

**PROGRAMME STRUCTURE  
&  
SYLLABUS**



**Master of Commerce (M.Com.)  
2020-21**

**Department of Commerce  
School of Commerce & Management  
Central University of Rajasthan**

## About Programme Scheme:

### Master of Commerce (M.Com): Semester-I

No.	Sub Code	Title of the Course	Type of course C/E/S	Credit	Contact Hour per semester (L-IL-P)			Examination (Weightage) %				
								Mid Term	Assign ment	Presen tation	Case study	EOSE
1.	COM 401	Managerial Economics	C	4	40	20	-	20	10	10	-	60
2.	COM 402	Organisation Theory	C	4	40	20	-	20	10	10	-	60
3.	COM 403	Business Environment	C	4	40	20	-	20	10	10	-	60
4.	COM 404	Managerial Accounting	C	4	40	20	P	20	10	10	-	60
5.	COM 405	Advanced Business Statistics	C	4	40	20	P	20	10	10	-	60
6.	COM 406	Business Communication & Soft Skills	SE	2	20	10	P	10	5	5	-	30
7.	COM 407	Statistical Software for Business Analyses	SE	2	20	10	P	10	5	5	-	30
			<b>Total</b>	<b>24</b>	<b>240</b>	<b>120</b>	<b>-</b>	<b>120</b>	<b>60</b>	<b>60</b>	<b>-</b>	<b>360</b>

### Master of Commerce (M.Com): Semester-II

No.	Sub Code	Title of the Course	Type of course C/E/S	Credit	Contact Hour per semester (L-IL-P)			Examination (Weightage)				
								Mid Term	Assign ment	Presen tation	Case study	EOSE
1.	COM 421	Research Methodology	C	4	40	20	-	20	10	10	-	60
2.	COM 422	Financial Management	C	4	40	20	-	20	10	10	-	60
3.	COM 423	Human Resource Management	C	4	40	20	-	20	10	10	-	60
4.	COM 424	Marketing Management	C	4	40	20	-	20	10	10	-	60
5.	COM 425	<b>OPEN COURSE TO BE CHOSEN FROM THE OTHER DEPARTMENTS</b>	OE	4	40	20	-	20	10	10	-	60
		<b>OPEN COURSE MEANT FOR OTHER DEPARTMENTS ALSO- Computer Applications in Business</b>	OE	4	40	20	-	20	10	10	-	60
		<b>Banking and Insurance Management</b>	OE	4	40	20	P	20	10	10	-	60
6.	COM 426	<b>Project Planning and Control</b>	SE	2	20	10	-	10	5	5	-	30
7.	COM 427	<b>Academic and Research Report</b>	SE	2	20	10	-	10	5	5	-	30
			<b>Total</b>	<b>24</b>	<b>240</b>	<b>120</b>	<b>-</b>	<b>120</b>	<b>60</b>	<b>60</b>	<b>-</b>	<b>360</b>

## Master of Commerce (M.Com): Semester-III

No.	Sub Code	Title of the Course	Type of course C/E/S	Credit	Contact Hour per semester (L-IL-P)			Examination (Weightage)				
								Mid Term	Assign ment	Presen tation	Case study	EOSE
1.	COM 531	Corporate Governance and Business Ethics	C	4	40	20	-	20	10	10	-	60
2.	COM 532	Entrepreneurship and MSMEs Management	C	4	40	20	-	20	10	10	-	60
<b>Specialisation: To choose 1 out of 3 Groups</b>												
<b>Group- A: Accounting &amp; Finance</b>												
3.	COM 533	Advanced Accounting	E	4	40	20	-	20	10	10	-	60
4.	COM 534	Direct & Indirect Tax Laws	E	4	40	20	-	20	10	10	-	60
5.	COM 535	Financial System in India	E	4	40	20	-	20	10	10	-	60
<b>Group-B: Human Resource Management</b>												
3.	COM 533	Corporate HRD	E	4	40	20	-	20	10	10	-	60
4.	COM 534	Labour Welfare and Social Security	E	4	40	20	-	20	10	10	-	60
5.	COM 535	Labour Legislation in India-I	E	4	40	20	-	20	10	10	-	60
<b>Group- C: Marketing</b>												
3.	COM 533	Consumer Behaviour	E	4	40	20	-	20	10	10	-	60
4.	COM 534	Sales Management	E	4	40	20	-	20	10	10	-	60
5.	COM 535	International Marketing Management	E	4	40	20	-	20	10	10	-	60
6.	COM 536	<b>OPEN COURSE TO BE CHOSEN FROM THE OTHER DEPARTMENTS</b>	<b>OE</b>	<b>4</b>	<b>40</b>	<b>20</b>	<b>-</b>	<b>20</b>	<b>10</b>	<b>10</b>	<b>-</b>	<b>60</b>
		<b>OPEN COURSE MEANT FOR OTHER DEPARTMENTS ALSO- E- Commerce and Accounting Packages</b>	<b>OE</b>	<b>4</b>	<b>40</b>	<b>20</b>	<b>P</b>	<b>20</b>	<b>10</b>	<b>10</b>	<b>-</b>	<b>60</b>
		<b>Digital Marketing</b>	<b>OE</b>	<b>4</b>	<b>40</b>	<b>20</b>	<b>P</b>	<b>20</b>	<b>10</b>	<b>10</b>	<b>-</b>	<b>60</b>
			<b>Total</b>	<b>24</b>	<b>240</b>	<b>120</b>	<b>-</b>	<b>120</b>	<b>60</b>	<b>60</b>	<b>-</b>	<b>360</b>

## Master of Commerce (M.Com): Semester-IV

\*Students will be allotted project related to their elective group of specialisation.

No.	Sub Code	Title of the Course	Type of course C/E/S	Credit	Contact Hour per semester (L-IL-P)			Examination (Weightage) %				
								Mid Term	Assignment	Presenta tion	Case study	EOSE
1.	COM 541	Strategic Management	C	4	40	20	-	20	10	10	-	60
<b>Specialisation: Continued</b>												
<b>Group- A: Accounting &amp; Finance</b>												
3.	COM 542	Advanced Auditing	E	4	40	20	-	20	10	10	-	60
4.	COM 543	Corporate Tax Planning and Management	E	4	40	20	-	20	10	10	-	60
5.	COM 544	Security Analysis and Portfolio Management	E	4	40	20	-	20	10	10	-	60
<b>Group-B: Human Resource Management</b>												
3.	COM 542	Labour Legislations in India-II	E	4	40	20	-	20	10	10	-	60
4.	COM 543	Industrial Relations in India	E	4	40	20	-	20	10	10	-	60
5.	COM 544	Performance and Compensation Management	E	4	40	20	-	20	10	10	-	60
<b>Group- C: Marketing</b>												
3.	COM 542	Advertising and Sales Promotion Management	E	4	40	20	-	20	10	10	-	60
4.	COM 543	Foreign Trade Management	E	4	40	20	-	20	10	10	-	60
5.	COM 544	Marketing of Services	E	4	40	20	-	20	10	10	-	60
6.	COM 545	<b>Project Report (based on Specialisation)</b>	C	8	-	20	40		50	-	-	50
<b>Total</b>				<b>24</b>	<b>200</b>	<b>120</b>	<b>40</b>	<b>100</b>	<b>100</b>	<b>50</b>	<b>-</b>	<b>350</b>

**1 Credit = 15 Lecture Hours**

**Note:**

**A. Type of Assessment:** The assessment of the student will be as laid down in the relevant Ordinances on Examination and Evaluation. For passing a semester, the assessment of a student shall be based on:

- i. Continuous Internal Evaluation (CIE) of 40% marks in each course, and
- ii. End Semester Examination (ESE) of 60% of marks in each course.
- iii. For Project Report, Dissertation of 50% and Viva-voce as EOSE of 50%.

The CIE will consist of – (i) Midterm (MT) (20%), and (ii) Internal Assessment (IA) (20%). The IA shall comprise of Home Assignments (HA)/Class Presentation/attention in the Class/attendance/Viva-voce/Group Discussions/Tutorials/ Case Studies etc.

**B. Type of Contact Hour:** L=Lectures, I.L.= Integrated Learning involving Tutorials, Group Discussions, Assignments, Field work; P=Practicals, Lab work, Project.

**C. Type of Course:** Core (C), Discipline Elective (DE), Skills Enhancement (SE), Open Elective (OE).

**MASTER OF COMMERCE (M.COM.)- PROGRAMME LEARNING OUTCOMES**

		COM 401	COM 402	COM 403	COM 404	COM 405	COM 406	COM 407	COM 421	COM 422	COM 423	COM 424	COM 425	COM 426	COM 427	COM 531	COM 532	COM 533	COM 534	COM 535	COM 536	COM 541	COM 542	COM 543	COM 544	COM 545
	<b>PROGRAMME LEARNING OUTCOMES</b>	<b>Semester 1</b>							<b>Semester 2</b>							<b>Semester 3</b>					<b>Semester 4</b>					
LO1	The Students will be enhancing the knowledge of business, commerce and trade and managing business through marketing, banking, insurance, finance, accounting, auditing, laws and tax practices	√	√	√	√	√	√	√	√	√	√	√	√			√	√	√	√	√	√	√	√	√	√	√
LO2	Able to enhance the horizon of knowledge in various fields of commerce through functional management, entrepreneurship and corporate governance and also able to resolve conflicts and negotiation in the business settings with ethics and moral values in the corporate	√	√	√			√			√	√	√	√	√		√	√	√	√	√			√	√	√	√
LO3	Able to understand the Indian Financial System with the demonstration of broad and coherent knowledge of the theoretical and professional disciplines of banking and insurance to identify the intrinsic value of the securities, formulation of strategy for diversification of risk and selection of optimum portfolio for wide range of career dealing with the flow of money from accountant to investment banker, money manager to personal financial consultant	√		√		√				√	√		√	√		√		√	√	√			√	√	√	√
LO4	Able to have careers in commercial and business research including consultancy research for the industry, trade and commerce with the use of statistical tools and techniques in the area of business decision making to have optimum decision with consideration of risk.	√		√		√	√	√	√	√	√			√	√	√		√	√	√			√	√	√	√
LO5	Understand the financial management decisions regarding financial goals, optimum mix of various capitals, cost of capital, capital budgeting technique under certainty and risk situation, determinant and dangers of dividends and leverages and management of working capital with the application of management accounting tools and techniques in taking marketing and Human resource decisions about contemporary issues.	√		√	√	√			√	√		√	√					√	√				√	√	√	√
LO6	Able to know the fundamentals of computer, operating system and types of network used in the various accounting packages and DBMS and its use in the decision making, website designing and electronic payment system in dynamic business environment. Also enhance the computer expertise in business related software and their applications in E-commerce, E-Banking and Online marketing						√	√					√		√	√	√	√	√		√			√	√	√
LO7	Able to organize the entrepreneurship in more proficient of the small and large enterprises for improving financial health, efficient risk and working capital management in product and project development and start new venture or start-up for generating employment	√		√	√		√			√	√	√		√	√	√	√	√		√		√	√	√	√	√
LO8	Advanced learning of the contemporary issues related to accounting, procedure of income tax and indirect taxes with the basic understanding of acts and provisions regarding the company audits to evaluate the new business opportunities in financial and business decisions	√		√						√		√				√	√	√	√	√	√		√	√	√	√
LO9	Develop the basic understanding about research in the major areas of commerce and management and to develop the analytical and diagnostic skills for critically interpret the data in real world and to contribute in the corporate and society through research outcomes	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√

