

**Master of Commerce  
Semester I**

**Course Code: BUSINESS STATISTICS**

**Marks: 100**

**Duration: 60 Hrs.**

**Objective:** The objective of this paper is 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.

**Course outcomes:**

CO1: To develop an understanding of the theory of probability, rules of probability and probability distributions.

CO2: To comprehend the decision making process under uncertainty using statistical tools.

CO3: To become aware of the concepts in sampling, sampling distributions and estimation.

CO4: To understand the meaning and process of hypothesis testing including one-sample and two-sample tests.

CO5: To appreciate the importance and application of non-parametric tests in hypothesis testing.

CO6: To understand the meaning and importance of correlation and regression analysis including both simple and multiple correlation and regression.

**Contents:**

**Unit I- Theory of Probability and Probability Distributions:** Approaches to calculation of probability. Marginal, joint and conditional probabilities. Probability rules. Bayes' theorem. Expected value and standard deviation of a probability distribution. Standard probability distributions - Binomial, Poisson, and Normal.

**Unit II- Statistical Decision Theory:** Decision-making process. Payoff and Regret tables. Decision rules under risk and uncertainty. Expected value approach and EVPI. Marginal analysis. Decision-tree analysis.

**Unit III- Sampling Distributions and Estimation:** Sampling concepts; Types of Sampling techniques; Sampling distribution of means and proportions; Central Limit Theorem. Point and interval estimation; Properties of a good estimator; Confidence intervals for means; Confidence intervals for proportions; Sample size determination.

**Unit IV- Hypothesis Testing:** Steps of hypothesis testing. One and two-tailed tests. Type I and type II Errors; Power of a test; Calculation and use of  $p$ -value.

*One Sample Tests:* Means and proportions.

*Two-sample Tests:* Tests for difference between means – Independent samples; Small samples; Dependent samples; Testing of difference between proportions.

**Unit V- Analysis of Variance and Non-parametric Tests:** F-test of equality of variances; One-factor ANOVA; Chi-square test for Independence and for Goodness-of-fit. Sign test, One-sample runs test.

**Unit VI- Correlation and Regression Analysis:** Simple and partial correlation analysis. Rank correlation. Simple and Multiple linear regression analysis (involving up to three variables).

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**Master of Commerce**  
**Semester I**

**Course Code: ADVANCED MANAGEMENT ACCOUNTING**

**Marks: 100**

**Duration: 60 Hrs.**

**Objective:**

- Enable students to acquire knowledge of concepts, methods and techniques of management accounting along with helping the students develop competence with their usage in managerial decision making and control.
- Cultivating expertise in management accounting by providing the students with the knowledge about various techniques of cost ascertainment, budget preparation and variance analysis, while focusing on its need for managerial decision making.
- Enhance the managerial reasoning of the students in relation of decisions to be made at various stages of production.
- Acquaint the students with the concept importance and methods of Budgeting and to focus on the Responsibility Accounting and Divisional Performance Analysis.

**Course Outcomes:**

**CO1:** Facilitating identification of differences between different forms of accounting—Financial, Managerial and Cost while also developing understanding of Managerial Accounting for the role of a Management Accountant.

**CO2:** Ability to identify cost according to their associated Activities and apply costing techniques for computing cost of products or services.

**CO3:** Preparation of income statements using variable costing and absorption costing.

**CO4 :**Ability to make decisions related to make or buy a particular input, operate at a loss or shut down, lease or buy a plant or fixed asset, expand or contract operations.

**CO5:** Ability to prepare different forms of budgetary statements. Ability to identify and control cost at a responsibility center assigned to a manager, analyzing and reporting of performance of the assigned responsibility center by being solely accountable for that center or division..

**Contents:**

**Unit I- Management Accounting :** Nature and Functions; Financial vs. Management Accounting; Cost vs. Management Accounting; Role of Management Accountant.

Cost Concepts and Classifications.

**Unit II- Activity Based Costing (ABC) :** Concept and Uses; Flow of Costs in ABC; Traditional Costing System vs. ABC.

**Unit III- Variable and Absorption Costing :** Concept, Comparison, Applications of Variable Costing, Preparation of Income Statements.

Cost-Volume-Profit (CVP) Analysis - Contribution Margin; Break - Even Analysis: Profit volume (P/V) Analysis; Multiple Product Analysis; Optimal use of Limited Resources.

**Unit IV- Relevant Information and Short-Run Managerial Decisions :** Managerial Decision Making: Decision Making Process; Differential Analysis; Types of Managerial Decisions - Make/Buy, Add/Drop, Sell/ Process Further, Operate/Shutdown, Special Order. Product-Mix. Pricing Decisions.

**Unit V- Budgeting :** Nature and functions; Preparation of Different Types of Budgets. Fixed Versus Flexible Budgeting.

Standard Costing, - Concept, Advantages; Types of Standards; Variance Analysis: Materials, Labour, Overheads, Sales Variances, Managerial Uses of Variances

**Unit VI- Responsibility Accounting and Divisional Performance Measurement :** Advantages and Disadvantages of Divisionalisation; Concept of Responsibility Accounting: Responsibility Centres - Cost Centre, Revenue Centre. Profit Centre, Investment Centre. Responsibility Performance Reporting. Financial Measures of Performance, Non- Financial Performance Measures.

Transfer Pricing: Concept; Objectives; Requisites; Methods of Transfer Pricing: Transfer Pricing in Multinational Companies.

Performance Measurement: Traditional Performance Measures; Balanced Scorecard – Meaning, Perspectives in Balanced Scorecard. Weighting Performance Measures; Requisites of Balanced Scorecard.

**Master of Commerce  
Semester I**

**Course Code: MANAGERIAL ECONOMICS**

**Marks: 100**

**Duration: 60 Hrs.**

**Objective:** The objective of the course is to acquaint students with the basic principles of micro and macroeconomics for developing the understanding of theory of the firm, markets and the macro environment, which would help them in managerial decision making processes.

**Course Outcomes:**

**CO:** To describe the nature and scope of managerial economics, demand analysis and growth model of the firm.

**CO:** To expose the learners the techniques of production function and cost analysis.

**CO:** To comprehend the market forms and apply the pricing techniques to determine the price of factors of production.

**CO:** To apply to the knowledge of national income accounting and cost of living measurement in real world situations.

**CO:** To assimilate the product and financial market equilibrium and decipher monetary and fiscal policies.

**CO:** To describe the trade cycles in the open economy and exchange rate determination

**Contents:**

**Part A: Firm and Market**

**Unit I: Demand and The Firm:** Nature and Scope of Managerial Economics; Consumer Behaviour: Cardinal and ordinal approaches to the derivation of the demand function. Revealed preference approach; Supply function; Firm Theory: Objectives of the firm; Theory of the growth of the firm: Marris model.

**Unit II: Production and Cost:** Production function; Concept of productivity and technology. Production with one variable input, Returns to scale. Production with two variable inputs, Isoquants, ridge lines, Isoclines, Producer's Equilibrium. Cost function: Classification of costs, Short run cost functions, Relationship between return to scale and return to a factor, Long run cost functions.

**Unit III: Market and Pricing:** Market forms: Perfect competition, monopolistic competition, Monopoly power, Oligopolistic behavior: Cournot and Stackelberg models. Factor Pricing: Demand and supply of factors of production.

**Part B: Macroeconomic environment**

**Unit IV: Introduction to Macroeconomics** National Income Accounting; the circular flow of income and expenditure, limitations of national income accounting; government deficit and trade deficit; Measuring the cost of living; natural rate of unemployment and Inflation.

**Unit V : Product and Financial Market Equilibrium:** The Product markets, Financial markets and Labor markets, openness in product and financial markets, putting all markets together; Monetary theory and policy and fiscal theory and policy.

**Unit VI: Trade Cycles and The Open Economy:** Economic fluctuations and business cycle. Open economy macroeconomics. Determination of Exchange Rate. Purchasing Power Parity, Fixed and Flexible exchange rate. Debates in macroeconomics.

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**Master of Commerce  
Semester I**

**Course Code: FINANCIAL PLANNING**

**Marks: 100**

**Duration: 60 Hrs.**

**Objective:** To develop critical thinking in students with respect to analysis and application of innovative solutions to varied financial problems.

**Course Outcomes:** After studying this course the student will be able to-

CO1: Identify financial goals,

CO2: Apply financial wisdom to manage individuals' finances.

CO3: Analyze financial constraints and providing feasible solutions thereof.

CO4: Critically evaluate the investment instruments suitable for different financial goals in different time span.

CO5: Assess and execute financial plans for achieving financial goals.

**Contents:**

**Unit I- Financial Planning & Investment Environment:** Financial planning process and life cycle approach, Ascertainment of Financial goals. Application of investment alternatives in financial plans - Bonds, Equity Shares, Mutual Funds, Fixed Deposits, PPF, Financial Derivatives, Commodity Derivatives, Gold & Bullion. Innovative Investment Products like Exchange Traded funds (ETFs), Real Estate Investment Trusts (Reits) Infrastructure Investment Trust (Invits). Independent opening and operation of trading and Demat account.

**Unit II- Diversity in Financial Planning:** Planning for life insurance and health insurance. Primary clauses in life and healthcare insurance agreement. Application of Compounding and Indexing. Balancing Mutual Funds, Funds' CAGR, SIP/ SWP/ STP and Index Funds. Identification of Common Stocks with Uncommon Profits, Identification of Competitive Durable Advantage of Equity, Equity with Moat. Principles and variables of Value investing system. (Using cases of Equity from BSE/ NSE).

**Unit III- Building Financial Plans:** Critical Analysis of Investments, Insurance and Tax saving Instruments. Risk assessment of individual, Building financial plans using spreadsheets, Evaluation of financial plan.

**Unit IV- Premium Investing:** Concept of Initial Public Offer (IPO), FPO, Offer for sale, Private Placement. IPO Process. Eligibility & Norms for IPO. Role of Credit Rating Agency. Categories of IPO: Traditional and Contemporary.

**Unit V- Credit & Retirement Planning:** Assessment of Credit. Reverse mortgage. Optimal Use of Education loan, Consumer and housing finance. EMI: Calculations & Long term Impact,

Credit card management; overdraft protection, Credit History, Retirement solutions, Critical Analysis of Retirement planning, pension plans including taxes and inflation. Estate Planning: Objectives of will, creating a valid will; power of attorney.

**Note: Case studies on the above topics are required to be discussed.**

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**Master of Commerce  
Semester I**

**Course Code: ORGANIZATIONAL BEHAVIOR**

**Marks: 100**

**Duration: 60 Hrs.**

**Objectives:** To develop theoretical and practical understanding of different components of individual and group behavior in organizational setting.

**Course Outcomes:** The students should be able to

CO1: Understand the theoretical development of organizational behavior and its importance in managing people at the work place.

CO2: Understand the behaviour of the people as individual and members of the group.

CO3: Understand the foundation of group dynamics and the nature of conflict and its management

CO4: Distinguish between manager, boss and a leader and learn the theories of leadership

CO5: Understand different types of organizational structures, organizational climate and to know the importance of organizational culture apart from learning how to deal with change and stress.

**Contents:**

**Unit I- Introduction:**

Emergence of Organizational Behavior, Management and OB, Contributing Disciplines, Hawthorne Studies and Human Relations School, Positive Organizational Behaviour, Challenges and Opportunities for Organizational Behavior

**Unit II- Individual Behavior:**

Foundations of Individual Behavior – biological and biographical

Perception and Attribution, Personality and Attitude, Learning and Values

Motivation –theoretical and Practical dimension

**Unit III- Group Behavior:**

Group Dynamics, Cohesiveness and Productivity; Group Decision Making; Groups Vs Teams

Managing organizational conflict, Transactional Analysis; managing misbehavior at work

**Unit IV- Leadership:**

Influence, Power and Politics.

Leadership – Concept, Theories

**Unit V- Organization System & Processes:**

Organization Structure – foundation and types

Climate and Ethos,

Organizational Effectiveness & Performance,

Managing Change

**Master of Commerce  
Semester II**

**Course Code: DECISION SCIENCE**

**Marks: 100**

**Duration: 60 Hrs.**

**Objective:** To get acquainted with the basic aspects of decision making in business. The course attempts to discuss various important planning, organizing and controlling aspects of Management. Through text and case studies, this course prepares for a study of different operational issues in manufacturing and services organizations using different techniques.

**Course Outcomes:** After successful completion of the course, the student shall be able to:

CO1: To provide a formal quantitative approach to problem solving and an intuition about situations where such an approach is appropriate.

CO2: The aim is to ensure prudent and cost effective decision making in Transportation, Assignment and Trans-shipment problems.

CO3: To acquaint students with Inventory and Queuing Management using different models of EOQ and simulated situations.

CO4: The aim is to acquaint students with Project Scheduling and controlling using concepts of PERT & CPM techniques and their applications. The students are able to handle operations and decision problems in management using models and software.

CO5: To familiarize students with managerial decision making using Markov Chains decision process and Theory of Games.

**Contents:**

**Unit I – Fundamentals of Decision Science :** Types of decision making; Quantitative analysis and decision making; Different types of models and their users; Model building steps; An overview of optimization models.

**Unit II- Linear Programming :** Basic concepts; Mathematical formulation and applications; Solution of LP problem using graphic and simplex method; Sensitivity analysis and interpretation of solution; Duality in linear programming – formulation and solution, integer linear programming - solution.

Transportation and Assignment as special application of LPP - formulation; solving transportation and assignment problems; Exceptional cases of transportation and assignment problems.

**Unit III - Inventory and Queuing Management:** Concepts of inventory management; Inventory models – classical EOQ, EOQ with price breaks, EOQ model for production runs, planned shortage model- deciding optimum safety stock and reorder level, probabilistic model;

Techniques of selective control. Queuing models: Elements of a queuing system; Models with Poisson arrival and Exponential services rates- single server and infinite and finite population; Cost behaviour analysis. Simulation: Monte Carlo Simulation, Application of simulation in inventory management and queuing situation.

**Unit IV – Project Scheduling:** Concepts of PERT & CPM techniques and their applications; Network analysis- scheduling activities, determining critical path, calculation of floats; Time-cost trade-off, Resource allocation & Resource Levelling


**Unit V- Markov Chains and Theory of Games:** Markov Chains- decision processes; Market share analysis; Game Theory- Pure strategy games; Mixed strategy games; Value of the game; Rules of Dominance, Graphical methods.

