

# **MATS UNIVERSITY**

## **MATS SCHOOL OF BUSINESS STUDIES**



## **MASTERS OF COMMERCE PROGRAMME**

### **MCOM (FINANCE)**

**BASED ON CBCS**

**(CHOICE BASED CREDIT SYSTEM)**

**(2018-19)-(2019-20)**

### **Semester Pattern**

**(To be effective from Academic Year 2015-16)**

**ORDINANCE, SCHEMA OF STUDY & SYLLABUS**

## THE COURSE

### M.COM PROGRAMME (M.COM )

Commerce has been a versatile subject of study from its beginning. The course content of its academic programs at the master level has always enjoyed the needed skill orientation. The commerce programs have often been perceived fairly strong in fetching jobs in the business-trade-industry sector. In spite of the business environment having become more volatile and complex, M.Com programs still continue to be the fancy of students at all levels. Attempts have been made at various levels to revitalize this M.Com program by way of enhancing the import from management based courses and information technology sector. Special care has been taken to include courses aimed at enhancing skills in computer applications and quantitative analysis. A vital provision has also been made for giving practical training and facing real situation in various industrial fields, summer internship is included as a core course in semester III and preparation of Project report in semester IV.

In fact, this is a Finance specialty master level program which is backed by a course structure and course content potentially worthy of providing the needed skill up-gradation matching conceivable jobs. In the process of framing this course curriculum, maximum attention was given to include all vital and relevant course details as feasible and possible. Necessary value additions are included at every semester to keep the course more vibrant. For all intents and purposes, this M.Com program is essentially of professional nature, offering higher specialization in the area of Finance. While framing the course details, emphasis has been on skill-upgradation appropriate to the area of specialization i.e., **finance**. And also the level of each topic is clearly mentioned which gives adequate clarity to faculty as well as the students.

This programme is at par with the program Master of Finance and Control (MFC) famed taking into consideration with the amended nomenclature prescribed by UGC for the programme Master of Finance and Control. It is a **value added specialty masters of commerce programme** which is at par with any other professional programmes in the field of Finance & Control and Capital Markets. This course is supposed to be run; especially in the methodology of course deliveries and performance evaluation exercise.

#### Scope and Content

1. The Regulation and policies documented here are applicable for M.Com Programme offered by MATS University.
2. The Regulations and Policies given here are in addition to the rules and regulations notified at the time of admission.
3. The University authority may modify, add, delete, expand or substantiate any part of the Regulations and Policies without the prior approval of the student.

#### Course Matrix

The two year **M.Com Programme** is designed in **Semester pattern**. We offer **M.Com with specialization in Finance** which is in accordance with the present needs.

There are four semesters and each semester of the Programme will consists of the following course:

##### a. Super core course

##### b. Core Course

##### c. Value Additions

##### a. Super Core Course

Super Core Course comprise of subjects that form an integral part of the programme. These subjects provide a strong ground in basic disciplines of study. These are the general and compulsory subjects for all students of M.Com programme, irrespective of their specialization. The total credit hours for Super Core Course are 60 and total marks are 100 out of which 30 marks are for the internal assessment. There is one Super core Course in each Semester.

## **b. Core Course**

Core Courses are the selective papers meant for giving an in-depth knowledge in related fields. These subjects will make the students expert in their special branch. The total credit hour for Core Course is 60 and a total mark is 100 out of which 30 marks are for the internal assessment.

**c. Value Additions:** To develop the interpersonal skills, communication skills, negotiation skills and leadership skills different value addition courses are included in different semesters. This will make the course more demandable, challenging, dynamic and vibrant. Critical subjects and issues not covered by the Super Core Course and Core Course are also considered for deciding value additions which will help the Students to get deep insight into various subordinate disciplines, which are important but not essential.

## **INTERNSHIP**

Every student must undergo an internship. Internship is included as a Core Course. The students will get practical training in related industry, which is based on their specialization area. Internship will carry 100 marks purely based on the active participation of the students and their performance.

## **PROJECT WORK AND VIVA-VOCE**

Practical training is the most important part of the curriculum where the students will be given finishing touch to come out as a successful person. At the end of second semester the students should undergo a Summer Project that will give an exposure to the practical aspects prevailing in the industry. In forth semester there is a Project Work and Viva Voce which will help the students to improve their presentation and communication skills with proper understanding of the particular topic in which the research is conducted.

Project Work and viva-voce is based on specialization. It is included as a core course. Project Work will carry a total of 100 marks. Of this, 50 marks are for field work and study and 50 marks will be awarded towards the viva-voce examination. Successful completion of Project work is essential for all students.

### **Assessment and Examination:**

**Credits:** Total credit hours for the entire programme are  $120+20 = 140$ , which will be awarded for all the subjects in the following manner:

<b>Super Core</b>	<b>: 6 credit hours</b>
<b>Core Course</b>	<b>: 6 credit hours</b>
<b>Tutorials &amp; Value Adds</b>	<b>: 20 Credit hours (5 per semester)</b>

### **Admission criteria and eligibility:**

The minimum qualification required to be eligible for admission is B.Com degree from a recognized university.

### **The method of selection:**

- a. Written Test
- b. Group Discussion
- c. Personal Interview

**Assessment:**

Assessment of student's performance will be based on:

1. Continuous Internal Assessment (CIA)
2. External Assessment (EA)

For Super & Core Courses: 30 marks internal & 70 marks External

**Examinations:****A. Mid-term Examination:**

A mid-term examination will be conducted during the course of each semester. Every student must secure a minimum of 40% marks in mid-term examination and an aggregate of 45%, to be eligible for the End-Term Examination.

**B. End-Term Examination:**

A Board of Examiners constituted as per the provisions in the statutes of MATS University will conduct end-term examinations. Maximum marks for Super Core and Core courses will be 100.

**Eligibility for end-term examination.**

Candidates fulfilling the eligibility criteria given below will be issued Admit Cards for End-Term Exam:

1. A minimum of 40% marks in Mid-term Examination with aggregate of 45%.
2. Minimum attendance of 75% in each subject.

**Eligibility of Pass:**

1. A student is declared to have passed in core course if he/she secures at least 40% marks in the end-term examination and an aggregate of 45% including **Continuous Internal Assessment**.
2. Promotion of the student is not automatic and is also based on other regulations included in this document.

**Classification of Successful Candidates:**

On completion of Programme, successful candidates will be classified as follows:-

**Distinction:** 75% and above in all subjects and completion of four semesters in first attempt.

**First class:** 60% and above in all subjects and completion of four semesters in first attempt.

**Second Class:** 50% and above in all subjects and completion of four semesters.

**Ranks:**

Only candidates who have passed each of the semester examination at the first appearance shall be eligible for award of Ranks. The first ten ranks shall be notified.

**Award of Qualification:**

Students will be awarded Post Graduate Degree upon fulfillment of the following criteria:-

- a. The student must have passed in all four semesters with a minimum of 40% in each paper and 45% in aggregate.
- b. The student must have secured a pass result in all Core Bracket Subjects.
- c. The student must have secured a minimum of 50% points in internship and dissertation (Project).

The student must have complied with all other assessment guidelines and criteria notified during the conduct of the programme.

Note:

1. When a student appears for the failed papers, the internal assessment marks originally secured by him/her will be carried forward.
2. The student must complete the post graduation degree within three years from the date of joining.

**Academic Integrity and Ethics:**

1. A student who has committed an act of academic dishonesty will be deemed to have failed to meet a basic requirement of satisfactory academic performance. Thus, academic dishonesty is only a basis for disciplinary action but also is relevant to the evaluation of student's level of performance and progress.
2. Where there has been violation of basic ethos and principles of academic integrity and ethics, the Director/Board of Examiners/Course coordinator may use their discretion in terms of disciplinary action to be taken.
3. Academic dishonesty includes, but is not necessarily limited, to the following:-
  - a. Cheating or knowingly assisting another student in committing an act of cheating.
  - b. Unauthorized possession of examination materials, destruction or hiding of relevant materials.
  - c. Act of plagiarism.
  - d. Unauthorized changing of marks or marking on examination records.