## M.Com. Course Structure: Department of Commerce- School of Commerce and Management

Core Course (4 Credit each)			Discipline Elective Course (4 Credit each)			Open Elective Course (4 Credit each)			Skill Enhancement Course (2 Credit each)		
Course Code	Name of the Course	Type	Course Code	Name of the Course	Type	Course Code	Name of the Course	Type	Course Code	Name of the Course	Type
COM 401	Managerial Economics	C	COM 533	Advanced Accounting	DE	COM 425	<i>Computer Applications in Business</i>	OE	COM 406	Business Communication & Soft Skills	SE
COM 402	Organisation Theory	C	COM 534	Direct & Indirect Tax Laws	DE	COM 425	Banking and Insurance Management	OE	COM 407	Statistical Software for Business Analyses	SE
COM 403	Business Environment	C	COM 535	Financial System in India	DE	COM 536	<i>E-Commerce and Accounting Packages</i>	OE	COM 426	Project Planning and Control	SE
COM 404	Managerial Accounting	C	COM 533	Corporate HRD	DE	COM 536	Digital Marketing	OE	COM 427	Academic and Research Report	SE
COM 405	Advanced Business Statistics	C	COM 534	Labour Welfare and Social Security	DE					Digital Transformation	SE
COM 421	Research Methodology	C	COM 535	Labour Legislation in India-I	DE					Arts and Heritage Management	SE
COM 422	Financial Management	C	COM 533	Consumer Behaviour	DE					Market analytics	SE
COM 423	Human Resource Management	C	COM 534	Sales Management	DE					Data Analytics	SE
COM 424	Marketing Management	C	COM 535	International Marketing Management	DE					Digital Transformation in Financial Services	SE
COM	Corporate	C	COM	Advanced Auditing	DE	6				Excel Skills in Business	SE

531	Governance and Business Ethics		542							
COM 532	Entrepreneurship and MSMEs Management	C	COM 543	Corporate Tax Planning and Management	DE				Managing Project Risk and Changes	SE
COM 541	Strategic Management	C	COM 544	Security Analysis and Portfolio Management	DE				Marketing through Social sites	SE
			COM 542	Labour Legislations in India- II	DE				Business Ecology	SE
<b>COM 545</b>	<b>Project Report</b>	<b>C</b>	COM 543	Industrial Relations in India	DE					
			COM 544	Performance & Compensation Management	DE					
			COM 542	Advertising and Sales Promotion Management	DE					
			COM 543	Foreign Trade Management	DE					
			COM 544	Marketing of Service	DE					

**Note: Total Courses to be offered = 38**

**Total Courses to be complete = 24**

**Credit of Each Course = 4**

**Total Credit = 96**

**C= Core Course    SE = killed Enhancement.    DE = Discipline Elective    OE = Open Elective**

**\* Note: In odd semester Department of Commerce is going to offer Digital Marketing as an elective course for M.Com Semester III of upcoming**

# M.Com. Programme Structure

Total Credits = 96

## SEMESTER I (24C)

COM 401  
Managerial

COM 402  
Organisation Theory

COM 403 Business  
Environment

COM 404  
Managerial

COM 405 Advanced  
Business Statistics

COM 406 Business  
Communication & Soft  
Skills

COM 407 Statistical  
Software for Business  
Analyses

## SEMESTER II (24C)

COM 421 Research  
Methodology

COM 422 Financial  
Management

COM 423 Human  
Resource Management

COM 424 Marketing  
Management

COM 425 Computer  
Applications in Business

COM 426 Project  
Planning and Control

COM 427 Academic  
and Research Report

## SEMESTER III (24C)

COM 531 Corporate  
Governance & Business Ethics

COM 532 Entrepreneurship  
and MSMEs Management

D-Electives  
(Total 12 credits)

COM 536 E- Commerce and  
Accounting Packages/Digital  
Marketing

## SEMESTER IV (24 C)

COM 541 Strategic  
Management

D-Electives  
(Total 12 credits)

COM 545 Project  
Report

Minimum  
Credits for  
Award of  
Degree: 96  
CREDITS

Holistic Fitness – at least 2 Credits in two Years

Community Service – at least 2 Credits in two Years

Core Theory = 48

Skill Enhancement  
Courses = 4

Ex-Electives = 8

8

D-Electives = 24

HFCS = 4

Project Report = 8

## DETAILED SYLLABUS FOR EACH COURSE: SEMESTER-I

### **COM 401: Managerial Economics**

**Objective:** *To provide knowledge of Managerial Economics and their applications in managerial decision making.*

#### **Unit-I : Nature and Scope of Managerial Economics :**

Definition, Nature and Scope of Managerial Economics - Traditional Economics vs. Managerial Economics. Managerial Economist's Roles and Responsibilities - Relation with Economics and other Disciplines. Business Objective Models – Profit Maximization, Sales Maximisation, Managerial Discretion and Behavioural Models. Fundamental Economic Concepts – Incremental, Opportunity Cost, Discounting and Equi-Marginal or Substitution Concepts.

#### **Unit-II : Theory of Consumer Demand and Demand Elasticity :**

Cardinal Utility Analysis of Demand; Ordinal Utility Analysis of Demand; Revealed Preference and Logical Ordering Analysis of Demand; Consumer's Choice; Individual and Market Demand Functions. Demand Distinctions; Law of Demand - Price, Income and Substitution Effects.

Elasticity of Demand - Determinants and Distinctions, Degrees and Measurements of Price, Income, Cross Advertising and Expectation Elasticities and Applications in Business Decisions.

Demand Estimation- Functional Forms, Demand Forecasting, Need for and Steps in Demand Forecasting and Demand Forecasting Techniques for Established as well as New Products.

#### **Unit-III : Production and Cost Theory:**

Production Function; Laws of Variable Proportions; Producer's Equilibrium - Traditional Analysis, Isoquant, Isocost and Ridge Lines and Modern Analysis of Producer's Equilibrium-Expansion Path and Returns to Scale as per Isoquants; Economies and Diseconomies of Scale – Internal and External.

Implications of Costs – Real, Alternative and Money Costs; Cost Distinctions and Functions; Cost Behaviour in Short-Run and Economic Capacity; Derivation of Long Run Costs;

Modern Analysis of Costs - Average Fixed and Average Variable Costs and Reserve Capacity; Real and Pecuniary Economies; Relevance of Costs in Business Decisions.

#### **UNIT-IV: Pricing Policies, Profit Policies and Planning:**

Types of Market – Perfect and Imperfect Competition.

Pricing Practices-Cost Plus Pricing, Marginal or Incremental Pricing, Product Line Pricing, Differential Pricing, Pioneer Pricing - Skimming and Penetrating Pricing.

Profit-Concept and Measurement;

Profit Theories–Traditional and Modern; Profit Policies-Rationale for Profit Restraints

Profit Planning – CVP Analysis – Applications of CVP Analysis in Managerial Decisions - Attainment of Profit Targets, Management of Change in Price and Variable Cost, Product Mix, Capacity Expansion and Make/Buy.

## **References:**

1. Baumol, William J: Economic Theory and Operations Analysis, Prentice Hall, London.
2. Baya, Michael R: Managerial Economics and Business Strategy, McGraw Hill Inc. New York.
3. Chopra, O.P: Managerial Economics, Tata McGraw Hill, Delhi.
4. Dean, Joel: Managerial Economics, Prentice Hall, New Delhi.
5. Dholakia, R.H. and A.L. Oxa : Micro Economics for Management Students, Oxford University Press, New Delhi.
6. Eaton, B.Curtis and Dianne Faton: Micro Economics, Prentice Hall, New Jersey.
7. Gough, J. and S. Hills: Fundamentals of Managerial Economics, MacMillan, London.
8. Haynes, W.W., V.L. Mote and S. Paul : Managerial Economic Analysis and Cases, Prentice Hall India, New Delhi.
9. Petersen, H. Craig and W. Cris Lewis: Managerial Economics, Prentice Hall, New Delhi.
10. Salvatore, Dominick: Managerial Economics in a Global Economy, McGraw Hill, New York.
11. Varian, H.R: International Microeconomics: A Modern Approach, East West Press, New Delhi.
12. Varshney RL and Maheshwari KL: Managerial Economics; Sultan Chand and Sons, New Delhi.
13. Dwivedi DN: Managerial Economics, Vikas Publishing House, New Delhi.
14. Adhikary M. Business Economics, Excel Books, New Delhi.

## **COM 402: Organisation Theory**

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

### **Unit-I: Organisation and Theories of Organisation:**

Organisation - Concept, Features, Types, Forms and Significance; Organisational Vs. Individual Goals and their Integration; Role of Positive Thinking in Organisations. Classical Theories-Scientific Management; Process Management; Bureaucratic Model; Neo Classical Theories-Human Relations and Behavioral Science; Modern Theories - System, Contingency and Quantitative.

### **Unit-II: Organisation Structure, Culture and Conflict:**

Organisational Structure- Concept and Factors Influencing Organisational Structure; Departmentalisation; Span of Management; Centralisation and Decentralisation; Delegation of Authority; Organisational Culture – Impact of Organisational Culture; Socio-Cultural features of India and its Impact; Organisational Conflicts-Positive and Negative Impact; Level of Organisational Conflicts-Individual Group and Organisational Measures to minimise conflict.

### **Unit-III: Motivation and Group Dynamics:**

Concept, Process and Significance of Motivation, Theories of Motivation-Need Hierarchy Theory, Theory X and Theory Y, Two Factor Theory, Ouchi's Theory Z and Victor Vroom's Expectancy Theory; Group Dynamics –Definition and Importance, Types of Groups, Formal vs. Informal Groups and Influencing Informal Groups; Quality Circle.

Leadership - Concept, Significance and Styles; Leadership Theories-Trait Theory, Behavioural Theory, Fiedler's Contingency Theory, Managerial Grid and Likert's Four Systems of Leadership.