**Note:** Students shall be oriented towards the optimization packages using real life situation and cases.

**Recommended list of case studies:**

- 1.New Frontiers case- Linear Programming
- 2.Procter and Gamble Case- Transportation problems
- 3.Reducing In- Process Inventory Case- Inventory Management
- 4.Weather Case- Markov Chains

**Recommended list of software:**

1. lingo
  2. Microsoft Solver
  3. QSB
  4. MPL
  5. CPLEX
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**Master of Commerce  
Semester II**

**Course Code: INTERNATIONAL BUSINESS**

**Marks: 100**

**Duration: 60 Hrs.**

**Objective:** The objective of this course is to acquaint the students with the nature and scope of international business operations and familiarize them with trends and developments in international business environment. It also intends to make them understand the theoretical foundations of international trade and investment along with the realities and rationale of trade and investment policies.

**Course Outcomes:** On completion of this course, the student should be able to:

CO1: Understand the importance and scope of international business and identify the main drivers of globalization that have led to the expansion of international business.

CO1: Identify the basic decisions regarding entry of a firm into international business and evaluate the different modes of entry into international business.

CO1: Analyze the changing dimensions of international trade and appreciate the role of trade theories in explaining trade patterns in different industries.

CO1: Assess the political realities of world trade and measures taken by governments to intervene in international trade.

CO1: Critically examine theories of international investment and bring out their relevance in global investment scenario.

CO1: Appreciate the role international organizations like WTO in regulating global trade and investment.

CO1: Examine the differences in the political, legal, economic and cultural environment of various countries and their implications for international business decisions.

CO1: Understand the evolution and working of the International Monetary System and the role of international economic institutions such as IMF and World Bank in regulating international economic environment.

CO1: Appreciate the rationale and implications of regional economic integration and understand the levels of economic integration.

**Contents:**

**Unit 1- Introduction:** Importance, nature and scope of international business; Globalization; Drivers of globalization; Consequences of globalization; Basic entry decisions with respect to international business; Modes of entry into international business.

**Unit 2- International Trade:** Theories of international trade – Mercantilism, Absolute Advantage, Comparative Advantage, Factor Proportions theory, Product Life Cycle theory, New Trade theory, National Competitive Advantage.

World trading environment - Pattern and structure of world trade in goods and services; Government intervention in international trade; Instruments of trade intervention: Tariffs, quotas and other measures and their effects.

**Unit 3- International Investment:** Types of international investment; International Investment theories - Market Imperfections theory, Internalization theory, Strategic Behaviour, International Product Life cycle theory, Dunning's Eclectic Paradigm; Costs and benefits of FDI to host and home countries; Global Trends in FDI.

**Unit 4- International Business Environment:** Political systems, Legal systems, and Economic systems; Elements of political, legal, economic and cultural environment relevant for international business, and associated risks; Framework for analyzing political, legal, economic and cultural environment across countries.

**Unit 5- Regulation of International Trade and Investment:** World trade and protectionism; GATT, The Uruguay Round, WTO – Importance, trading principles and structure; Important Agreements of WTO – Agriculture Agreement; SPS, TBT, GATS, TRIPS etc.; WTO and India.

**Unit 6- Balance of Payment Account:** Components of BOP: Current Account, Capital Account, Official Reserve Account; Disequilibrium in BOP; Correction of Disequilibrium.

**Unit 7- International Monetary System and International Economic Institutions:** Evolution of the International Monetary System; Types of Exchange rate systems in the world; International Economic Institutions - IMF, World Bank, UNCTAD; International money and capital markets.

**Unit 8- Regional Economic Integration:** Levels of Regional Economic Integration: Free trade area, customs union, economic union, common market, political union; Trade creation and diversion effects; Regionalism vs. Multilateralism; Structure and functioning of some important regional economic arrangements like EU and NAFTA, SAARC.

**Master of Commerce  
Semester II**

**Course Code: MARKETING MANAGEMENT**

**Marks: 100**

**Duration: 60 Hrs.**

**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. To equip the students to make decisions under various environmental constraints.

**Course Outcomes:**

CO1: To familiarise the students with the fundamentals of marketing to enable them to take better marketing decisions.

CO2: To discuss and make the students understand the nuances and complexities involved in various product and pricing decisions.

CO3: To equip the students to take effective distribution decisions for products and services.

CO4: To develop the skills among students to enable them to design the Promotion-Mix strategies advertising campaigns.

CO5: To make the students aware about the current trends in marketing to enable them to take proactive measures while taking marketing decisions.

**Contents:**

**Unit I- Introduction:** Market and Marketing; Definition, Nature and Scope of Marketing; the exchange process; Functions of Marketing; Core Marketing Concepts; Evolution of modern marketing concept; Modern marketing concepts; Selling vs. Marketing; Marketing Mix(7 P's & 7 C's); 4 A's of Marketing; Customer quality, value and satisfaction; Michael E. Porter 's Chain Analysis Model.

Marketing Environment: Significance of scanning marketing environment; Analyzing macro environment of marketing – economic, demographic, socio-cultural, technological, political legal and ecological; Impact of micro and macro environment on marketing decisions.

Buyer behaviour: Different consumer roles; Need for studying buyer behaviour; Different buying motives; Consumer buying decision process and influences; Consumer vs. business buying behaviour; Industrial buying process.

Market Segmentation, Targeting and Positioning: Characteristics of a segment; Bases for segmenting a consumer market; Levels of market segmentation; Factors influencing selection of market segments; Benefits of Market Segmentation; Criteria for effective market segmentation; Target market selection and strategies; Positioning – concept, bases and process.

**Unit II-Product and Pricing Decisions:** Product - concept and classification; Layers of Products; Major product decisions; Product-Mix.

New product development stages; Packaging and labelling;

Product life cycle (PLC) – concept and appropriate strategies adopted at different stages; Pricing – Objectives; Price-Sensitivity; Factors affecting price of a product, Pricing methods and strategies. Ethical issues in product and pricing decisions.

**Unit III-Distribution Decisions:** Channels of distribution – concept and importance; Different types of distribution middlemen and their functions; selection, motivation and performance appraisal of distribution middlemen; Decisions involved in setting up the channel; Channel Management Strategies; Distribution logistics – concept, importance and major logistics decisions; Channel integration and systems. Ethical issues in distribution decisions.

Retailing and Wholesaling: Types of retail formats; Retail theories; Retailing strategies; Non-Store retailing; Wholesaling – nature and importance, types of wholesalers; Developments in retailing and wholesaling in Indian perspective.

**Unit IV-Promotion Decisions:** Role of promotion in marketing; Promotion-Mix; Integrated Marketing Communication – Concept; Communication process and promotion; Determining promotion mix; Factors influencing promotion mix; Developing advertising campaigns; Budget Allocation Decisions in Marketing Communications; Ethical issues in promotion decisions.

**Unit V-Trends in Marketing:** Service Marketing, Social Media Marketing, Green Marketing, Customer Relationship Management, Rural marketing, other emerging trends.

**Master of Commerce  
Semester II**

**Course Code: ADVANCED FINANCIAL MANAGEMENT AND POLICY**

**Marks: 100**

**Duration: 60 Hrs.**

**Objective:** To make students understand various issues involved in financial management of a company and equip them with advanced analytical tools and techniques which can enhance their analytical ability for making sound financial decisions and policies.

**Course outcomes:** After studying this course the students will be able to:

CO1: Understand the foundations of financial management, risk return framework and role of a finance manager.

CO2: Analyze and evaluate capital projects under different situations using appropriate capital budgeting techniques.

CO3: Critically examine various theories and determinants of capital structure, analyze financial plans and determine optimal capital structure.

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

CO5: Understand the intricacies of working capital management and effectively manage cash, receivables and inventories.

CO6: Understand various forms of corporate restructuring and analyze various types of mergers and acquisitions.

**Contents:**

**Unit I- Introduction:** Nature, scope and objectives of financial management. Measurement of shareholders' wealth; Economic value added (EVA) and Market value added (MVA); Discounted cash flows (DCF). Finance as a strategic function; Role of a finance manager. Concepts of Risk, Return and Time value of money. Financial decision making and types of financial decisions; Risk-return trade off in financial decisions. Agency problem and agency costs.

**Unit II- Capital Budgeting Decision:** Nature, significance and types of capital budgeting decisions; Capital budgeting process. Principles of cash flow estimation; Estimation of Cash flows and hurdle rate. Capital budgeting techniques- ARR, Payback period, Discounted Payback Period (DPB), Net Present value (NPV), Equivalent Annual NPV, and Internal rate of return (IRR), Incremental IRR, Modified IRR and Profitability index. Fisher's rate of intersection. Capital budgeting decision under inflation, capital rationing and multi period budget constraints. Capital budgeting decision under risk and uncertainty; Techniques for incorporating risk and uncertainty in capital budgeting decisions- Risk Adjusted Discount rate method, (RADR),



Certainty equivalent method, DCF Break even analysis, Simulation method, Probability distribution method, Decision tree analysis, Backward induction method Sensitivity analysis and Scenario analysis.

**Unit III- Cost of capital and Capital structure Decision:** Specific costs of capital; weighted average cost of capital, Weighted marginal cost of capital. Theories of capital structure- Net Income theory, Net Operating Income theory, Traditional theory, MM Hypothesis without and with corporate taxes, Merton Miller argument with corporate and personal taxes, Trade off theory, Pecking order theory, Market timing theory. Signaling theory and effect of information asymmetry on capital structure. Financial leverage and evaluation of financial plans (EBIT-EPS analysis). The concept of present value of interest tax shield and optimal capital structure. Determination of beta of levered firm and optimal capital structure. Factors affecting choice of Capital structure in practice.

**Unit IV- Dividend Decision:** F issues in dividend decision; Dividend rate and dividend yield. Theories of relevance and irrelevance of dividend in firm valuation -Pure residual theory, Walter's model, Gordon's Model, MM Hypothesis, Bird-in-hand theory and Dividend signaling theory. Relevance of dividend under market imperfections. Traditional and Radical position on dividend. Types of dividend policies in practice-Pure residual policy, constant rupee dividend policy, constant dividend payout policy and smooth stream dividend policy. Determinants of dividend policy in practice. Lintner's Model of corporate dividend behavior.

**Unit V- Working Capital Management:** Concept and types of working capital. Operating and cash cycle. Estimation of working capital requirement. Approaches of working capital financing. Determinants of working capital. Components of working capital management. Cash management- Baumol's Model and Miller-Orr Model of managing cash. Receivables management- dimensions of credit policy, credit analysis and evaluation of credit policies. Numerical credit scoring. Inventory management.

**Unit VI- Corporate Restructuring and Contemporary Issues in Financial Management:** Corporate restructuring and its various forms. Mergers and Acquisitions- types, motives, benefits, valuation and financing. Bases for calculation of Share exchange ratio. Determination of minimum and maximum exchange ratio. Leveraged buyouts; management buyouts; Demerger, split up, Spin offs; Divestiture. Contemporary issues in financial management.

**Note: Use relevant case studies to supplement class discussions.**

**Master of Commerce  
Semester II**

**Course Code: ETHICS, CORPORATE GOVERNANCE AND SUSTAINABILITY**

**Marks: 100**

**Duration: 60 Hrs.**

**Objective:** To understand the role of corporations in society and boards' role in oversight, global developments in Governance and Corporate Citizenship. Students will develop necessary knowledge and skills for building professional boards, stakeholder engagement and shareholder activism.

**Course Outcome:** After successful completion of this Course, students should be able to:

CO1: Create a framework for effective corporate governance by understanding the role and responsibility of different stakeholders in large corporates and how their interplay results in alternate governance structures in different countries.

CO2: Appreciate the accountability of corporations towards its stakeholders and society to create an integrated value framework for sustainability

CO3: Serve as an effective board member, build professional boards and as senior managers contribute to strengthening board performance

CO4: Exercise their rights and responsibilities when shareholders

CO5: Build and monitor systems that have strong internal controls to prevent corporate frauds.

CO6: Appropriately address ethical issues such as conflicts of interest and insider trading

CO7: Conduct board and company meetings and prepare corporate reports

**Content**

**Unit 1- Concepts and Framework:** Company and stakeholders; Ownership and Control; Theories and Development of Corporate Governance; Models: Types and basis of adoption; Principals of Corporate Governance, Implications of Corporate Scams; Global Corporate Governance movement

**Unit 2- Boards and Directors:** Role of Board; Board Composition, Independence, and Committees; Board Leadership: Splitting Chairman and CEO, CEO Succession, Lead Director; Building professional Boards – Directors selection, Executive Compensation and stock option, Directors' Training and Competence, Board Diversity, Board Evaluation; Boards oversight of CEO

**Unit 3- Stakeholders and Shareholder:** Shareholders Rights and Responsibilities; Differential voting rights; Voting Mechanism; Class action Suit; Rights of Minority Shareholders; Activism – Exit or Voice, shareholder proposals, Institutional Activism, Stewardship Code, Foreign Institutional Investors, proxy advisory firms; Corporate Social Responsibility: meaning and models; CSR and Strategy, CSR in India; Sustainability: Role of company in Sustainable

development, Sustainable reporting, Disasters and Liability, Integrated Reporting: Responsible Investing

**Unit 4- Board Committees and Risk Management:** Internal Control; IT Governance; Reliability of Financial Statements; Audit and Auditors: Selection, rotation and role; Board Committees, Audit Committee: Composition and role; Risk Management; Related Party Transactions.

**Unit 5- Ethics:** Meaning and Importance, Ethical Theories and business decisions, Business Ethics: Code of Ethics: developing and implementation, Ethical dilemma in decisions; Whistle Blowing: meaning, types, regulations; Whistle blower policy: structure and execution; Insider Trading: Meaning, Prohibition, trading plan, code and policy; Crony Capitalism and Corporate Funding

**Unit 6- Corporate Governance in Special Companies:** Family Controlled Firms: Stages, Convergence of Ownership and Control, Family Governance, Family Splits and Succession Planning, Role of Independent Directors; Multinational Enterprises: The global, local and transnational approach, OECD guidelines; SMEs,: Benefits and Evaluation

**Unit 7- Secretarial Practices:** Secretarial Audit, Board Processes; Board and Shareholder Meetings: Procedure for Convening a meeting, Drafting notices and proposals, Conducting the meeting, Electronic meetings, Recording and distribution of minutes; Corporate Reporting : Preparing Board Report, Corporate Governance Report, CSR report, Business Responsibility Report, Electronic distribution

**Note: Use relevant case studies to supplement class discussions.**

**List of Cases:**

1. Poly Peck International, UK, 1991
2. Maxwell Corporation, UK, 1991
3. Bank of Credit and Commerce International, UK, 1991-92
4. Nick Leeson and Barings Bank, UK, 1991-93
5. Enron, US, 2001
6. World.com, US, 2001
7. Vivendi, France, 2002
8. Satyam Computers, India, 2008
9. Rajat Gupta, USA, 2010-12
10. Sahara India, 2011-12
11. Kingfisher, India, 2012
12. Tata Group and Cyrus Mistry, India, 2016
13. Infosys and Narayana Murthy, India, 2017
14. Uber, Global, 2017,

15. Punjab National Bank, and Nirav Modi, India, 2018
16. ICICI and Chandra Kochhar, India, 2018
17. Facebook, Global, 2018

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**Master of Commerce  
Semester III**

**Course Code: Business Research**

**Marks: 100**

**Duration: 60 Hrs.**

**Objectives:** The objective of the course is to acquaint students with the process and techniques of conducting research. The course is expected to train the students to plan and execute the research studies in business.