**Attendance:**

1. Students are required to attend and participate in all scheduled class sessions, guest lectures, workshops, outbound learning programs and club/ forum activities of both academic and non-academic nature.
2. A student is eligible for end-term examination, amongst other regulations, only if he/she has a minimum of 75% attendance in each subject individually.
3. Students may be dropped from the programs due to excessive and non-intimate absences.
4. Students must notify the program coordinator in writing, the reasons for absence, if any, from class sessions, activities and assessment components.
5. On notification of absences (including anticipated absences the Director/ Program Coordinator would determine whether the absences could be rectified or whether it is possible to satisfactorily complete the subject with the number of identified absences.

**GENERAL GUIDELINES:**

1. The students are expected to spend a considerable amount of time in research, reading and practice.
2. All students are expected to develop and maintain a positive professional attitude and approach throughout the programme and in conduct of all other activities.

3. Attendance alone is not sufficient. Students are Expected to participate, to help the class learn and understand the topics under consideration.
4. Food and drinks are not permitted in the class room/ conference hall/library.
5. All students are expected to dress as per stipulated dress code.

**VALUE ADDITIONS:**

- **Public Speaking**
- **World of Marketing (Seminar)**
- **World of HRM (Seminar)**
- **CA's Office Management**
- **Financial Reporting in AGM**
- **Production and Materials Management**
- **IRDA Regulations (Guest Lecture) (Especially for Accounting & Banking Students (Insurance Regulatory Board)**
- **SEBI Regulations (Guest Lecture) (Especially for Accounting & Banking Students)**
- **ISO Requirements & Audit (Focus on Quality Audit with respect to ISO)**
- **An insight to Financial Engineering (Basics)**
- **Guide to frame a Business plan.**
- **B2 B E-Marketing and B2C E- Marketing (Especially for E-Com Students)**
- **Cyber laws (Especially for E-Com Students)**
- **Industrial visits ( Specially in Financial Services, Auditing Firms, and Tax Planning firms )**
- **100% Placement Assistance**

# Ordinance 7

## Master of Commerce (M.Com.)

- 7.1. Introduction: Under this course specialization will be offered in selected commerce subjects. The course would prepare the students to take up specialized jobs in Business, Commerce and Banking. Areas like financial management, auditing and taxation will also be covered.
- 7.2. Title: Master of Commerce in Finance (M.Com.)
- 7.3. Faculty: Faculty of Commerce
- 7.4. Duration: Two years (or four semesters)
- 7.5. Eligibility: Graduation with Commerce
- 7.6. Seats: The basic unit will be that of 50 seats. Multiple of this unit can also be set up.
- 7.7. Admission Procedure: As Specified in the Ordinance no. 1
- 7.9. Academic year: There would be academic cycle one from July to June and second from January to December.
- 7.10. Selection Procedure: The University will issue admission notification in news papers, on the notice board of the university and in other publicity media before the start of every cycle.
- The list of candidates selected for admission will be displayed on the website or the students will be informed directly about their admission. The centre will also display the university's selected list. The candidates whose results are awaited can also apply. Such candidates however must produce the Mark sheets or Degree certificates, as a proof for required eligibility criteria before the cut off date failing which, the provisional admission granted will be cancelled.
- The admission May be rejected due to following reasons:
1. The fees are not enclosed.
  2. The application form is not signed by candidate and his or her parent guardian, wherever required.
  3. The supporting documents required for admission are not enclosed.
- Registration number will be assigned to the student by the University after verification and submission of all the necessary documents or fees.

7.11. Fees: The Course fees will be as decided by the Board of Management from time to time.

7.12. Course structure:

7.13. General: In all matters, pertaining to the course, the decision of the Vice-Chancellor of the university shall be final. However on the recommendations of the Academic Council the Vice-Chancellor shall be competent to change the system or pattern of examination. The course content is subject to change from time to time.

In case of any dispute, the matter shall be decided under jurisdiction of District Court, Raipur.

### **Programme outcomes:-**

1. Exercise independent judgement to evaluate business problems in complex contexts using social, ethical, economic, regulatory and global perspectives
2. Integrate advanced theoretical and technical knowledge in business which includes a selection of issues in accounting, auditing and assurance, finance, economics, quantitative methods, information systems, commercial law, corporation law, taxation law and research methods in business related disciplines
3. Critically apply theoretical, technical knowledge and research-based skills to evaluate and solve emerging and advanced business problems, and to conduct a research-based project
4. Justify and communicate ideas in collaborative contexts, including interpretation and communication of theoretical issues to both specialist and non-specialists audience in business related disciplines
5. Seek and reflect on performance feedback to identify and action learning opportunities and self-improvements and initiate this process for other



M.Com Course MATRICS

<b>Semester I</b>							
<b>Subject Code</b>	<b>Subject</b>	<b>Credits</b>	<b>Category</b>	<b>Exam Hrs</b>	<b>Internal Marks</b>	<b>Sem Exam Marks</b>	<b>Total Marks</b>
MCM 101	Statistical Analysis	6	Core Course	2.30	30	70	100
MCM 102	Accounting for Managers	6	Core Course	2.30	30	70	100
MCM 103	Organizational theory and behavior	6	Core Course	2.30	30	70	100
MCM 104	Managerial Economics	6	Core Course	2.30	30	70	100
MCM 105	Computer Application in Business	2	AECC -1 (Ability Enhancement Compulsory Course)	2.30	30	70	100
Total Credit		<b>26</b>			150	350	500
<b>Semester II</b>							
<b>Subject Code</b>	<b>Subject</b>	<b>Credits</b>	<b>Category</b>	<b>Exam Hrs</b>	<b>Internal Marks</b>	<b>Sem Exam Marks</b>	<b>Total Marks</b>
MCM 201	Quantitative Technique for business	6	Core Course	2.30	30	70	100
MCM 202	Financial Management	6	Core Course	2.30	30	70	100
MCM 203	Legal Aspect of Business	6	Core Course	2.30	30	70	100
MCM 204	International Business	6	Core Course	2.30	30	70	100
MCM 205	Minor Project	2	AECC-2 (Ability Enhancement Compulsory Course)	2.30	30	70	100
Total Credit		<b>26</b>		150	350	500	150
<b>Semester III</b>							
<b>Subject Code</b>	<b>Subject</b>	<b>Credits</b>	<b>Category</b>	<b>Exam Hrs</b>	<b>Internal Marks</b>	<b>Sem Exam Marks</b>	<b>Total Marks</b>
MCM 301	Global Strategic Management	5	Core Course	2.30	30	70	100
MCM 302	Production management	5	Core Course	2.30	30	70	100
<b>Select any one major group</b>							
<b>Group I Major Finance</b>							
MCM 303	Financial Institutions and Markets	5	Discipline Specific Elective 1	2.30	30	70	100
MCM 304	Security Analysis and Portfolio Management	5	Discipline Specific Elective 2	2.30	30	70	100
<b>Group II Marketing</b>							
MCM 305	International Marketing	5	Discipline Specific Elective 3	2.30	30	70	100
MCM 306	Advertising and Sales Management	5	Discipline Specific Elective 4	2.30	30	70	100
<b>Group III Human Resource</b>							
MCM 307	Human Resource Development	5	Discipline Specific	2.30	30	70	100