#### **Unit-IV: Organisational Change and Organisational Development :**

Management of Change -Nature, Causes, Process and Chain Effect of Change; Resistance to Change-Individual and Organisational; Overcoming Resistance to Change; Change Models - Lewin's Three Step Model; Change Agents.

Meaning and Process of Organisational Development; OD Interventions – Sensitivity Training; Survey Feedback; Process Consultation; Team Building; MBO; Problems in OD; Organisational Effectiveness-Concept and Approaches; Organisational Vs. Managerial Effectiveness; Factors Causing Ineffectiveness.

#### **References :**

1. Griffin, Ricky W: Organisational Behaviour, Houghton Mifflin Co., Boston.
2. Hellreigel Don John W. Slocum, Jr., and Richard W. Woodman: Organizational Behaviour, South Western College Publishing, Ohio.
3. Hersey, Paul, Kenneth H. Blanchard and Dewey E. Johnson: Management of Organisational Behaviour: Utilising Human Resources, Prentice Hall, New Delhi.
4. Ivancevich John and Micheol T. Matheson: Organisational Behaviour and Management, Business Publication Inc., Texas.
5. Koontz, Harold, Cyril O'Donnell, and Heinz Weihrich: Essentials of Management, Tata McGraw-Hill, New Delhi.
6. Luthans, Fred: Organizational Behaviour, McGraw-Hill, New York.
7. Newstrm, John W. and Keith Davis: Organizational Behaviour : Human Behaviour at Work, Tata McGraw-Hill, New Delhi.
8. Robbins, Stephen P, and Mary Coulter: Management, Prentice Hall, New Delhi.
9. Robbins, Stephen P: Organizational Behaviour, Prentice Hall, New Delhi.
10. Steers, Richard M. and J. Stewart Black: Organizational Behaviour, Harper Collins College Publishers, New York.
11. Rao, V.S.P.; and Narayana, P.S.; Organisation Theory and Behaviour, Konark Publishers Pvt. Ltd., New Delhi.
12. Prasad, L.M.; Organisational and Behaviour, Sultan Chand and Sons, New Delhi.

### **COM 403: Business Environment**

**Objective:** *To provide knowledge of the policies and legal provisions of the Government with respect to the business environment in India.*

#### **UNIT-I : Business Environment**

Concept, Nature and Signification of Business Environment; Economic Systems - Capitalism, Socialism and Mixed Economy, Indian Financial System - Financial Markets, Financial Intermediaries – SEBI and RBI.

Constitution of India-Preamble, Features, Fundamental Rights, Directive Principles and Union - State Relations, Business Pressure Groups – Concept and Importance; CII, FICCI; FEMA, Consumer Protection Act 1986.

### **UNIT-II : Economic Environment**

Public Sector, Private Sector, Joint Sector and Co-operative Sector in India;

Five Year Plans - Aims, Objectives, Development Strategy, Outlay and Financial Resources; Progress under the Plans Industrial Policy, Economic Policy, Monetary Policy, Fiscal Policy, Export-Import Policy and Balance of Payment; Special Economic Zones (SEZs); Micro, Small and Medium Enterprises (MSMEs); Village and Cottage Industry; Parallel Economy; Privatization; Devaluation of Rupee and Disinvestments.

### **UNIT –III : Socio-Cultural Environment**

Nature of Indian Society and Ethos; Social Interest, Institutions and Values Vis-a-vis Industrial Development; Responsibility of Business-Rationale, Scope, Responsibility Towards Self, Owners, Creditors, Depositors and Employees, Business Ethics-Meaning, Assumptions, Features, Principles, Need and Importance; Standards, Consumerism; Social Audit-Definition, Characteristics, Importance, Scope, Audit Process and Social Audit in India.

### **UNIT–IV : International Environment :**

Globalization-Concept, Merits, Demerits, and Interdependency; India's International Trade; MNCs-Meaning; Characteristics; Merits and Demerits; Multinational and Govt. Policy; Foreign Capital Inflows-Concept, Merits, Demerits and Present Trend; Collaborations and Agreements-Bilateral, Multilateral; Memorandum of Understandings (MOUs); International Economic Institutions – GATT, WTO, UNCTAD, World Bank, IMF; Transfer of Technology; Technology Policy.

### **References:**

1. Adhikary M: Economic Environment of Business, Sultan Chand & Sons, New Delhi.
2. Ahluwalia, I.J.: Industrial Growth in India, Oxford University Press, New Delhi.
3. Alagh, Yoginder K: Indian Development Planning and Policy, Vikas Publishing House, New Delhi.
4. Aswathappa, K: Legal Environment of Business, Himalaya Publishing House, New Delhi.
5. Chakravarty, S: Development Planning, Oxford University Press, New Delhi.
6. Ghosh, Biswanath: Economic Environment of Business, Vikas Publishing House, New Delhi.
7. Government of India: Economic Survey, various issues.
8. Raj Agrawal and Parag Diwan, Business Environment; Excel Books, New Delhi.
9. Ramaswamy, V.S. and Nama Kumari: Strategic Planning for Corporate Success, Macmillan, New Delhi.
10. Sengupta, N.K: Government and Business in India, Vikas Publishing House, New Delhi.

## **COM 404: Managerial Accounting**

**Objective:** *To develop an understanding of management accounting tools and techniques and their application in business planning, decision making and control.*

### **Unit-I : Managerial Accounting**

Nature, Scope and Functions of Managerial Accounting; Difference between Managerial Accounting and Financial Accounting; Controllership Functions, Financial Statement Analysis & Interpretation: Meaning & Types of Financial Statement, Limitation of Financial Statement, Objective & Methods of Financial Statement Analysis, Comparative Analysis and Common-Size Statement Analysis, Trend Analysis, Cash Flow (Revised AS3), Fund Flow Statement, Ratio Analysis, Classification of Ratios- Profitability, Liquidity, Turnover Ratios, Advantages & Limitation of Ratio Analysis.

### **Unit-II: Marginal Costing and Responsibility Accounting**

Marginal Costing and Absorption Costing, Uses of Marginal Costing in Managerial Decisions, Break-even Analysis-Assumptions and Limitations; Break-even chart. P/V ratio; Practical, Application of Break-even Analysis. C-V-P Analysis and its applications in business. Responsibility Accounting- Concept; Responsibility Centres – Cost, Profit, and Investment Centres; Advantages, Transfer Pricing - Market-based Price and Cost-based Price, Cost Control and Cost Reduction: Process and Techniques

### **Unit-III: Budgetary Control and Standard Costing**

Budget and Budgetary Control; Essentials for Effective Budgeting; Advantages. Types of Budgets; Cash Budget and Sales Budget. Flexible Budgeting. Zero-base Budgeting, Performance Budgeting. Concept and Objects of Standard Costing; Setting of Standards; Variance Analysis- Material, Labour, Overhead and Sales Variances, Reasons for the Variances, Advantages & Limitation of Standard Costing.

### **Unit-IV: Contemporary Issues in Managerial Accounting**

Activity Based Costing, Target Costing, Quality Costing: Meaning, Need, Process and Benefits, Value Chain Analysis: Meaning, Importance, Balanced Scorecard: Meaning, Importance, Four Perspectives.

### **References:**

1. Homgren, C.T., Gary L. Sundem and Walliam O. Stratton: Introduction to Management Accounting, Prentice Hall of India, Delhi.
2. Homgren, Charles T., George Foster and Srikant M. Dailiar; Cost Accounting; A Managerial Emphasis, Prentice Hall of India, Delhi.
3. Lall, B.M. and I.C. Jain: Cost Accounting: Principles and Practice, Prentice Hall of India, Delhi.
4. Welsch Glenn A., Ronald W. Hilton and Paul N. Gordon Budgeting, Profit Planning and Control, Prentice hall of India, Delhi.
5. Baig Nafees: Cost Accounting, Rajat Publications, New Delhi. Baig Nafees : Management Accounting & Control, Ashish Publishing Home, New Delhi.

6. Sharma R.K. and Gupta S.K.; Management Accounting, Kalyani Publishers, Ludhiana.
7. Lal Jawahar ; Managerial Accounting , Himalya Publishing House, New Delhi.

### **COM 405: Advanced Business Statistics**

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

#### **Unit-I : Basic elements of Probability:**

Probability- Random phenomena, outcomes, sample space and events. Axiomatic definition of probability of an event; the case of finite sample spaces. Conditional Probability. Bayes Theorem and its application to business problems, Binomial, Poisson and Normal Distributions- Characteristics and Applications.

#### **Unit-II: Parametric Statistical Inference:**

Estimation- Statistics and Parameter; Qualities of a Good Estimator; Point Estimation of mean, variance and percent. Testing of Hypothesis- Statistical Hypothesis, Tests of Significance, Types of Errors in Testing of Hypothesis, Level of Significance; Test Statistics, Critical Values, Acceptance and Rejection Regions; P-value; Two tailed and One tailed Tests based on normal distribution for the population mean. Test for equality of two means.

#### **Unit-III: Small Sample Tests and Interval Estimation:**

Sampling Distribution of Students t and F. Small Sample Significance Tests: One-sample Student's t-test for mean and Student's t-test for equality of two means, Concept of a Confidence Interval, Confidence Level. Interval estimation for the population mean in small and large samples, One-way Analysis of Variance-Assumptions and its Applications.

#### **Unit-IV: Non-Parametric Tests and Elements of Statistical Decision Making:**

Meaning and Characteristics of Non-Parametric Tests; Difference between Parametric and Nonparametric Tests; Chi square Test for Goodness of Fit of a Model; Wilcoxon-Mann-Whitney Test

Statistical Decision Making: Introduction; Decision Making Environments; Decision Making under Uncertainty - Criterion of Optimism, Criterion of Pessimism, Equally likely Decision (Laplace) Criterion, Criterion of Realism and Criterion of Regret; Decision Making under Risk- Expected Monetary Value and Expected Monetary Loss Criteria.

#### **References**

1. Levin & Rubin.: Statistics for Management; Prentice Hall of India, New Delhi
2. Aczel and Sounderpandian.: Complete Business Statistics; TMG, New Delhi

3. Anderson, Sweeney and Williams.: Statistics for Business and Economics, Thomson, South Western
4. Levin D.M,Ramsey,P Mark & L. Berenson; Basic Business Statistics : Concepts and Applications; Prentice Hall of India, N. Delhi,
5. Siegal, Sidney: Non Parametric Statistics for Behavioural Science; McGraw Hill,
6. Statistics; Schaum Series

### **COM 406: Business Communications and Soft Skills**

**Objectives:** *The major objective of this course is to develop communication skills in business communication. The course will acquaint the students with t communication, the basic concepts and techniques of business communication.*

#### **Unit I : Business Communication and Communication Barriers:**

Meaning, its concepts & objectives, Principles of effective communication (7 Cs), Media for communication (covering written, oral, face-to-face, audio-visual, computer aided, silence), model of communication process. Types of communication: Formal (upward, downward, horizontal, diagonal), Informal (grapevine, consensus), Ethics in communication. Communication in global scenario. Non-verbal communication, Barriers to communication.