**Course Outcomes:**

CO1- To describe the meaning and role of Business Research.

CO2- To formulate the research problem and understanding the major research designs.

CO3- To determine data sources and learn the art of designing a questionnaire.

CO4- To understand various sampling techniques and develop understanding data collection and fieldwork.

CO5- To enable students to analyse data using various techniques and to learn how to communicate the results and follow up.

**Contents:**

**Unit I- Introduction to Business Research:** Meaning and role of business research; Business research philosophies; Scope of business research; Terminology of business research, Organisation of business research: Outsourcing and in-house research; Business research process: An overview; Ethics in business research.

**Unit II- Problem Specification:** Management problem specification, Formulating research problem, Developing research proposal – research objectives, research hypotheses, information needs; Determining research design: Explorative research – major techniques and their evaluation; Descriptive researches – case study, survey method and observation method; Causal research – major experimental designs and their evaluation; Reliability validity in experimentation; Quantitative vs qualitative research.

**Unit III- Determining Data Sources:** Secondary data sources and their usefulness; Primary data collection – Observation and questioning methods; Questionnaire preparation; Scaling techniques; Reliability and Validity assessment, Panel data.

**Unit IV- Survey Design:** Census and survey methods; Designing sample survey – Defining universe, Determining sampling frame, sampling unit, sampling method and sample size for cross sectional and longitudinal data. Data Collection: Organising fieldwork – selection, training,

supervision and evaluation of fieldworkers, Survey errors – sampling vs. non-sampling errors; Types of non-sampling errors and ways to deal with them;

**Unit V- Data analysis and interpretation:** Data editing and coding, Data cleaning for Survey and Panel Data, Univariate analysis; Bivariate analysis; Multivariate data analysis – Interdependence and dependence analyses and their basic assumptions; Time series analysis. Major Multivariate Data Analysis Techniques: Basic concepts and applications of multivariate analysis. Report writing.

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**Master of Commerce  
Semester IV**

**Course Code: BUSINESS POLICY AND STRATEGIC MANAGEMENT**

**Marks: 100**

**Duration: 60 Hrs.**

**Objective:** The objective of the course is to help the students strategy making process that is informed integrative and responsive to rapid changes in organization's oriented environment and also to help them understand tasks of implementing in a global market.

**Course Outcomes:**

CO1: To describe meaning and role of Strategic Management

CO2: To understand various levels at which Strategy exist namely Corporate, Business and Functional level

CO3: To help students learn Strategic Management models

CO4: To enable students to appreciate how Organizations make decisions in response to rapid changes that occur due to environment.

**Contents:**

**Unit I-Introduction:** Role and concept of Strategy; The Strategic Management Process; Approaches to Strategic Decision Making; Components of Business Policy; Strategic Role of Board of Directors & Top Management. Strategic Intent; Concept of Strategic Fit, Leverage and Stretch; Strategic Intent

**Unit II-Environmental Analysis:** Analysis of broad Environment- Environmental Profile; Constructing Scenarios; Environmental scanning techniques- ETOP, PEST and SWOT (TOWS) Matrix; Michael Porter's Diamond Framework; Analysis of Operating Environment - Michael Porters Model of Industry Analysis; Strategic Group Analysis; Analysis of Internal Environment- Resource Audit; Resource Based View (RBV); Core and Distinctive Competencies; From Sustainable Competitive Advantage to Transient Competitive Advantage.

**Unit III-Strategic Choice:** Strategic options at Corporate Level – Growth, Stability and Retrenchment Strategies; Corporate Restructuring; Strategic options at Business Level- Michael Porters' Competitive Strategies and Cooperative Strategies. Evaluation of Strategic Alternatives – Product Portfolio Models (BCG matrix, GE Matrix, etc.)

**Unit IV-Situation Specific Strategies:** Strategies for situation like competing in emerging industries, maturing and declining industries, fragmented industries, hyper –competitive industries and turbulent industries; Strategies for industry leaders, runner -up firms and weak businesses.

**Unit V-Strategic Issues and Alternatives in Globally Competitive Markets:** Why & how firms internationalize; International entry options; Joint Ventures, Foreign Technology Agreements, Mergers and Acquisitions; Outsourcing strategies; Strategy Implementation and Control: Interdependence of Formulation and Implementation of Strategy; Issues in strategy implementation- Planning and allocating resources; Organisation Structure and Design; Budgets and support system commitment; culture and leadership; Strategy evaluation and control.

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**Master of Commerce**  
**Semester-III**  
**(Major Group: Finance)**

**Course Code: Accounting Information System**

**Marks: 100**

**Duration: 60 Hrs.**

**Objective:** Understand the ways in which accounting information systems, can assist in attaining organizational objectives, and how they can improve planning and control at all levels of the organization; Understand the technical nature of (and interrelations between) physical resource flows, source documentation, financial flows, internal controls, accounting information procedures, and management control systems for both manual and computerized accounting information systems; Understand business processes and accounting cycles: how accounting transactions are initiated, processed and recorded and the operational and information functions of several major AIS subsystems, how these subsystems interface with one another, and the principle inputs, processes, files and outputs associated with these subsystems; Document and/or interpret a system using flow charts and assess the differences between computerized processing systems and manual systems; Understand the importance of control mechanisms related to AIS

**Course Outcomes:**

The course aims to provide a critical understanding of Accounting Information Systems (AIS) that will enable students to practice the subject in an effective manner. As technology has continued to develop, accounting has become increasingly dependent on information systems, to the point where it is now viewed as a subset of information systems. The course explores, in detail, several typical AIS application subsystems, such as revenue, payment, payroll, and production cycles. The course covers topics including the role of accounting information, business processes, system mapping and documentation, transaction cycles, business environment and the control of risk. The course also endeavors to develop skills that will enable graduates to critically analyse and evaluate the existing AIS and propose control procedures that are appropriate and sensible.

CO1: Explain basic concepts of Accounting Information Systems, business processes and understand the role of Accounting Information Systems in businesses and organizations.

CO2: Prepare and use information systems documentation techniques to understand and document information systems.

CO3: Explain how AIS are used to record and enable business processes and transaction processing.

CO4: Students at end are able to use advance technologies in accounting information system.

CO5: Being up-to-date on contemporary issues (e.g. big data, cyber security, data analytics etc.)  
Develop skills in using cloud accounting system (XERO) Develop skills in using visual analytics software (SAS VA)

### **Contents:**

**Unit I- Overview of Accounting Information Systems:** Introduction to accounting information system, Theoretical foundations of AIS; Introduction to Transaction Processing; AIS development strategies. Tools used in systems Analysis and Design; Flow charts and Decision Models, Input output design Gant charts, PERT -CPM Models

**Unit 2- Accounting Information System Cycles:** A Hierarchy of Systems, System Description, A systems model of an Information Processing system, The Revenue Cycle; The Expenditure Cycle – Purchase and Cash Disbursement Procedures; Payroll Processing and Fixed Asset Procedures; The Conversion Cycle; Financial Reporting and Management Reporting Systems; General Ledger and reporting Cycle, Interface of accounting information and management system, Organization of accounting information System

**Unit 3- Controls and Audit in Accounting Information System:** Prevalence, Prevention and Detection of Fraud in AIS; Information System Control for system reliability, information security, Confidentiality, Integrity, and availability; Auditing computer based information system Input control, Processing control, output controls

**Unit 4: Advanced Technologies in Accounting Information:** Data Processing Modes and strategies, Database Management Systems, REA Approach to Database Modeling, Enterprise Resource Planning (ERP) Systems, Electronic Commerce System; Applying XBRL in AIS; Financial Reporting and Management Reporting systems

**Unit 5: Emerging technologies:** Cloud accounting system (XERO), visual analytics software (SAS VA), Other Emerging technologies.

**Master of Commerce**  
**Semester-III**  
**(Major Group: Finance)**  
**(Minor Elective I)**

**Course Code: STRATEGIC COST ANALYSIS AND PERFORMANCE EVALUATION**

**Marks: 100**

**Duration: 60 Hrs.**

**Objective:** This course provides students with the knowledge and analytical skills necessary to use accounting cost information as a basis for formulating and evaluating corporate strategies

**Course Outcomes:**

CO1: To provide the learners with adequate knowledge of strategic cost analysis techniques and to enable them apply these techniques for performance evaluation and managing a profitable and competitive enterprise.

CO2: To introduce the students to the concept of Cost Management and Strategy formulation related to cost

CO3: To make students learn the strategic decision making using various techniques in various spheres of organizational operations that not only helps in controlling but also management of costs and maintenance of efficient resource utilization.

CO4: To make students learn Price setting strategies implementation and preparing Activity based budgets while comparing it with traditional budgets

CO5: To provide knowledge of JIT system and Constraints decision making.

**Contents:**

**Unit I- Cost Management:** Nature; Cost Management System; Strategic Cost Management (SCM); SCM and Strategy; Components of SCM.

Cost Control and Cost Reduction–basics, process, methods and techniques of cost reduction programme

Activity-Based Management [ABM]: Concept and Uses; Relationship between Activity - Based Costing and ABM; Operational ABM and Strategic ABM; Techniques of ABM; Implementation Steps in ABM.

**Unit II- Life Cycle Costing:** Meaning and Benefits; Product Life Cycle and Pricing Decisions; Life Cycle Budgeting.

**Target Costing:** Concept; Target Costing and Target Pricing; Key Principles of Target Costing; ABC and Target Costing; Target Costing Process; Market Driven Costing, Product Level Costing, Component Level Costing. Chained Target Costing; Target Costing and Cost Management; Role of Value Engineering in Target Costing.

**Unit III- Kaizen Costing:** Meaning; Implementation Steps in Kaizen Costing; Target Costing and Kaizen Costing; General Kaizen Costing and Item Specific Kaizen Costing; Bench Marking.

**Total Quality Management(TQM):** Meaning and Characteristics; Types of Quality Costs; Traditional and Modern View of Quality, Measuring Quality Costs; Reporting Quality Costs; Success Factors for TQM; Implementing TQM; Quality Cost Information and Managerial Decision Making.

**Unit IV- Pricing Strategies:** Factors Influencing Pricing Decisions; Short run Vs. Long Run Pricing Strategy; Cost-Based Pricing; Economic Approach to Pricing; Pareto Analysis in Pricing Decisions. 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  
Activity-Based- Budgeting (ABB): ABB and Traditional Budgeting; ABB Process; Capacity Utilization; Role of ABB in Cost Management.

**Unit V- Productivity and Business Process Re-Engineering (BPR):** Measuring Productivity; Partial Productivity Measurement; Total Productivity Measurement; Measuring Changes in Activity and Process Efficiency; Productivity in Service Firms and Not-For-Profit Organizations. Process Reengineering (PR): Concept; Importance; Issues in PR.  
Value Chain Analysis: Concept; Value Chain Linkages; Internal Linkages; Supplier Linkages; Customer Linkages; Role of Value-Chain in Decision Analysis.

**Unit VI- Just-In-Time (JIT) Inventory Management:** Traditional (Push) Approach to Inventory Management; JIT (Pull) Approach; JIT Purchasing; JIT and Quality Control; JIT and Cost Management; Performance Evaluation in JIT Environment; Changes Needed to Implement JIT Manufacturing; Accounting Implications of JIT; Limitations.

Theory of Constraints (TOC): Concept; Operational Measures; Steps for Improving Performance; Internal Constraint; External Constraint; TOC and Cost Management; Uses of TOC; ABC and TOC.

**Master of Commerce**  
**Semester III**  
**(Major Group: Finance)**

**Course Code: FORENSIC ACCOUNTING AND FRAUD DETECTION**

**Marks: 100**

**Duration: 60 Hrs.**

**Objectives:** To enable students meet the challenges posed by rising financial frauds and scams world over, more so in the view of limitations of financial accounting and auditing procedures.

**Course Outcomes:**

CO1: Student will learn about forensic accounting

CO2: Students will be able to learn various kinds of corporate frauds.

CO3: Student will learn the strategies to prevent corporate fraud, Fraud investigation techniques, Inquiry methods, Fraud reports, Policy implications at top management level

CO4: Students will learn about Banking, Insurance and Capital Market Frauds.

CO5: Students will learn about Legal follow-up, including evidence gathering.

**Contents:**

**Unit 1- Forensic Accounting & Fraud Auditing Fundamentals:** Meaning, nature and scope; Auditors liability for undetected frauds; Fraud auditing (forensic audit) phases; Recognition and planning; Evidence collection and evaluation; Communication of results.

**Unit 2- Fraud Definition & Taxonomy:** Ingredients of fraud; Why is a fraud committed and who commits a fraud?; Meaning and nature of corporate fraud; Concept of fraud under Companies Act 2013; Frauds for and against a company; Victims of fraud

**Unit 3- Types of Corporate Frauds:** Bribery and corruption; Misappropriation of assets; Manipulation of financial statements; Procedure-related frauds; Corporate espionage; Fraud in e-commerce; Fraud Prevention Strategies; Fraud prevention for consumers and businesses.

**Unit 4- Banking Frauds:** Overview, Case study/examples, Insurance Frauds: Overview, Case study/examples. Capital Market Frauds: Overview, Case study/examples.

**Unit 5- Fraud Management:** Fraud Detection; Symptoms of fraud, Fraud Investigation; Inquiry methods; Fraud reports; Management of Fraud: Culmination, consequences, and policy implications of corporate frauds; Resolution of Fraud : Legal follow up.

**Master of Commerce**  
**Semester-IV**  
**(Major Group: Finance)**  
**(Minor Elective II)**

**Course Code: GLOBAL FINANCIAL REPORTING AND DISCLOSURE**

**Marks: 100**

**Duration: 60 Hrs.**

**Objective:** This course deals with many of the present-day management accounting techniques. Moreover, it also considers the skills and competencies that management accountants should develop in order to take advantage of the many opportunities offered by the new management accounting techniques.

Apply management accounting concepts in a case-based, collaborative setting, communicating the results effectively

**Course Outcomes:**

CO1: Provide knowledge to the students about developments in accounting theory and financial reporting, understanding of reporting and disclosure issues at the national and international level.

CO2: Provide Ability to understand the meaning of terms such as incomes, revenues, expense, losses, gains.

