

Cooch Behar Panchanan Barma University
Syllabus for Master of Commerce
Under Semester with Choice Based Credit System

[Total Marks: 1600 (100 marks X 16 papers), carrying 80 credits in total]

w.e.f. 2020 – 2021

(Date: 16.12.2020 at CBPBU)

V. S. K.
16/12/2020

D. Bhattacharya
16.12.2020

Sanjay K. S. P.
16/12/2020

Cooch Behar PanchananBarma University
CBCS Syllabus for M.Com.
w.e.f. 2020-2021 onward

COOCH BEHAR PANCHANAN BARMA UNIVERSITY				
M.Com. CBCS syllabus effective from 2020-2021 onwards				
		Semester I	Marks	Credit
Paper				
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
		Semester II	Marks	Credit
Paper				
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
		Semester III	Marks	Credit
Paper				
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
		Semester IV	Marks	Credit
Paper				
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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Electives

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

Group A		Group D	
Paper	Accounting	Paper	Human Resource Management
1	Accounting Theory	1	Advanced Organisational Behaviour
2	Strategic Cost & Management Accounting	2	Industrial Relations
3	International Accounting	3	Labour Laws
4	Corporate Reporting	4	Organisation Development
Group B		Group E	
Paper	Finance	Paper	Banking & Insurance
1	Financial Institutions & Markets	1	Principles & Practices of Banking
2	Security Analysis & Portfolio Management	2	Principles & Practice of Insurance
3	Strategic Financial Management	3	Management of Commercial Banks & Insurance
4	International Finance	4	Management of Risk in Banking & Insurance
Group C		Group F	
Paper	Marketing	Paper	Entrepreneurship Development
1	Consumer Behaviour & Marketing Research	1	Fundamentals of Entrepreneurship
2	Advertising & Sales Promotion	2	Project Planning & Control
3	Marketing of Services	3	Entrepreneurial Finance & Management
4	Sales & Distribution Management	4	Entrepreneurial Performance Monitoring
Paper	GENERIC ELECTIVE*		
1	Computer Application in Business		
2	Business Research Methodology		
3	Entrepreneurship & Venture Planning		
4	Project Work		

Note:

1. The course consists 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 x 16 = 1600) with 80 credits in total.

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

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****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 groups (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		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

CC-1 (COM 101) - MANAGEMENT CONCEPTS & ORGANISATIONAL BEHAVIOUR

Full Marks: 100

Duration of Lecture: 60 Hours

Objective: 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 behavior.

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.

Unit 6.Decentralisation: Delegationvs. Decentralisation-Indicators of Decentralisation-Factors Determining Decentralisation; When to Decentralise? How to Decetralise? 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 behavior.

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 Behabviour: Human Behaviour at work, Tata McGraw Hill, New Delhi.
- Robbins, Stephen P, and Mary Coulter: Management, Prentice Hall, New Delhi.
- Robbins, Stephen P: Organizatioinl 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.

CC-2 (COM 102) - FINANCIAL STATEMENTS ANALYSIS

Full Marks: 100

Duration of Lecture: 60 Hours

Objective: 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
- Danii 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.

CC-3 (COM 103) - MARKETING MANAGEMENT

Full Marks:100

Duration of Lecture: 60 Hours

Objective: 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.
- Matoria, C, B: Principles and Practice of Marketing in India, KitabMahal, Allahabad.

CC-4 (COM 104) - STATISTICS FOR BUSINESS DECISIONS

Full Marks: 100

Duration of Lecture: 60 Hours

Objective: 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.Estimation - Concept of point and interval estimation; Properties of a good estimator; Methods of estimation (Moments method, Maximum likelihood method, Least squares method).

Module-II

Unit 5.Test of Hypotheses - 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.

Unit 6.Analysis of Variance - Analysis of one-way classified data; Analysis of two way classified data with one observation per cell.

Unit 7.Multiple Regression Analysis - Multiple linear regression model; Multiple and partial correlations Multicollinerarity, Heteroscedasticity and Autocorrelation problems in regression.

Unit 8.Business Forecasting Models - Components of time series; Decomposition method; Exponential smoothing models (Single exponential smoothing model, Holt's model, Winters' model); Measurement of forecast accuracy.

Suggested Readings:

- Das, J. K., Statistics for Business Decisions, Academic Publishers.
- Gupta, S. c., Fundamentals of Statistics, Himalaya Publishing House

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w.e.f. 2020-2021 onward

- 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

Paper		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

CC-5 (COM 201)- HUMAN RESOURCE MANAGEMENT

Full Marks: 100

Duration of Lecture: 60 Hours

Objective: 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.

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.

CC-6 (COM 202)- BUSINESS ETHICS & CORPORATE SOCIAL RESPONSIBILITY

Full Marks: 100

Duration of Lecture: 60 Hours

Objective: 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.

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 978-0-470-39374-1
- 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.

CC-7 (COM 203) - FINANCIAL MANAGEMENT

Full Marks: 100

Duration of Lecture: 60 Hours

Objective: 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.

CC-8 (COM 204) - QUANTITATIVE TECHNIQUES IN BUSINESS DECISIONS

Full Marks: 100

Duration of Lecture: 60 Hours

Objective: 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.

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.

Paper		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

CC-9 (COM 301)- MANAGERIAL ECONOMICS & MACRO BUSINESS ENVIRONMENT

Full Marks: 100

Duration of Lecture: 60 Hours

Objective: 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.Organisational 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.

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.