			Elective 5				
MCM 308	Management of Industrial Relations	5	Discipline Specific Elective 6	2.30	30	70	100
<b>Select any one minor group</b>							
<b>Minor Group I Taxation</b>							
MCM 309	Principles and Practice of Taxation and Indian Tax System	4	Elective 1	2.30	30	70	100
<b>Minor Group II Accounting</b>							
MCM 310	Strategic Cost Management	4	Elective 2	2.30	30	70	100
<b>Minor Group III Entrepreneurship Management</b>							
MCM 311	E-ship and customer relation mgt – part 1	4	Elective 3	2.30	30	70	100
	Total Credit	<b>24</b>			150	350	500
<b>Semester IV</b>							
<b>Subject Code</b>	<b>Subject</b>	<b>Credits</b>	<b>Category</b>	<b>Exam Hrs</b>	<b>Internal Marks</b>	<b>Sem Exam Marks</b>	<b>Total Marks</b>
BCM 401	Corporate Governance, Ethics and Social Responsibility of Business	5	Core Course	2.30	30	70	100
BCM 402	Dissertation	5	Core Course	2.30	30	70	100
<b>Select any one major group</b>							
<b>Group I Major Finance</b>							
BCM 403	Financial Management and Policy	5	Discipline Specific Elective 7	2.30	30	70	100
BCM 404	International Financial Management	5	Discipline Specific Elective 8	2.30	30	70	100
<b>Group II Major Marketing</b>							
BCM 405	Consumer Behavior	5	Discipline Specific Elective 9	2.30	30	70	100
BCM 406	Supply Chain Management and Logistics	5	Discipline Specific Elective 10	2.30	30	70	100
<b>Group III Human Resource</b>							
BCM 407	Strategic Human Resource Management	5	Discipline Specific Elective 11	2.30	30	70	100
BCM 408	Compensation Management and Employee Welfare Laws	5	Discipline Specific Elective 12	2.30	30	70	100
<b>Select any one minor group</b>							
<b>Minor Group I Taxation</b>							
MCM 409	Corporate Tax Structure and Planning	4	Elective -4	2.30	30	70	100
<b>Minor Group II Accounting</b>							
MCM 410	Managerial Accounting	4	Elective -5	2.30	30	70	100
<b>Minor Group III Entrepreneurship Management</b>							
MCM 411	E-ship and customer relation mgt – part 2	4	Elective 6	2.30	30	70	100
	Total Credit	<b>24</b>			150	350	500

M.Com	Statistical Analysis	MCM101
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**Course 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.

**MODULE –I**

Definitions, Characteristics, Scope and Nature, Functions, limitations, Distrust and misuse, Importance & Statistical Investigations., Classification & Tabulation.

**Data Sources:** Primary and Secondary, Primary data collection techniques, Schedule, Questionnaire and interview & Sources' of Secondary data.

**Analysis of time series and forecasting;** components of time series analysis, decomposition models ,trend projection methods ,measurement of seasonal variation. **(12 Hours)**

**MODULE -II**

Multiple and partial correlation and multiple regression analysis.

**(12 Hours)****MODULE -III**

**Sampling and statistical inference**-census vs sampling, principles and methods of sampling, sampling distribution, standard error, point estimation.

**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.

**(12Hours)****MODULE –IV**

**Hypothesis Testing:** One and Two-sample Tests: General methodology 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: Hypothesis testing of means when the population standard deviation is known and when it is not known. Hypothesis tests concerning proportions. Two-sample Tests: Tests for difference between means – when population standard deviations are known, and when they are not known. Inferences about difference between two means for matched samples. Testing of difference between two proportions.

**(12 Hours)****MODULE –V**

**Statistical Quality Control:** Causes of Variations in quality characteristics, Quality Control charts-purpose and logic, Process under control and out of control, warning limits, control charts for attributes-fraction defectives and number of defects, Acceptance sampling.

**Analysis of Variance and Non-parametric Tests:** F-test of equality of variances. One-factor ANOVA (Completely Randomised Model) and Two-factor ANOVA. **(12 Hours)**

**COURSE OUTCOMES**

1. understand the concepts of confidence intervals and hypothesis tests,
2. be able to make statistical comparisons of means (paired and unpaired samples), proportions and variances,
3. understand the concepts of ANOVA and be familiar with one-way, two-way, and two-way with interaction ANOVA,
4. understand correlation and regression, and be able to make predictions and understand their limitations
5. Understand the concept of sample preparation error within a geostatistical sampling context.

**REFERENCE BOOK**

1. Levin, R.I. and D.S. Rubin, Statistics for Management, Prentice-Hall of India.
2. Aczel, Amir D., and Sounderpandian, J., Complete Business Statistics, Tata McGraw Hill Publishing.
3. Anderson, Sweeny and Williams, Statistics for Business and Economics, CENGAGE Learning, New Delhi
4. Kazmeir Leonard J., Business Statistics, Tata McGraw Hill Publishing Company, New Delhi
5. Vohra, N. D., Business Statistics, Tata McGraw Hill Publishing Company, New Delhi

**Text Books:**

1. Statistical Analysis : Dr. S.M Shukla and S. P Sahai
2. Statistical Methods : Dr. S.P Gupta
3. Fundamentals of Statistics : D.N Elhance, Veena Elhance
4. An Introduction to Statistical Methods : C.B Gupta and Vijay Gupta

**Core Course**

**Semester-I**

**Credit: 6**

<b>M.Com</b>	<b>Accounting for Managers</b>	<b>MCM102</b>
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**Course Objectives:**

The objective of this syllabus is to develop an insight of principles and techniques of accounting and utilization of financial and cost accounting knowledge for planning ,decision making and control

**Module I**

Financial Accounting: Concepts and conventions, accounting equation, importance and scope. Preparation of journal, ledger and Trial balance. **(12 Hours)**

**Module II**

Preparation of Financial statements: Profit and loss account and Balance sheet in compliance with Part II and Part of schedule III of companies' act 2013 respectively. **(12 Hours)**

**Module III**

Cost accounting: Concepts, need, importance and scope, Stores ledger accounting (FIFO, LIFO, WAM), stock estimation (EOQ), unit and output costing, cost sheet, tender. **(12 Hours)**

**Module IV**

Costing methods: Process costing, contract costing. **(12 Hours)**

**Module V**

Costing Techniques: Marginal costing, standard costing and absorption costing. **(12 Hours)**

**Course outcome:**

Students will be able to understand the basic concept for financial and cost accounting which will enrich their managerial skills.

**TEXT BOOKS**

- Anthony Robert N., Hawkins David F., Merchant Kenneth A., - Accounting: Text and cases, 12th edition-2007, Tata McGraw Hill

**REFERENCE BOOKS**

- Williams, Haka & Bettner – Financial & Managerial Accounting – The basis for business decisions, 13th edition, Tata McGraw Hill
- Warren Carl S., Reeves James M., Fess Philip E., - Financial and Managerial Accounting, Publisher: South-Western College.
- Horngren Charles T., Datar Srikant M., Foster George - Cost Accounting, 11th Edition , Publisher: Prentice Hall.

**SUGGESTIONS READINGS**

- Anthony R. N. and Reece J.S. Accounting Principles, Homewood, Lllinois , Richard D. Irwin.
- Bhattacharya S.K. and Dearden J. Accounting for Management : Text and Cases. New Delhi, Vikas.
- Heitger, L E and Matulich, Serge. Financial Accounting . New York , McGraw Hill.
- Hingorani, N L. and Ramanathan , A.R. Management Accounting , New Delhi , Sultan Chand .
- Vij. Madhu Financial and Management Accounting . New Delhi , Anmol Publications.
- Koplán & Atkinson, Advance management Accounting, 2004, Pearson India.
- J.M. Gowda, Management Accounting, Himalaya Publishing House
- Dr. S.M. Shukla, Advance Accounting, Sahitya Publication.