CO3: Provide Ability to value Assets and Liabilities, compute depreciation according to different methods.

CO4: Provide knowledge to the students regarding valuations of intangible assets.

CO5: Facilitating learning of standards and their construction, the state of the art developments in standards worldwide and in India

**Contents :**

**Unit I- Accounting Theory:** Nature; Classifications of Accounting Theory; Different Approaches to Theory construction; Factors influencing Accounting Environment; Measurement in Accounting.

Accounting Principles: Generally Accepted Accounting Principles; Selection of Accounting Principle; AS-1 Disclosure of Accounting Policies; Indian Accounting Standards.

**Unit II- Income Concepts:** Different Concepts of Income Measurement; Recipient of Net Income. Revenues, Expenses, Gains and losses Value Added statement.

**Unit III-** Assets--- Methods of Asset Valuation, Impairment of Assets.

Liabilities-- Classification, Measurement, Theories of Equity

Depreciation Accounting and Policy--- Allocation Vs Valuation Process, Factors Influencing Selection of Depreciation Policy.

**Unit IV-** Accounting and Reporting of Intangibles.

Fair Value Measurement – Rationale, Accounting Standards on fair Value Measurement.

Accounting for Changing Prices-- Historical Cost Accounting, Relevance of Inflation Adjusted Statement.

Methods of Accounting for Changing Prices-- Replacement Cost Accounting Current Purchasing Power Accounting (CPPA), Current Cost Accounting (CCA)

**Unit V-** Accounting Standard Setting-- Benefits, Standard Setting By Whom? Standard Setting in India, USA, UK.

IASB- Role, Achievements of IASB in Standard Setting, Global Convergence of Accounting Standards, IFRSs, ASs Vs. Ind. ASs

Financial Reporting – Objectives, Users in Financial Reporting Qualitative Characteristics of Accounting Information, Factors Influencing Financial Reporting in India.

Conceptual Framework – Concept, Need, Conceptual Framework Developed by ASB (India), IASB, FASB (USA).

**Master of Commerce  
Semester III  
(Major Group: HRM)  
(Minor Elective I)**

**Course Code: Human Resource Development**

**Marks: 100**

**Duration: 60 Hrs.**

**Course Objectives:** The objective of this course is build a critical perspective of human resource development (HRD) in an organizational, national and international context

**Course Outcomes:** Students would be able to:

CO1: Build an understanding and perspective HRD as discipline, process, policy

CO2: Develop a perspective to understand organizational and contextual nuances of HRD and challenges of HRD programs

CO3: Develop a critical perspective of HRD, political economy and action inquiry perspective

**Contents:**

**Unit I-Introduction to HRD:** Historical perspective, contemporary realities and future of HRD; andragogy and life-long learning; integrating learning with work.

**Unit II-Theoretical approaches to HRD;** Critical HRD, social capital theory, learning – network theory, human capital theory.

**Unit III- Policy perspective of HRD:** National HRD, workforce development, strategic HRD, talent management and leadership development.

**Unit IV-HRD Trends:** emotions and self-development; integrating HRD with technology coaching and mentoring.



**Master of Commerce  
Semester III  
(Major Group: HRM)**

**Course Code: STRATEGIC HUMAN RESOURCE MANAGEMENT**

**Marks: 100**

**Duration: 60 Hrs.**

**Course Objectives:** This paper is designed to develop theoretical understanding and appreciating the relationship between management of people with organization's strategic goals and objectives.

**Course Outcomes:** The students should be able to:

CO1: Develop a perspective of Strategic Human Resource Management and be able to distinguish the strategic approach to human resources from the traditional functional approach.

CO2: Align the HR strategy with overall corporate strategy and to apply functional strategies of HR.

CO3: Develop a theoretical base through existing research in the domain of SHRM and its practice.

CO4: To link HR with firm performance and evaluate HR effort.

CO5: Provide an overview of contemporary issues related to SHRM and its unfolding areas in future.

**Contents:**

**Unit I-Introduction:** Evolution of Strategic Human Resource Management (SHRM); HR, SHRM & Corporate Strategy; Challenges in SHRM; Resource Based View of a firm; Investment Perspective of SHRM; HR Architecture, HR Competencies and HR Competency model.

**Unit II-HR Strategies:** Importance of HR in Strategy Formulation, Strategic Approach to HR Functions (Planning, Acquisition, Training, Development, Reward and Compensation); Managing workforce diversity.

**Unit III- SHRM in Practice:**

Identifying strategic positions; Managing Employee Relations - Unions and Strategic Collective Bargaining; Strategic Change, Restructuring and SHRM; Employee Engagement and Well-Being; Matching culture with strategy; Behavioural issues in strategy implementation.

**Unit IV- SHRM and Business Performance**

SHRM for competitive advantage; High Performance Work Systems and SHRM, HRM and firm performance, Evaluating SHRM Effectiveness, HRM and customer outcomes, HR metrics; HC BRidge Framework Model.

**Unit V- Trends and Issues in SHRM:**

HR implications of mergers and acquisitions; Outsourcing and its HR implications; Human resource strategy in international context; HRM in developing countries; Technology and HRM, Corporate Ethics, Values and SHRM; Future of SHRM.

**Master of Commerce**  
**Semester IV**  
**(Major Group: HRM)**  
**(Minor Elective II)**

**Course Code: INDUSTRIAL RELATIONS AND COMPENSATION LAWS**

**Marks: 100**

**Duration: 60 Hrs.**

**Objective:** The objective of the course is to make students understand the industrial relations in the light of numerous augmentations in various industries. The course also emphasizes the understanding of issues related to compensation management in corporate sector and public services, To also understand compensation management system, policies and strategies, apart from promoting understanding of legal issues in the administration of compensation, welfare and social security.

**Course Outcome:**

CO1: To enable to understand facets of interactions between the employer and the employees. In such relations whenever there is a clash of interest, it may result in dissatisfaction for either of the parties involved and hence lead to industrial disputes or conflicts.

CO2: To imbibe how to interact, negotiate and transact with Trade Unions balancing and improving the relations between the employer and the employees.

CO3: To acquaint with the basic legal framework envisaged under the statutes for compensation and welfare of employees in different modes.

CO4: To design and understand the Tax structure by the principles involved and premise of the grant of bonus, wages, and minimum wages to workers. To acquaint with the basic legal framework envisaged under the statutes for compensation and welfare of employees in different modes.

**Contents:**

**Unit I- Structure and Evolution of Industrial Relations:** Concept, Nature and models of IR- Unitarist, Pluralist, Dunlop's and Marxist perspectives of IR; Industrial relations system in India: Structure and its evolution; Major contemporary developments in global economy and polity and their impact on industrial relations scenario in India.

**Unit II- Industrial Disputes Resolution and grievance redressal :** Nature, causes and types of industrial disputes. Industrial Disputes Act, 1947- Authorities, Reference of disputes to boards, courts/ Tribunals, Procedures and Powers of authorities, Strikes and Lockouts, unfair labour Practices, Penalties.; Methods of industrial disputes resolution; Nature of grievances and grievance procedures; Handling employee grievances. Industrial Employment (Standing Orders) Act, 1946.

**Unit III - Trade Unionism and Collective bargaining:** Provisions of Trade Union Act, 1926, Definitions, Legislations of Trade unions, rights and Liabilities of Registered Trade Union, Regulations, Penalties and procedure. Collective bargaining: Nature and functions; Types of bargaining; Collective bargaining in the Indian context. Emerging trends in Union-Management relations. Technology and industrial relations. Principles of comparative analysis, variables of comparative analysis (culture, values, ideologies, politico -economic structure) Experience of UK, USA and Japan.

**Unit IV- Compensation Management:** Compensation management process, Forms of pay, Financial and non-financial compensation. Compensation Strategies, Assessing job values & relativities; Pay structures; Designing pay levels, mix and pay structures, construction of optimal pay structure. Paying for performance, skills and competence. International pay systems: comparing costs and systems; Strategic market mind set; Expatriate pay.

**Unit V- The Workmen's Compensation Act, 1923:** Objects; Employer's liability for compensation; Amount of compensation; Distribution of compensation; Notice and claims, remedies of employers against stranger; Procedures in proceedings before Commissioner.

**Unit VI- Designing of Pay Structures:** Designing pay levels, mix and pay structures, construction of optimal pay structure keeping in view and Taxation of Pay structures , the Payment of Bonus Act, 1965;The Payment of Wages Act, 1936 and The Minimum Wages Act, 1948.

**Case Studies:** Case laws in respect of recent trends and administration of the Acts are required to be done in all units.

**Master of Commerce  
Semester IV  
(Major Group: HRM)**

**Course Code: HUMAN RESOURCE ANALYTICS**

**Marks: 100**

**Duration: 60 Hrs.**

**Objectives:** The objective of this course is to develop data driven skills in students. The course will enable students to apply analytical tools in understanding the employee behaviour

**Course Outcome:**

CO1: To introduce analytics in fundamentals of Human Resource Analytics

CO2: To develop knowledge about HR Metrics and types of Analytics in HR

CO3: To critically analyse the HR effectiveness and its impact on employee life cycle & experience

CO4: To enable students to analyse data driven insights out of HR analytics

CO5: To help in implementation of predictive modelling and dashboards in HR

**Contents:**

**Unit 1- Introduction:** Overview of HR Analytics, Evolution of HR Analytics, Challenges with HR analytics, Strategic focus on HR analytics, common pitfalls of HR Analytics, HR Analytics process and skillset needed in HR analytics team,

**Unit 2-** Current approaches to measuring HR, Strategic HR Metrics versus Bench marking, HR Scorecards & Workforce Scorecards, and Types of Analytics in HR: Descriptive, Predictive and Prescriptive, HR Analytics framework

**Unit 3-** People analytics cycle, employee lifecycles and employee experiences, performance- and succession management, agile framework, HR Value Chain, metrics to measure HR effectiveness, factors driving employee turnover, link between engagement and performance, competitive edge and HR analytics

**Unit 4-** Data analysis, Data visualisation techniques and effective utilization using tools, common pitfalls associated with data visualization, driving insights out of HR Analytics

**Unit 5-** Data driven culture in an organization, implementation of predictive modelling, Importance of predictability in fulfilling strategic objectives, effective HR dashboards

**Master of Commerce**  
**Semester III**  
**Major Group: Finance)**  
**(Minor Elective I)**

**Course Code: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**

**Marks: 100**

**Duration: 60 Hrs.**

**Course Objective:** To equip the students with essential tools, techniques, models and investment theory necessary for analyzing different types of securities, making sound investment decisions and optimal portfolio choice.

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

CO1: Understand the environment of investment and risk return framework.

CO2: Analyze bonds in terms of valuation, yields and risks as well as build up immunized bond portfolio.

CO3: Analyze equity shares using different approaches and models.

CO4: Construct, analyze, select and evaluate portfolios along with a deep understanding of Capital market theory and associated models.

CO5: Understand and analyze futures and options, use various options trading strategies and critically examine various innovations in derivatives market.

**Contents:**

**Unit I- Introduction:** The Investment environment, various investment alternatives and risk return trade off. Investment decision process. Risk aversion. Types of Investors. Risk-Return analysis and impact of taxes and inflation. Types and sources of returns and risks and their measurement. Diversification and Hedging. Socially responsible investing (SRI), Green investing Ethical investing and other Contemporary issues in investment management.

**Unit II- Analysis of Fixed Income Securities:** Bond fundamentals; Types of bonds; innovations in bond market. Valuation of bonds. Bond yields (Yield to Maturity, Yield to Call, and Realized Annual Yield). Bond price- yield relationship. Bond convexity. Malkiel Bond Theorems. Risks in bonds- interest rate risk, price risk, reinvestment rate risk, inflation risk, default risk. Analysis of risks in bonds- Bond Duration, Modified duration and their measurement. Bond portfolio management including immunized bond portfolio.

**Unit III- Equity Analysis:** Approaches to security valuation. Fundamental Analysis- Economy, Industry, Company Analysis ( EIC framework); Equity Valuation Models ( DDM, P/E Ratio model and Free Cash Flow Valuation approach);Forecasting P/E ratio. Technical Analysis – basic premise and Dow theory ; types of charts and Chart patterns; Moving average analysis; Market indicators and stock specific indicators including Bollinger bands; Odd lot theory. Efficient market hypothesis (EMH); Forms of market efficiency and their implications; Tests of

different forms of market efficiency and empirical evidence. Assumption of Investor's rationality and its critique. Behavioural Finance- Prospect theory and various behavioural biases such as Framing, Mental accounting, Regret avoidance.

**Unit IV- Portfolio Analysis, Selection and Management:** the concept and significance of portfolio. Calculation of portfolio return and risk. Risk aversion and capital allocation to risky assets and risk free asset; optimal risky portfolio; optimal complete portfolio; Markowitz portfolio selection model. Sharpe's single Index Model and optimal portfolio construction. Capital market theory- Capital market line (CML) and concept of market portfolio. Tobin's separation Theorem. Capital Asset Pricing Model (CAPM), Security Market Line (SML) and Stock market anomalies (Size effect, Value effect, Seasonality effect, Overreaction effect) . Arbitrage Pricing Theory and Multifactor Asset Pricing Models including Fama French Five factor model). Active and Passive portfolio management. Investment strategies- value investing, momentum and contrarian strategies. Portfolio performance evaluation (Sharpe index, Treynor Index, Jensen's alpha, Information ratio and Fama's decomposition measure).

**Unit V- Financial Derivatives:** Futures- features, types and payoffs. Pricing of financial futures (Cost of carry model). Options- features, types, styles, payoffs and valuation using Binomial model as well as Black and Scholes Model. Put call parity principle. Options trading strategies- bull spread, bear spread, straddle and butterfly spread. Exotic options and other innovations in derivatives market.

**Note: Some case studies related to above topics are required to be discussed.**

**Master of Commerce  
Semester III  
(Major Group: Finance)**

**Course Code: FINANCIAL INSTITUTIONS & MARKETS**

**Marks: 100**

**Duration: 60 Hrs.**

**Course Objective:** The purpose of this course is to equip students with an understanding of the financial system, its constituents, the principles on which it operates, inter linkages, regulatory concerns, and implications for society & policy formulation.

**Course Outcomes:** After doing this course, students should be able to

CO1: Understand the working of financial institutions and markets both individually and as an interlinked system.

CO2: Critically analyze financial regulation, its role in shaping the financial system and regulatory dialectics.

CO3: Critically analyze the pivotal role of banking in a financial system and the reasons for it being among the most tightly regulated industries in the world.

CO4: Understand the inter linkages between different financial institutions and markets.

CO5: Understand the impediments to financial inclusion and critically evaluate different ways of developing sustainable financial inclusion.