#### **Unit II : Business letters and Personal Skills:**

Need, kinds of business letters, essentials of effective business letter, business letter styles (full block, semi-block, hanging indentation, special letter form), business enquiries and reply, purchase orders, complaints, payment collection letters, circular letters, sales letters, correspondence with banks, memos, office orders, circulars, application letters. Corporate communication and Report, Interview and Report writing

#### **References:**

1. Robert L. Shurter and J Peter Williamson, Written Communication in Business
2. Heta A Murphy and Charles E Peck, Effective Business Communication
3. William C Hansturt and Wayen N Batty, Business Communications: Principles and Methods
4. C. C. Parkhurst, English for Business
5. Robert D Hay and P V Lesakar, Business Report Writing
6. Pal, Rajendra and Korlahalli, J.S., Essentials of business communication, Sultan Chand & Sons, New Delhi, 2009, 11th ed.
7. Lesikar, Raymond V. and Pettit, John D., Jr., Business communication Theory and application, A.I.T.B.S., 2003, 6th ed.
8. Additional reading:
9. Taylor, Shirley, Communication for business A practical approach, Pearson Education, Ltd., New Delhi, 2007, 4th ed.
10. Raman, Meenakshi and Singh, Prakash, Business communication, Oxford University Press, 2008.
11. Bahl, Sushil, Business communication today, Response books, New Delhi, 1996.

## **COM 407: Statistical Software for Business Analysis**

**Objective:** This course is designed to make the students of management familiar with the basic software related with business research & analysis to analyse different information and data.

Unit I:

MS Excel for data Analysis

Unit II

SPSS, EViews

### **DETAILED SYLLABUS FOR EACH COURSE: SEMESTER-II**

#### **COM 421: Research Methodology**

**Objective:** *To expose students to the areas of Commercial and Business research activities as well as careers in research and consultancy and to enhance capabilities of students to design and implement research and study assignments.*

##### **Unit-I: Theory of Research:**

Meaning and Objectives of Research; Process of Research; Types of Research; Research Approaches; Research Planning, Social Survey Researches.

Research problem- Selection and Formulation of a Research Problem; technique involved - Criteria of a Good Research Problem; Selection of the topic- critical appraisal of literature research, selection of workable topic.

##### **Unit-II: Hypothesis and Research Design:**

Hypothesis formulation- Concept, Sources and Types of Hypotheses; Formulation of Hypothesis; Qualities of a Workable Hypothesis; Usefulness of Hypothesis in Business Research; Research Design- Uses of Research Design; Steps in Preparing a Research Design; Exploratory or Formulative Design; Descriptive and Diagnostic Design; Experimental Research Design; Research Design for Business Studies.

##### **Unit-III: Sampling and Scaling:**

Sampling- Meaning and Characteristics of Good Sample; Principles of Sampling; Sampling Process; Probability and Non-probability Sampling; Sampling Errors Data Collection- Source and Techniques of Data Collection; Process of Data Collection through Observation and Schedule; Construction of Questionnaire; Interview Technique in Business Research; Choice between Primary and Secondary Data. Data Measurement- Concept and Levels of Measurement; Tests of Sound Measurement-Test of Validity and Reliability; Scaling- Concept of Scaling; Types of Rating Scales; Attitude's Scale-Likert Scale, Thurstone Scale and Guttman Scale.

#### **Unit-IV: Data analysis and Report Writing:**

Data Analysis- Data processing, Data presentation, Financial and Statistical techniques of data analysis and their limitations, Testing of Hypothesis- Procedures; Types of tests; Parametric Tests of one sample, two samples and more than two samples; Non Parametric Tests of Hypotheses

Interpretation- Meaning and Importance of Interpretation; Pre-requisites of Interpretation; Errors in Interpretation; Report Writing-Essentials of a Good Research Report; Types of Reports; Layout of a Research Report; Writing up of the Report; Evaluating a Research Report.

#### **References**

1. Rigby Paul H., Conceptual Foundation of Business Research, Wiley and Sons, New Delhi.
2. Clover Vernon T. and Howard Basely, Business Research Methods, Ohio Grid Publishing, Columbus.
3. Michel V.P. Research Methodology in Management, Himalaya Publishing House, Mumbai.
4. Emory C. William, Business Research Methods, Macmillan Publishing Co., New York.
5. Richard Levis, Statistics for Management, PHI, New Delhi.
6. Berenson, Canol and Raymond Colton, Research and Report Writing for Business and Economic, Random House, New York.
7. Amarchand, D., Research Methods in Commerce, Emerald Publications, Chennai
8. Kothari, C.R., Research Methodology, Wiley Eastern Ltd., New Delhi.
9. Krishnasami, O.R., Methodology of Research in Social Science, Himalaya Publishing House, New Delhi.
10. Gupta, S.P. Statistical Methods, Sultan Chand and sons, New Delhi

#### **COM 422: Financial Management**

**Objective:** *The focus in this paper would be on issues related to financial management in the Indian Corporate Sector. The objective is to enable and equip the manager with basic tools for applying financial analysis.*

#### **Unit I: Financial Management:**

Concept, scope, classification of finance function, Financial Planning & theory of capitalisation, objectives of financial management, profit maximization vs. wealth maximization. Financial System, Time value of Money

#### **Unit II: Sources of finance:**

Long term sources- Shares, Debentures/Bonds Term Loan, Retained Earnings, Leasing, Hire-purchase, Venture capital, Short term sources-Public deposits, Cash credit limit/Overdraft, Letter of credit, Commercial papers, Factoring. Emerging short-term and long term financial instruments.

### **Unit III: Financing decisions:**

Cost of capital, Cost of debenture, Cost of Term Loan, Cost of equity, Cost of preference shares, Cost of retained earnings, weighted cost of capital. Leverage, Trading on equity, factors affecting trading on equity, operating leverage, financial leverage and combined leverage.

Capital structure: Concepts and determinants of capital structure, Approaches to establish appropriate capital structure- Net Income Approach, Net Operating Income Approach, Traditional Approach, MM Approach

### **Unit IV: Investment decisions:**

Capital budgeting-Nature, scope, Non Discounted and discounted techniques, Risk analysis in Capital Budgeting

Working capital management: Concept of working capital, Operating Cycle period, Factors affecting working capital requirements, Computation of working capital requirements. Management of Debtors, Inventory & Cash & related models

### **Unit V: Dividend decision:**

Dividend Policy, Regulatory, Dividend and its types, Factors influencing dividend decision, Dividend theories of relevance: Walter's model, Gordon's model, Dividend theories of irrelevance: MM Hypothesis,

**Case studies** based on above-mentioned curriculum

### **Suggested reading:**

1. Pandey, I. M., Financial management, Vikas Publishing House Pvt. Ltd., Noida, 2005, 9th ed.
2. Mishra, R.C. and Pandey, R.S., Fundamentals of financial management, Global Vision Publishing House, New Delhi, 2010.
3. Khan, M.Y. and Jain, P.K., Financial management Text, Cases and Problems, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 2007
4. Chandra, Prasanna, Financial management Theory and Practice, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 2007
5. Kuchhal, S.C., Financial management, Chaitnya Publishing House, Allahabad.

### **COM 423: Human Resource Management**

**Objectives:** *The objective of this course is to sensitize students to various facts of managing people and to create an understanding of the various policies and practices of human resource management. By the end of the course the student will be able to: Appreciate the importance of human resource management as a field of study and as a central management function; Understand the implications for human resource management of the behavioral sciences, corporate decisions; Know the elements of the HR function (e.g. – recruitment, selection, training and development, etc.) and be familiar with each element's key concepts & terminology; and Apply the principles and techniques of human resource management gained through this course to the discussion of major personnel issues and the solution of typical case problems.*

### **Unit I: Perspective of HRM:**

Conceptual foundations; Human aspect of management, Human Relations; Human Resource Management- Concept, Scope and Importance; Competencies of HR Manager: Employer branding and Competency mapping; changing role of HRM- Workforce diversity, HRM environment in India, Strategic HRM: Strategic role of HR, Approaches and models to SHRM

### **Unit- II: Staffing:**

Human Resource Planning, Assessing Human Resource requirements; Human resource forecasting; Work load analysis ; Job Analysis, and Job Design; Job characteristic approach to job design, Factors affecting recruitment; Sources of recruitment (internal and external); Basic selection model; Psychological tests for selection; Interviewing; Placement and Induction; Job Changes- Transfers, Promotions, and Separations, Restructuring and rightsizing

### **Unit III: Human Resource Development:**

An overview of Training and Development; Meaning, Importance & assessment of training needs, principles of effective training, Skills of an Effective Trainer, Designing Training and Development Program, Development Techniques for enhancing decision-making and interpersonal skills, Case-study, in-basket exercise, special projects, multiple management Programme Learning, Action learning, Syndicate Work, Games, Action Maze, Role Play; Demonstration and Practice Monitoring; Coaching; Self Diagnostic Skills, Experience Learning, Discovery Learning, Brain Storming, Counselling, Position Rotation, Team Building, and Sensitivity Training, Evaluation of Training program, Career planning and Development, Succession Planning

### **Unit IV: Compensation and Performance Appraisal:**

Compensation Management, Job Evaluation, Base Compensation and Supplementary Compensation; Innovations in Compensation Management- Pay Band System, ESOP, Flexi-time Schedules, etc. Performance Appraisal- Concept, Objectives and Methods; Traditional and Modern Methods- MBO, 360 Degree Appraisal, Behaviourally Anchored Rating Scale, Potential Appraisal, Human Resource Audit

### **Unit- V: International HRM-**

Human Resources in a Comparative Perspective, International Recruitment and Selection, Cultural Factors/Issues in Performance Management, Developing International Staff and Multinational Teams, Approaches to International Compensation, Repatriation, Industrial Relations in a Comparative Perspective, Emerging Trends in Employee Relations and Employee Involvement, HR/IR issues in MNCs

**Case studies** Some cases of real business world to supplement learning from the course

### **Suggested reading:**

1. D'Cenzo, David A., Stephen P. Robbins, and Susan L. Verhulst, Human Resource Management, John Wiley and Sons, NewDelhi.