Paper		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

CC-10 (COM 401) - TAXATION

Full Marks: 100

Duration of Lecture: 60 Hours

Objective: 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.

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.

Electives

Discipline Centric Elective or DCE**

	Group A
Paper	Accounting
1	Accounting Theory
2	Strategic Cost & Management Accounting
3	International Accounting
4	Corporate Reporting

ACCOUNTING THEORY

Full Marks: 100

Duration of Lecture: 60Hours

Objective: 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.

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.

STRATEGIC COST & MANAGEMENT ACCOUNTING

Full Marks: 100

Duration of Lecture: 60 Hours

Objective: 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; Cost-plus/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.

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

INTERNATIONAL ACCOUNTING

Full Marks: 100

Duration of Lecture: 60 Hours

Objective: 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 Detering 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)
- Timothy Douppnik& Hector Perera. International Accounting Edition: Fourth Edition ISBN: 9780077862206

CORPORATE REPORTING

Full Marks: 100

Duration of Lecture: 60 Hours

Objective: 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.

Suggested Readings:

- ICAI, Compendium of Accounting Standards.
- Ghosh, T.P., Accounting Standards and Corporate Accounting Practices, Taxmann publication.

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w.e.f. 2020-2021 onward

- 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.

	Group B
Paper	Finance
1	Financial Institutions & Markets
2	Security Analysis & Portfolio Management
3	Strategic Financial Management
4	International Finance

FINANCIAL INSTITUTIONS & MARKETS

Full Marks: 100

Duration of Lecture: 60 Hours

Objective: 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.

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.

SECURITY ANALYSIS & PORTFOLIO MANAGEMENT

Full Marks: 100

Duration of Lecture: 60 Hours

Objective: 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, Multi-Index 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

STRATEGIC FINANCIAL MANAGEMENT

Full Marks: 100

Duration of Lecture: 60 Hours

Objective: 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.

INTERNATIONAL FINANCE

Full Marks: 100

Duration of Lecture: 60 Hours

Objective: 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.

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.

	Group C
Paper	Marketing
1	Consumer Behaviour & Marketing Research
2	Advertising & Sales Promotion
3	Marketing of Services
4	Sales & Distribution Management

CONSUMER BEHAVIOUR & MARKETING RESEARCH

Full Marks: 100

Duration of Lecture: 60 Hours

Objective: To provide an in-depth understanding of the consumer and industrial buying processes and their determinants as relevant for marketing research.

Module – I

Unit 1. Introduction to Consumer Behaviour: Understanding need set vis-à-vis consumer and market segment, Understanding environment influences like culture, social class, social group and family on Consumer Behaviour, Relevant discussion on case study related to financial organization.

Unit 2. Individual Determinants of Consumer Behaviour: Personality and self-concept, motivation and involvement, information processing, learning and memory and attitudes.

Unit 3. Consumer Decision Process: Problem recognition, Information search, Evaluation, Decision, Post-purchase satisfaction.

Unit 4. Organisational buying behavior: Family buying behavior.

Module – II

Unit 5. Introduction to Marketing Research: Defining marketing research problem and developing an approach.

Unit 6. Marketing research techniques: Application in marketing.

Unit 7. Formulation of Research Design: Research design formulation- Exploratory, causal and descriptive research design, Measurement and scaling-fundamental, comparative and non-comparative scaling techniques, Questionnaire designing and sampling.

Unit 8. Data Collection, Analysis and Reporting: Data collection, preparation, analysis and report writing.

Suggested Readings:

- Loudon and Della Bitta, Consumer Behaviour, Tata McGraw Hill Publication.
- Malhotra, Marketing Research, Pearson Education.
- Benneff and Kassarjian, Consumer Behaviour, Prentice Hall

- Beri G.C., Marketing Research, Tata McGraw Hill

ADVERTISING & SALES PROMOTION

Full Marks: 100

Duration of Lecture: 60 Hours

Objective: 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.

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.

MARKETING OF SERVICES

Full Marks: 100

Duration of Lecture: 60 Hours

Objective: 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

SALES & DISTRIBUTION MANAGEMENT

Full Marks: 100

Duration of Lecture: 60 Hours

Objective: To acquaint the students with the concepts which are helpful in developing, managing sales force and marketing channels. It is also designed to familiarize students with the practical aspects of the key decision making variables in distribution channel management.

Module-I

Unit 1.Introduction to Sales Management: Introduction, Evolution, Importance, Personal selling types, diversity of personal selling situation, buyer-seller Dyad: Selling types and theories, interdependent role between marketing and sales; sales management process and emerging trends, Case study analysis-financial sectors.

Unit 2.Selling Skills and Strategies: Concept of selling skills and selling strategies, selling process, case study analysis-financial sectors.

Unit 3. Managing and Organizing Sales Management Activities: Managing sales information, sales organization, management of sales territory and managing quota, recruitment and selection of the sales force, training and motivation of the sales force, appraisal of compensating sales personnel, Case study analysis-financial sectors.

Unit 4.Controlling the Sales Effect: Determination of the sales budget, quotas and sales territories, cost analysis, Case study analysis-financial sectors.

Module - II

Unit 5.Sales Budget

Unit 6. Distribution Management: Distribution channel management with special emphasis on financial sector-an introduction, designing customer-oriented marketing channels for financial sectors, customers oriented logistic management.

Unit 7. Managing Channel: Channel policies and legal issues.

Unit 8.Large format Retailing: Building retail brand.