**Contents:**

**Unit I – Introduction:** Overview of financial markets and financial instruments, role of financial institutions, depository and non-depository institutions, consolidation & competition among financial institutions, financial conglomerates.

Overview of the Indian financial system including financial sector reforms. Other contemporary issues in finance.

**Unit II- Interest Rate:** Loanable Funds Theory, economic forces affecting interest rates, factors affecting yield differentials of debt instruments. Term structure of interest rates: Pure Expectations Theory, Liquidity Premium Theory, Segmented Markets Theory & Preferred Habitat Theory, Yield Curve.

**Unit III- Financial Markets:** Money markets-organization, economic role, instruments & regulation. Capital Markets- Primary & Secondary markets and their organization. Different types of market structures, short selling and its implications, buying on margin. Stock market

indicators, their methods of computation and implications of the same. Security market regulation and stability.

**Unit IV- Banking:** An overview of the banking industry, balance sheet of a bank, sources & uses of funds of banks, fee based & off balance sheet activities. Securitization. Bank earnings & bank performance, investment banking. Bank failure & regulation; Reasons for banks being heavily regulated, bank run, deposit insurance, capital adequacy regulation, bank examination etc. The problem of moral hazard & too big to fail institutions. RBI and its policy evolution.

**Unit V- Non Depository Institutions:**

Mutual Funds: Types of mutual funds schemes, ETFs, Expenses associated with mutual funds. An overview of Indian Mutual Funds Industry.

Hedge funds, venture capital funds, private equity funds and regulation.

Pension Funds: Issues in saving for retirement & role of the financial system; Defined benefit & defined contribution pension plans, Pension funds as financial intermediaries and their regulation. An overview of Indian pension fund industry including NPS.

Insurance: Incentive problems in insurance-moral hazard & adverse selection, pure premium, premium smoothing etc. Reinsurance, catastrophe insurance, Captive insurance. Regulation. An overview of the Indian insurance industry.

**Unit VI- Financial Inclusion:**

Concept of financial inclusion, challenges involved in measuring financial inclusion, impediments to financial inclusion, role of financial inclusion in reducing poverty and income inequality, evidence based examples of policies to support healthy and sustainable financial inclusion.

Microfinance and its relevance, challenges faced by the microfinance industry, change in the sources of funding of the microfinance institutions, critical evaluation of the working of the microfinance industry, the problem of mission drift.



**Master of Commerce  
Semester IV  
(Major Group: Finance)**

**Course Code: INTERNATIONAL FINANCIAL SYSTEM**

**Marks: 100**

**Duration: 60 Hrs.**

**Course Objectives:** To equip the students with an understanding of the international financial system, its evolution and growing importance as well as challenges thrown up by increasing globalization of finance.

**Course Outcomes:** After doing this course, students should be able to:

CO1: Understand the relevance and implications of global imbalances.

CO2: Understand the factors affecting exchange rates and the inter linkages among them.

CO3: Critically analyze the evolution of the international monetary system both in terms of historical construct and its implications for the contemporary system.

CO4: Understand the evolution and spread of international financial markets and the implications of globalized finance.

CO5: Understand the problem of regulatory arbitrage and the challenges it throws up.

CO6: Understand international banking and its consequences for the international financial system.

CO7: Understand the causes and consequences of financial crises in both developing and developed countries, the similarities and differences between the crises and implications of different ways of handling the crisis.

CO8: Critically evaluate the role of IMF as the international lender of last resort.

**Contents:**

**Unit I – Introduction:** Growing importance of international finance, costs of international investment, crisis & contagion. Balance of Payments-current account, capital account, official reserve account, the J curve, forex reserves-costs and benefits. BOP trends in major countries, persistent current account deficits & surpluses among nations (Global Imbalances) & their repercussions. Shifting global dominance of the U.S.A., growing importance of a unified Europe and emerging Asia.

**Unit II- International Monetary System:** Evolution of the international monetary system, bimetallism, Gresham's Law, classical gold standard, its strengths and weaknesses, inter war period, Bretton woods system, Triffin's Paradox, special drawing rights, flexible exchange rate regime, present arrangements including dollarization. The European Monetary Union & its costs & benefits. Fixed versus floating exchange rate systems.

**Unit III- Exchange Rate Determination & Forecasting:** Measuring exchange rate movements & volatility, factors influencing exchange rates, Government intervention-direct & indirect intervention and sterilized & non-sterilized intervention. Interest Rate Parity, covered and uncovered interest arbitrage, Purchasing Power Parity-absolute & relative, Fisher Effect & International Fisher Effect. Forecasting Exchange Rates- Technical Approach, Fundamental Approach & Efficient Market Approach.

**Unit IV- International Financial Markets:** Forex Markets, International money markets, international credit markets, international bond markets & international stock markets. Regulatory asymmetry & its implications.

**Unit V- International Banking:** Offshore banking & offshore currency trading, factors contributing to the growth of international banking & Eurocurrency trading, regulatory asymmetry, shadow banks. Bank failure & safety nets, the problem of moral hazard & systematically important financial institutions. Problems in regulating international banking, regulatory arbitrage. BIS & Basel Committee-issues & challenges.

**Unit VI- Financial Crisis:** Financial flows to developing countries, the problem of original sin, crisis in the Latin American countries, growth & crisis in Asia, contagion. Capital mobility-the trilemma of the exchange rate regime. Lessons from the crisis. Role of International financial institutions like IMF & World Bank. Securitization and the financial crisis of U.S.A. (2008-09), role of credit rating agencies. Euro zone crisis and other contemporary issues.

**Master of Commerce**  
**Semester IV**  
**(Major Group- Finance)**  
**(Minor Elective II)**

**Course Code: INTERNATIONAL FINANCIAL MANAGEMENT**

**Marks: 100**

**Duration: 60 Hrs.**

**Course Objective:** This course is concerned with the financial management of the firms that operate in the increasingly globalized business environment. The objective of this course is to provide the students with a deep understanding of financial management issues in a multinational enterprise (MNE). It equips the students with analytical tools and techniques for sound financial decision making in a global setting.

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

CO1: Understand the basic concepts related to the Multination firms, environment of international financial management and foreign exchange market.

CO2: Understand the procedure of examining financial viability of capital expenditure plans undertaken by Multinational companies and their implications on the parent and subsidiary companies along with describing how risk affects financial decision making in the international business arena.

CO3: Analyse issues relating to various finance functions of MNCs which includes dividend policy decision, formation of sound capital structure, evaluating cost of capital, financing techniques of projects, working capital management and international transfer pricing.

CO4: Explain translation, transaction, and economic exposure to exchange rate changes and appraises with various kind of foreign exchange risks associated with the functioning of Multinational companies along with techniques of hedging these risk.

CO5: Use portfolio management techniques and its risk management in involving investment in International markets.

**Contents:**

**Unit I- Introduction:** Globalization and the multinational enterprise (MNE). Environment of International Financial Management. Complexities and issues in financial decision making of MNEs. Decisions in a global setting. Foreign Exchange Market- Spot and Forward market. Participants in foreign exchange market. Arbitrage, hedging and speculation. Covered interest rate arbitrage. Contemporary issues in international financial management.

**Unit II- Cross-Border Investment Decision:** Types of and issues in cross border investment decision. Green field investment Vs. Cross border M&As. Estimation of cash flows from cross border investment projects. Valuation techniques including Adjusted Present Value method. Risks in cross border investment decision-currency risk, political risk, country risk, inflation risk etc. Techniques for incorporating risks in cross border investment decision.

**Unit III- Working Capital Management in MNEs:** International Cash management, International Inventory management and International receivables management. International capital structure and cost of capital. Determinants of capital structure of MNEs. Dividend decision and policies of MNEs. International transfer pricing.

**Unit IV- Managing currency Risk and Interest Rate Risk:** Types of risk exposure - Transaction exposure, Economic exposure and Translation exposure. Measurement of risk exposure. Management of currency risk using currency forwards and futures, currency options and currency swaps. Assessment of interest rate risk. Management of interest rate risk using Interest rate futures, interest rate swaps and other financial swaps.

**Unit V- International Diversification and Portfolio Investment:** Global markets for equities. Risk factors in international investing. International diversification-risk and return aspects. International CAPM assuming no differences in consumption and no barriers to investment as well as assuming such differences. Identification of optimum portfolio. International Capital Market.

**Note:** Some case studies related to above topics are required to be discussed.

**Master of Commerce**  
**Semester III**  
**(Major group- Marketing)**  
**(Minor Elective I)**

**Course: ADVERTISING AND SALES MANAGEMENT**

**Marks: 100**

**Duration: 60 Hrs.**

**Objective:** To develop an in -depth understanding of the modern concepts and latest techniques of advertising and personal selling and sales force management which is an integral area of marketing.

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

CO1: To know the basics of marketing communication and the processes.

CO2: To develop an understanding of strategic and tactical level decisions involved in development of an advertisement and their application

CO3: To know about possible arrangements for organizing and evaluating advertising efforts

CO4: To understand the process involved in personnel selling, its management and its implications for relationship development.

CO5: To explain the decisions involved in planning and organizing the sales efforts.

CO6: To explain the decisions involved in salesforce management and the related issues

**Contents:**

**Section A: Advertising**

**Unit I-Communication Basics:** Communication and marketing; Communication process; Communication response hierarchy models; Cognitive processing of communication; Marketing communication mix; Integrated marketing communication – an introduction; Advertising - Its importance and nature; Advertising and publicity; Advertising management process; Advertising objectives; DAGMAR Approach; Determination of target audience and positioning; Advertising budget – factors influencing budget decision and methods .

**Unit II- Advertising Message and Media Decisions:** Creativity and advertising; Creative process; Creative strategy, creative appeals and execution styles; Copywriting for print, radio, television and web ad.

Media Decisions –Types of media; Advertising through Internet and interactive media; Developing media plan; Media selection and scheduling.

**Unit III-Organization and Evaluation of Advertising Efforts:** Centralized and decentralized systems; In- house agency arrangements; Advertising agencies – selection, compensation and appraisal of advertising agency; Managing advertising agency relations; IMC services; Reasons for evaluating Advertising Effectiveness; Advertising testing process - Before and after advertising tests and techniques.

**Unit IV-Advertising and Society:** Ethical and social aspects of advertising; Regulation of advertising in India; Recent developments and issues in advertising.

## **Section B: Sales Management**

**Unit V-Fundamentals of Personal Selling:** Nature and importance of selling; Types of selling; Personal selling, salesmanship and sales management; Process of effective selling; Sales management process; Environmental factors impacting selling; Managing ethics in selling environment; Role of personnel selling in customer relationship management

**Unit VI-Sales Planning and Organization:** Setting personal selling objective; Market analysis and sales forecasting; Sales budget; Sales territory; Sales quota; Role of IT in sales planning.

Sales Organization: Organization structure; Relationship of sales department with other departments; Distribution networks relationship.

**Unit VII-Sales Force Management:** Recruitment and selection; training and development- Objectives, techniques and Evaluation; Sales persons compensation and techniques; Sales contests; rewards and expense accounts; Motivating and supervising sales personnel; Evaluation and Control of the sales effort – Evaluation of sales personnel performance, Sales and cost analysis.

**Master of Commerce  
Semester III  
(Major group - Marketing)**

**Course : INTERNATIONAL MARKETING**

**Marks: 100**

**Duration: Hrs.**

**Objective:** To enable the students to learn the concept and issues of international marketing, analyze foreign market environment and develop international marketing strategies.

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

CO1: To know the basics of international marketing, its challenges and scope.

CO2: To develop an understanding of international marketing environment, its components and their impact on international marketing operations of a firm.

CO3: To learn the process of international market segmentation, selection and positioning, and choosing an appropriate mode of entry into international markets.

CO4: To know the decisions involved in developing product, price, promotion and distribution strategies for operating in the chosen foreign market(s).

CO5: To become familiar with emerging issues and developments in international marketing.

**Contents:**

**Unit I- Introduction:** Importance, and scope of international marketing; International market-orientation and involvement; International marketing management process - an overview, International marketing information system.

International Marketing Environment: Typology of international marketing environment; Influence of foreign market's physical, economic, socio-cultural, political and legal environments on international marketing decisions; Global trading environment and developments.

International Market Segmentation, Targeting and Positioning; Screening and selection of foreign markets; International market entry strategies – Exporting, licensing, contract manufacturing, joint venture, operating through wholly-owned subsidiaries abroad.

**Unit II- International Product Planning and Pricing decisions:** Major product decisions – product quality, design, labeling, packaging, branding and product support services; Issue of product standardization vs. adaptation; International trade product life cycle; New product development.

Pricing decisions for International Markets: Factors influencing international price determination; International pricing process, policies and strategies; Delivery terms and currency for export price quotations; Standardised vs. differentiated pricing strategies; Transfer pricing.

**Unit III- International Distribution Decisions:** Distribution channel strategy – Different types of international distribution channels: Their roles and functions; Selection and management of overseas middlemen; International distribution logistics - inventory management, transportation, warehousing, and insurance.

**Unit IV- International Promotion Strategies:** Communications across countries - complexities and issues; Country-of-origin effects and strategies for dealing with adverse country-of-origin effects; International promotion mix: Concept, tools and their key features; Developing international promotion campaign; Standardization vs. adaptation issue; Planning for direct mail, sales literature, trade fairs and international advertising; International sales force management: Process and major issues

**Unit V- Emerging Trends in International Marketing:** International Marketing through Internet; Ecological concerns in international marketing, International marketing ethics.

**Note: Class discussions to be supplemented by relevant case studies.**



**Master of Commerce**  
**Semester IV**  
**(Major group- Marketing)**  
**(Minor Elective II)**

**Course Code: CONSUMER BEHAVIOUR**

**Marks: 100**

**Duration-60 Hrs.**

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

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

**CO1:** To understand consumer behaviour and its relationship with marketing concepts;

**CO2:** To understand the process of consumer decision making and its application;

**CO3:** To describe the underlying variables resulting into differences in consumer decision making;

**CO4:** To understand the attitude-behaviour relationship and its related models;

**CO5:** To know the socio-cultural factors affecting consumer decision making.

**Contents:**

**Unit I-Consumer Behaviour:** Importance and nature of consumer behaviour; Types of consumers and their role; Consumer behaviour and marketing concept; Changing profile of Indian consumers and new consumption patterns; Conducting consumer research – overview of process, complexities and issues.

**Unit II-Consumer Decision Making Process:** Buying motives; Buying roles; Consumer buying process; Stages and levels of consumer decision making; Business buying behaviour- an overview; Theories of motivation and its application.