2. Gomez-Mejia, Luis R., D. B. Balkin, and R. L. Cardy, *Managing Human Resources*, Prentice Hall, New Jersey.
3. Ian, Beardwell, and Len Holden, *Human Resource Management*, Prentice Hall.
4. Dessler, Garry, *Human Resource Management*, Prentice Hall of India. Department of Commerce, University of Delhi 20
5. Flippo, Edwin B., *Principles of Personnel Management*, McGraw Hill, New York.
6. Harzing, A. W. and Joris Van Ruysseveldt, *International Human Resource Management: An Integrated Approach*, Sage Publication, London.
7. Dowling, Peter J., D.E. Welch and R. S. Schuller, *International Human Resource Management: Managing People in a Multiple Context*, South Western College Publishing, Cincinnati.

### **COM 424: Marketing Management**

**Objective:** *Marketing is no longer a company department charged with a limited number of tasks- it is a companywide undertaking. It drives the company's vision, mission and strategic planning. Marketing succeeds only when all departments work together to achieve goals. The student will be able to understand these concepts.*

#### **Unit I: Marketing concepts:**

Definition of Marketing Management, Marketing concepts, Marketing mix, STP (Segmentation, Targeting, Positioning) concepts, Marketing planning, organization and control, Marketing environment, Consumer Buying decision making process.

#### **Unit II: Product:**

Definition, classification, product line-concepts and decisions, differentiation, new product development process, Product Life Cycle, Packaging, Labelling, Concepts and types of branding, Product portfolio matrices (BCG, GE)

Pricing: Meaning, pricing objectives, factors affecting pricing, methods, price strategy and policy (pricing of new products, geographical pricing, discounts & allowances, promotional pricing, discriminatory pricing, product mix pricing)

#### **Unit III: Physical distribution:**

Definition, Channels, functions, levels of distribution channels, channel management decisions, Vertical, Horizontal and Multi-channel marketing systems, Legal and ethical issues in channel relations.

Retailing: Meaning, types, functions of retailers, marketing decisions related to retailers.

Wholesaling: Meaning, types, functions of wholesalers, marketing decisions related to wholesalers.

#### **Unit IV: Promotion:**

Definition, promotion mix concept; Advertising: Meaning, advertising objectives, Evaluation of advertisement; Sales promotion: Meaning, tools and techniques; Public relations: Definition, techniques and methods of PR; Personal selling: Meaning, process, direct, online, social media and mobile marketing.

#### **Unit V: Contemporary issues in marketing:**

Concepts of green marketing, relationship marketing, service marketing and International marketing.

**Case studies** based on above-mentioned curriculum

**Suggested reading:**

1. Kotler, Philip, Keller, Kevin Lane, Koshy, Abraham and Jha, Mithileshwar, Marketing Management A South Asian perspective, Dorling Kindersley (India) Pvt. Ltd., New Delhi, 2009, 13th ed.
2. Kothari, Rakesh, Mehta, Anil and Sharma, Ashok, Marketing management, Ramesh Book Depot, Jaipur, 2010.
3. Panda, Tapan K., Marketing Management Text and Cases, Excel Books, New Delhi, 2007, 2nd ed.
4. Etzel, Michael J., Walker, Bruce J. and Stanton, William J., Marketing, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 2004, 13th ed.
5. Kotler, Philip, Marketing Management, Prentice-Hall of India Pvt. Ltd., New Delhi, 2004, 11th ed.
6. Czinkota, Michael R. and Kotabe, Masaaki, Marketing Management, Thomson Asia Pte Ltd., Singapore, 2nd ed.
7. Varshney, R.L. and Gupta, S.L., Marketing management Text and Cases An Indian perspective, Sultan Chand & Sons, New Delhi, 2005, 3rd ed.

**COM 425: Computer Application in Business**  
**(Open Course meant for other departments also)**

**Objective:** *To expose the students of other departments with the fundamentals of computer and make them aware how best the knowledge of computer be used in business.*

**UNIT-I: Computer Networks and Internet**

Meaning and Components; Basic Idea of Different Types of Networks; Internet-a Global Network; E-Mail; Common Protocol Used in Internet; Concept of World Wide Web and Internet Browsing; Internet Security; Application of Internet in Business.

**UNIT-II: Operating Systems and Word Processing :**

Concepts; Basic Idea of DOS, WINDOWS, Unix and Linux. Introduction and Working with MS-Word in MS-Office; MS-Excel; MS-Power Point-Basic Commands, Formatting Text and Documents; Working with Graphics and Creating Presentation the Easy Way.

**UNIT-III: Introduction to Accounting Packages and DBMS**

Preparation of Vouchers, Invoice and Salary Statements; Maintenance of Inventory Records, Accounting Books and Final Accounts; Financial Reports Generation. Traditional File Management; Processing Techniques; Limitation of File Management Systems; Meaning and Features of DBMS; Components of DBMS; Architecture of DBMS; Functioning of DBMS.

**UNIT-IV: Enterprise Resource Planning**

Importance – Meaning – Applications in business – SAP – Oracle Finance.

### References:

1. Date, C.J.: An Introduction to Database Systems, Addison Wesley, Massachusetts.
2. Dienes, Sheila S: Microsoft office, Professional for Windows 95; Instant Reference; BPB Publication, Delhi.
3. Mansfield, Ron: The Compact Guide to Microsoft office; BPB Publication, Delhi.
4. Norton, Peter: Working with IBM-PC, BPB Publication, Delhi.
5. O'Brian, J. A.: Management Information Systems, Tata McGraw Hill, New Delhi.
6. Ullman, J.O.: Principles of Database Systems, Galgotia Publications, New Delhi.
7. Korth, Data Based Management System
8. Silvershatiz, Galvin, Operating System Concepts.

## **COM 425: Banking and Insurance Management**

**Objective:** *To give a general idea about the nature, growth, development of banking and insurance business in India and expose to students to the different aspects of basic banking and insurance management principles.*

### **Unit-I: Commercial Banking In India:**

Indian Banking System; Functions and Problems of Commercial Banks; Different Types of Bank Customers; Different Types of Deposit Accounts and their Features; Bank Credit-its Creation and Pattern of Distribution; Credit-Deposit Ratio of Banks. Bank-Customer Relationship Salient Features of Banking Regulation Act, 1949; Credit Control. Recent Reforms in Banking Sector in India and its Impact on the economy;

### **Unit-II Insurance and Risk Management**

Concept of Risk, Types of Risks-Financial and Non-financial: Insurance: Meaning, Nature and Scope, Importance of Insurance for Individuals, Business, Society and Nation Origin and Growth of Insurance, Insurance Organisations in India Principles of Insurance Contract, Insurable Interest, Utmost Good Faith, Warranties, Indemnity, Subrogation, Proximate Cause, Contribution, Return of Premium, Assignment of Interest, Double Insurance, Over-insurance, Under-insurance and Reinsurance.

### **Unit-III : Life Insurance :**

Nature and Importance of Life Insurance; Principles of Life Insurance Contract; Insurance Policies and Annuities; Calculation of Premium; Factors Influencing Selection of Policy; Important Insurance Policies of the LIC and Private Insurance Companies.

Group Insurance, Group Vs. Individual Insurance, Types of G.I. Schemes; Salary Saving Scheme; Annuity Contracts Provisions Relating to Nomination and Assignment of Life Insurance Policies; Nomination vs. Assignment; Settlement of Claims-Types of Claims and Procedure of Payment.

### **Unit -IV: General Insurance:**

Marine Insurance – meaning and nature of Marine Insurance Contract; Kinds of Marine Policies and their important features; Important Policy Clauses; Marine Perils and Losses; Fire Insurance- Characteristics of Fire Insurance Contract; Basic Principles of Fire Insurance; Types of Fire Insurance Policies and their features; Claims Settlement Other

types of insurance- Motor Insurance and Health Insurance – Salient features, types of policies and claim settlement – General Insurance Companies in India.

Insurance Legislation in India: Important provisions of LIC Act, 1956 and IRDA Act, 1999 Salient features of Insurance Act, 1938; E.S.I. Act, 1948; G.I.B (N) Act, 1972; Marine Insurance Act, 1963.

**References:**

1. Harrington and Neihaus Risk Management and Insurance, TMG, New Delhi
2. Tripathy and Pal Insurance-Theory and Practice, PHI, New Delhi,
3. Redja Principles of Risk Management and Insurance, TMG, New Delhi
4. Kothari&Bahi, Principles and Practice of Insurance, Sahitya Bhavan, Agra.
5. Misra M N., Insurance Principles and Practices, S Chand & Co, New Delhi
6. Vinayakam, Radheshyam & Vasudevan, Insurance: Principles and Practice, S Chand & Co., New Delhi
7. Kotreshwar G, Risk Management-Insurance and Derivatives, Himalaya Publishing House, New Delhi
8. Varshney P.N - Banking Law & Practice, Sultan Chand, New Delhi.
9. Maheswari S.N., Banking Law & Practice, Kalyani Publishers, Ludhiana.
10. Vasant Desai – Principles of Bank Management, Himalaya Publishing House, Mumbai.

**COM 426: Project Planning and Control**

**Objective:** *The objective of the course is to provide the student with skills necessary to create, plan and control a new Enterprise.*

**Unit-I: Project Identification and Appraisal**

Understanding environment for business opportunities.

Location, Factory Design and Layout

Conceptual Framework to Project and Project Management; Topologies of Projects,

Phases of a Project Life-cycle; Stages of a Project; Project Management Team.

Project Appraisal and Project formulation -

**Unit-II: Project Cost and Project Evaluation**

Major Cost Components of the Project and Sources of Project Financing.

Planning Capital Structure and Break-even Analysis

Investment Evaluation under Certainty and Uncertainty.

Project Evaluation Techniques-Pay-Back Period, Profitability Index, Net Present Value, Internal Rate of Return, Certainty Equivalent Approach and Sensitivity Analysis.

Project Organization; Project Planning and Scheduling; Project organization Techniques-GANTT Charts, CPM, PERT

Cost and Time Over-run; Project Follow up and Monitoring

**References:**

1. Prasanna Chandra, Projects - Preparation, Appraisal, Budgeting and Implementation, Tata McGraw- Hill Publishing Company Limited, New Delhi.

2. Dr. Gupta, C.B. & Dr. Srinivasan, N.P. Entrepreneurial Development, Sultan Chand & Sons, New Delhi.
3. Nicholas: Project Management for Business and Technology: Principles and Practice, Prentice Hall of India, N. Delhi.
4. Philipose, Susi: Operation Research – A Practical Approach. Tata Mc Graw Hill, N. Delhi.
5. Singh, Narendra: Project Management & Control. Himalaya Publ., N. Delhi.

### **COM 427: Academic and Research Report**

**Objective:** To adhere the research orientation of the students and well worse all types of academic and research writing. To apply basic software application for writing of academic endeavors.

