act, 1923.

Suggested Readings:

- Malik P.L.: Industrial Law
- Srivastava K.D.: Law Relating to Trade Unions and Unfair Labour Practices.
- Taxman's Labour Laws
- S.B. Rao: Concepts of Bonus
- Saria H.L.: The Law of Payment of Wages Act, Minimum Wages Act.
- Seth D.D.: Industrial Disputes Act, 1947.

MASTER OF COMMERCE PROGRAMME
DETAILED SYLLABUS

Discipline Centric Elective or DCE**

Group I			
Paper	International Business	Marks	Credit
1	India's Foreign Trade and Investment	100	5
2	Management of International Business Operations	100	5

PAPER NAME: INDIA'S FOREIGN TRADE AND INVESTMENT

FULL MARKS: 100

DURATION OF LECTURE: 60 HOURS

Course Objectives:

- The objective of this course is to acquaint the students with structure and policy framework of India's foreign trade and investments.

Module-I

Unit 1. India's Foreign Trade: Pattern and Structure of India's foreign trade; India's trade in service; Terms of trade; India on the world trading map; Analysis of thrust export products and markets.

Unit 2. Foreign Trade Policy and Economic Relations: Policy making body and regulatory framework; Trends and developments in India's foreign trade policy; Bilateralism and multilateralism in India's trade relations; India and WTO, WTO and emerging trading environment, India's trade and economic relations with EU and other regional groupings; India and regional economic cooperation in South Asia.

Unit 3. Export Promotion Measures and Facilities: Export promotion measures and schemes; Export and trading houses, Import facilities for exports; Export processing/special economic zones (EPZs/SEZs) and 100% EOUs – Policy framework and operational aspect.

Unit 4. Institutional Arrangements and Infrastructure Support: Export promotion councils, Commodity boards/export development authorities; Other service organizations; Infrastructure Support – Transportation and warehousing infrastructure, Indian ports and shipping system.

Module-II

Unit 5. Procedural and Documentary Framework – An Overview: Trade operations and documentation; Procedure for getting started in export – import business. Trade contract and INCO terms; Export payment terms and UCDPC; quality inspection; Excise and customs clearance.

Unit 6. Foreign Trade Finance and Insurance: Pre-shipment and post-shipment finance; Sources and schemes of foreign trade finance; Exim Bank and foreign trade finance; Coverage of Credit, transit, commercial and political risks; ECGC and risk coverage.

Unit 7. Foreign Exchange facilities and Regulations; Foreign exchange facilities and exchange rate mechanism; Regulatory framework – FEMA and its objectives and provisions; Other acts and regulations.

Unit 8. Foreign Investments: India's foreign investment policy and flows: India's investments abroad – pattern and structure; Indian Joint ventures in foreign countries and their operations. Balance of Payment Account: India's Balance of Payment account and adjustment policies; foreign reserves and debt situation.



MASTER OF COMMERCE PROGRAMME
DETAILED SYLLABUS

Suggested Readings:

- Ministry of Commerce, Export Import Policy, Government of India, New Delhi.
- Ministry of Commerce, Handbook of Procedures, Vols. I and II, Government of India, New Delhi.
- Customs and Excise Laws, Various issues.
- Nayyar Deepak, Foreign Trade Sector, Planning and Industrialisation in India, in Terance J. Byres (ed.), The State Development Planning and Liberalisation in India, Delhi, 1997.
- Nayyar Deepak, India's Exports and Export Policies in 1960, Cambridge University, Press.
- Meier G.M., Trade Policy and Development, in Scott Maurice and Deepak Lal (ed.), Public Policy and Economic Development – Essays in Honour of Ian Little, Oxford 1990.
- Nayyar Deepak, India's Export Performance 1970-85, Underlying Factors and Constraints, in Robert E.B. Lucas and Gustav F. Pipanek (ed.), Indian Economy Recent Development and Future Prospects, New Delhi, 1988.



MASTER OF COMMERCE PROGRAMME
DETAILED SYLLABUS

PAPER NAME: MANAGEMENT OF INTERNATIONAL BUSINESS OPERATIONS

FULL MARKS: 100

DURATION OF LECTURE: 60 HOURS

Course Objectives:

- The course intends to acquaint the students with the management of international business operations of a business firm.

Module-I

Unit 1. International Business Management: Complexities and issues; Approaches to international management; Cross-cultural values and business management; Foreign market entry mode decisions and level of international involvement; International management orientation; International business management-A strategic perspective.

Unit 2. International Planning: Environmental scanning and monitoring; Resource allocation and portfolio compositions of a global firm; Linkages and synergies among business units across borders; Locus of decision making; Headquarter – subsidiary relationships in international business enterprises; International management information system.