<b>Core Course</b>	<b>Semester-I</b>	<b>Credit: 6</b>
<b>M.Com</b>	<b>Organizational Theory And Behavior</b>	<b>MCM103</b>

**Course Objective:**

- To make aware of the basic concepts of organizational behavior
- To Familiarize the students to comprehend, perceive and understand dynamic nature of group

**Module-I**

Introduction to OB: Introduction, Historical Perspective, Approaches to and Importance, Framework for Learning OB, The Intricate Relation between MP and OB, Human Resources Management Relationship, Limitations of OB, Globalization and OB, Foundations of Individual Behavior, Disciplines contributing the field of Organizational Behavior-Case Study **(12 Hours)**

**Module-II**

Personality types Factors influencing personality Theories Learning Types of learners The learning process Learning theories Organizational behavior modification. Misbehavior Types – Management Intervention. Emotions - Emotional Labour Emotional Intelligence – Theories. Attitudes – Characteristics – Components – Formation – Measurement- Values. Perceptions – Importance – Factors influencing perception – Interpersonal perception- Impression Management. Motivation – importance – Types – Effects on work behavior- Case Study **(12 Hours)**

**Module-III**

Organization structure – Formation – Groups in organizations – Influence – Group dynamics – Emergence of informal leaders and working norms – Group decision making techniques – Team building - Interpersonal relations – Communication – Control.Case Study **(12 Hours)**

**Module-IV**

LEADERSHIP AND POWER:- Meaning – Importance – Leadership styles – Theories – Leaders Vs Managers – Sources of power – Power centers – Power and Politics.Case Study **(12 Hours)**

**Module-V**

Organizational culture and climate – Factors affecting organizational climate – Importance.Job satisfaction – Determinants – Measurements – Influence on behavior. Organizational change – Importance – Stability Vs Change – Proactive Vs Reaction change – the change process – Resistance to change – Managing change.Stress – Work Stressors – Prevention and Management of stress – Balancing work and Life.Organizational development – Characteristics – objectives –. Organizational effectiveness. Case Study **(12 Hours)**

**Course Outcomes:**

- To explain group dynamics and demonstrate skills required for working in groups (team building)
- To identify the various leadership styles and the role of leaders in a decision making process.
- To explain organizational culture and describe its dimensions and to examine various organizational designs
- To discuss the implementation of organizational change.

**TEXT BOOKS**

- Stephen P. Robins, Organisational Behavior, PHI Learning / Pearson Education, 11<sup>th</sup> edition, 2008.
- Fred Luthans, Organisational Behavior, McGraw Hill, 11<sup>th</sup> Edition, 2001.

M.Com	Managerial Economics	MCM104
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**Course 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. Contents: Part A: Firm and Market

**Module I:**

Introduction :Meeting, definition nature and scope of managerial economics, significance of economic analysis in business decisions. Role and responsibilities of managerial economists, objectives of a business firm. (10 hours)

**Module II:**

Cost: Production: Law of variable proportion. Returns to scale. Production function: Concept of productivity and technology. Producer's Equilibrium. Isoquants ridge lines, Isoclines, Isocost lines. Cost function: Classification of costs, Short run cost functions, Relationship between return to scale and return to a factor, Long run cost functions. (12 Hours)

**Module III:**

Market and Pricing: Market forms: AR-MR. Price taker; Monopoly power. Oligopolistic behavior: Cournot and Stackelberg models. Factor Pricing: Demand and supply of factors of production. Euler's theorem. Part B: Macroeconomic environment. (14 Hours)

**Module IV:**

Pricing Policies and Methods : Objectives of pricing policy, factors affecting on pricing policy, methods of pricing, cost plus pricing, going rate pricing, marginal cost pricing, skimming price, low penetration pricing, transfer pricing, pricediscrimination, international price discrimination and dumping. (14 Hours)

**Module V:**

Aggregate Demand and Aggregate Supply: Modern aggregate demand function. Demand Management. Philips Curve. Aggregate supply and the price level, trade cycle, Business cycle.(10 hours)

**Course Outcome:**

At the end of this course students should be able to:

1. Use stylized examples; determine if a company is optimally employing available resource.
2. Calculate demand elasticity from demand equations.
3. Categorize economic costs.
4. Contrast the decision-making process across industries characterized by pure competition, monopolies, and oligopolies.

**Suggested Reading:**

1. Koutsiyannis, A., Modern Microeconomics, Macmillan Press Ltd.
2. Varian, Micro-Economic Analysis , Norton.
3. Pindyck Robert S., Daniel L. Rubinfeld and Prem L. Mehta, Micro Economics, Pearson Education Asia, New Delhi.

M.Com	Computer Application in Business	MCM105
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**Course Objective:**

To enable the students acquire the basic knowledge of computer application in business.

**Module- I**

Meaning of computer – Characteristics of computer, components of computer memory and control unit input and output devices hardware and software Types of Computers: Analog, Digital, Hybrid. Computer Generations: Meaning, advantages, Personal computer: PC and its main components, System software Vs. Application Software Storage Fundamentals, Primary and Secondary Storage Read Only Memory (RAM) , Read Only Memory(ROM). **(12 Hours)**

**Module- II**

Modern Information Technology: Basic idea of Local Area Networks (LAN) and Wide Area Networks (WAN); E-mail; Internet technologies, access devices, concept of a World Wide Web and Internet browsing; Multimedia. **(12 Hours)**

**Module- III**

Introduction Microsoft WORD, stating word, creation of shortcut for word creating word documents, creating business letter using wizards, editing word documents Insert and delete text in a document, Select text, Undo and redo commands Copy, cut and paste, working with table, saving, opening and closing documents, mail merge. **(12 Hours)**

**Module- IV**

Introduction to spread sheets, spread sheet program and application, MS excel and its features – building work sheets – entering data in work sheets. Editing and formatting work sheets, creating and formatting different types of charts – application financial statistical function, SUM, AVERAGE, MAX, MIN, STDEV, FREQUENCY. **(12 Hours)**

**Module- V**

Applications of MS Power Point: Introduction, Toolbar, their Icons and Commands, Navigating in Power point-Creation of slides, animation, and templates, Designing Presentations, Slide show controls. **(12 Hours)**

**Course outcomes:-**

5. Use accepted word processing techniques to produce a well-designed and esthetically pleasing formal document.
6. Use standard spreadsheet features to produce a representation and analysis of numerical data.
7. Locate, retrieve, and evaluate information relevant to a question.
8. Recognize and respond to an ethical issue related to computer usage.

**Text Books:**

1. Date, C.J. : An Introduction to Database Systems, Addison Wesley, Massachusetts.
2. Dienes, Sheila S : Microsoft office, Professional for Windows 95; Instant Reference
3. Mansfield, Ron : The Compact Guide to Microsoft office; BPB Publication, Delhi
4. Norton, Peter : Working with IBM-PC, BPB Publication, Delhi.

M.Com	Quantitative Technique for Business	MCM201
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**Course Objectives:**

- To Use mathematical methods and formulae to obtain analytical information (accurate figures and quantitative data) which is used for decision making.
- To Understand exactly when the quantitative approach may be applied.

**Module-I**

**Statistical decision theory:** Introduction, Quantitative techniques to decision making OR/MS, elements in decision making, decision making situation: maximin, maximax, minimax bayesian decision theory.

**LPP:** Introduction, Meaning of LP, Assumption of LP, Application of LP, Advantages and Disadvantages of LP formulation of LP problems, Graphical solution, Simplex method. **(12 Hours)**

**Module-II**

**Transportation model:** Introduction, mathematical formulation Existence of Feasible solution; Basic feasible solution, and optimum solution, Methods for initial feasible solution: North- west corner rule, Row minima method, Column minima method, Low cost entry method, Vogel's approximation method moving toward optimum solution.. **(12 Hours)**

**Module-III**

**Assignment Models:** Mathematical formulation of assignment problem, Hungarian Method for assignment Problem, **Simulation:** Introduction, Process of Simulation, Advantage and Limitations of Simulation, Generation of Random Numbers, Monte Carlo Method. **(12 Hours)**

**Module-IV**

Network Analysis Introduction, Network Analysis PERT and CPM, Objectives of Network Analysis, Managerial Application of Network Analysis, CPM/PERT Network Components, Rules of Network Construction, Critical Path Method (CPM), Methodology of CPM, Critical Path Analysis, Advantages and Disadvantages of CPM, Programme Evaluation and Review Technique (PERT), Three Time Estimates for PERT, Estimate of Probabilities, Advantage and Limitations of PERT, Distinction Between PERT and CPM, Practical Problems. **(12 Hour)**