Suggested Readings:

- S.R.Richard, C.W.Edward, G.AP. Norman, Sales Management: Decision Strategies and Cases, Prentice Hall of India.
- T.K.Pandey, S.Sachdev, Sales and Distribution Management, Oxford.
- D.J.Douglas, C.I.Willam, Sales Management, John Wiley & Sons..
- H.K.Krishna, C.M.Vasant, Sales Distribution Management: Text & Cases, Tata McGraw Hill Publication.
- Mallik, P.K. Sales Management, Oxford, New Delhi.

Group D	
Paper	Human Resource Management
1	Advanced Organisational Behaviour
2	Industrial Relations
3	Labour Laws
4	Organisation Development

ADVANCED ORGANISATIONAL BEHAVIOUR

Full Marks: 100

Duration of Lecture: 60 Hours

Objective: To explore the organization as a micro-social system - a medium to facilitate and improve the interpersonal relationships in the context of organizational functioning.

Module - I

Unit 1.Organisation Theory: Organisational Theories - Classical, Neo-classical and Contemporary; Authority, Power, status, formal and informal structure; Bureaucratic structure; Boundary Less Organisation; Flat and Tall structures; Impact of Environment on Organisational Design.

Unit 2.Organizational Behaviour: Concepts and understanding of Organisational Behaviour–Organisational Behaviour in the global context.

Unit 3.Individual Behaviour: Mis-behaviour: Types; Management Intervention; Emotions; emotional labour, Emotional Intelligence – Theories; Attitudes: Characteristics, Components, Formation, Measurement; Perceptions: importance, factors influencing perceptions; Interpersonal perception; Impression Management; Motivation - importance, types, effects on work behavior.

Unit 4.Group Dynamics: Group Dynamics; Emergence of informal leaders and group norms; organizational conflicts and resolution – organizational Culture; Determinants of group leadership; Team Building; interpersonal relation; Communication; control; Transactional Analysis.

Module - II

Unit 5.Dynamics of Organizational Behaviour: Organizational Climate and Culture; Importance; Job satisfaction; determinant, Measurement, influence on behavior, Effect of job satisfaction on performance; Organizational change: importance, stability of change, Proactive and reaction change; the change process; Resistance to change; managing change.

Unit 6.Motivation: Content Theories- Maslow’s Need Hierarchy, Herzberg’s Two factor theory; Contemporary theories of motivation (ERG, Cognitive evaluation, goal setting, equity, Intrinsic Motivation Theory by Ken Thomas), expectancy model; Behaviour modification; Motivation and organizational effectiveness.

Unit 7. Leadership, Power and Conflict: Concept and theories of leadership- Behavioural approach, Situational approach, Leadership effectiveness; Leadership across cultures; Power- Bases of Power, power tactics; Conflicts- sources, patterns, levels and strategies.

Unit 8. Work Stress: Definition, Sources, consequences, Prevention and Management of stress; balancing work and life; organizational development- characteristics, objective, organizational effectiveness.

Suggested Readings:

- Nestron and Davis–Organisational Behaviour
- Kolasa - Introduction to Behavioural Science for Business.
- Shukla- Understanding Organisations
- Ahuja- Organisational Behaviour
- Sharma- Organisational Theory and Behaviour
- Schein - Organizational Psychology
- Mitchell - People in Organizations
- Robbins- Organisational Behaviour
- Hersey and Blanchard - Management of Organizational Behaviour

INDUSTRIAL RELATIONS

Full Marks: 100

Duration of Lecture: 60 Hours

Objective: 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.

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.

LABOUR LAWS

Full Marks: 100

Duration of Lecture: 60 Hours

Objective: 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.

ORGANISATION DEVELOPMENT

Full Marks: 100

Duration of Lecture: 60 Hours

Objective: To acquire sufficient knowledge in the field of organization development (OD) that they should understand the basic theories upon which the field of OD is based.

Module - I

Unit 1.Introduction to Organization Development: Organization Development Defined, Growth and Relevance of Organization Development; Short History of Organization Development; Evolution in organization Development.

Unit 2.Introduction to Human Resource Development: Concept and evolution; Relationship between human resource management and human resource development; HRD mechanisms, processes and outcomes; HRD matrix; HRD interventions; Roles and competencies of HRD professionals.

Unit 3.The Nature of Planned Change: Theories of Planned Change, General Model of Planned Change, Different Types of Planned Change, Critique of Planned Change, Development & Change Process.

Unit 4.The OD Practitioner: Who is OD practitioner? Competencies of an Effective OD Practitioner; the Professional OD Practitioner, Professional Values, Professional Ethics, Entering into an OD Relationship, Developing a Contract, Inter-personal Process Issues in Entering and Contracting.

Module - II

Unit 5.Diagnosing Organizations, Groups and Jobs: What is Diagnosis? The Need for Diagnostic Models, Group-Level Diagnosis, Individual-Level Diagnosis, Collecting and analyzing Diagnostic Information, Feeding back Diagnostic Information.

Unit 6.Designing Interventions: What are Effective Interventions, How to Design Effective Interventions, Types of Interventions, Process Consultation, Third-Party Interventions, Team Building, Techno-structural Interventions – Structural Design, Downsizing, Reengineering, Types of Employee Involvement Interventions; Work Design-the Engineering Approach, the Motivational Approach, The Socio-technical System Approach.