Unit 3. Organizational and Control Aspects of International Operations: Organizational design and structure of international companies; Managing communication across cultures; Co-ordinating and controlling international business operations.

Unit 4. International Production and Procurement: International production and location decisions; Procurement for international operations – International sourcing World class manufacturing and international quality standards; Supply chain management and global business operations.

Module-II

Unit 5. International Marketing Management: International Market segmentation, targeting and positioning; International marketing mix planning – Product, price, promotion and distribution decisions.

Unit 6. Management of International Financial Operations; International capital budgeting and portfolio investment decisions; International capital structure decision, International working capital management, International accounting and taxation issues.

Unit 7. International Human Resource Management: Selection, training and development of people in international firms; Compensation and reward systems among international firms; Motivation and leadership in international firms.

Unit 8. International Business Negotiations: Process and skills; Management of International Collaborative Arrangements.

Suggested Readings:

- Danoes, John D. Radebaugh, Lee H., and Daniel P. Sullivan International Business: Environment and Operations, 12th ed., Prentice Hall, 2009.
- Griffin, Ricky W. and Pustay, Michael W, International Business: A Managerial Perspective, Prentice Hall, 2009.
- Hill, Charles, W.L., International Business, McGraw Hill Company, New York, 2009.
- Ball, Donald, Wendall H. McCulloch, Miachel Geringer, Michael S. Minor and Jeanne M. McNett, International Business : The Challenge of Global Competition, 12th edition, 2009, McGraw Hill Co.



MASTER OF COMMERCE PROGRAMME DETAILED SYLLABUS

Discipline Centric Elective or DCE**

Group J			
Paper	Accounting-I	Marks	Credit
1	Accounting Theory	100	5
2	Strategic Cost & Management Accounting	100	5

PAPER NAME: ACCOUNTING THEORY

FULL MARKS: 100

DURATION OF LECTURE: 60 HOURS

Course Objectives:

- The course aims to provide knowledge to the students about developments in accounting theory and financial reporting, and understanding of accounting and reporting issues at the national and international level.

Module-I

Unit 1. Accounting Theory: Concept, Role, Classification, Methodology and Approaches. Recent Developments.

Unit 2. Accounting Concepts and Conventions: GAAP and Classification of Indian GAAP, Concepts and Conventions Related to Income Statements and Balance Sheets.

Unit 3. Accounting Standards: Definition, Benefits, Management and Standard Settings, Problems of Standard Setting, Accounting Standards (with Special Reference to India), Harmonization and Global Convergence of Accounting Standards (AS), International Financial Reporting Standards (IFRS), Relative view of AS and IFRSs; Recent Developments.

Unit 4. Assets, Liabilities and Equities: Definition, Classification, Measurement/ Valuation, Theories of Equity; Recent Developments.

Module-II

Unit 5. Depreciation Accounting and Policy: Definition, Concepts, Relationship with Repairs and Replacements, Methods and their evaluation, Factors affecting the choice of methods. Recent Developments.

Unit 6. Specific issues in Corporate Reporting: Concepts and objectives of financial reporting; international financial reporting qualities; true blood report and stamp report – objectives; segment reporting and interim reporting – needs and problems, social reporting harmonization in reporting–need, problem and measures.

Unit 7. Capital Value Profit: Concept of capital, classification of capital, capital vs. income, consumption of capital, maintenance of capital, measurement of the efficiency of business capital; fair value accounting.

Unit 8. Human Resource Accounting: Meaning, Objectives, Basic Premises, Significance, HR Valuation models, Indian Practices.



MASTER OF COMMERCE PROGRAMME
DETAILED SYLLABUS

Suggested Readings:

- Hendriksen, E.S.: Accounting Theory; Khosla Publishing House, New Delhi-2.
- Baxter, W.T. and S. Davidson: Studies in Accounting; The Institutions of Chartered Accounts England and Wales, London.
- Glautier&Underdown: Accounting Theory and Practice; Arnold-Heinemann Pub
- Backer, M: Modern Accounting Theory; PHI Pvt. Ltd.
- Colditz, B.T. & R. W. Hibbins: Accounting Perspectives; McGraw Hill, Sydney.
- Porwal, L.S.: Accounting Theory-An Introduction; Tata McGraw Hill, New Delhi.
- Ghosh, P.K., Maheshwari, and R.N. Goyale: Studies in Accounting Theory; Wiley Eastern Ltd. India.
- Bhattacharyya, S.K. and Dearden: Accounting for Management; Text and Case; Vikas Publishing House Pvt. Ltd., New Delhi.