**Module –V**

Queing (or Waiting Line) Theory, Introduction , Elements of The Queing System, Types of Queing Models. Advantages and Disadvantages of Queing Model, Single Channel Queing Model, Multiple Channel Queing Model, Cost behavior analysis, Decision Tree. **(12 Hours)**

**Course outcomes:-**

Understand the elementary concepts and techniques of Business Research Methods, and to appreciate how Statistical and Mathematical analysis can materially help in business decision-making. The concept of models of business processes, and the scope and limitations of commonly-adopted models

**Text Books:**

1. Quantitative Methods : S. Saha and S. mukherji
2. Quantitative Methods : D.R.Agrawal
3. Quantitative Techniques : C. Tulsian, Vishal Pandey

**References:**

Operations Research : V K Kapoor



<b>Core Course</b>	<b>Semester-II</b>	<b>Credit: 6</b>
<b>M.Com</b>	<b>Financial Management</b>	<b>MCM202</b>

### **Course Objective:**

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

#### **Module- I**

Financial Management An Overview of Finance and Related Disciplines; Scope of Financial Management; Objectives of Financial Management; Primary Objective of Corporate Financial Management; Agency Problem; Organization of Finance Function; and Emerging role of Finance Managers in India. **(12 Hours)**

#### **Module- II**

Time Value of Money ; Techniques; Practical Applications of Compounding; and Present Value Techniques.  
Fund Flow Statement ,Cash Flow Statement. **(12 Hours)**

#### **Module- III**

Working Capital Management – An Overview: Nature of Working Capital; Planning of Working Capital; Computation of Working Capital; and Working Capital Financing: Trade Credit; Bank Credit; Commercial Papers; Certificate of Deposits (CDs); **(12 Hours)**

#### **Module- IV**

Management of Cash and Motives for Holding Cash; Objectives of Cash Management; Factors Determining Cash Needs; Cash Management Techniques / Processes. **(12 Hours)**

#### **Module- V**

Receivable Management: Objectives; Credit Policies; Credit Terms; and Collection Policies. **(12 Hours)**

### **COURSE OUTCOME**

1. Identify legal issues that impact financial and other risks affecting business.
2. Analyze relevant case law for the purpose of finding legal precedents that will be used to persuade a judge or jury.
3. Interpret statutory law for purposes of risk avoidance, and to establish control mechanisms.

#### **Books and References:**

1. Khan, M.Y & Jain, P.K.: Financial Management; Tata McGraw Hill, New Delhi, 2008.
2. Pandey, I. M.: Financial Management; Vikas Publishing House, New Delhi, 2005.
3. Chandra, Prasana: Financial Management; Tata McGraw Hill, New Delhi, 2008.
4. Brealey and Meyers: Principles of Corporate Finance: Tata McGraw Hill, New Delhi, 2008.
5. Keown, Martin, Petty and Scott (Jr): Financial Management: Principles and Applications; Prentice Hall of India, New Delhi, 2002.

Core Course	Semester-II	Credit: 6
M.Com	Legal Aspects of Business	MCM203

**Course Objectives:** To develop an awareness of the legal framework within which business operates in India and to give to the participants the basic understanding (not the detailed knowledge of the provisions of law) of some of the important legal aspects of business.

**Course content:**

#### Module I

**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. **(12 Hours)**

#### Module II

**Intellectual Property Rights :** Meaning of Intellectual Property, Meaning and Registration of Patent , Patentable Invention, Compulsory Licensing, Remedies in case of Violation of Patent. Meaning of Design, Registration Procedure of Design, Piracy of Registered Design , Remedies for Violation of Design. Copyright - Meaning, Registration of Copyright, Infringement of Copyright, Broadcasting Right, Performer's Right. 74 Goa University, Taleigao Plateau, Goa Trademark - Meaning, Procedure for Registration of Trademark, , Deceptively Similar Mark, , Remedies in Case of Violation of Trademarks and Copyright. **(12 Hours)**

#### Module III

##### Partnership Laws:

A) The Partnership Act, 1932 a. Definition – Partner, Partnership b) Nature and Characteristics of Partnership c) Types of Partners d) Registration of a Partnership Firms and consequences of non-registration e) Rights and Duties of Partners f) Dissolution of firms – meaning and grounds

B) The Limited Liability Partnership Act, 2008 :a) Definition b) Salient Features of LLP c) Advantages and disadvantages of LLP d) Differences between: LLP and Partnership, LLP and Company e) Incorporation of LLP. **(12 Hours)**

#### Module IV

**Arbitration and Conciliation Act, 1996** i) Introduction ii) Arbitration iii) Arbitration Agreement iv) Arbitral Tribunal and arbitral procedure v) Jurisdiction of Arbitral Tribunal vi) Conduct of Arbitral proceedings vii) Making of Arbitral Award viii) Termination of Arbitral Proceedings ix) Conciliation – meaning, x) Procedure for commencement of proceedings, xi) Appointment of conciliator, xii) Conciliation procedure xii) Role of conciliator, xiii) Termination of conciliation proceedings xiv) Status of settlement by conciliator. **(12 Hours)**

#### Module V

**Consumers Protection Act, 1986 :** a) Objectives and features of Consumers Protection Act b) Definitions Complainant, Complaint, Consumer, Consumer Dispute, Defect, Deficiency, District Forum, Person c) Unfair trade practices d) Consumer Protection Council (Central, State and District – their constitutions and objectives) e) Consumer Dispute Redressal Agencies: Composition and jurisdiction of District forum, State Commission and National Commission. **(12 Hours)**

#### Course Outcomes:

Acquire a sound understanding of the legal aspects of the law affecting businesses 2. Explain the principles of Indian Business Law and Company Law 3. Develop reasoning abilities by applying the principles of law in the business environment 4. Appraise the legal environment of the organization and develop suitable strategies. 5. Analyze a given business context using basic understanding of the applicable Acts and develop a suitable operational framework.

#### BOOKS RECOMMENDED:

1. Avtar Singh : Indian Company Law.
2. Shukla, M.C. & Gulshan, S.S. : Company Law.
3. Kulshreshtha : Business Law.
4. Kapoor, N.D. : Company Law.
5. Shukle, M.C. : Mercantile Law.

<b>Core Course</b>	<b>Semester-II</b>	<b>Credit: 6</b>
<b>M.Com</b>	<b>International Business</b>	<b>MCM204</b>

**Course Objective:**

The purpose of this course is to acquaint the students with nature, scope, structure and operations of international business and familiarize them with trends and developments in International Business Environment and policy framework.

**Course Contents:**

**Module I**

Introduction: International Business - Importance, nature and scope; Globalization; Drivers of Globalization. Basic Entry Decisions; Modes of entry into international business, selecting an Entry Strategy; IT and international business, India's involvement in International Business .International Business Environment: Political, Legal, Economic, and Cultural environment and associated risks; Framework for analyzing international business environment. **(12 Hours)**

**Module II**

International Trade: Reasons for international trade; Theories of international trade; Foreign trade multiplier; World trading environment – Pattern and structure of world trade in goods and services; Government intervention in International Trade: Arguments for Government intervention; Instruments of Commercial Policy: Tariffs, quotas and other measures and their effects. World Trade and Protectionism: GATT, The Uruguay Round, WTO, Evaluation of WTO, Important Agreements of WTO – Agriculture Agreements; SPS, TBT, GATS, TRIPS; WTO and Developing Countries, WTO and India. **(12 Hours)**

**Module III**

Balance of Payment Account: Components of BOP: Current Account, Capital Account, Official Reserve Account; Disequilibrium in BOP; Correction of Disequilibrium. **(12 Hours)**

**Module IV**

International Economic Institutions and Financial Environment: IMF, World Bank, UNCTAD, International commodity trading and agreements - India's involvement and consequences; International Financial Environment: International Monetary System; Exchange rate mechanism and arrangement; Types of Exchange rate systems in the world; International money and capital markets; Movements in foreign exchange and interest rates. Foreign Direct Investment: Types of FDI; Theories of FDI, Cost and Benefit of FDI to Host and Home Countries, Government Policy Instruments and FDI, Trends in FDI. **(12 Hours)**

**Module V**

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 EU and NAFTA, SAARC. Environmental and Labour issues in International Business. **(12 Hours)**

**COURSE OUTCOME**

The course shall explain the factors affecting domestic concerns, economic integration and economic and political integration. The students are expected to enhance their cognitive knowledge of global issues; interpersonal skills with individuals from various cultures, and social responsibility awareness on global issues.