Unit 7.Training, Career Development & Management : Orientation, Training and Development Programs, Principles of Learning, Trends in Training, E-Learning, Strategic Perspective, Process of Career Management, Career Planning, Career Development Program, Determination of Individual Development Needs Personal Career Development, Performance & Potential Assessments.

Unit 8.HRD in organizations', Trends and Practices: Select cases for HRD Practices in Government organizations', defense, police, private sectors and public sectors units; HRD audit; Balanced scorecard; People capability maturity model; Integrating HRD with technology; Employer branding and other recent trends; Future of HRD.

Suggested Readings:

- Cummings, T.G. & Worley, C.G. (2009): Organization Development and change (9th edition), South-Western, Cengage Learning, Canada: Banks, B.B. & Alban,k B.T. (2006): The handbook of large group methods: creating systemic change in organizations and communities. San Francisco: Jossey-Bass
- Beer, M and Hohria, N. (Eds) (2000): Breaking the code of change. Boston, MA: New approaches to change in organizations. Californina: Pfeiffer
- Brown, D.R. (2011): An experiential approach to organizational development. (8thed), Pearson Education, Inc.New Jersey:
- De Guia, F. (2000): Culture changes: Key to organization development: A success story. Makati City: Florence de Guia & Associates:

- Fullan, M. (2007): Leading in a culture of change. San Francisco, CA: John Wiley & Sons, Inc.
- Fullan, M., & Ballew, A.C. (2004): Leading in a culture of change personal action guide and workbook. San Francisco, CA: John Wiley & Sons, Inc.
- Harrison, M.I (2005): Diagnosing Organizations: methods, models and processes (3rded),Sage Publications, California
- Jones, B.B. and Brazzel, M, Eds (2006): The NTL Handbook of Organization Development and Change: principles, practices, and perspectives. San Francisco: Pfeiffer.

	Group E
Paper	Banking & Insurance
1	Principles & Practices of Banking
2	Principles & Practice of Insurance
3	Management of Commercial Banks & Insurance
4	Management of Risk in Banking & Insurance

PRINCIPLES & PRACTICES OF BANKING

Full Marks: 100

Duration of Lecture: 60 Hours

Objective: To familiarize the students' about the various functions associated with banking, practice and procedures relating to deposit and credit, documentation, monitoring and control.

Module -I

Unit 1.Banks and Banking System: Role & functions of banks-Regulatory provisions, Different Deposit Products, Principles of lending – various credit facilities – working capital and term loans-Credit Appraisal Techniques,, pledge, hypothecation, mortgage, reverse mortgage, securitization.

Unit 2. Legal aspects of Banking: The Banking Regulation Act, 1949, The Reserve Bank of India Act, 1934, Foreign Exchange Management Act, 1999: Salient features, Basel - III Norms, Narasimham Committee's Recommendation, and Regulation of public, private, foreign and other banks.

Unit 3.RBI as a banking sector regulator: Objectives of RBI, Functions of RBI, Monetary policy of RBI and credit control.

Unit 4. Emerging Areas in Banking: Universal Banking, Islamic Banking, Woman Banks, SME Banking, Payment Bank, Small Bank, Electronic payments systems-teller Machines at the Banking Counters, credit and debit cards, smart cards, Electronic funds transfer systems, Mobile Banking, Merchant Banking, Investment Banking, Retail Banking.

Module - II

Unit 5.Accounting for Banks: Preparations, presentation and disclosure of different financial statements.

Unit 6. Banker-Customer Relationship: Definitions of a Banker and a Customer Features of the relationship, Banker's duty of secrecy, Appropriation of accounts, Gamishee Order Law of limitation, Termination of relationship.

Unit 7. Measurement of Financial Performance of Banks: Analysis and Interpretation of Key Financial Performance Indicators.

Unit 8.Regulations and suggestions of micro-finance institution: Micro-finance institution as alternative to banking institution in India, legal forms, regulatory framework-self regulation, state level legislation.

Suggested Readings:

- Indian Institute of Banking and Finance (2012). Principles of Banking, Macmillan.
- Indian Institute of Banking & Finance (2008). Legal and Regulatory Aspects of Banking, Bucketbolt Commerce Pvt. Ltd, Mumbai
- Maheshwari, S.N. & Maheshwari, S.K. (2005). Banking Law and Practice, Kalyani Publishers, New Delhi.
- Mishkin, Frederics S (2012). The Economics of Money Banking and Financial Markets, 10th Edition, Harper Collins, New York.
- Mittal R.K., Saini A.K. & Dhingra Sanjay (2008) Emerging Trends in the Banking Sector, Macmillan 2008.
- Narendra, J (1996). Challenges to Indian Banking: Competition, Globalisation and Financial Markets ed. Macmillan, New Delhi
- Paul, J. &Pamalata Suresh, P. (2010). Management of Banking & Financial Services, Second edition, Pearson Education Ltd.
- Shekhar, K. C. (1974). Banking Theory and Practice, Vikas Publishing House Pvt. Ltd.
- Srivastava, P. K. (2013). Banking theory and Practice, 12th Edition, Himalaya Publishing House.
- Tannan, M.L &Mitra, M. (2014). Banking Law and Practice, Indian Law House, Delhi
- Sundaram, K.P.M &Varshaney, P.N. (2014). Banking: Theory Law & Practice, 3rd Edition. Sultan Chand & Sons

PRINCIPLES & PRACTICE OF INSURANCE

Full Marks: 100

Duration of Lecture: 60 Hours

Objective: To provide a basic understanding of the insurance mechanism, identify the relationship between insurers and their customers and the importance of insurance contracts.