MASTER OF COMMERCE PROGRAMME
DETAILED SYLLABUS

PAPER NAME: STRATEGIC COST & MANAGEMENT ACCOUNTING

FULL MARKS: 100

DURATION OF LECTURE: 60 HOURS

Course Objectives:

- To provide students the adequate knowledge of modern cost management techniques and to enable the students apply these techniques for managing a profitable and competitive enterprise.

Module-I

Unit 1. Strategic Cost Management and Control: Conceptual Framework, Life Cycle Costing, Target Costing, Kaizen Costing, Business Process Re-engineering (BPR) and Benchmarking.

Unit 2. Activity Based Cost Management: Meaning, Stages in ABC, Activity Based Cost System Installation and Operation, Activity Based Cost Management, ABC – A Decision Making Tool.

Unit 3. Standard Costing and Variance Analysis: Introduction, Types of Standards, Setting up of Standards, Application of Standard Costing, Control through Variance Analysis, Computation of Variances, Reporting of Variances, Accounting Procedure for Standard Cost, Disposition of Variances.

Unit 4. Transfer Pricing: Introduction, Objectives of Transfer Pricing System, Methods of Transfer Pricing, Conflict between a division and the company.

Module-II

Unit 5. Strategic Planning and Management Accounting - Nature and Scope, Benefits and Pitfalls of Strategic Planning, Strategic Planning Process, Analysing Ongoing and Proposed Programmes – Value Chain Analysis, Performance Measurement Systems, Limitations of Financial Control Systems, Balanced Scorecard – concept, perspectives and importance, aligning the BSC to strategy, features of a good BSC, strategic analysis of operating income.

Unit 6. Strategic Decision-Making: Decision-making and Pricing strategies: product development decision, product policy, plant location, managerial decision-making; Costplus/Mark-up Pricing ; Return on Investment Pricing ; Return on Net-worth Pricing; Evaluation of different Pricing Methods; Pricing a new Product; sensitivity analysis in pricing decisions; Monopoly Pricing vs. Competitive Pricing; Bottom Line Pricing . Costing of Service Sector – methods, pricing, performance measurement.

Unit 7. Lean Manufacturing and Lean Accounting : Value by Product, Value Stream, Value Flow, Pull Value, Focused Value Streams and Traceability of Overhead Costs, Value Stream Costing with Multiple Products, Value Stream Reporting and Performance Measurement.

Unit 8. Responsibility Accounting and Reporting.



MASTER OF COMMERCE PROGRAMME
DETAILED SYLLABUS

Suggested Readings:

- Horngreen, C.T., Cost Accounting- A Managerial Emphasis, Prentice Hall of India.
- Maheshwari, S.N., Management Accounting and Financial Control, Mahavir Book Depot.
- Saxena V.K. & Vashist. C.D, Advanced Cost Management Accounting. Sultan Chand & Sons.
- Bhattacharya & Dearden, Accounting for Managerial Decisions. Prentice Hall of India.
- Daff Trevor, Cost and Management Accounting, Woodhead Faulkner.
- LalJawahar, Cost Accounting, Tata McGraw Hill.
- Prasad, N.K. & A.K., Principles and Practice of Cost Accounting, Book Syndicate Pvt. Ltd.
- C. Drury: Management and Cost Accounting: Cengage Learning.
- Horngren, Foster and Datar, Cost accounting – A managerial emphasis.
- R.M. Kishore, Advanced Management Accounting, Taxmann Publications.
- R.N. Anthony and V.Govindarajan, Management Control Systems, Tata McGrawHill.
- R.S. Kaplan & A.A. Atkinson, Advanced Management Accounting PHI.
- R.W. Hilton, Managerial Accounting, Tata McGraw Hill.
- Don.R. Hansen and M.M. Mowen, Managerial Accounting, Cengage Learning □ B. Banerjee, Financial Policy and Management Accounting, PH



MASTER OF COMMERCE PROGRAMME DETAILED SYLLABUS

Discipline Centric Elective or DCE**

Group K			
Paper	Accounting-II	Marks	Credit
1	International Accounting	100	5
2	Corporate Reporting	100	5

PAPER NAME: INTERNATIONAL ACCOUNTING

FULL MARKS: 100

DURATION OF LECTURE: 60 HOURS

Course Objectives:

- This course provides an overview of the accounting issues uniquely confronted by companies involved in international business and includes how accounting is practiced in countries around the world.

Module-I

Unit 1. International Accounting: Meaning, importance, Factors making contributions towards development of International Accounting, Concept of Comparative Accounting.

Unit 2. Foreign Currency Translation: Concept, Usefulness, Approaches and Practices.