**Reference Books:**

1. Daniels, John D., Radebaugh, Lee H., Sullivan, Daniel P. and Salwan, P., International Business: Environment and Operations.
2. Griffin, Ricky W. and Pustay, Michael W, International Business: A Managerial Perspective , Prentice Hall.
3. Hill, Charles, W.L., International Business, McGraw Hill Company, New York.
4. Cherunilam, F., International Business Text and Cases, PHI.
5. Bhasin, N., Foreign Direct Investment in India: Policies, Conditions and Procedures, New Century Publications.

<b>Ability Enhancement Compulsory Course</b>	<b>Semester-II</b>	<b>Credit: 2</b>
<b>M.Com</b>	<b>Minor Project</b>	<b>MCM205</b>

### **OBJECTIVE:**

This course is designed to synthesize the knowledge and skills developed in previous research courses and apply them to the dissertation process. Students learn about all aspects of the process of developing and carrying out the dissertation, and they gain an understanding of standards and expectations that students need to meet to be successful in completing the dissertation process. Throughout the course, students are required to work closely with their major advisor, as appropriate. Student performance in the course will be assessed by the internal guide in collaboration with each student's major advisor. To make substantial progress, it is essential that students set and meet aggressive goals and meet regularly with their major advisor/dissertation director to ensure the dissertation is progressing in a focused and high quality manner.

Specifically, students in this advanced research course will gain a better understanding of how to accomplish the following actions:

- select the dissertation problem;
- identify and work productively with an advisor/ dissertation director and faculty committee;
- conduct productive student-faculty interactions;
- organize and manage high level research;
- organize and write the dissertation;
- meet departmental and university requirements;
- form and contribute to a thesis/dissertation support group, as appropriate;
- schedule and successfully complete a pre-preliminary or preliminary exam; and
- prepare for the final oral examination.

The course is designed to be taught in a seminar style with extensive dialogue among the students, instructor, and resource persons. In-class discussions should be enhanced with additional student-advisor (and committee, if appropriate) meetings. Students are expected to be prepared for all class meetings. Since lecture will be minimized, it is essential that all students be prepared to contribute to all in-class discussions and activities.

### **The criteria for selection of a particular dissertation:-**

1. Skills relevant to the particular topic.
2. Subject knowledge in the relevant area.
3. Level of Interest in that particular topic
4. Future Career opportunities in that particular area.

### **Training Diary**

Each student has to maintain a diary in which he will record/writing the details of work/ activity progress, the diary has to be checked by the concerned officer/section in-charge

### **Project Work**

After carefully having understanding of the working environment related to the topic the student has to undergo a major project work in consultation with company and its guide from the institution in his related field of specialization i.e. **Finance**.

The student is expected to undergo detailed study regarding the topic from books and available journals and prepare a questionnaire duly approved by the company and the faculty. He/ she will collect the relevant data with the help of questionnaire and observation method. He/she is expected to complete the project report after getting consultation from the guide of the company and guide from the institution in respective cases. Student is supposed to prepare two copies (3 copies if they need one personal copy) of the project report. Project Work has to be done within the stipulated period of 60 days.

### **GUIDELINES FOR SUBMISSION OF PROJECT REPORT**

#### **THE GUIDE**

The Guide for MCOM would be an experienced faculty from MATS. The student has to perform according to the directions of the guide and will be responsible for enhancing the quality of the project.

## **PROJECT TIME / MAN-HOURS**

- The MCOM Major Projects would be of approximately 4 to 6 weeks and carries total marks of 100 including project report (50 marks) and viva (50 marks).
- Number of students in a project group will not be more than two for MCOM.  
**Each student must prepare a separate project report with different content.**

## **PROJECT EVALUATION GUIDELINES**

### **To be done at MATS Campus by External Examiner**

Presentation and viva – 25% of total marks.

Thesis/Project report - 75% of total marks.

## **SYNOPSIS**

All students must submit a summary/abstract separately with the project report. Summary, preferably, should be of about 3-4 pages. The content should be as brief as is sufficient enough to explain the objective and implementation of the project that the candidate is going to take up. The write up must adhere to the guidelines and should include the following:

### ➤ Name / Title of the Project

- Literature Review
- Statement about the Problem
- Why is the particular topic is chosen?
- Objective and scope of the Project
- Methodology (including a summary of the project)
- What contribution you have made to the project?
- Your suggestions, recommendations to the organization.
- Your final conclusion in case of secondary data, source of data availability bibliography.

**TOPIC OF THE PROJECT-** This should be explicitly mentioned at the beginning of the Synopsis. Since the topic itself gives a meaning into the project to be taken up, candidate is advised to be prudent on naming the project. This being the overall impression on the future work, the topic should collaborate with the work.

**OBJECTIVE AND SCOPE:** This should give a clear picture of the project. Objective should be clearly specified. What the project ends up to and in what way this is going to help the end user has to be mentioned.

**RESOURCES AND LIMITATIONS:** The requirement of the resources for designing and developing the proposed system must be given. The resources might be in form of the hardware/software or the data from the industry. The limitation of the proposed system in respect of a larger and comprehensive system must be given.

**CONCLUSION:** The write-up must end with the concluding remarks-briefly describing innovation in the approach for implementing the Project, main achievements and also any other important feature that makes the system stand out from the rest.

### **The following suggested guidelines must be followed in preparing the Final project Report:**

Good quality white executive bond paper A4 size should be used for typing and duplication. Care should be taken to avoid smudging while duplicating the copies.

Page Specification :(Written paper and source code)

- Left margin - 3.0 cms
- Right margin- 2.0 cms
- Top margin 2.54 cms
- Bottom margin 2.54 cms
- Page numbers - All text pages should be numbered at the bottom center of the pages.

**Normal Body Text: Font Size:** 12, Times New Roman, Double Spacing, Justified. 6 point above and below para spacing

**Paragraph Heading Font Size:** 14, Times New Roman, Underlined, Left Aligned. 12 point above & below spacing.

**Chapter Heading Font Size:** 20, Times New Roman, Centre Aligned, 30 point above and below spacing.

**Binding::** The project report should be book binding (Spiral binding and other forms of bindings are not permitted) Colour of the bounded copy should be Navy blue.

**Submission of Project Report to the MATS UNIVERSITY :** The student will submit his/her project report in the prescribed format. The Project Report should include:

1. One copy of the summary/abstract.
2. Two hard Copy of the Project Report.
3. Soft copy of project on CD in a thick envelope pasted inside of the back cover of the project report.
4. The Project Report may be about 100 pages.

#### **FORMAT OF THE STUDENT PROJECT REPORT ON COMPLETION OF THE PROJECT**

- Cover Page as per format
- Acknowledgement
- Certificate of the project guide as at Annexure III (Internal Guide i.e. faculty from the institution)
- Certificate of the Company/Organization ( Not applicable for Independent Research)Synopsis of the Project
- Literature Review
- Main Report
- Objective & Scope of the Project
- Theoretical Background Definition of Problem
- Methodology adopted,
- Recommendations/ suggestions
- Conclusion.

#### **PROJECT OUTCOME:**

- practical approach about different area of commerce.

#### **Annexure:**

1. Brief background of the organization where the student has developed the project.
3. List of abbreviations, Figures, Tables
4. References: Bibliography , Website
5. Soft copy of the project on CD/Floppy

**Formats of various certificates and formatting styles are as:**

#### **1) Certificate from the Guide**

Guide Name & Designation Full Address

#### **CERTIFICATE**

This is to certify that this project entitled “.....” submitted in partial fulfillment of the degree of Master of Commerce to MATS University, Raipur, done by Mr./Ms. \_\_\_\_\_, ID No. \_\_\_\_\_ is an authentic work carried out by him/her at \_\_\_\_\_ under my guidance. The matter embodied in this project work has not been submitted earlier for award of any degree or diploma to the best of my knowledge and belief.