<b>Part- I Introduction</b>
<ul style="list-style-type: none"> <li>➤ Various kinds of academic and research activities.</li> <li>➤ Necessity of report writing for achievement of academic and research goals.</li> <li>➤ Various kinds of reports / presentations</li> <li>➤ Characteristics of academic and research reports / presentations.</li> <li>➤ Conclusions.</li> <li>➤ ASSIGNMENTS.</li> </ul>
<b>Part- II Research paper writing</b>
<ul style="list-style-type: none"> <li>➤ Types of research papers,</li> <li>➤ Structure of research papers</li> <li>➤ Research paper formats</li> <li>➤ Abstract writing, Methodology, Results and discussions</li> <li>➤ Ways of communicating a research paper.</li> <li>➤ ASSIGNMENTS</li> </ul>
<b>Part-III Thesis writing</b>
<ul style="list-style-type: none"> <li>➤ Structure of a thesis,</li> <li>➤ Scope of the work</li> <li>➤ Literature review</li> <li>➤ Experimental / computational details, Preliminary studies</li> <li>➤ Results and Discussions</li> <li>➤ Figures and Tables preparation</li> <li>➤ Conclusions and future works</li> <li>➤ Bibliography, Appendices</li> <li>➤ ASSIGNMENTS</li> </ul>
<b>Part- IV Tools and Techniques</b>
<ul style="list-style-type: none"> <li>➤ Various word processors, e.g., MS Word, Libra-office, Latex etc.</li> <li>➤ Making effective presentations using Power Point and Beamer,</li> <li>➤ Uses of plagiarism detection tools.</li> <li>➤ ASSIGNMENT.</li> </ul>
<b>Part- V Miscellaneous Reports</b>
<ul style="list-style-type: none"> <li>➤ Writing research proposals</li> <li>➤ Writings project proposals</li> <li>➤ Writing Lecture notes, Progress reports, utilization reports, Scientific reports</li> <li>➤ ASSIGNMENTS</li> </ul>

### **References:**

## DETAILED SYLLABUS FOR EACH COURSE: SEMESTER-III

### **COM 531: Corporate Governance and Business Ethics**

**Objective:** *To teach practices and policies regarding corporate governance practices and ethical dimension involve in corporate management.*

#### **Unit-I: Corporate Governance and its practices in India**

Meaning and origin of corporate governance; Theories of corporate governance-agency theory-sources and costs of agency conflict; stakeholders' theory; Corporate governance mechanisms-internal and external; corporate governance models-US-UK model, European model and Japanese Model; linkage between corporate governance and economic development.

Nature of companies in India-family managed and widely-held; shareholding pattern in Indian Companies; reasons for poor governance standards; Governance models in India-Managing agency model, business-house model and anglo-american model; progress of governance in India; governance standards in public sector enterprises, banking and insurance companies.

#### **Unit-II: Corporate Boards and Governance Committees**

Corporate Boards- Powers, role and types of corporate boards; determinants of board effectiveness-size, composition, information, compensation, meetings and evaluation of board performance; Board Committees: - Need, objectives, types, number and functions of board committees-audit, compensation, nomination, environment, risk, strategic committees, etc; linkage between board committees and governance standards.

Governance committees in UK-Cadbury, Hampel, Greenbury, Smith and Combined Code; OECD principles of governance; Governance committees in India-CH, Birla, Naresh Chandra and Narayan Murthy committees' major recommendations; role of SEBI in governance; extent of compliance of governance code in India; governance rating in India.

#### **Unit-III: Business Ethics and Corporate Social Responsibility:**

Business Ethics- Meaning, need, values, Nature and goals of business ethics; Business ethics and the law; Ethics and ethos-morality, virtue and social ethics; ethical perspective of managers. Ethical Theory - Ethical relativism and reasoning in ethics- Psychological egoism- modern ethical theory: Utilitarian ethics- Deontological ethics- virtue ethics Corporate Social Responsibility - The classical model of corporate social responsibility; critical assessment of the classical model

The private property defence-modified version of the classical model- the moral minimum-the stake holder theory

#### **Unit-IV: Ethics in business discipline:**

Ethics and HRM-Moral rights in the work place-employees responsibilities and ethics.

Ethics and marketing ethical issues in marketing-ethics of sale and advertising-marketing ethics and consumer autonomy, Ethics and finance-ethical theories and decision making application of traditional theories to decision making. Ethics and production-Ethical

implications of technology-ethics in the natural and global environment-ethics in the global business and earth environment.

### **References**

1. Thomas Clarke: Theories of Corporate Governance (ed.), Rutledge Publishers, London.
2. Christine A. Mallin: Corporate Governance, Oxford University Press, New Delhi
3. A.C.Fernando: Corporate-Governance, Principles, Policies and Practices, Pearson Education, New Delhi,
4. Kesho Prasad: Corporate Governance, PHI, New Delhi.
5. Vasudha Joshi: Corporate Governance – The Indian Scenario Foundations Books, New Delhi
6. Richard M. Steinberg & Caatherine. L.Bronilow: Corporate Governance and the Board, Institute Internal Auditors Research Foundation.
7. Yadong Luo: Global Dimensions of Corporate Governance, Blackwell Publishing, Singapore
8. Joseph R. Desjardins; An introduction to business ethics; TMH, New Delhi
9. David J. Fritzsche; Business Ethics: A global and Managerial perspective, TMH, New Delhi
10. R.C.Shekhar; Ethical Choices in business, response Book, New Delhi
11. Rituparana Raj; A study in business ethics, Himalaya, Bombay
12. Chakraborty S.K. Ethics in management, Oxford University Press, New Delhi

### **COM 532: Entrepreneurship and MSMEs Management**

**Objective:** *The objective of the course is to develop an understanding of the concept, process and development of entrepreneurship and to provide management knowledge and skills in order to enable the students to own and manage a Small Enterprise in an efficient manner.*

#### **Unit – I: Entrepreneurship:**

Entrepreneurship-meaning and definition and forms; Entrepreneurship Theories- Sociological, Economic, Psychological and Managerial Theories  
Entrepreneurship process- Setting, preparation, Management and survival, Growth, Entrepreneurship transition  
Entrepreneurship- problems and prospects in India  
Entrepreneurial Behaviour and Skills; Entrepreneurial Structure; Entrepreneurial Culture Vs Administrative Culture

#### **Unit – II: Entrepreneur:**

Nature, Characteristics and importance; Role of an entrepreneur: different views- Psychological, social, economic and Managerial, Classification of entrepreneurs; Entrepreneurial traits and motivation; Entrepreneur distinguished from manager and leader

Entrepreneurial function at different stages of enterprise life cycle; Sources of entrepreneurial supply; Entrepreneurial Ethics; Entrepreneurship Development- Models, Designing and Evaluating Entrepreneurship Programme, EDPs in India

**Unit –III: Management of MSMEs:**

Environment of Small Enterprise Management; Small Enterprise management process vs. Large Enterprise management process. Strategy Formulation and Implementation in small Enterprise. Strategic Cost Analysis- Strategic position, Value Chain and Cost Drivers

Venture start up process

**Unit – IV: Functional Management in MSMEs:**

Framework of Human Resource Management, Financial Health Analysis; Pattern of Financing and Risk Management; Important issues of Working Capital Management in Small Business

Management of Product and Product Life Cycle; Promotional Activities for Small Business; Pricing Policy for a small Business; Distribution Strategy and channels for Small Business

Location & Layout and their influence on operation; Break Even Analysis; Production Planning, Scheduling and Control in Small Business Quality Control and Cost Consciousness in Small Business

**References:**

1. Hisrich, R.D & Peter, M.P.: Entrepreneurship, Tata Mc Graw Hill
2. Kuratko & Hodgetts Entrepreneurship: Theory, Process, Practices, Thomson Learning Inc,
3. Drucker, Peter: Innovation and Entrepreneurship, Heineman
4. Holt Entrepreneurship: New Venture Creation, Prentice Hall of India, N. Delhi,
5. Desai, Vasant: Entrepreneurial Development Vol I Himalaya Publications, N. Delhi, Sage Publication, N. Delhi
6. Awasthi, D & Sebastian, J.: Evaluation of Entrepreneurship Progress, Sage Publications, N. Delhi,
7. Jain, G. Raj & Gupta, D (Ed): New Initiatives in Entrepreneurship Education and Training; EDII, Ahmedabad,
8. Mali, D.D.: Vision 2001: Small Industry in North East (Indian Institute of Entrepreneurship, Gauhati
9. Sharma, R.A.: Entrepreneurial Change in Indian Industries, Sterling Publication, N. Delhi
10. Story, D.J.: Small Business: Critical Perspective on Business and Management, Routledge, London
11. Longenecker, Moore, Petty & Palich, Managing Small Business, South Western Cengage Learning
12. Broom,H.N.: Small Business Management, South Eastern Publishing
13. Sansol, C.L.: Entrepreneurship and Small Business Management, Har Anand Publications

14. Desai, Desai Vasant.: Small Industrial Organization and Management, Himalaya Publishing House
15. Megginson W & Byrd Jane Mary.: Small Business Management: An Entrepreneurs Guide Book, TMG, New Delhi
16. Jain, V.K.: Marketing Management for Small Units, Management Publishing House, New Delhi
17. Baruah, R. K.: Financing Small Scale Industries, Omson's Publication, New Delhi

### **COM 533: Advanced Accounting**

**Objective:** *To enable the students to learn advanced accounting issues and practices and to acquaint students with the recent changes in financial accounting and reporting practices*

#### **Unit I**

Emergence of contemporary issues in accounting – influence of other disciplines on accounting and changing environment. Human Resource Accounting: Meaning and Scope, Human Resource Cost Accounting – Capitalization, Write off and Amortization Procedure. Human Resource Valuation Accounting – Appraisal of Various Human Resource Valuation Models. Use of Human Resource Accounting in Managerial Decisions. Human Resource Accounting in India. Price Level Accounting – Methods, Utility and Corporate Practices

#### **Unit II**

Corporate Social Reporting: Areas of Corporate Social Performance, Approaches to Corporate Social Accounting and Reporting. Corporate Social Reporting in India. Corporate Reporting: Concept of Disclosure in relation to Published Accounts, Issues in Corporate Disclosure, Corporate Disclosure Environment, Conceptual framework of corporate reporting. Objectives and Requirement of Financial Reports; Users in Financial Reporting, Qualitative Characteristics of Financial Reports, Corporate Disclosure: Annual report of a Company, XBRL-Extensible Business Reporting Language

#### **Unit III**

Recent Trends in the Presentation of Published Accounts. Reporting by Diversified Companies, Value Added Reporting: Preparation and Disclosure of Value Added Statements,

Economic Value Added, EVA Disclosure in India.

Corporate Reporting through Web. Accounting Standards in India. Significance and formulation of Accounting Standards. Accounting Standards relating to Interim Reporting. Accounting for Leases, Earning Per Share and Accounting for Intangibles.