Unit 3. International Standards: Organizations and Convergence: Usefulness, Supporting and Deterring Forces, International and Regional Efforts in Standards setting. Significance and Process of Convergence, IFRS-Concept, usefulness, Trends in Implementation of IFRS, Problems associated with IFRS implementation, Share Based Payments.

Unit 4. Fair Value Accounting: Concept, Genesis, process, Merits and Demerits.

Module-II

Unit 5. Emerging Areas in International Accounting: Adoption of IFRS (IFRS: 1), Share Based Payments (IFRS: 2), IFRS XBRL, International Taxation.

Unit 6. International Financial Statement Analysis: Application of Conventional and Modern Techniques, Difficulties in Analyzing Foreign Financial Statements-Language, Terminology and Format, Timeliness of the Data, Availability and Reliability of the Data.

Unit 7. Comparative International Auditing and Corporate Governance.

Unit 8. Strategic Accounting Issues in MNCs.

Suggested Readings:

- Frederick D. S. Choi, Gary K. Meek, International Accounting (International Edition), Pearson Education,
- Nobes, C. and Parker, R. : Comparative International Accounting, Pearson Education.
- Gerhon, H.: Accounting: An International Perspective, McGraw-Hill.
- Rathore, S.: International Accounting, Prentice Hall India.
- Alfredson, Keith et al.: Applying International Financial Reporting Standards, Sydney (Wiley)
- Mackenzie, Bruce et al.: IFRS 2014 - Interpretation and Application of International Accounting Standards, New York (Wiley)



MASTER OF COMMERCE PROGRAMME
DETAILED SYLLABUS

PAPER NAME: CORPORATE REPORTING

FULL MARKS: 100

DURATION OF LECTURE: 60 HOURS

Course Objectives:

- To provide information to the investors, creditors and other users in making rational investment, credit and other similar decision and also to provide information about an enterprise financial performance during a period.

Module-I

Unit 1. Financial Reporting: Concept of Financial Reporting; Objectives and Requirement of Financial Reports; Users in Financial Reporting; Qualitative Characteristics of Financial Reporting Information Significance of Company Annual Report; Benefits of Financial Reporting; Disclosure Requirements; Financial Reporting Practices in India.

Unit 2. Inflation Accounting: Introduction, limitations of conventional accounting, Current Purchasing Power, Current Cost Accounting, Indian Practices.

Unit 3. Environment Accounting: Environmental Hazards, meaning of environment accounting, advantages and problems of environment accounting, environmental disclosure practices in India, Environment audit, objects of environment audit and process of environment audit.

Unit 4. Impairment of Assets: Introduction, Objective, Scope, Identifying an asset that may be impaired, Measurement of recoverable amount, Recognition and measurement of an impairment loss, Cash generating units, reversal of an impairment loss, impairment in case of discontinuing operations, disclosure, transitional provisions.

Module-II

Unit 5. Segment Reporting: Meaning and Need of Segment Reporting; Benefits of Segment Reporting; Requirements of Companies Act, 2013; Accounting Standard on Segment Accounting Policies; Bases of Segmentation; Identifying Reportable Segments; Types of Disclosure in each Segment; Criticisms of Segment Reporting; Segment Disclosure in India.

Unit 6. Amalgamation of Firms: Introduction- purchase consideration.

Unit 7. Amalgamation of Companies: Introduction – Forms – Causes – Types – Method of accounting.

Unit 8. Holding Company: Introduction – Subsidiary Company – Consolidation of Financial Statements – Minority Interest –Pre – acquisition Profit/Loss.



MASTER OF COMMERCE PROGRAMME
DETAILED SYLLABUS

Suggested Readings:

- ICAI, Compendium of Accounting Standards.
- Ghosh, T.P., Accounting Standards and Corporate Accounting Practices, Taxmann publication.
- Agarwal, S., Guide to Accounting Standards, Snowwhite Publication Pvt. Ltd.
- Rawat, D.S., Students' Guide to Accounting Standards, Taxmann publication.
- Ghosh, T.P., Economic Value Added: A Tool for Business Planning, ICWAI Publication.
- Das Gupta, N., Human Resource Accounting, Sultan Chand & Sons.
- Koley, M.K., Human Resource Accounting, ICWAI Publication, Kolkata.
- Rao, D. P., Human Resource Accounting, Inter-India Publications, New Delhi.
- Dutta, U.K., "Environmental Accounting and Disclosure: An Overview" in Pramanik,
- A.K.(ed.), Environmental Accounting and Reporting, Deep & Deep Publications Pvt. Ltd..
- Gray, R.H. et. al., Accounting for the Environment, Paul Chapman Publishing, London.
- Das Gupta, N., Environmental Accounting, Wheeler Publishing, New Delhi.
- Gupta, R., Inflation Accounting, Tata McGraw Hill.