Signature of the student

Signature of the Guide

<b>Core Course</b>	<b>Semester-III</b>	<b>Credit: 5</b>
<b>M.Com</b>	<b>Global Strategic Management</b>	<b>MCM301</b>

### **Course Objective**

- To familiarize the students to the conceptual framework of strategic management.
- Introduce them to the different strategies adopted by an enterprise to succeed in this corporate world.
- Give them an overview of strategy implementation, its process and techniques.

### **Module-I**

Introduction to Strategic Management: Concepts of strategy – Defining strategy, Strategic Management-Meaning, nature and importance; Content of Strategy; Process of strategy; Concept of environment and its components; Environment scanning and appraisal; Organizational appraisal; SWOT analysis at Global Level. Case Study. **(12 Hours)**

### **Module-II**

Levels at which strategy operates- Operational level- Meaning and importance, Business level Meaning and importance; Corporate level- Meaning and importance; Mission and purpose- Meaning and importance, objectives and goals: Meaning and importance; Strategic Business Unit- Meaning and importance; Functional level strategies- Meaning and importance Case Study. **(12 Hours)**

### **Module-III**

Strategy formulation and choice of alternatives: Strategies- modernization Meaning and importance, diversification- Meaning and importance; integration- Meaning, types and importance; Merger, take-over and joint strategies-Meaning and importance; Turnaround- Meaning and importance, divestment-Meaning and importance and liquidation strategies- Meaning and importance Case Study. **(12 Hours)**

### **Module-IV**

Foundations of Multinational Management – An overview of the key challenges of international management, strategies to compete locally, regionally and globally International Business Relationships from Repts – Strategic Alliances - Joint Venture Partners. Cross Cultural Communications – Understanding the importance of culture and language in both internal and external relations. **(12 Hours)**

### **Module-V**

Managing the External Environment Globally – A discussion of the importance of external forces in multinational management, including economic and political risk management, and the role of governments, international organizations, and NGOs in international strategy development and implementation. Case Study. **(12 Hours)**

### **Course Outcome:**

1. The students will, by means of a large project report written in groups, obtain training in analysing the strategic situation of a real technology based company, and in developing suggestions for change and development of the company's strategy. Thereby, the students will also acquire experience with working in groups as well as with writing reports for a company
2. The students will, by means of lectures and a written exam, be encouraged to reflect on and combine key perspectives and frameworks within the field of strategic management.

### **Suggested Readings**

1. Hill, Charles W.L. and Gareth R. Jones, Strategic Management: An Integrated Approach, Cengage Learning, India.
2. Ungson, G.R. and Yim-Yu-Wong, Global Strategic Management, M.E. Sharpe.
3. Davidson, W.H., Global Strategic Management, John Wiley, New York.
4. Thompson, Arthur A. and A. J. Strickland, Strategic Management, McGraw Hill, New York.
5. Hoffman, Alan N. and Charles E. Bamford, Strategic Management and Business Policy: Globalization, Innovation and Sustainability, Prentice Hall, New Jersey.
6. Sengupta, N. and J.S. Chandan, Strategic Management: Contemporary concepts and Cases, Vikas Publishing.
7. Ghosh, P.K., Strategic Management- Text & Cases, Sultan Chand & Sons.
8. Nag, A., Strategic Management- Analysis, Implementation, Control, Vikas Publishing.

Core Course	Semester-III	Credit: 5
<b>M.Com</b>	<b>PRODUCTION MANAGEMENT</b>	<b>MCM302</b>

### Course Objectives

The objective of this course is to acquaint students with decision making in: Planning, scheduling and control of production and operation functions in manufacturing and services; productivity improvement in operations through layout engineering and quality management etc.; effective and efficient flow, replenishment and control of materials with reference to both manufacturing and services organizations.

#### MODULE I

Introduction to production management: Production management, objectives functions, meaning, nature and significant scope. Relationship of production with other functions areas. Types of production intermittent, production, continuous production, and job shop products. **(12 Hours)**

#### MODULE II

Facility design & Location: Considerations for plant Location, Economic analysis, planning the building, layout objectives, fundamental consideration in layout, Types of Layout. **(12 Hours)**

#### MODULE III

- Capacity Planning: Introduction, measurement of capacity, planning Estimate future Capacity needs, factor influencing effective capacity, over and under capacity, TQM, Basics of ERP.
- Just in Time: Introduction, 7 wastes, Basic elements and benefit of JIT. **(12 Hours)**

#### MODULE IV

- Work-study: Work Measurement: Time study, established of standard time, Rating of employees, allowances, work sampling, synthetic Data, Predetermined motion Time Analysis.
- Work Simplification: Method study –objective scope, steps, selection of job for method
- Study Recording techniques, micro motion study. **(12 Hours)**

#### MODULE V

- Industrial safety & safety management: Reasons for accident & its prevention, Managements responsibility for safety, organization & safety equipments.
- Maintenance management: Need, objectives, function & types of Maintenance. **(12 Hours)**

### COURSE OUTCOMES

After studying this course, you should be able to:

- define ‘operations’ and ‘operations management’
- identify the roles and responsibilities of operations managers in different organisational contexts
- apply the ‘transformation model’ to identify the inputs, transformation processes and outputs of an organisation

### TEXT BOOKS

Stevenson W.J., Operations Management , Tata McGraw-Hill , 9th• edition, 2009

### REFERENCE BOOKS

- Chase, Jacobs & Aquilano, Operations Management for Competitive Advantage, TMH, 11th edition
- Heizer & Render, Operations Management, Pearson, 8th edition, 2007
- Krajewski & Ritzman, Operations Management, Pearson, 7th edition, 2006
- Gaither & Frazier, Operations Management, Thomson, 9th edition, 2006
- Slack & Lewis, Operations Strategy, Pearson, 2e, 2009

### SUGGESTED READINGS

- Adam, E E & Ebert, RJ. Production & Operation Management, New Delhi , PHI.
- Amrine Harold T. etc. Manufacturing Organization and management. Englewood Cliffs, New Jersey, PHI Inc.
- Buffa, E.S. Modern Production Management, John Wiley ( New York.)
- Dobler, Donald. W & Lee Lamar Purchasing & Materials Management, New York, McGraw Hill.



Discipline Specific Elective 1	Semester-III	Credit: 5
M.Com	Financial Institutions and Markets	MCM303

### **COIURSE OBJECTIVES**

To provide an overview of the financial system in India and functioning of various segments of the financial markets and the financial institutions.

#### **Module- I**

Financial System – Structure, Components , Markets, Institutions, Instruments, Services Functions , Significance , Development of Financial Sector , Parameters of Development of Financial Sector, Financial Sector Reform in India, Globalisation of Indian Financial System. **(12 Hours)**

#### **Module- II**

Financial Institutions in India, Banking, Commercial Banks, Structure, Problems of Competition, Interest Rates, Spreads and NPAs , Bank Capital , Adequacy Norms, Capital Market Support, Financial Inclusion. **(12 Hours)**

#### **Module- III**

Development Financial Institutions – Evolution – Functions, IFCI, ICICI, IDBI, SFCS, LIC, GIC, SIDBI etc. Development vs Commercial Banking, Universal Banking. **(12 Hours)**

#### **Module- IV**

**Financial Markets**, Major Segments of Financial Markets, Money Market, Capital Market, Foreign Exchange market and Govt. Security Market, Money Market: Call Money Market, Bill Market, Repo Market, T Bill, Commercial Paper, Certificate of Deposits, Capital Market: Primary and Secondary Market, Cash/Spot Market and Derivative Market, and Equity and Debt Market. **(12 Hours)**

#### **Module- IV**

Securities Market: Methods of Issue of securities, Securities trading and Settlement, and Listing of securities, Functions of Stock Exchanges: Operations of OTCEI, and NSE Role of SEBI and Investor Protection Recent Trends and developments in Security market. **(12 Hours)**

#### **Course outcome:**

Students will knowthe financial system and working of various financial institutions.