#### **Unit IV**

Accounting for Amalgamation and Absorption, Reconstruction of companies: External and Internal, Problems on Amalgamation and Absorption, Problems on External and Internal Reconstruction, Need and Importance of Consolidated Financial Statements, Holding Company and Subsidiary Company, Preparation of Consolidated Profit and Loss Account Preparation of Consolidated Balance Sheet, Segment Reporting: Meaning, Need

and Benefits, Report on Corporate Governance: Meaning, Importance and Benefits, Corporate Social Reporting: Meaning, Importance and Benefits, Sustainability Reporting: Meaning, Importance and Benefits, International Financial Reporting Standards (IFRS), Indian Accounting Standards (IAS), Convergence of Accounting Standards with IFRS, Advanced of Convergence.

**References:**

1. Gupta, R. L. and Radhaswamy M.-Advanced Accounting, S. Chand, New Delhi
2. Arunanandan and Raman-Advanced Accounting, Himalaya, Delhi
3. Maheshwari and Maheshwari-Advanced Accounting, Vikash, New Delhi
4. Hanif and Mukharjee-Advanced Accounting, Tata MacGrawHill, New Delhi
5. Jain and Narang-Advanced Accounting, Kalyani, New Delhi
6. Basu and Das-Practice in Accountancy, Rabindra Library, Kolkata
7. ICAI.: Compendium of Statements &Standard Accounting ICAI, Delhi
8. Narayanswamy R.: Financial Accounting: A Managerial Perspective. PHI, New Delhi,
9. Lal Jawahar.: Corporate Financial Reporting Theory and Practice. Taxman, New Delhi,
10. Vijaykumar M P.: First lesson to Accounting Standards, Snow White, Delhi,
11. Porwal L S.: Accounting Theory- an Introduction, TMG, New Delhi.
12. ICAI'S Relevant Publication.: [www.icaai.org](http://www.icaai.org)
13. Ghosh, Goyale & Maheshwari.: Accounting Theory. Wiley Eastern ,
14. Heinemann, A.: Accounting Theory, Prentice Hall.
15. Anthony, Hawkins and Merchant: Accounting: Text and Cases. Tata McGraw Hills, New Delhi

**COM 534: Direct and Indirect Tax Laws**

**Objective:** *to acquaint the students with the basic knowledge of various direct and indirect tax laws*

**Unit-I : Income Tax Act, 1961:**

Definitions, Residential Status and tax liability, Exempted Incomes, Computation of Income various heads of income, clubbing of income, set off and carry forward of losses Deductions from Gross Total Income

**Unit-II : Assessment and Tax Liability:**

Salient features of assessment of individual, Hindu Undivided Family, Firm, Association of Person and Company. Tax deduction and source, Advanced Payment of Tax

**Unit-III: Custom Duty and its Administration**

**Customs Duty:** Basic Feature of Custom Act, Important terms and definitions under the Customs Act, 1962, ,

**Types of Custom Duty:** Import Levy and export levy, Basic Custom duty, additional custom duty, anti-dumping duty, safeguard duty, any other custom duty.

**Tax Assessment:** Valuation Rules, Valuation of Assessable Goods, Valuation of Custom Duty, Imposition of and Exemption from Custom Duty

**Compliance and Administration:** Submission of return, Prohibition of Export and Import of Goods and Provisions Regarding notified and specified goods. Custom Authority and their power, Penalty and Procession, Appeals and Revisions

**Unit-IV: Goods and Service Tax and Its Administration:**

**GST:** Meaning, Objectives, Definition and Features of GST, Scope of GST, Benefits and Limitation

**Structure of GST:** Imposition of GST and exemptions from GST, Tax Rates and types of Taxes (CGST, SGST, IGST, UTGST). Composition Scheme: meaning, composition levy, Tax Liability of composite and mixed suppliers

**Tax Assessment:** Scope and Classification of Supply of Goods and Services, Valuation of Taxable Supply, Valuation and Payment of Tax under CGST and SGST, Assessment of Unregistered Person. Tax Credit: Input tax Credit, Remission of tax Adjustment and Refund of GST, Concessions to SSI.

**Compliance and Administration:** Registration of Dealer and Cancellation of Registration. Filing of Return: Procedure, Various Forms and Due Date, Accounts and Other records, Penalty and prosecution, appeals and Revisions.

**Reference:**

1. Ahuja, Girish & Gupta, Ravi: Practical Approach to Income Tax, Wealth Tax and Central Sales Tax, Bharat Law House Pvt. Ltd., New Delhi
2. Datey, V. S.: Indirect Taxes: Taxman Publications, New Delhi
3. Singhanian, Vinod K.: Student Guide to Income Tax, Taxman Publications, New Delhi
4. Mehrotra H. C.: Income Tax Law and Accounts, Sahitya Bhawan, Agra
5. Bare Acts related to Income Tax, Central Sales Tax and Service Tax

**COM 535: Financial System in India**

**Objective:** *To acquaint students with the knowledge of financial institutions, financial instruments, and financial services rendered by various agencies, financial markets and the regulatory framework in India.*

**UNIT-I: Financial System:-Money Market including Underwriting, Merchant Banking:**

Concept of Financial System; Economic Development and Financial System; Growth and Development of Indian Financial System in India. Role of Commercial Banks, Indian Money Market; Instruments of Money Market; Money Market Mutual Funds, RBI's Regulatory Guidelines; Guilt – Edged (Govt.) Securities Market, Meaning and importance of Financial Services, Underwriting: Meaning, Forms and Need; Underwriting of Capital Issues in India; SEBI's Guidelines on Underwriting. Merchant Banking: Meaning and Importance, Services of Merchant Banks; Regulations by SEBI

**UNIT-II: Regulatory Framework and Institutional Structure**

Reserve Bank of India and its Role in Regulating the Financial System, Securities Contract (Regulation) Act-Stipulations Relating to Constitution of Recognized Stock Exchanges and Listing of Securities; Securities and Exchange Board of India (SEBI)

Concept; Structure and Functions of Capital Market; Primary Market – Concept, Instruments of Issue and Methods of Floatation;

**Unit-III: Credit Rating, Depository Services and other financial services:**

Credit Rating: Meaning and Importance; Rating Process and Methodology; Limitations of Credit Rating; Future of Credit Rating in India, Hire-purchase: Meaning and Importance; Hire-purchase and Credit Sale; Hire-purchase and Installment Sale; Legal Framework; Taxation Aspects of Hire-purchase; Banks and Hire-purchase Business; Bank Credit for Hire-purchase Business.

**Unit IV: Leasing and Hire-purchase services**

Leasing and Hire-purchase; Legal Aspects of Leasing, Venture Capital: Meaning and Significance; Venture Capital Guidelines; Methods of Venture Financing. Factoring-Meaning and Significance; Modus-Operandi; Terms and Conditions; Types of Factoring; Factoring Vs. Discounting; Forfaiting – Meaning and Significance, Working of Forfaiting; Factoring Vs. Forfaiting

Development Banks – Objectives-Functions; Investment Institution – UTI and Other Mutual Funds; Organization, Management; Functions and Working of International Financial Institutions – International Monetary Fund (IMF) International Bank for Reconstruction and Development (IBRD), International Development Agency (IDA) and Asian Development Bank (ADB).

**References:**

1. Rose Peter S. and Donal R. Fraser, Financial Institutions, Business Publications, Texas.
2. Hampton, JJ, Financial Decision Making – Concepts, Problems and Cases, Prentice Hall, New Delhi.
3. Verma JC: Guide to Mutual Funds and Investment Portfolio, Bharat Publishing House, New Delhi.
4. M.Y. Khan, Financial Services, Tata Mc Graw Hill Publication Co., New Delhi.
5. M.A. Kohali, Financial Services in India, Digvijay Publications, Nashik.
6. Bhole, LM, Financial Services in India and Market-Structures, Growth and Innovation, Tata Mcgraw Hill Publishing Co., New Delhi.
7. Anderton, Brian, Current Issues in Financial Services, Macmillan Press, London.
8. Sadak, H, Mutual Funds in India, Saga Publications, New Delhi.
09. Ramu, Shiva, S, Global Financial Services Industry, South Asia Publication, Delhi.
10. Avdhani: Investment and Securities markets in India, Himalaya Publications, Delhi.
11. Bhole, L. M. Financial Markets and Institutions, Tata McGraw Hill, Delhi.
12. Ghosh, D: Banking Policy in India, Allied Publications, Delhi.
13. Giddy, I.H.: Global Financial Markets, A.I.T.B.S., Delhi.
14. Khan, M.Y.: Indian Financial System, Tata McGraw Hill, Delhi.
15. Reserve Bank of India, Various Reports, RBI Publication, Mumbai.
16. Varshney, P.N.: Indian Financial System, Sultan Chand & Sons, New Delhi.
17. Averbach, Robert D: Money, Banking and Financial Markets; Macmillan, London.
18. Srivastava R.M.: Management of Indian Financial Institution; Himalaya Publishing House, Mumbai.

## **COM 536: Commerce and Accounting Packages**

(Open Course meant for other departments also)

**Objective:** *To provide the students an insight into the interface of information technology with business so as to learn how business is done through websites, e-commerce models and Accounting Packages.*

### **UNIT-I: Introduction to E-commerce:**

Meaning and Concept; Objectives; Advantages and Disadvantages; E-Commerce and E-Business; Traditional Commerce vs. E-Commerce; Forces Driving E-Commerce; Growth of E-Commerce; E-Commerce Opportunities for Industries; Future of E-Commerce.

### **UNIT-II : E-Commerce Model and Websites**

Forms of E-Commerce- Business to Consumer; Business to Business; Business to Government; Other Models – Brokerage Model, Aggregator Model, Info-Mediary Model, Community Model and Value Chain Model; Transaction Process.

Websites Generation- Concept and Meaning; Objectives and Advantages; Types of Websites;

Website Designing Principles; Methods of Promoting Website; Searching the Website; Factors for Growth of Websites.

### **UNIT-III : Electronic Payment System and E-Security:**

Special Features of Electronic Payment System; Types of E-Payment Systems-E-Cash, E-Cheque, Credit Card, Smart Card and Electronic Purses, Risk and E-Payment Systems; Secure Electronic Transaction (SET).

Security Risk of E-commerce; Types of Intruders; Types of Threats; Security Tools- Cryptography; Digital Signature and Firewalls; Salient Features of Information Technology Act, 2000.