MASTER OF COMMERCE PROGRAMME
DETAILED SYLLABUS

Discipline Centric Elective or DCE**

Group L			
Paper	Accounting-II	Marks	Credit
1	Economic Principles for International Trade	100	5
2	Applied Econometrics	100	5

PAPER NAME: ECONOMIC PRINCIPLES FOR INTERNATIONAL TRADE

FULL MARKS: 100

DURATION OF LECTURE: 60 HOURS

Course Objectives:

- The objective of this course is to acquaint the students with the economic principles for international trade, balance of payment and the India’s foreign trade management

Unit 1. Trade as an engine of growth—Inter-regional and international trade—Theory of Absolute Cost Advantage—Comparative Advantage theory—Haberler’s Opportunity Cost theory—Heckscher-Ohlin theorem—Leontief Paradox—Neo-technological trade theory- Kravis theory of Availability Intra-Industry Trade Models of Krugman- Neo-Heckscher-Ohlin Theory

Unit 2. Free Trade Vs Protection—Types of tariff and quota—Impact of tariff and quota under partial equilibrium analysis—Different non-tariff restrictions—Optimum tariff- economic integration - customs union- Partial and general equilibrium Analysis-Trade creation and Trade Diversion-Free trade areas, regional trade agreements.

Unit 3. Concept of BOT and BOP—Equilibrium and disequilibrium in the BOP—Measures to correct deficit in the BOP—Devaluation and Depreciation—Importance of devaluation to foreign trade—Marshall-Lerner condition—J Curve effect—Absorption approach- foreign trade multiplier.

Unit 4. Evolution of foreign exchange markets- Foreign Exchange rate determination: Mint Parity Theory, Purchasing Power parity theory, BOP Theory—Exchange rate systems—Fixed and Flexible exchange rates—Managed Floating systems—Nominal, Real and Effective exchange rate—Forward rate, Spot rate- Speculation and arbitrage, role of expectations, currency swaps, future and options—Foreign Exchange Risks—Hedging and Speculation—IMF and International Liquidity Management Indian Rupee and its fluctuations in international currency market.

Unit 5. Management of India’s foreign trade- Direction and composition of foreign trade in India balance of payment (BOP) of India and BOP measures adopted before and after 1991-issues of current and capital account convertibility-flow of foreign capital in India- MNC, FDI, FII - foreign capital and sectoral and regional investment- recent measures of India on foreign capital

Suggested Readings:

- Carbugh, R, J. (2019). International Economics. Noida, Uttar Pradesh: Cengage Learning.
- Chacholiadas, M. (1980). International Trade: Theory and Policy. New York City, United States: McGraw Hill Inc.
- Copeland, L. (2008). Exchange rates and International Finance.
- Dutt, R., & Sundaram. (2016). Indian Economy. Ghaziabad, New Delhi: S Chand & Co.
- Salvatore, D. (2006). International Economics. London, United Kingdom: MacMillan Press Ltd.
- Soderston, B., & Reed, G. (1994). International Economics. London, United Kingdom: MacMillan Press Ltd

MASTER OF COMMERCE PROGRAMME
DETAILED SYLLABUS

PAPER NAME: APPLIED ECONOMETRICS

FULL MARKS: 100

DURATION OF LECTURE: 60 HOURS

Course Objectives:

- The objective of the course is to acquaint students of the methodology of econometrics and make them capable of applying it to business problems. The emphasis will be on application aspects with theoretical understanding.

Unit 1. Basic Concepts: Definition and scope of econometrics; model specification; desirable qualities of models; evaluating an econometric model; Random variables, stochastic variables and the stochastic error term; probability distributions (review); estimators, desirable qualities of a good estimator; maximum likelihood estimators (definition).

Unit 2. The multiple regression model; The 3 variable model; partial regression and correlation coefficients; assumptions of the classical linear model; Derivation of Ordinary Least Squares Estimators; Properties of OLS estimators, OLS AS BLUE; Variances and Standard deviations; Goodness of fit: R-squared and adjusted R-squared; Tests of significance t and F tests; Hypothesis testing involving more than one parameter; Forecasting; Evaluation of Forecasts; Mean Squared error, RMS error.

Unit 3. Extensions of the basic linear model: 1) Model transformable to linear form: Estimation of elasticity by log-linear models; Growth rates by semi-log models; lin-log models; polynomial regression models (esp quadratic). 2) Qualitative variables: Qualitative independent variables and dependent variables (into only); applications of dummy variables; Time dummy, intercept dummy and structural change.