Module -I

Unit 1.Evolution of Insurance: Meaning of Insurance, Definition, Nature, Functions, History of Insurance & Different Classifications: Comparison of Life Insurance with other Insurances, Types of Insurance organization, Insurance organizations in India.

Unit 2.Basic Principles of Insurance: Key concepts, Economic Principles, Principles of insurance viz. Utmost good faith, Insurable interest, Indemnity, Subrogation, Contribution and Proximity Cause.

Unit 3.Emerging Areas: Health insurance, Postal Life Insurance, Credit Insurance, Marine Insurance.

Unit 4. Policy holders interest and grievance redressal: Rights of assignments, nomination and transfer, stages of insurance policy, free look period, matters to be stated in life and general insurance policy.

Module – II

Unit 5. Legal and Accounting Aspects of Insurance Companies: The Insurance (Amendment) Act, 2002; IRDA Act, 1999, Preparation and presentation of different financial statements.

Unit 6. Reinsurance: Methods of reinsurance: shopping reinsurance, facultative reinsurance, automatic or treaty reinsurance; Advantages of treaty method over facultative, Reinsurance treaty contracts; some legal conventions of reinsurance.

Unit 7. Measurement of Financial Performance of Insurance Companies: Analysis and Interpretation of Key Financial Performance Indicators.

Unit 8. IRDA: Mission statement – composition – duties, power and function – regulation by the IRDA.

Suggested Readings:

- Insurance Institute of India (2011). Principles of Insurance, Available at: <https://www.insuranceinstituteofindia.com/documents/10156/7b65c3ab-b4a8-426c-bc64-61b36ad41618>, Mumbai
- Periasamy, P. (2013). Principles & Practice of Insurance, 2nd Edition, Himalaya Publishing House
- Sharma, R.S. (1953). Insurance Principles and Practice, Vora, Delhi.
- Singh, A. Principles of Insurance Law, Easter Book Co.
- Tripathy, N.P. & Pal, P. (2006). Insurance: Theory & Practice, 2nd Edition, Prentice – Hall of India P Ltd, New Delhi

MANAGEMENT OF COMMERCIAL BANKS & INSURANCE

Full Marks: 100

Duration of Lecture: 60 Hours

Objective: To acquaint the students with the fundamentals of banking and insurance, to develop the capability of students for knowing and managing banking and insurance concepts & operations.

Module – I

Unit 1. Liquidity management in commercial funds: Theories of liquidity management; Priorities in the employment of bank funds; Problems in resource allocation in India. Management of capital funds in commercial banks: Meaning and functions of capital funds, necessity for adequate capital funds; capital adequacy standards; present standards in India for capital adequacy of banks.

Unit 2. Management of reserves: Nature and purpose of primary reserves; Legal reserves –nature and functions; Working reserve- nature and functions; cash management in commercial banks. Management of secondary reserves; nature and function of secondary reserves; factors influencing secondary reserves; estimation and managing secondary reserves.

Unit 3. Management of deposits: Deposit mobilization; concept of bank marketing; Management of bank loans; characteristics of bank loans; loan policy in a commercial bank; evaluation of loan application; Credit information, credit analysis, credit decision. Priority sector lending policies of commercial banks in India.

Unit 4. Other products and services: Certificate of deposits: Fund based services other than loan–bill purchase/discount, lease finance, hire purchase finance, non-fund based services–letter of credit, letter of comfort, bank guarantee/LOC, LC advising /confirmation, co-acceptance of bills, solvency certificate, credit report, services as executors and trustees.

Module – II

Unit 5. Underwriting management in insurance: Scope of insurance underwriting, Underwriting in life insurance, Underwriting in general insurance, Underwriting and Ratemaking.

Unit 6. Claim management in insurance: Significance of claims settlement, Claims under various classes of insurance, Disputes, Arbitration and Litigation, Trends in claims.

Unit 7. Management of Private Insurance Companies: Privatisation of insurance industry, Impact of privatization on insurance product diversification.

Unit 8. Innovative insurance products and IRDA Regulation Regarding Product Management: Micro Insurance Products, Postal insurance, e-insurance product, management of these insurance products with reference to the relevant regulations issued by IRDA.

Suggested Readings:

- Desai, V. (2011). Banks and institutional management, 2nd Edition, Himalaya Publishing House.
- Hatler, G. (1999). Bank Investments and Funds Management, Macmillan
- Indian Institute of Banking and Finance. General bank management, Macmillan.
- Joel, B. (2008). Risk Management in Banking, John Wiley.
- Kotch, T. W. Bank Management, Dryden Press, Chicago
- Stigum, (1963). Managing Bank Assets and Liabilities, Dow-Jones Irwin.
- Sinkey, J. F. (2002). Commercial Banks Financial Management, Prentices Hall, Delhi.

MANAGEMENT OF RISK IN BANKING & INSURANCE

Full Marks: 100

Duration of Lecture: 60 Hours

Objective: To develop an understanding among students about identifying, analyzing and managing various types of risks.

Module - I

Unit 1.Introduction- Concept of risk- difference between risk and uncertainty – types of risk – market risk, credit risk, liquidity risk, interest rate risk, operational risk, off balance sheet risk, foreign exchange risk, sovereign risk, insolvency risk.

Unit 2.Risk management through insurance: Role of insurance; benefits and limitations; Risk Management policies: fire insurance; engineering insurance; machinery break down insurance; Public liability insurance; product liability insurance, professional indemnities; employer's liability insurance.