### **Unit-IV Web Designing:**

Preparing Web-pages and Website

Use of HTML and DHTML and scripting languages

### **References :**

1. Agarwala, K.N. and Deeksha Ararwala: Business on the Net: What's and How's of E-Commerce: Macmillan, New Delhi.
2. Agarwala, K.N. and Deeksha Ararwala: Business on the Net: Bridge to the Online Storefront: Macmillan, New Delhi.
3. Cady, Glcc Harrab and McGregor Pat: Mastering the Internet, BPB Publication, New Delhi.
4. Diwan, Prag and Sunil Sharma: Electronic Commerce – A manager's Guide to E-Business, Vanity Books International, Delhi.
5. Janal, D.S.: On-line Marketing Hand Book, Van Nostrand Reinhold, New York.
6. Kosivr, David: Understanding Electronic Commerce, Microsoft Press, Washington.
7. Mlnoli and Minol: Web Commerce Technology Handbook, Tata McGraw Hill, New Delhi.

8. Schneider Gary P: Electronic Commerce, Course Technology, Delhi.
9. Young, Margaret Levine: The Complete Reference to Internet. Tata McGraw Hill, New Delhi.
10. Brien J.: Management Information Systems, Tata McGraw Hill, New Delhi.

### **COM 536: Digital Marketing**

**Offered through SWAYAM: Course curriculum as per the SWAYAM**

<b>DETAILED SYLLABUS FOR EACH COURSE: SEMESTER-IV</b>
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### **COM 541: Strategic Management**

**Objective:** *To provide students with knowledge of Strategic Management and to enable them to develop appropriate strategies for Business Enterprises.*

#### **Unit – I: Corporate Strategy: Introduction:**

Concept and Importance of Strategic Management; Strategic Content, Process and roles. Approaches to Strategic Decision Making; Organisational Mission and Purpose; Objectives and Goals; Corporate Vision, Mission & Philosophy  
Strategic Management in different contexts

#### **Unit – II: Strategic Analysis:**

External Assessment- Porter’s 5 Competitive Forces.  
Industry Analysis - The External Factor Evaluation (EFE) Matrix, Competitors Analysis, the Competitive Profile Matrix (CPM).  
Internal Assessment- Resource Based View (RBV). SWOT Analysis  
The Value Chain and the Internal Factor Evaluation (IEF).

#### **Unit – III: Strategic Options**

Porter’s Generic Strategies  
Integration Strategies, Intensive Strategies.  
Diversification and Differentiation Strategies,  
Functional Strategy- Manufacturing, Financial, Marketing, Human Resource, Research and Development.

#### **Unit – IV: Strategy Implementation & Evaluation**

Organising Implementation-Staffing, Leading and Job Design.  
Relationship between Strategic Formulation and Implementation  
Strategy Implementation for international business.  
Strategy Evaluation - Concept, Types of Strategic Control , Techniques of Evaluation and Control

## **References:**

1. Fred David: Strategic Management, Prentice Hall, New Delhi
2. Thompson & Strickland: Crafting & Executing Strategy Tata McGraw Hill
3. Hitt, Hoskinsson & Ireland: Management of Strategy – Concepts and cases, South Western Cengage Learning
4. Pearce, Rovinson & Richard: Strategic Management, Tata McGraw Hill
5. Wheelen & David Hunger: Strategic Management & Business Policy, Prentice Hall, New Delhi
6. Ghemawat, Pankaj: Strategy & the Business Landscape, Pearson, New Delhi
7. Gupta, Golakota & Srinivasan Business Policy and strategic management, Prentice Hall, New Delhi
8. Srinivasan, Strategic Management: The Indian Context, Prentice Hall, New Delhi
9. Hamel, Gary: Leading the Revolution, Harvard University. Press

## **COM 542: Advanced Auditing**

**Objective:** *To provide knowledge of audit of various specialized institutions including company.*

### **Unit-I: Company Audit:**

Introduction to Statements on Standard Auditing Practices.

Provisions of the Companies Act, 1956 as Regards to Maintenance of Books of Accounts and Registers; Audit of Share Capital; Audit of Reserves and Surplus; Audit of Debentures; Audit of Public Deposits; Audit of Investment.

Preparation of Company Audit Report

### **Unit-II: Cost Audit:**

Definition and Objective; Cost Audit vis-à-vis Financial Audit; Advantages and Criticism against Cost Audit; Cost Auditor–Qualifications and Appointment

Cost Audit Procedure – Material, Labour, Overheads, Depreciation, Work-in-progress and Stores and Spare Parts; Preparation of Cost Audit Report.

### **Unit-III: Management Audit:**

Definition, Objectives, Need and Importance of Management Audit; Management Auditor – Qualifications and Appointment; Techniques of Management Audit; Management Audit Vs. Financial Audit; Audit of Management Functions – Production, Personnel, Finance and Accounts, Selling and Distribution, General Management and Management Information System; Preparation of Management Audit Report.

### **Unit-IV : Current Issues in Auditing:**

Accounting and Accounting Standards-Service Organization Auditing Standard (SAS) Performance Audit Environmental Audit; Quality Audit.

## **References:**

1. Kamal Gupta: Contemporary Auditing, TMH Publishing House, New Delhi.
2. Dinkar Pagare, Kishnadwala & others: Auditing- Principles and Practice, Sultan Chand & Sons, New Delhi
3. Basu S.K.: Auditing- Principles and Techniques, Pearson Educatuon.
4. Sharma S.D.: Auditing- Principles and Practice, Taxmann Allied Service Ltd.

5. Tandan B.N.: Auditing- Principles and Practice, Sultan chand & Sons, New Delhi.
6. Sharma T.R.: Auditing- Principles and Problems, Shahitya Bhavan, Agra
7. Porwal and Kapoor: Auditing, Kitab Mahal, Allahabad.
8. Jagdish Prakash: Auditing- Principles, Practice & Problems, Prayag Pustak Bhavan, Allahabad.

### **COM 543: Corporate Tax Planning and Management**

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

#### **Unit-I: Tax Planning:**

Meaning and Importance, Tax Avoidance and Tax Evasion;

Computation of Taxable income of Companies; MAT, DDT

Tax Planning with Reference to Choice of Location, Tax Planning with Reference to Nature and Form of Organization of New Business.

#### **Unit-II: Tax Planning and Business Decisions:**

Tax Planning Relating to Capital Structure Decision, Dividend Policy, Inter-Corporate Dividends and Bonus Shares.

Tax Planning in Respect of Own or Lease; Sale of Assets Used for Scientific Research; Make or Buy Decisions, Repair, Replacement, Renewal or Renovation and Shutdown or Continue Decisions.

#### **Unit-III: Special Tax Provisions:**

Tax Provisions Relating to Free Trade Zones and Special Economic Zones, Tax Provisions Relating to Infrastructure Sector and Backward Areas; Tax Incentives for Exporters; 100% Export Oriented Units; Carry Forward and Set Off of Losses and Depreciation.

#### **Unit-IV: Issues Related to Restructuring Business and Tax Payment:**

Tax Planning with reference to Merger, Demerger, Reverse merger.

Tax Deductions and Collection at Source; Advance Payment of Tax; Procedure of Assessment; Appeals, Revision, References and Penalties & Prosecution

#### **References:**

1. Singhanian, Vinod K and Singhanian, Monika: Corporate Tax Planning and Business Tax Procedures, Taxmann, New Delhi.
2. Ahuja G.K. and Ravi Gupta: Corporate Tax Planning & Management (Bharat Law House, New Delhi)
3. Lakhota, R.N.: Corporate Tax Planning & Management (Vision Publications, New Delhi)
4. Singhanian, Vinod K.: Direct Taxes: Law & Practice (Taxman, Publication, New Delhi)
5. Singhanian, Vinod K.: Direct Tax Planning & Management (Taxman, Publication, New Delhi)

6. Income Tax Rules, 1962.
7. Circulars Issued by C.B.D.T. Income Tax Act, 1961.

### **COM 544: Security Analysis and Portfolio Management**

**Objective:** *To enable the students to understand various techniques of analysis used in investment decisions, portfolio analysis and efficient portfolio management*

#### **UNIT-I: Security Investment Decisions:**

Nature and Scope of Investment Decisions; Investment vs. Speculation; Various Approaches for Investment Decisions; Investment Process; Salient Features of Corporate Securities and Derivatives; Bank Deposits; Mutual Fund Schemes; Life Insurance Policies and other Investment Opportunities. Investment Environment -Instruments, Markets, Regulations etc.

#### **UNIT-II: Fundamental Analysis:**

Meaning and Scope of Fundamental Analysis; Economic Analysis and Economic Forecasting; Industry Analysis-Industrial Classification, Analysis of Industry Life Cycle and Industrial Indicators; Company Analysis-Analysis of Financial Statements; Estimation of Intrinsic Value of Shares-Traditional and Modern Methods.

Meaning, significance and its Components; Technical Analysis vs. Fundamental Analysis; Traditional and Modern Tools of Technical Analysis -Point and Figures, Bar and Line Charts, Moving Averages and other Modern Tools; Limitations of Technical Analysis; Meaning and forms of Efficient Market Hypothesis.

#### **UNIT-III: Risk analysis and Portfolio Management:**

Security Risk and Return Vs. Portfolio Risk and Return; Various Components of Risks-Interest Rate Risk, Market Risk, Inflation Risk, Management Risk, Liquidity Risk and Systematic and Unsystematic Risks; Diversification of Risks. Portfolio Management-Traditional and Modern Theory; Selection of Optimum Portfolio-Markowitz Model, Sharpe Model and Capital Asset Pricing Model (CAPM).

#### **UNIT-IV: Derivatives and Risk Management:**

Meaning, Types of Derivatives – Future, Option, Swaps, Risk Return Trade-off, systematic and unsystematic risk, components of risk- market risk, foreign exchange risk interest rate risk, liquidity risk, purchasing power risk. Meaning, trading and determinations of prices.

Black-Scholes Options Pricing Model, Binomial Option Pricing Model.

#### **References:**

1. Barua, Raghunathan and Verma: Portfolio management, Tata McGraw Hill, Delhi.
2. Clark, James Francis: Investment – Analysis and Management, McGraw Hill, International Edition, New York.
3. Fabozzi, Frank J: Investment Management, Prentice hall, International Edition, New York.

4. Fischer, D.E. and Jordan R.J.: Security Analysis and Portfolio Management, Prentice hall, Delhi.
5. Sharpe, William F, Fordon J Alexander and J. V Bailly: Investments, Prentice Hall, Delhi.
6. Strong, Robert: Portfolio Theory and Capital Markets, McGraw Hill, New York.
7. Elton Edwin J, Gumber Martin J: Modern Portfolio Theory and Investment Analysis; John Wiley, New York.
8. Avadhani, V.A: Security Analysis & Portfolio Management: Himalaya Publishing House,
9. Fuller & Farrel: Modern Investment & Security Analysis, McGraw Hill, International Edition.