Unit 4. Relaxing the assumptions of the basic linear model: 1) Multicollinearity: Perfect and imperfect multicollinearity; consequences of multicollinearity, detection and solution. 2) Heteroscedasticity: Nature and Causes; Consequences; Detection by graphical analysis of residuals and Parks test; Solution of Heteroscedasticity: Weighted Least Squares. 3) Autocorrelation: nature and causes; Consequences; Detection by graphical analysis and D-W Test, Solution for AR (1) acheme. 4) Error in measurement. 5) Specification bias. 6) Simultaneous Equation Bias.

Unit 5. Estimation and specifications: Demand, Sales, Cost, Production and Consumption functions.

Unit 6. Simultaneous equation system: Identification and Estimation of the model.

Suggested Readings:

- Pindyck R.S. and D. Rubinfeld, Econometric Theory and Models, McGraw Hill 1991.
- Gujarati, D.E., Essentials of Econometrics, McGraw Hill, 1992.
- Koutsoyiannis, A., Theory of Econometrics, 3rd ed. Macmillan.
- Julia Malden, Application of Econometrics, Hartiage Publishers 1983.
- Johnston, J., Econometric Methods, McGraw Hill Book Company, New Delhi, 1994.
- Judge George G. et. al. Introduction to the Theory Practice of Econometric, John Wiley and sons, New York, 1998.
- Pesaran M. Hashem and Peter Schmiod (Ed.), Handbook of Applied Econometric, Vol. I & II Blackwell Publishers.
- Intricalor Michael D., Ronal G. Bodkin, Cheng Hsiao, Econometric Models, Techniques and Applications, Prentice Hall, Upper Saddle River NJ., 1996

MASTER OF COMMERCE PROGRAMME
DETAILED SYLLABUS

GENERIC ELECTIVE *

Paper	Generic Elective	Marks	Credit
1	Computer Application in Business	100	5
2	Business Research Methodology	100	5
3	Entrepreneurship & Venture Planning	100	5
4	Project Work	100	5

PAPER NAME: COMPUTER APPLICATIONS IN BUSINESS

FULL MARKS: 100

DURATION OF LECTURE: 60 HOURS

Course Objectives:

- To provide computer knowledge to commerce students and equip them with computational skills using software packages.

Module - I

Unit 1. Computer hardware and networks: computer system as information processing system; CPU, input devices, output devices, storage devices. Recent Developments. Basic network concepts, topology, network architecture, OSI model, network model, software, basic idea of Local Area Networks(LAN), Metropolitan Area Network (MAN) and Wide Area Networks(WAN). Recent Developments; Introduction to operating system; DOS, WINDOWS, UNIX etc.; software needs, application softwares; basic idea on program and languages. Recent Developments.

Unit 2. Design of Computerised Commercial Applications: Concept, General Form of Business application, Account payable, Payroll Accounting, Finished Goods Inventory Control, Sales Order processing system, Materials Inventory Control, Financial Accounting.

Unit 3. Concept of Data processing and Data representation: Data, Information, Data processing, Computerised data processing, Data structure, need for data processing, Data processing cycle and functions, methods of data processing, Application of data processing system. Concept of data representation, Data types, Number systems, Computer coding systems, Computer Arithmetic.

Module - II

Unit 4. Spreadsheet and its Business Applications: Managing worksheets- Formatting, Entering data, Editing, and Printing a worksheet; handling operators in formula, Project involving multiple spreadsheets, Organizing Charts and graphs, Pivot Table.

Mathematical [SUMIF, SQRT, SUBTOTAL, SUMPRODUCT etc.], Statistical [AVERAGE, STDEV, VAR, CORRELATION, REGRESSION etc.], Financial [PMT, RATE, PV, FV, NPER, IRR, NPV, Data Table Etc.] Logical [AND, OR, IF etc.], Date and Time, lookup and reference, Database and Text functions.

Unit 5. Tally ERP (Advanced level) and SPSS

Unit 6. RDBMS



MASTER OF COMMERCE PROGRAMME
DETAILED SYLLABUS

Suggested Readings:

- H. Korth, Database Management Systems, (Tata McGraw Hill).
- Ivan Bayross, Database Concepts and Systems, (SPD).
- M. Abbey, Oracle 8i- A Beginner's Guide, Oracle press, (TMH).
- K. Nadhani, Tally. ERP 9, (BPB Publications).
- James B. Cunningham, Using SPSS: An Interactive Hands-On Approach (SAGE Publications India Private Limited)
- E. Balagurusami, Programming in ANSIC, (Tata McGraw Hill),
- Bryan Gottfried, Programming with C, (Tata McGraw Hill),
- Mastering Excel-2000, Premium edition, (BPB Publication).