**Unit III-Personal Factors Affecting Consumer Behaviour:** Demographic characteristics; Family, Family life cycle and consumer decision making; Household influence on consumer buying behaviour; Needs and motivation; Perception; Perceptual mapping and positioning; Value perceptions; Attitude and attitude change; Attitude models; Learning and learning theories; Consumer involvement- antecedents and consequences; Personality- Concept and personality theories; Psychographics; Life style and applications.

**Unit IV-Socio-Cultural Determinants of consumer behaviour:** Reference group influences- Theories of reference group and applications; WOM communication and opinion leaders; Social class and social class stratification in India; Understanding cultural and sub-cultural influences on individual, norms and their role, customs, traditions and value system; Consumer socialization and inter-generational influences; Cross-cultural dimensions of consumer behaviour.

**Unit V-Models of Consumer Behaviour and Business Buying Behaviour:** An overview of contemporary models; Deterministic and probabilistic approaches; Contemporary Models of consumer behaviour.

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**Master of Commerce  
Semester IV  
(Major group- Marketing)**

**Course Code: SUPPLY CHAIN MANAGEMENT AND LOGISTICS**

**Marks: 100**

**Duration-60 Hrs.**

**Objective:** To acquaint the students with the concepts and tools of supply chain management and logistics as relevant for a business firm.

**Course Outcomes:**

CO1: Describing fundamental supply chain management and logistics concepts at macro and micro levels

CO2: Understanding the role of Relationship marketing in SCM

CO3: Understand the foundational role of logistics as it relates to procurement, transportation, and warehousing and inventory.

CO4: Develop an understanding of Performance Measurement, supply chain metrics (KPIs), balanced score card approach and Benchmarking.

CO5: Analyzing the importance of the third party and fourth party logistic outsourcing. Develop an understanding of the Technology in logistics and Green Supply Chain Management.

**Contents:**

**Unit I-Introduction:** Evolution, Importance, Scope, Concept of supply chain management (SCM) and trade logistics; Supply Chain Management as a Management Philosophy, Function of SCM, Value chain for Supply Chain Management; Design of SCM; Logistic activities – an Overview; Contribution of logistics at macro and micro levels; SCM and trade logistics; Logistics and Competitive Advantage; Logistics Mix; Concept, span and process of integrated SCM; Difference between Logistics and Supply Chain Management, Demand management – Forecasting-Need, Quantitative and Qualitative methods, Selecting the Appropriate Forecasting Technique, Logistics Organization - Logistics in different industries.

**Unit II- Behavioural Issues in Supply Chain Management:** Role of Relationship marketing in SCM; Managing relationships with suppliers and customers; Captive buyers and suppliers; Strategic partnerships; Supplier-retailer collaboration and alliances.

**Unit III- Focus Areas of Logistics and Supply Chain management:** Product development Process and SCM, Purchasing cycle, Types of purchases, JIT Purchasing, Strategic role of purchasing in the supply chain and total customer satisfaction; Purchasing vs. Procurement, Procurement Strategies; Transportation: Introduction, Objectives, Different Modes of

Transportation, Importance of effective transportation system; Warehousing and inventory management: Reasons for warehousing; Warehousing evaluation and requirements; Warehousing location strategies; Inventory- Introduction, Objectives, Concept of Inventory, Types of Inventory, Concept of Inventory Management, Importance of inventory management, Objectives of inventory management, Different Types of Inventory Costs, Inventory management principles and approaches; Logistical Packaging: Introduction, Objectives, Concept of Logistical Packaging, Types of Packaging Material, Packaging Costs.

#### **Unit IV- Performance Measurement:**

Framework of performance indicators, Methods of Performance Measurement, The balanced score card approach, Benchmarking, Supply chain metrics (KPIs), performance measurement and continuous improvement.

**Unit V-Trends and Challenges in logistics and supply chain management:** Third party and Fourth Party logistic outsourcing –challenges and future directions. Reverse Logistics. Bullwhip effect. Push based and Pull based systems. Green Supply Chain Management, E-Commerce Logistics: Requirements of Logistics in E-Commerce, EDI, bar Coding, RFID, Re-engineering the supply chain- Future directions.

**Note: Use relevant case studies to support learning in the class.**

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**Masters of Commerce**  
**Semester III**  
**(Major Group: International Business)**  
**(Minor Elective I)**

**Course Code: INDIA'S FOREIGN TRADE AND INVESTMENT**

**Marks: 100**

**Duration: 60 Hrs**

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

**Course Outcomes:**

CO-1: To make the students understand India's position in the international paradigm of business and trade.

CO-2: To equip the students to critically evaluate the India's foreign trade policy and its economic relations.

CO-3: To make students realize the role of Indian government in promoting India's foreign trade.

CO-4: To develop the skills among students to anticipate various regulatory and legal aspects related to India's foreign trade.

**Contents:**

**Unit I – Introduction to India's Foreign Trade and Investment:** History and introduction to foreign trade, Pattern and Structure of India's foreign trade; promotional measures in foreign trade by Indian government, India's trade in service; Terms of trade; India on the world trading map; Analysis of thrust export products and markets; Regulatory Bodies in India dealing with foreign trade; India's foreign investment policy and flows: India as an investment destination; India's investments abroad – Indian Joint ventures in foreign countries and their operations. Recent trends in India's Foreign Trade.

**Unit II - Foreign Trade Policy and Economic Relations:** Policy making body and regulatory framework; Bilateralism and Multilateralism in India's trade relations; India's trade and economic relations with EU and other regional groupings; India and regional economic cooperation in South Asia; India's Bilateral Investment Treaties and DTAA's (Double Taxation Avoidance Agreements). Future of India's Trade Policy; LERMS, Convertibility of rupee - partial and full convertibility; Second Generation Reforms

**Unit III - Export Promotion Measures and Institutional Arrangements:** Export promotion measures and schemes; Export Incentives; EXIM Bank of India; EXIM policy; Export and trading houses, Import facilities for exports; Export processing/special economic zones (EPZs/SEZs) and 100% EOU's – Policy framework and operational aspect. Infrastructure Support – Transportation and warehousing infrastructure, Indian ports and shipping system; Foreign Trade Finance and Insurance; Sources and Schemes of Foreign Trade Finance; Export Development Authorities – Agricultural and Processed Food Products Export Development Authority (APEDA); Marine Products Export Development Authority (MPEDA); Federation of Indian Export Organisations (FIEO); H S Classification.

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

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**Master of Commerce**  
**Semester IV**  
**(Major Group: International Business)**

**Course Code: EXPORT MARKETING**

**Marks: 100**

**Duration: 60 Hrs.**

**Objective:** The aim of this course is to demonstrate an understanding of export marketing as a managerial challenge and acquaint students of procedural aspects of export marketing

**Course Outcomes:**

**CO1:** To envisage export marketing challenges and opportunities and developing an export marketing strategy.

**CO2:** To understand foreign consumer behavior and prepare export market plan.

**CO3:** To understand the product and pricing decisions for export marketing and describe methods of export pricing.

**CO4:** To explore the foreign markets and locate foreign customers.

**CO5:** To describe export documentation, cargo insurance and manage export operations .

**CO6:** To understand the role of export marketing facilitators for in foreign trade.

**Contents:**

**Unit I- Basics of export marketing:** Nature and role of export marketing. India's Export marketing challenges and opportunities, Domestic vs Export marketing, Exporting through Internet, Prospects and Challenges by Indian Exporters. Determination of Export Performance , Export Marketing and Export Performance, Development of Export Marketing Strategy.

**Unit II- Developing Export Market Plan:** Nature and role of export marketing plan, analysis of export marketing competition, export marketing research and understanding of foreign customer buying behavior, Preparing products for export and service exports, export promotion and advertising, Overseas Market Research- Factors Influencing Selection of Foreign Market; Product Planning, Development; Distribution Channels; Warehouse; Promotion of Product.

**Unit III- Product and Pricing Decision in Export Marketing:** Product-related Decisions: planning, branding, packaging, labeling and marking. Price-related Decisions: Factors determining Export Price; Strategies of Pricing; Methods of Export Pricing

**Unit IV- Exploring Export markets and Locating customers:** making contacts and business travel abroad, obtaining export licenses and collecting export documents, export packaging and marking, shipping abroad and receiving payments, Barter Trading: counter purchase, switch trading, clearing agreement and buyback barter, Export regulations and tax incentives.

**Unit V- Managing Export Operations:** International Shipping, Export Packing and Marking, Export Documents, Export and Import Restrictions, Cargo Insurance, Customs Brokers and Freight forwarders

**Unit VI- Export Marketing Facilitation:** Banks as Your Facilitator Freight Forwarders as

Your Facilitator ,Distributors as Your Facilitator, Governments as Your Facilitator Budgeting for Exporting ; Budgets for Export Activities , Standard Costs and Export Control , Foreign Exposures .

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**Master of Commerce**  
**Semester IV**  
**(Major Group: International Business)**  
**(Minor Elective II)**

**Course Code : EXIM PROCEDURE AND DOCUMENTATION**

**Marks: 100**

**Duration: 60 Hrs**

**Objective:** To make students aware about the cross border trade procedures and practices in International Trade.

**Contents:**

**Unit I- Introduction:** Role of Documentation in international trade; By reference to FTP and International Trade bodies like ICC etc.

**Unit II- Terms of contract:** Understanding the terms of contract; Their importance with international prospective.

**Unit III- Terms of Delivery–Incoterms:** Practical application and impact on the International Trade Pricing, Risk and Obligation to the different parties in the contract.

**Unit IV- Methods of payment:** Different methods of payment used in international trade; Conditions, advantages and risk associated with them; Open account, Advance payment, Documentary collection, consignment, Exports and Documentary Credit.

**Unit V- Letters of Credit:** Definition; Types; Uses in trade; Risk associated with them and Fraud prevention; UCP-600.

**Unit VI- Commercial and Regulatory Documents:** Definition; Types; Utility; Risk and possible discrepancy in the preparation of documents.

**Master of Commerce  
Semester IV  
(Major Group: International Business)**

**Course Code: INTERNATIONAL TRADE LOGISTICS**

**Marks: 100**

**Duration: .... Hrs**

**Objective:** To enable students to learn the art of transportation and distribution and management of goods from seller/exporter to buyer/importer.

**Contents:**

**Unit I- Introduction:** 'Logistics' - Origin of the term and its relevance to the International trade; Interchangeability in Marketing logistics; Materials Management; Objective of Logistics and Supply Chain Management.

**Unit II- Marketing Logistics:** Economic Order Quantity, Just in Time Concept, Warehousing, Packing, Transportation.

**Unit III- Organization of overseas Transportation Services:** Choice of modes, Importance of ocean transport, General View of Shipping, chartering, Linear shipping.

**Unit IV- Containerization & Multimodal Transportation:** Types of containers, Dimensions, Unimodal , Intermodal, Combined transport, development of containerization in India, Ports in India, Container traffic, Ports constraints, Definition of foreign port.

**Unit V- Rights/Duties & Responsibilities of Carrier/Shipper,** Rights & Obligation of Consignee, Multimodal Transport Operator (MTO).

**Unit VI- Bills of lading:** Airway Bill, Clearance of cargo for Export & import.

**Master of Commerce**  
**Semester III**  
**(Minor Group- Law)**  
**(Minor Elective I)**  
**Course Code: CORPORATE LAWS: CASES & APPLICATIONS**

**Marks: 100**

**Duration-60 Hrs.**

**Objective:** To acquire knowledge and develop understanding of the regulatory framework of companies with reference to various provisions of the Companies Act, 2013 including amendments in 2017, rules, notifications, circulars, clarifications there under including case laws along with other prominent corporate laws.

**Course Outcomes:**

CO1: Students will be able to understand the regulatory aspects and the broader procedural aspects involved in different types of companies covering the Companies Act 2013 and Rules there under.

CO2: Students will be able to comprehend the legal and procedural aspects relating to company board, company meetings and distribution of dividend,

CO3 Enable to analyse and apprehend the provisions of Companies Act 2013 regarding the concepts, reasons and modes of winding up.

CO4: Enable the students to synthesis company processes, meetings and decisions with the implications of judicial pronouncements.

CO5: Equip the students with framework provided for safe investments and companies surveillance by SEBI

CO6: Prepare the students to comprehend and evaluate working of depositories, their functions, duties and obligations including participants therein.

**Contents:**

**Unit I- Historical Background of Company Law: Relevance & Reflections:** Origin and Growth of Company Law in England: Commendas and Societas; Formation of East India Company; Enactment of the Bubble Act, 1719; Joint Stock Companies Act, 1844 (*Joint Stock Companies Act, 1850 in India*); Limited Liability Act, 1855; Companies Act, 1862 (*Companies Act, 1866 in India*); Companies Act, 1908 (*Indian Companies Act, 1913*); Companies Act, 1948 (*Companies Act 1956 in India*).

**Unit II- Company and Its Formation:** Lifting of corporate veil; types of companies; one person company, associate company, producer company; association not for profit; illegal association; formation of company – promoters, their legal position, pre-incorporation contract and provisional contracts; memorandum of association; articles of association; doctrine of constructive notice and indoor management; prospectus, abridged prospectus; red-herring prospectus; shelf prospectus; postal ballot; information memorandum; book building; issue, allotment and forfeiture of shares, rights issues; issue of sweat equity shares; employees stock option scheme; transmission of shares, buyback and provisions regarding buyback; issue of

bonus shares; debt capital, dematerialisation and rematerialisation of securities, membership in a company; online registration of a company, an introduction to e-governance.

**Unit III- Management and Control of Companies:** Directors; classification of directors, women directors, independent directors; disqualifications, director identity number (DIN); appointment, legal positions, powers and duties, removal of directors; board of directors and its committees; contracts in which directors are interested; office or place of profit; Key Managerial Personnel: managing director, manager; managerial remuneration; meetings of shareholders and board- kinds, convening and conduct of meetings.

**Unit IV-Accounts and Audit:** Books of accounts; online filing of documents; annual return; XBRL; accounting standards; secretarial standards; secretarial audit; dividend provisions, declaration and payment of dividend, treatment of unpaid and unclaimed dividend, transfer of unpaid and unclaimed dividend to investor education fund; auditors-appointment, resignation and removal; qualification and disqualification; auditor's report; inspection, inquiry and investigation, compromises, arrangements and amalgamations; prevention of oppression and mismanagement; NCLT; concept and modes of winding up.

**Unit V- Depositories Act 1996:** Definitions; rights and obligations of depositories; participants, issuers and beneficial owners; inquiry and inspections; penalty.

**Unit VI- SEBI Act, 1992:** Formation and objectives of the SEBI; functions and powers of SEBI in relation to securities markets; prohibition of manipulative and deceptive devices; insider trading and substantial acquisition of securities or control; guidelines for securities issues, monitoring and surveillance of Companies by SEBI.