Unit 3. Actuarial Practice on Life Contingencies: Mortality tables, Elementary functions, the central death rate, Single life annuities and assurances, Commutation columns, Temporary and deferred annuities and assurances, Conversion tables, Special annuities and assurances, Periodical payments, Complete annuities, Policy value, Select and other tables.

Unit 4.Risk analysis in insurance services: insurability of risks- nature of insurance and reinsurance risks-law of large numbers and actuarial methods of insurance pricing – mitigating risks in insurance services.

Module -II

Unit 5.Actuarial Practice on Joint-life Annuities and Assurances: Value of and premiums for joint -life and contingent annuities and assurances.

Unit 6. Assets and Liability Management: Asset Liability Mismatches – location-wise, maturity-wise, and currency-wise Liquidity Risk, Interest rate Risk, Pre-payment /Premature withdrawal risk, Price risk, Foreign exchange risk, sector risk. Strategy to manage all the above stated risks R. B. I. guidelines for asset and liability Management, Instruments for liquidity management Capital Adequacy.

Unit 7.NPA Management: Classification of assets, Provisioning requirement, NPA Accounting.

Unit 8.Management of bank investments: Nature and principles of security investment of commercial banks; formulating investment policy; volume and pattern of investment of commercial banks. Performance evaluation of banks; branch expansion, deposit mobilization and credit deployment; profitability.

Suggested Readings:

- Dorfman. M. S. (2012). Introduction to Risk Management and Insurance, 10th Edition, Pearson Education, Delhi.
- Gupta, S. L. & Mittal, A. (2011). Principles of Insurance & Risk Management, Sultan Chand & Sons, New Delhi)
- Rejda, George E. & McNamara, M. (2013). Principles of Risk Management and Insurance, 12th Edition, Pearson Education.
- Trieschman, J.S, Hoyt, R. &Sommer, D. (2004). Risk Management and Insurance, 12th Edition, South Western College Publishing, Cincinnati, Ohio.

Group F	
Paper	Entrepreneurship Development
1	Fundamentals of Entrepreneurship
2	Project Planning & Control
3	Entrepreneurial Finance & Management
4	Entrepreneurial Performance Monitoring

FUNDAMENTALS OF ENTREPRENEURSHIP

Full Marks: 100

Duration of Lecture: 60 Hours

Objective: The course aims at imparting basic knowledge on entrepreneurship and new enterprise creation so as to provide an opportunity to students to opt for entrepreneurship as an alternative career option.

Module - I

Unit 1.Introduction: Nature and development of entrepreneurship, entrepreneurial process, ethics and responsibilities of entrepreneurship, role of entrepreneurship in economic development for a developing nation.

Unit 2. Entrepreneur and Entrepreneurship: Conceptual Issues, Entrepreneur Vs. Intrapreneurs, Entrepreneur Culture, Ownership Patterns of Entrepreneurs, Size of Entrepreneurship, Roles of Entrepreneur and Entrepreneurship in economy, Growth of Entrepreneurship in India. Case Studies.

Unit 3. Entrepreneurial Theories Behaviour: Theories of Entrepreneurial Class, Theories of Entrepreneurship: Schumpeter, McClelland, Young, Maxweber, Case Studies.

Unit 4.Entrepreneurial Behaviour: Entrepreneurial Motivational Behaviour, Behavioural Psycho Theories, Creativity and Self Efficacy, Entrepreneurial Ethic and Social Responsibility, Case Studies.

Module - II

Unit 5. Entrepreneurial Legal Issues: Requirements of promoting venture, Basic Concepts and Practices of Government Policies and Legal Acts in Enterprises in India: Factories Act (1948), Relevant Laws of Industrial Relation and Labour. Micro, Small and Enterprises Development (MSMED) Act, 2006.Case Studies.

Unit 6. Social Entrepreneurship: Conceptual Issues, Perspectives, Boundaries, Different forms, Objectives, Challenges of Social Entrepreneurship, Contemporary Issues in Social Entrepreneurship in India. Case Studies.

Unit7. Women Entrepreneurship: Conceptual Issues, Functions of Women Entrepreneurs, Requisites for developing Women Entrepreneurship, Problems and Prospects of Women Entrepreneurship in India. Case Studies.

Unit 8: Rural, Tourism and Agri-Preneurship: Rural Entrepreneurship–Conceptual issues, Problems and Prospects, Role of Non-Government Organisations. Tourism Entrepreneurship–Conceptual issues, Policies in India, Eco-Tourism/Nature Tourism/Rural Tourism, Tourism in Indian Economy. Agri-Preneurship–Conceptual Issues, Opportunities and Challenges in developing Agri-Preneurship. Case Studies.

Suggested Readings:

- Cherunillam, F., Business and Government, Himalaya Publishing House, N. Delhi.
- Desai, V., Entrepreneurial Development Vol I, Himalaya Publications, N. Delhi.
- Hishrich, P., Entrepreneurship: Starting, Developing and Managing a New Enterprise,
- Hisrich, Robert, D. et.al, Entrepreneurship, Tata McGraw
- Kapila, Uma., Indian Economy Since Independence, Academic Foundations.
- Kumar, A., Entrepreneurship: Creating and Leading an Entrepreneurial Organization, Pearson, India.
- Lall, M., and Shikha S., Entrepreneurship, Excel Books, New Delhi
- Natarajan.K and Gordon. E., Entrepreneurship Development, Himalya Publication, India.