MASTER OF COMMERCE PROGRAMME
DETAILED SYLLABUS

PAPER NAME: BUSINESS RESEARCH METHODOLOGY

FULL MARKS: 100

DURATION OF LECTURE: 60 HOURS

Course Objectives:

- To provide basic knowledge about the different research methodologies and to enable the students to implement the same in their business research.

Module - I

Unit 1. Introduction: Meaning and objective of business research; Types of research; Importance of research in business decision making; ethics in business research.

Unit 2. Research Problem Formulation: Broad problem area; Problems definition; Literature survey ; Identification of research gap; Problem formulation; Hypothesis formulation; drafting research proposal.

Unit 3. Research Design: Types of research; Descriptive research, Causal research and exploratory research; Experimental design; qualitative and quantitative research cross; sectional and longitudinal research.

Module - II

Unit 4. Scaling techniques and questionnaire design: Types of scale; rating scale; ranking scales' scales for stimuli; scales for respondents; scales for both stimuli and respondents: Reliability and validity test; Questionnaire construction.

Unit 5. Sampling design and data collection: Selection of random sample; review of sampling techniques; sampling distribution (statement only); sample size decisions; field work.

Unit 6. Data preparation and presentation: Coding, editing and data entry; tabulation of data; diagrammatic representation of data.

Suggested Readings:

- Kothari, C. R., Research Methodology, New Age International Ltd.
- Das, J. K., Statistics for Business Decisions, Academic Publishers
- Nargundkar, R. Marketing Research – Text And Cases, Magraw Hill
- Bryson, Alan, Business Research Methods; OUP
- Zikmund and Adhikari, Business Research Methods, Cengage



MASTER OF COMMERCE PROGRAMME DETAILED SYLLABUS

PAPER NAME: ENTREPRENEURSHIP & VENTURE PLANNING

FULL MARKS: 100

DURATION OF LECTURE: 60 HOURS

Course Objectives:

- To provide necessary knowledge for entrepreneurial effort and planning to start a venture and to enable them to understand the process of setting up a business.

Module - I

Unit 1. Introduction: Concept of Entrepreneurship; Role of entrepreneurship in economic development; Factors impacting emergence of entrepreneurship; Managerial vs. entrepreneurial approach; Types of entrepreneurs; Characteristic of successful entrepreneurs; Entrepreneurship process; Women entrepreneurs; Social entrepreneurship; Entrepreneurial challenges

Unit 2. Entrepreneurship Development: Types of startups; Entrepreneurial class theories; Entrepreneurial training; EDP programmes.

Unit 3. Leadership: Characteristics of entrepreneurial leadership, Components of entrepreneurial leadership; International Entrepreneurship- Opportunities and challenges; Entrepreneurial challenges; Source of innovative ideas; Entrepreneurship and creativity; Techniques for generating ideas, Impediments to creativity.

Module - II

Unit 4. New Venture Planning: Methods to initiate ventures; Acquisition-Advantages of acquiring an ongoing venture and examination of key issues; Franchising- how a franchise works, franchising law, evaluating of franchising opportunities; Developing a marketing plan- customer analysis, sales analysis and competition analysis, steps in marketing research; Marketing mix; Business plan-benefits of drivers, perspectives in business plan preparation, elements of a business plan; Business plan failures.

Unit 5. Financing Venture: Financing stages; Sources of finance; Venture capital; Criteria for evaluating new venture proposals; Evaluating Venture Capital- process; Sources of financing for Indian entrepreneurs.

Unit 6. Special Issues for Entrepreneurs: Legal issues – Forming business entity, considerations and criteria, requirements for formation of a Private/Public Limited

Company, intellectual property protection- patents, trademarks and copyrights – importance for startups, legal acts governing business in India; Opportunities and challenges; Intrapreneurship.

Suggested Readings:

- Arya, K. (2016). Entrepreneurship: Creating and Leading an Entrepreneurial Organization. Pearson.
- Hisrich, R. D., Shepherd, D. A. & Peters, M. P. (2016). Entrepreneurship. McGraw-Hill Education.
- Galindo, C. R. (2018). The Entrepreneur's Guide To Winning: 7 Arts You Need To Master To Win The Game Of Business. Create Space Independent Publishing.
- Ramachandran, K. (2014). Entrepreneurship Development: Indian cases on Change Agents. Tata McGraw Hill.
- Robinson, P. J. (2017). A Guide for Writing Your Business Plan. Independently published.

Note: Latest edition of the readings may be used.



MASTER OF COMMERCE PROGRAMME
DETAILED SYLLABUS

PAPER NAME: PROJECT WORK

FULL MARKS: 100

DURATION OF LECTURE: 60 HOURS

Course Objectives:

- To provide basic knowledge about writing a research paper as well as making the students' market ready.