**Note: Case Studies involving issues and applications in corporate laws are required to be discussed in each unit.**

**Master of Commerce**  
**Semester IV**  
**(Minor Group-Law)**  
**(Minor Elective II)**

**Course Code: INDUSTRIAL LAWS: CASES & IMPLEMENTATION**

**Marks: 100**

**Duration: 60 Hrs**

**Objective:** The purpose of this course is to enable the students to acquire knowledge and understanding of prominent labour and industrial laws.

**Course Outcomes:**

CO1: Students will be able to understand the regulatory aspects and the broader procedural aspects involved in pensions and provident fund processes.

CO2: Enables to comprehend and analyse the working of pension, provident fund, state insurance or compliance departments of factories.

CO3: Case based learning creates analytical abilities to judge the actual organisational situations and build synthesis.

CO4: Equip to handle industrial disputes with detailed knowledge of actual organisation scenarios.

CO5: Enable the students to synthesis company processes with the implications of judicial pronouncements

**Contents:**

**Unit I-Employees Provident Fund & Miscellaneous Provisions Act, 1952:** Definitions; schemes, cases under the Act – Employees’ Provident Fund Scheme, Employees’ Pension Scheme, 1995; Employees’ Deposit Linked Insurance Scheme; case laws.

**Unit II-Employees State Insurance Act, 1948:** Objects and applicability of the scheme; definitions and cases- personal injury, factory, manufacturing process, wages, partial and permanent disablement; ESI corporation; standing committee and medical benefit council; contributions; adjudication of dispute and claims, benefits; case laws.

**Unit III-Factories Act, 1948:** Definitions and cases; authorities under the Factories Act; health; safety; provisions relating to hazardous processes; welfare; working hours of adults; employment of young persons; annual leave with wages; penalties and procedure; case laws.

**Unit IV- The Industrial Disputes Act, 1947:** Objects; authorities for settlement of industrial disputes; reference of industrial disputes, procedure, powers and duties of authorities; Cases: settlements and awards; strikes, lock-outs, lay-off, retrenchment, transfer and closure; unfair labour practices.

**Unit V-Payment of Gratuity Act, 1972:** Applicability and non- applicability of the Act; definitions and cases -employee, employer, continuous service; payment of gratuity; forfeiture of

gratuity; employer's duty to determine and pay gratuity; recovery of gratuity; penalties; case laws.

**Unit VI-Trade Unions Act, 1926:** Objects; registration of trade unions; rights and liabilities of registered trade unions; privileges of a registered trade union; immunity from criminal and civil proceedings; penalties; case laws.

**Unit VII-Employee's Compensation Act, 1923:** Definitions- dependent, employer, partial and total disablement, workmen, injury, accident; employer's liability for compensation; amount of compensation; contracting; commissioner; case laws.

**Note:** Cases and problems involving issues in industrial laws are required to be discussed in the class.

**Master of Commerce**  
**Semester - III**  
**(Minor Group: Taxation)**  
**(Minor Elective I)**

**Course Code: PRINCIPLES AND PRACTICE OF TAXATION**

**Marks: 100**

**Duration: 60 Hrs**

**Course Objective:** To acquaint the students with the basic principles of taxation, tax policy, and structure of Indian Tax system.

**Course Outcomes:**

CO1: To understand the meaning and scope of tax policy, types of taxes, and other concepts central to taxation policy such as tax ratio, tax effort and tax incidence.

CO2: To become aware of the dynamics of international taxation and methods adopted by countries to alleviate international double taxation.

CO3: To examine the causes of tax evasion and tax avoidance along with methods adopted by countries to curb tax evasion and avoidance.

CO4: To understand the Constitutional provisions pertaining to taxes in India.

CO5: To assess the rationale, benefits and costs of various kinds of tax incentives offered by governments.

**Contents:**

**Unit 1- Introduction:** Tax policy and tax base; Objectives of tax policy; Canons of taxation; Determinants of tax yield; Effects of taxes on money and real burden, inflation and savings; Classification of taxes: Direct and indirect taxes; OECD classification; Progressive, proportional and regressive taxes; Ad-valorem and specific taxes.

**Unit 2- Tax ratio, tax effort and tax incidence:** Tax-GDP Ratio: Meaning, significance and determinants; Trends in tax- GDP Ratio in India; Inter-country comparisons; Tax capacity and tax effort.

Tax Equity: Need and approaches - Benefit principle of taxation and Ability to- pay principle of taxation; Meaning and types of tax incidence; Factors determining extent of tax shifting; Efficiency: Excess burden of taxation; Administrative costs; Compliance costs. Distribution of Tax Burden

**Unit 3- Buoyancy and elasticity of tax revenue:** Concepts of buoyancy and elasticity of tax revenue; Automatic response versus discretionary changes; Disaggregation of elasticity coefficient.

**Unit 4- International Taxation:** Assignment Rules of Foreign Income - Source versus Residence; International double taxation; Methods to alleviate international tax taxation: Exemption, Tax Credit Method, Bilateral Tax Treaty, Multilateral Tax Treaty, OECD Model & United Nations Model Tax Convention.

**Unit 5- Tax evasion and tax avoidance:** Meaning of tax evasion and tax avoidance; Causes and consequences of tax evasion, Methods to curb tax evasion; Tax evasion in India; International tax evasion and avoidance: Methods – Transfer pricing, tax treaty shopping, tax havens; Methods to curb international tax evasion and avoidance; Advance Pricing Agreements; Indian law on Double tax relief

**Unit 6- Tax Incentives:** Tax Incentives: Rationale, benefits and costs of tax incentives; Types of tax incentives: Tax holidays, investment allowance, deductions, reinvestment incentives etc.

**Unit 7- Constitutional provisions pertaining to taxes in India:** Rationale for constitutional arrangements. Distribution of taxation powers between the Center and States in the Constitution of India; Sharing of Central taxes. Recommendations of the Fifteenth Finance Commission.



**Master of Commerce**  
**Semester - IV**  
**(Minor Group: Taxation)**  
**(Minor Elective II)**

**Course Code: CORPORATE TAX STRUCTURE AND PLANNING**

**Marks: 100**

**Duration: 60 Hrs**

**Course Objective:** To develop in students the ability to consider tax implication in business and financial decisions.

**Course Outcome:** Post successful completion of this course, students will be able to:

CO1: Compute tax liability of a company

CO2: Consider tax implications while taking business decisions

CO3: Assess impact of taxation on trade off of financial decisions

CO4: Independently undertake corporate tax planning.

**Contents:**

**Unit I- Tax Planning:** Concept of Tax Planning and Tax management, Tax evasion and Tax avoidance; Rationale of corporate tax planning; Nature and scope of tax planning in companies.

**Unit II- Tax Assessment of Companies:** Residential Status of company and incidence of tax; Computation of taxable income of companies: Carry forward and set off of business losses, Deductions available to corporate assesses; Computation of corporate tax liability; Minimum Alternate Tax and Tax Credit; Tax on distributed profits; Tax on income distributed to unit holders.

**Unit III- Tax Planning and Business Decisions:** Implications of tax concessions and incentives for corporate decisions in respect of setting up a new business, location of business and nature of business.

**Unit IV-Tax Planning and Financial Decisions:** Capital structure decisions; Dividend Policy; Bonus Share; Investments and Capital Gains. Owning or leasing of an asset; Hire Purchase or installment purchase decision; Purchase 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. Private equity

**Unit V- Business Reorganization:** Tax Planning in respect of amalgamation and de-merger of companies, Slump sale, conversion of a firm into a company. Conversion of Sole Proprietorship into Company; Conversion of company into Limited Liability Partnership.

**Unit VI- Transfer Pricing:** Overview of transfer pricing in India and abroad. Methods to curb tax evasion through Arm's Length Price and methods of its computation.

**Unit VII– Foreign Collaboration:** Doubly taxed income and Double Taxation Aspects: Foreign collaborations and incidence of taxation on domestic companies and other assessee; provisions for relief in respect of double taxation - unilateral and bilateral.

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**Master of Commerce**  
**Semester - III**  
**(Minor Group: Banking and Insurance)**  
**(Minor Elective I)**

**Course Code: BANKING THOERY AND PRACTICE**

**Marks: 100**

**Duration: 60 Hrs**

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**Master of Commerce**  
**Semester - IV**  
**(Minor Group: Banking and Insurance)**  
**(Minor Elective II)**

**Course Code: INSURANCE PRODUCTS AND PRACTICE**

**Marks: 100**

**Duration: 60 Hrs**

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**Master of Commerce  
(Open Electives)  
Semester – III/IV**

**Course Code: ENTREPRENEURSHIP**

**Marks: 100**

**Duration: 60 Hrs**

**Objective:** This Course Aims at Instituting Entrepreneurial skills in the students by giving an overview of who the entrepreneurs are and what competences are needed to become an entrepreneur.

**Course Outcomes:**

CO1: To familiarise the students with the fundamentals of entrepreneurship and its role in economic development and to motivate them towards entrepreneurial activities.

CO2: To discuss and make the students understand the concept of business plan & its importance in business and simultaneously making them aware about various legal issues involved in business.

CO3: To demonstrate the marketing and financial implications for establishing and managing any business venture.

CO4: To develop the skills among students to raise the funding for the business from different sources for a startup venture.

CO5: To equip the students to plan for business growth and sustenance through effective negotiation skills and time management.

Contents:

**Unit I-Introduction:** Concept and Definitions, Entrepreneur v/s Intrapreneur; Role of entrepreneurship in economic development; Entrepreneurship process; Factors impacting emergence of entrepreneurship; Managerial versus entrepreneurial Decision Making; Entrepreneur v/s Investors; Entrepreneurial attributes and characteristics; the skills required to be an entrepreneur; the entrepreneurial decision process; Entrepreneurs versus inventors; Entrepreneurial Culture; Women Entrepreneurs; Social Entrepreneurship; Classification and Types of Entrepreneurs; EDP Programmes; Entrepreneurial Training; Traits/Qualities of an Entrepreneurs.

**Unit II- Creating Entrepreneurial Venture:** Generating Business idea- Sources of Innovation, methods of generating ideas, and opportunity recognition; Creativity and Entrepreneurship; Challenges in managing innovation; Business planning process; Meaning and significance of a business plan; Drawing business plan; components of a business plan; and feasibility study; Business plan failures; Entrepreneurial leadership- components of entrepreneurial leadership; Entrepreneurial Challenges; 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.

**Unit III-Functional plans:** Marketing plan– for the new venture, environmental analysis, steps in preparing marketing plan, marketing mix, contingency planning; Organizational plan – designing organization structure and Systems; Financial plan – pro forma income statements, pro forma cash budget, funds Flow and Cash flow statements; Pro forma balance sheet; Break Even Analysis; Ratio Analysis.

**Unit IV- Entrepreneurial Finance:** Importance of new venture financing, Debt or equity financing, Sources of Finance- Commercial banks, private placements, venture capital, financial institutions supporting entrepreneurs; Lease Financing; determining ideal debt-equity mix, and financial institutions and banks; Funding opportunities for Startups in India; Choosing the legal form of new venture; protection of intellectual property; and marketing the new venture

**Unit V- Enterprise Management:** Managing growth and sustenance- growth norms; Factors for growth; Time management, Negotiations, Joint ventures, Mergers & acquisitions.

**Master of Commerce  
(Open Electives)  
Semester – III/IV**

**Course Code: LEGAL ASPECTS OF BUSINESS**

**Marks: 100**

**Duration: 60 Hrs**

**Objective:** The course aims to acquaint the students with knowledge and understanding of major business laws.

**Course Outcomes:**

CO1: Creates premise and clear understanding for legal aspects of transfer of property.

CO2: Enable to comprehend and utilise laws relating to Societies and Trusts for start-ups and entrepreneurial ventures, independently.

CO3: Equip the students about the legitimate rights and obligations under The Right to Information Act.

CO4: Provides comprehensive knowledge about competition and consumer protection, establishment and functioning of trusts and societies form of business.

**Contents:**

**Unit I-Law relating to Transfer of Property:** Important definitions; types of properties; movable and immovable property; properties which cannot be transferred; rule against perpetuities; lis pendens; provisions relating to sale; mortgage, charge, lease, gift and actionable claim.

**Unit II-Law relating to Societies and Trusts:** General concept relating to registration of societies; property of societies; suits by and against societies; enforcement of judgment against societies; dissolution of societies; general concept relating to trusts; creation of a trust; duties and liabilities of trustees; rights and powers of trustees, disabilities of trustees; rights and liabilities of the beneficiary.

**Unit III-Law relating to Intellectual Property:** Concept and development of intellectual property law in India; law and procedure relating to patents, trademarks and copyrights; geographical indications; design act; overview of laws relating to other intellectual property rights; intellectual property appellate board.

**Unit IV-Law relating to Competition and Consumer Protection:** Concept of competition; Competition Act, 2002 - anti competitive agreements, abuse of dominant position, combination, regulation of combinations, competition commission of India; compliance of competition law; Consumer protection in India- Consumer Protection Act, 1986; rights of consumers; consumer disputes redressal agencies.

**Unit V-Law Relating to Information:** Right to Information Act, 2005- Definitions, right to information, obligations of public authorities, request for obtaining information, disposal of request, exemption from disclosure of information, grounds for rejection to access in certain cases, severability; central information commission- its constitution, term of office, conditions of

service and removal; powers and functions of Central Information Commissions, appeals and penalties.

**Unit VI-Law relating to Pollution Control and Environmental Protection:** Concept of sustainable development, biodiversity and carbon credit; government policy regarding environment; law relating to prevention and control of air pollution and water pollution; Environment (Protection) Act, 1986; national green tribunal.

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**Master of Commerce  
(Open Electives)  
Semester – III/IV**

**Course Code: SKILLS AND TECHNIQUES OF ACCOUNTING**

**Marks: 100**

**Duration: 60 Hrs**

**Course Objectives:** A practical approach to impart skills of maintaining and recording various kinds of business transactions and accounting information using computerized accounting software.

**Course Outcomes:**

CO1: Students will understand the concept of accounting and various books of accounts

CO2: Students will apprehend computerized account system and its need.

CO3: Students will learn maintaining accounts on Tally.

CO4: Students will learn about Bank reconciliation Statement and how to do it in Tally

CO5 : Students will learn doing Payroll Accounting in Tally.

**Contents:**

**UNIT I- Introduction to Accounting:** Accounting- Concept, Principles of Accounting, Users of Accounting Information, Advantages and limitations of Accounting. Introduction to Subsidiary books, and Final accounts (to familiarize students with various books and accounts so that they can understand these in Accounting software.)

**UNIT II- Computerized Accounting System:** Introduction to Accounting. Concept of Computerized Accounting system, Advantages and Disadvantages of Computerized Accounting System.