PROJECT PLANNING & CONTROL

Full Marks: 100

Duration of Lecture: 60 Hours

Objective: To enable the students to evolve a suitable framework for the preparation, appraisal, monitoring and control of industrial projects.

Module -I

Unit 1. Project and Project Management: Project: Conceptual Issues, Classification, Features, Dimensions, Cycle, Planning, Organisational Structure. Project Management: Conceptual Issues, Benefits, Project Management Information System. Case Studies.

Unit 2. Project Screening and Selection: Environmental Dynamics and Changes, Identification of Business Opportunities, Project Objectives, Screening of Project Ideas, Preliminary Screening, Project Rating Index. Case Studies.

Unit 3. Project Formulation: Content and significance of project formulation, Planning Commission's Guidelines for Formulating Project Report, Network Analysis, Time Schedules, Factory Design, Common Errors in Project Planning Formulation. Case Studies.

Unit 4. Duration Estimation, Network Representation and Analysis-I.

Module - II

Unit 5. Network Representation and Analysis-II: Two span Bridge; scheduling, network analysis and application.

Unit 6. Project Appraisal: Conceptual Issues, Methods–Economic Analysis, Financial Analysis, Market Analysis, Technical Feasibility and Managerial Competence.

Environmental and Fire Clearances: Restriction and Process. Feasibility Study Report: Evaluation Techniques, Format to Report. Case Studies.

Unit 7. Social Cost Benefit Analysis: Conceptual Issues, Significance, Traditional Financial Analysis Vs. Social Cost Benefit Analysis, Techniques of Cost-Benefit Analysis, Social Desirable Factors of a Project, Approaches to Social Cost Benefit Analysis: Organisation for Economic Co-operative and Development Approach (OECD), UNIDO Approach, OECD Vs. UNIDO, Social Cost Benefit Analysis by Financial Institutions. Case Studies.

Unit 8. Project Control: Project Co-ordination and Control, Project Cost Evaluation and Cost Control, Performance Analysis, Project Failure, Project Monitoring, Techniques for Project Control, Entrepreneurship Audit. Case Studies.

Suggested Readings:

- Bangra, T.R. & Sharma, S.C., Industrial Organisation and Engineering Economics, Khanna Publishers, Delhi.
- Chandra, P., Project Planning, Analysis, Financing,- Implementation and Review, Tata McGraw-Hill Publishing Company Ltd., New Delhi.
- Choudhury, S., Project Management, Tata McGraw-Hill Publishing Company Ltd.
- Desai, V., Project Management, Himalaya Publishing House, Mumbai.
- Keviv, C. & Brooks, L., Essential of Strategic Project Management, Jonh Wiley & Sons Inc.
- Kishore, R.M., Financial Management, Taxmann Allies Services Pvt. Ltd.
- Kothari, C.R., Quantitative Technique, Vikas Publishing House Pvt. Ltd.
- Maheswari, S.N., Management Accounting Financial Control, Sultan Chand and Sons.
- Vora, N.D., Quantitative Technique in Management, Tata McGraw Hill Publishing Company Ltd., New Delhi.
- <https://nptel.ac.in/courses>

ENTREPRENEURIAL FINANCE & MANAGEMENT

Full Marks: 100

Duration of Lecture: 60 Hours

Objective: To build students' skills, frameworks and knowledge in entrepreneurial finance and its management.

Module - I

Unit 1.Basic Entrepreneurial Management: Planning, Organising, Staffing, Directing, Controlling, Business strategies.

Unit 2.Location and layout: factors affecting the selection of location, types of business outlets and location, site selection, site alternatives and design.

Unit 3.Entrepreneurial Finance and Financial Policies: Modes of Finance and Financial Services: Venture Capital, Lease Financing and Hire Purchase, Factoring Services, Small and

Medium Enterprises in Stock Exchange, Working Capital Management in Micro, Small and Medium Enterprises. Sources of Finance and Policies: Banking and Non-Banking Institutions, Financial Policies for Enterprises specially for Micro, Small and Medium Enterprises in India. Case Studies.

Unit 4. Fiscal Benefits to Micro, Small and Medium Enterprises in India: Tax Concession to Micro, Small and Medium Enterprises in rural area and backward areas, Expenditure on acquisition of Patents and Copyright, Other Fiscal Benefits for Micro, Small and Medium Enterprises. Case Studies.

Module – II

Unit 5. Enterprise Development Programme: Entrepreneurship Training Institutions, Objectives and Contents of Enterprise Development Programme, Methods of Training, Evaluation of Training, Role of Enterprise Development Programme in promoting entrepreneurs in India. Case Studies.

Unit 6. Entrepreneurial Production and Practice: Conceptual Issues of Quality and its Standard, Total Quality Management in production for Micro, Small and Medium Enterprises, Production Mix, Quality control in production, Government Regulations in maintaining standard of production. Case Studies.

Unit 7. Entrepreneurial Marketing and Practice: Marketing Channel, Export Promotion and Management, Institutions providing marketing assistance in India, Consortium Marketing, Competitive Bidding/Tender Marketing, Negotiation with principal customers, Sub-contracting System, Supplier Organization Network, Challenges of Micro, Small and Medium Enterprises in Global market. Case Studies.

Unit 8. Infrastructural Support and Industrial Estates: Institutions providing infrastructure support, Incentive Schemes of different state Governments, Industrial Estate and Cluster, Infrastructural problems of Enterprises. Case Studies.