In the Project Work paper students will have to select topics on which he/she will conduct a study and submit a project report in not less than 5000 words. The study may be based on primary data collected from field survey or on secondary data available from published sources. Students must inform the Head of the Department about their project title at the beginning of the fourth semester and submit the report before the final exams. Project reports will be examined by the internal committee. The Project Work will account for 60 marks based on the written report. Additionally, there will be 40 marks for the presentation and viva voce. Each student will present their report and undergo a viva voce by a board of examiners.



MASTER OF COMMERCE PROGRAMME
DETAILED SYLLABUS

FIELD VISIT AND INDUSTRIAL VISIT

The objective of the course “Field Trip” is for students at selected locations in Croatia to experience different forms of tourism destinations (the life cycle of tourist destinations) and to come into contact with the management of tourist boards and other stakeholders in the destination / congress offices, hotels, travel agencies, restaurants, transportation companies, museums, tour guides, etc.), to come into direct contact through presentations of stakeholders in the field, tours, brainstorming, the experience of staying in a hotel, sightseeing

Field visit

A Field Visit refers to an educational visit the objective of enhancing understanding of academic concepts.

Industrial visit

An Industrial Visit involves observing industrial services, practices, and/or sites where industrial-scale operations are carried out with the purpose of understanding academic concepts.

Student Coordinators

Among the students, one representative shall be chosen from the girls and boys (coordinator) to communicate among the students and making report.

Bvuyj Field Visits and Industrial Visits will only be conducted after a minimum of 2 weeks from the start of the respective semester or academic session. Additionally, these visits should be completed at least 2 weeks before the last working day of that specific semester or academic session. In each academic session there will be one educational tour (field visit and industrial visit).

The visit(s) shall help the students supplement the courses learnt in the curriculum and to acquire new skills or help the member(s) of faculty to deliver the content / knowledge related to at least one subject taught during that particular semester.

The students should be able to connect the theory taught in the class with the practical knowledge being obtained during the Industrial / Field Visit.

Places with potential hazards, such as political unrest, negligent security, disease outbreaks, threats of earthquake or frequent occurrence of Cyclone and flood, should be avoided.

For field visits and industrial visits, the approved mode of transportation is primarily by road, utilizing either the Institute bus or the bus service provided by the approved vendors of BIT. Overnight travel is strictly prohibited, and the journey should commence no earlier than 4:00 am and conclude before 12 midnight to ensure the safety of the participants during travel.

Students shall follow the instructions given by the accompanying member(s) of faculty and safety regulations followed in that particular organization / locality throughout the visit and travel to avoid any form of safety issues. Students will take their own responsibilities during the visit.

Students are refrained from carrying or using any sort of Alcohol / Cigarettes / Drugs during the course of the Visits. If any students is found to possess or use such items, he / she will be liable to the disciplinary actions as per rules.

All students need to be in the group at all times during the visit till they return to the destination.

It is mandatory to carry scribbling pad & ID card during the Field Visit / Industrial Visit. Formal dress code and shoes are mandatory for the students to participate in the Field Visit / Industrial Visit.

Students should participate in the Field Visit / Industrial Visit. Attendance is compulsory for them during this period (only HOD can take decision if any student could not be able to attend the visit).

Financial assistance should be provided by the University.



MASTER OF COMMERCE PROGRAMME
DETAILED SYLLABUS

SUMMER INTERNSHIP

The objective is to give students a chance to gain practical experience and skills in their chosen career fields through participation in a student personnel program. Internships offer entry-level, career-related experience and workplace competencies valued by employers, providing learning opportunities beyond the classroom and a means to explore various career paths.

In the Summer Internship, students will be given any specific topic from any two subjects of 2nd semester (Human Resource Management, Business Ethics & Corporate Social Responsibility, Financial Management, Quantitative Techniques in Business Decisions). Students must inform the Head of the Department about their topics at the beginning of the second semester and submit the report before the final exams of second semester.

It involves hands-on experience in conducting financial analysis, preparing financial statements, learning about compliance and regulatory frameworks, and gaining exposure to software used in accounting and finance. Additionally, students may participate in projects that require them to apply theoretical knowledge to real-world scenarios, enhancing their understanding of industry practices and professional skills.

Students will submit a report (Evaluation Experience report) detailing their achievements during the internship, the impact on the organization, and the connection between academic learning and career experience. The report will also include personal insights, evaluating whether expectations and learning outcomes were met, and how the internship influenced their career goals. The report will be evaluated by examiners and will carry 20 marks for each selected courses.