**UNIT III- Accounting in Tally:** Introduction, Company Creation, Vouchers creation, transactions recording, , Outstanding report of customers and suppliers; Maintaining Inventory details, Creation of Price list, Godowns detail, Warn on negative stock and cash balance, Maintaining bill wise details; Generating of various financial statements and Reports,: Balance Sheet , Profit and Loss Account, Funds flow statement, Cash Flow Statement, Day Book, Account Book, Inventory books, Trial Balance, Exception Reports; Basics of GST in Tally: Purchase and Sales of goods Entry for GST Purpose. Single and Multiple tax rate entries. Service tax entry, Use of GST Classification, Entries related to Reverse Charge Mechanism, GST on Packing charge and Discount in sales Purchase Entry, Entry for cess based on value and quantity. Application of GST for selling single item at different prices. Entry for ineligible ITC.

**UNIT IV- Bank Reconciliation Statement:** Concept of Bank Reconciliation Statement, need of Bank Reconciliation Statement; Bank Reconciliation Statements using Tally

**UNIT V- Payroll Accounting:** Concept and Uses of Payroll Accounting; Payroll Accounting using Tally.

**Master of Commerce  
(Open Electives)  
Semester – III/IV**

**Course Code: BUSINESS ANALYSIS USING FINANCIAL STATEMENTS (BAUFS)**

**Marks: 100**

**Duration: 60 Hrs**

**Objectives:** Enable students through analysis of financial statements to calibrate the lens to bring the business into focus. To identify the imperfections in the financial statements and frame strategic action to eradicate imperfection which distort the financial picture. To gain knowledge of the application of valuation principles and techniques in business environment.

**Course Outcomes:**

CO1: Understand the importance of the financial statements and how to use financial statements to evaluate the performance, prospects and value of the business. Advance the understanding of financial statements and its important elements to value and analyze firms

CO2: Understand how to evaluate the firm's performance and position by analyzing the cash flow statement and earnings quality.

CO3: Assessing how financial statements of the firms reflect its economics and determining whether any adjustments are needed. Understand how to identify imperfections in the financial statements and frame strategic action to eradicate the possibility of distortion of the true financial picture.

CO4: To gain knowledge of application valuation of principles and techniques in the business environment and to be able to make reasonable valuation estimates.

CO5: Understand the fundamentals behind the valuation of important elements of financial statements and forecast the future performance as well as be able to enable business decision making through appropriate analysis of financial statements.

**Contents:**

**Unit I- The framework for doing business analysis using financial statements:** The Analysis of the Statement of Shareholders' Equity: The Analyst's Checklist , Reformulating the Statement of Owners' Equity, Comprehensive Income Reporting , Financial Analysis – ratio analysis and report writing

**Unit II- The Analysis of the Balance Sheet and Income Statement:** The Analyst's Checklist, Reformulation of the Balance Sheet, Reformulation of the Income Statement (Tax allocation, issues in reformulating income statements, Comparative analysis of the Balance Sheet and Income Statement (Common size analysis; trend analysis), The Analysis of the Cash Flow Statement: Analysis of cash flow statement and quality of earnings

**Unit III- The Analysis of Profitability:** Du Point Analysis, Cutting to the Core of Operations (the analysis of profitability, The Analysis of Changes in Profitability and Sustainable Earnings

**Unit IV- Business Valuation Basics:** Principles and techniques of valuation – DCF, Multiple methods, Accounting based valuation, Asset Valuation; Earning Valuation; Cash flow valuation; Other valuation basis, Forms of Intellectual Property and Methods of Valuation, Human Resource Accounting

**Unit V- Valuation of Assets and Liabilities:** Valuation of Fixed Assets ,Valuation of Inventories , Valuation of Investments ,Valuation of Share , ,Valuation of Goodwill, Patents and Copyrights , Valuation of Real Estate , Valuation of Liabilities

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**Master of Commerce  
(Open Electives)  
Semester – III/IV**

**Course Code: LIFE SKILLS AND COMMUNICATION**

**Marks: 100**

**Duration: 60 Hrs**

**Objectives:** This Course is aimed at building understanding and perspective about life beyond profession.

**Course Outcomes:** The student will be able to:

CO1: Understand the meaning and grand narrative of life.

CO2: Learn to leverage psychological capital.

CO3: Understand the role of society and technology in life.

CO4: Understanding nuances of communication.

**Contents:**

**Unit I-** Meaningfulness and mindfulness, ontological perspective of life, notion of time.

**Unit II-** Hope, Efficacy, Resilience and Optimism; developing strengths and living well; happiness and pleasure dialogue.

**Unit III-** Society Technology interface- changing paradigm of life.

**Unit IV-** Communication- Speaking and listening skills at personal, interpersonal and organizational level.

**Unit V-** Understanding meaning of good work and gainful employment.

**Master of Commerce  
(Open Electives)  
Semester – III/IV**

**Course Code: INDIAN ETHOS AND LEADERSHIP**

**Marks: 100**

**Duration: 60 Hrs**

**Objective:** This course addresses the relevance of Indian Ethos for further enrichment of holistic leadership principles and practices. Course also addresses the topic of leadership excellence from a multidisciplinary perspective and provides an alternative approach to understand leadership styles, which are needed to become excellent leaders.

**Course Outcome:** The students will understand the relevance of Indian Ethos and holistic leadership principles and practices. They will also sharpen multiple levels of leadership competence to meet the contemporary challenges. Students can also learn different styles of leadership which they can implement in corporate and also can provide insights to for developing leadership that is socially, environmentally and culturally responsible. Students will learn the ethics needed in leadership and also law of karmas.

**Contents:**

**UNIT 1- Indian ethos:** History & Relevance, Principles Practiced by Indian Companies, Role of Indian Ethos in Managerial Practices, Management lessons from scriptures in understanding ethics, Indian wisdom & Indian approaches towards Indian ethos, Indian Heritage in Business.

**Unit 2- Understanding the need for ethics:** Ethical values, myths and ambiguity, ethical codes, Ethical Principles in Business; Theories of Ethics, Absolutism verses Relativism, Ethics v/s Ethos, Indian v/s Western Management, Work Ethos and Values. Impact of Values on Stakeholders, Trans-Cultural Human Values, Secular v/s Spiritual Values, Value System in Work Culture.

**UNIT 3- Contemporary Approaches to Leadership:** Joint Hindu Family Business–Leadership Qualities of Karta, Indian Systems of Learning- Guru Kul System of Learning, Law of attraction Importance of Karma to Managers- Nish Kama Karma, Laws of Karma, Law of Creation- Law of Humility- Law of Growth- Law of Responsibility- Law of Connection-Corporate Karma Leadership. Indian ethos in relation to international ethos.

**Unit 4- Leadership Concepts and Practices:** Ancient, Medieval and Modern India, Exemplary Leadership based on Indian Ethos, Intuition for Holistic Decision Making, Values Based Leadership , Spirituality for Leadership Excellence, Developing Socially, Culturally & Environmentally Responsible Leadership, Moral Leadership, Creative Leadership and Good Governance , Self-Lotussing.

**Unit 5- Leadership Theories and Styles:** Leadership Theories: Trait Theories, Behavioural Theories, Contingency Theories, Leader–Member Exchange (LMX) Theory, Styles of leadership: Developmental Leadership, Transactional leadership, Spiritual leadership, Servant

Leadership, Charismatic Leadership, Transformational Leadership, Resonance Leadership, Authentic Leadership: Ethics and Trust, Trust and Leadership, Trust as a Process, Leading for the Future.

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**Master of Commerce  
(Open Electives)  
Semester – III/IV**

**Course Code: FINANCIAL MODELING**

**Marks: 100**

**Duration: 60 Hrs**

**Objective:** To provide hands on learning on financial modeling using spreadsheets for Business Analysis and financial decisions.

**Course Outcomes:** After successful completion of this Course, students should be able to:

CO1: Understand the foundations of financial modeling using spreadsheets.

CO2: Build financial models for business analysis.

CO3: Build financial models for forecasting and to make projected financial statements.

CO4: Apply modeling tools and techniques for valuation.

CO5: Build up financial models for uncertainty.

**Content :**

**Unit 1- Modeling Overview and Core Concepts:** Financial Modeling and Application, Tools for Modeling, Skills for financial modeling, Steps of Modeling, Independent and Dependent variable; Spreadsheet Environment and its application , Designing the spreadsheet model, Using Formulas in modeling.

**Unit 2- Modeling for Business Analysis:** Building a financial statement model; Financial analysis of company: Construction of Pyramid of ratios from a published financial statement; Report on an industry: Financial Analysis and Interpretation

**Unit 3- Financial Forecasting:** Historical financial statements; Integration and linking of Financial Statements; lag and lead indicators; Forecasting Techniques; forecasting Turnover, Expenses, Current and non Current assets, Liabilities; adjusting for seasonality, Projected Financial statements

**Unit 4- Modeling for Valuation: Applying Modeling Tools and Functions,** Projected Cash Flows, The DCF inputs: Beta, Risk Premium, Capital Asset Pricing Model, Weighted Average Cost of Capital, Discounted Cash Flows (DCF), DCF Valuation, , Stages of Growth, Terminal Value.

**Unit 5- Modeling for Uncertainty:** Simulation and Sensitivity analysis, What if Analysis. Goal Seek, scenario planning, scenario and solver tools, Statement of assumptions.

**Master of Commerce  
(Open Electives)  
Semester – III/IV**

**Course Code: FINANCIAL PLANNING**

**Marks: 100**

**Duration: 60 Hrs**

**Objective:** The Course in Financial Planning intent to enable critical thinking in students with respect to analysis and application of innovative solutions to varied financial problems.

**Course Outcomes:**

CO1: To strengthen the skills of students in identifying the financial goals,

CO2: Provides comprehensive financial literacy to manage individuals' finances.

CO3: Enable to outline financial constraints and providing feasible solutions thereof.

CO4: To critically evaluate the investment instruments suitable for different financial goals in different time span.

CO5: Facilitate to assess and execute financial plans with achieving financial goals.

**Contents:**

**Unit I- Financial Planning & Investment Environment:** Financial planning process and life cycle approach, Ascertainment of Financial goals. Application of investment alternatives in financial plans - Bonds, Equity Shares, Mutual Funds, Fixed Deposits, PPF, Financial Derivatives, Commodity Derivatives, Gold & Bullion. Innovative Investment Products like Exchange Traded funds (ETFs), Real Estate Investment Trusts (Reits) Infrastructure Investment Trust (Invits). Independent opening and operation of trading and Demat account.

**Unit II- Diversity in Financial Planning:** Planning for life insurance and health insurance. Primary clauses in life and healthcare insurance agreement. Application of Compounding and Indexing. Balancing Mutual Funds, Funds' CAGR, SIP/ SWP/ STP and Index Funds. Identification of Common Stocks with Uncommon Profits, Identification of Competitive Durable Advantage of Equity, Equity with Moat. Principles and variables of Value investing system. (Using cases of Equity from BSE/ NSE).

**Unit III- Building Financial Plans:** Critical Analysis of Investments, Insurance and Tax saving Instruments. Risk assessment of individual, Building financial plans using spreadsheets, Evaluation of financial plan.

**Unit IV- Primary Market Investment:** Concept of Initial Public Offer (IPO), FPO, Offer for sale, Private Placement. IPO Process. Eligibility & Norms for IPO. Role of Credit Rating Agency. Categories of IPO: Traditional and Contemporary.



**Unit V- Credit & Retirement Planning:** Assessment of Credit. Reverse mortgage. Optimal Use of Education loan, Consumer and housing finance. EMI: Calculations & Long term Impact, Credit card management; overdraft protection, Credit History, Retirement solutions, Critical Analysis of Retirement planning, pension plans including taxes and inflation. Estate Planning: Objectives of will, creating a valid will; power of attorney.

Note: Case studies on the above topics are required to be discussed.

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**Master of Commerce  
(Open Electives)  
Semester – III/IV**

**Course Code: FUNDAMENTALS OF INVESTMENT**

**Marks: 100**

**Duration: 60 Hrs**

**Objective:** To equip the students with essential tools, techniques, models and investment theory necessary for analyzing securities and portfolios so as to make sound investment decisions.

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

CO1: Understand the environment of investment and risk return framework.

CO2: Analyze bonds in terms of valuation, yields and risks.

CO3: Analyze equity shares using different approaches and models.

CO4: Construct, analyze, select and evaluate portfolios.

CO5: Understand and analyze futures and options, use various options trading strategies and critically examine various innovations in derivatives market.

**Contents:**

**Unit I- Introduction:** The Investment environment, various investment alternatives and risk return trade off. Investment decision process. Risk aversion. Types of Investors. Risk-Return analysis and impact of taxes and inflation. Types and sources of returns and risks and their measurement. Diversification and Hedging. Socially responsible investing (SRI), Green investing Ethical investing and other Contemporary issues in investment management.

**Unit II- Bond analysis:** Bond fundamentals; Types of bonds; innovations in bond market. Valuation of bonds. Bond yields ( Yield to Maturity, Yield to Call, Realized Annual Yield). Bond price- yield relationship. Bond convexity. Risks in bonds- interest rate risk, price risk, reinvestment rate risk, inflation risk, default risk. Analysis of risks in bonds- Bond Duration, Modified duration and their measurement.

**Unit III- Equity Analysis:** Approaches to security valuation. Fundamental Analysis- Economy, Industry, Company Analysis ( EIC framework); Equity Valuation Models ( DDM, P/E Ratio model and Free Cash Flow Valuation approach). Technical Analysis – basic premise and Dow theory ; types of charts and Chart patterns; Moving average analysis; Market indicators and stock specific indicators including Bollinger bands; Odd lot theory. Efficient market hypothesis (EMH); Forms of market efficiency and their implications.

**Unit IV- Portfolio Analysis, Selection and Management:** the concept and significance of portfolio. Calculation of portfolio return and risk. Risk aversion. Markowitz portfolio selection model. Sharpe's single Index Model and optimal portfolio construction. Capital Market theory.

Capital Asset Pricing Model (CAPM), Security Market Line (SML) and Stock market anomalies (Size effect, Value effect, Seasonality effect, Overreaction effect). Active and Passive portfolio management. Investment strategies- value investing, momentum and contrarian strategies. Portfolio performance evaluation (Sharpe index, Treynor Index, Jensen's alpha and Information ratio).

**Unit V- Financial Derivatives:** Futures- features, types and payoffs. Pricing of financial futures (Cost of carry model). Options- features, types, styles, payoffs and valuation using Binomial model as well as Black and Scholes Model. Put call parity principle. Options trading strategies- bull spread, bear spread, straddle and butterfly spread. Exotic options and other innovations in derivatives market.

**Note: Some case studies related to above topics are required to be discussed.**