Suggested Readings:

- Charantimath, Poornima, Entrepreneurship Development and Small Business Enterprises, Pearson.
- Desai, V., Small- Scale Industries and Entrepreneurship, Himalya Publication, India.
- Halt :Entrepreneurship-New Venture Creation; Prentica Hall of India.
- Pandey, I.M. Venture Capital-The Indian Experience, Prentice Hall of India.
- Siner A David : Entrepreneurial Megahuks: John wiley and Sons, New York.
- Srivastava S.B. : A practical Guide to Industrial Entrepreneurial, Sultan Chand and Sons, New Delhi.
- Tandon, B.C. Environment and Entrepreneur, Chugh Publication, Allahabad.
- Alhabeeb, M.J., Entrepreneurial Finance: Fundamentals of Financial Planning and Management for small business, John Wiley and Sons.

ENTREPRENEURIAL PERFORMANCE MONITORING

Full Marks: 100

Duration of Lecture: 60 Hours

Objective: The main aims of the course are to familiarize students with various concepts used in understanding processes involved in measuring entrepreneurship development.

Module - I

Unit 1. Entrepreneurial Problems and Sickness: Problems in Entrepreneurship in functional areas, Problems faced by Enterprises in Globalisation. Sickness in Enterprises: Conceptual Issues, Sickness in Micro, Small and Medium Enterprises, Committee Reports of RBI, Recent position of Sickness in Enterprises in India. Case Studies.

Unit 2. Identification of Sickness in Enterprises: Causes of Sickness in Enterprises, Steps towards identification of Sickness in Enterprises, Ratio Analysis, Models in identifying Sickness: W.H.Beaver, E.I.Altman, L.C.Gupta. Empirical Analysis in measuring Sickness in Enterprises .Case Studies.

Unit 3.Revival of Sick Enterprises: Conceptual Issues, Government Policies in Rehabilitating Sick Enterprises specially Micro, Small and Medium Enterprises, Role of different financial institutions in reviving sick enterprises, Role of Board of Industrial and Financial Reconstruction (BIFR), Government regulations in debt recovery from Sick Enterprises. Credit Rating Information Service India Ltd. (CRISIL) Small and Medium Enterprises Rating. Case Studies.

Unit 4.Market Research in Enterprises in India: Market Research: Conceptual Issues, Needs, Methods, Recent developments. Case Studies.

Module - II

Unit 5.Information System in Enterprises: Enterprise Resource Planning (ERP), Business Process Re-engineering (BPR), Decision Support System, Data Base Management.

Unit 6.E-Commerce and Web Design: Conceptual Issues, Evolution, Significance. E-Commerce in Micro, Small and Medium Enterprises: Prospective areas and Challenges. Case Studies.

Unit 7.Accounting and Reporting for Social Enterprises: Accounting of different types of Social Entrepreneurships and Reporting Standards. Case Studies.

Unit 8.Protecting Idea and other legal issues: Concept and nature of intellectual property, types of intellectual property; need for lawyer and criteria for selecting a lawyer; Concepts of Patents, Trademarks, Copyrights.

Suggested Readings:

Cooch Behar PanchananBarma University
CBCS Syllabus for M.Com.
w.e.f. 2020-2021 onward

- Charantimath, Poornima, Entrepreneurship Development and Small Business Enterprises, Pearson.
- Greenstein Firsman, Electronic commerce Tata McGraw Hill 1999.
- Jain, G. Raj & Gupta, D (Ed)., New Initiatives in Entrepreneurship Education and Training, EDII, Ahmedabad,
- Nabil R Adam Oktay Dogramaci, Aryya Gangopadhyay and Yelena Yesha Electronic Commerce Amazon 1999.
- Story, D.J., Small Business: Critical Perspective on Business and Management, Routledge, London.
- Hisrich, R.D, Manimala, Mathew J. Peters, M.P. and Shepherd, D.A. Entrepreneurship, McGraw Hill Education (India) Ltd. New Delhi.

Cooch Behar PanchananBarma University
CBCS Syllabus for M.Com.
w.e.f. 2020-2021 onward
Generic Elective*

Paper	GENERIC ELECTIVE
1	Computer Application in Business
2	Business Research Methodology
3	Entrepreneurship & Venture Planning
4	Project Work

COMPUTER APPLICATIONS IN BUSINESS

Full Marks: 100

Duration of Lecture: 60 Hours

Objective: 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

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).

BUSINESS RESEARCH METHODOLOGY

Full Marks: 100

Duration of Lecture: 60 Hours

Objective: 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

ENTREPRENEURSHIP & VENTURE PLANNING

Full Marks: 100

Duration of Lecture: 60 Hours

Objective: 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.

PROJECT WORK

Full Marks: 100

Duration of Lecture: 60 Hours

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

In the Project Work paper each student will have to select one topic 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. Each project report will be examined jointly by one internal examiner and one external examiner. In the Project Work there will be 50 marks on the written project report. Each student will have to inform the Head of the Department about the title of the project work at the beginning of the fourth semester class and the project report will have to be submitted before the starting of the fourth semester final examination. Another 50 marks consisting of presentation and viva voce on the project report (40 marks) and evaluation of social outreach activity undertaken by the student (10 marks). In this paper, each student will have to make a presentation on the report submitted by him/her and face a viva voce by a board of examiners. There will be 40 marks for the presentation and the viva voce. For the social outreach component the student would have to submit a report on the social outreach work done by him/her and marks (out of 10) would be awarded on the basis of this report in this paper.