#### **REFERENCES**

1. Bhole L.M, “Financial Institutions & Markets”, Tata McGraw Hill.
2. Guruswamy. S., “Financial Services”, Tata McGraw-Hill, Educatio.
3. Machiraju H.R., “Merchant Banking, New Age International, Latest Edition .
4. Khan, M.Y., “Indian Financial System, 4/e Tat McGraw-Hill.
5. Khan, M.Y., “Financial Services, Tat McGraw-Hill.

<b>Discipline Specific Elective 2</b>	<b>Semester-III</b>	<b>Credit: 5</b>
<b>M.Com</b>	<b>Security Analysis and Portfolio Management</b>	<b>MCM304</b>

**COURSE OBJECTIVE:**

- The objective of this course is to enable the students learn various methods of building portfolios, evaluation and revision under various economic environment constraints.

**Module-I**

**Portfolio Management:** Meaning, importance, Objectives and various issues in portfolio construction, Risk and return in portfolio theory. Return on portfolio, Risk on Portfolio-regression equation, Alfa, Beta, Covariance and Correlation. **(12 Hours)**

**Module-II**

Sharp Model, Markowitz Model, Capital market theory, Efficient frontier, CML, SML, Market efficiency and CAPM-Trend Walk theory, CAP Theory, Modern portfolio theory, Limitation of CAPM.

Risk and Return in Portfolio Management: Risk, How to minimize risk, Risk return analysis, Decomposition of return. **(12 Hours)**

**Module-III**

CAPM Assumption, CAPM analysis, Uses and limitations, Diversification-Measurement of Risk, Markowitz Diversification-Assets pricing-Implication of SML Principle of arbitrage, Arbitrage portfolios, Multi factor models. **(12Hours)**

**Module-IV**

Diversification –Random, International, Risk in Foreign Investment, FFI's Investment in India, Passive International Investment, Active International Investment, Advantages of Diversification, Naïve Diversification. Modern portfolio management, Dominance Concept, Role of Beta, Duration-Target Return. **(12 Hours)**

**Module-V**

Portfolio construction, Revision, Evaluation: Fact Sheet, Client database, Objective of Investors, Motives for Investment, Tax provision, Portfolio construction, Risk-Return analysis, Time Horizon of Strategy, Types of risk, Efficient portfolio, Execution of strategy, Monitoring, Building of the portfolio, Portfolio revision, Security pricing and portfolio management, Markowitz model of portfolio theory-Risk analysis, Evaluation of portfolio performance, Criteria for evaluation of portfolio, Sharpe, Treynor, Jensens, Evaluation criteria for portfolio, Jenson's performance measure JP, Return and performance evaluation **(12 Hours)**

**course outcomes:-**

- Understand the various alternatives available for investment.
- Learn to measure risk and return.
- Find the relationship between risk and return.
- Understand the Portfolio construction, Revision and Evaluation

**Text Books:**

1. Security Analysis and Portfolio Management, V.A. Avadhani, Himalaya Publishing House
2. Investment Analysis and management: Clark, James Fransis
3. Investment management: Fabozzi, Frank.J
4. Security Analysis and Portfolio Management: Fisher. D.E. and Jordan.R.J.
5. Portfolio Construction: Management and Protection: Strong, Robert

**Reference materials:**

1. Portfolio Theory and Capital Market: Sharp, Robert
2. Modern Portfolio Theory and Investment Analysis: Elton Edwin J, Gumber Martin J.

<b>Discipline Specific Elective 3</b>	<b>Semester-III</b>	<b>Credit: 5</b>
<b>M.Com</b>	<b>International Marketing</b>	<b>MCM305</b>

**Course objective:**

To enable the students to understand the concept, implications and procedures of International Marketing and to be able to apply those in management of International Business.

**Module 1**

Introduction to International Marketing - Introduction, Scope of International Marketing, International Marketing vs. Domestic Marketing, Principles of International Marketing, Customer value and the value equation, Competitive or differential advantage, Management Orientations, MNCs and TNCs, Benefits of international marketing. **(12 Hours)**

**Module 2**

International Marketing and Trade Environment -Introduction, Political Environment, Political systems, legal and Regulatory Environment, Socio-cultural Environment, Economic Environment, Technological Environment, Challenges in Global Marketing, classical trade theories, modern trade theories, trade barriers, quotas, Implications of Tariffs, Types of Agreements, GATT, WTO, India's Role in International Trade Theories. **(12 Hours)**

**Module 3**

Foreign Trade Policy - Introduction, export Promotion Capital Goods Scheme, Duty Exemption/Remission Schemes, gem and Jewellery Promotion Scheme, Diamond import licence, Special Economic Zones (SEZS), Free Trade Warehousing Zones (FTWZ), Star Export Houses, Deemed exports, Agri Export Zones, Target Plus Scheme. **(12 Hours)**

**Module 4**

Foreign Markets and Export Marketing Process and Documentation Introduction, choosing appropriate mode of operations, Issues Related to Exports, processing an Export Order, Entering into export contract, Export Pricing and Costing, Export-Import (EXIM) Policy, 2002-2007, Significance of export documentation, the statutory control, declaration forms, disposal of export documentation form, major documents. **(12 Hours)**

**Module 5**

International Product/ Market Selection and Entry Modes: Selection products, selection market, various modes of entry into international markets and their evaluation, export licensing/franchising contracting, joint venture, setting up wholly owned subsidiary. **(12 Hours)**

**Course outcome –**

The policies and practices of international marketing was inculcated among students to enhance the international marketing

**Suggested Reading :**

- i. Vern Terpestra, Internation Marketing, Southwest Publication, 2005
- ii. Varshney RL and B. Bhattacharya, International Marketing- Indian Perspective, Sultan chand publication 2006.
- iii. Fayerweather, J, International Marketing Management, Sage Publication, 2006 4. Cateroa, R, Phylip, International Marketing, Tata Mc Graw Hill, 2006 5. Jain Subash, International Marketing Management, Southwest Publication, 2005

M.Com	Advertising and Sales Management	MCM306
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**Course Objective:-**

- To provide the students about the basics of Advertisement.
- To give them knowledge of Sales Management.

**Module-I**

Sales Management: Importance, scope, objectives and function of sales management. Steps in prospecting, sales resistance. Personal selling and marketing strategy, Sales executives as co-coordinator, sales management and control, Closing sales, personal selling objectives, formulating personal selling strategy. Case Studies. **(12 Hours)**

**Module-II**

Sales Research, Sales Forecasting, Sales Forecasting methods, Sales Planning and control: Goal setting, Performance measurement, diagnosis and corrective actions. Areas of sales Training: Company Specific Knowledge, product knowledge, Industry and Market trend Knowledge, and Customer education Case Studies. **(12 Hours)**

**Module-III**

Sales Force Management: Recruitment and selection, Training, evaluation, Compensation & incentives to sales personnel, motivation and monitoring and evaluation of sales performance, sales meeting & Concept of sales contest. Case Studies. **(12 Hours)**

**Module-IV**

Selling Skills: Planning and control of sales effort, communication skills, sales planning & displays, negotiation skill sales budgeting and control. Sales Quotas, Sales Presentation, sales organization, Management of Distribution Channels. Case Study. **(12 Hours)**

**Module-V**

Advertising Role in the Marketing Process: Legal Ethical and social Aspects of Advertising, Advertising Programme-Message, Headlines, Copy, Logo, Illustration, Appeal, layout Campaign Planning. Creative Strategies. Production and execution of TVCs and print Ads. Presentations & Project Report. **(12 Hours)**

**Course outcomes:**

- Analyze the expanding environment of media and communication techniques.
- Assess the strengths, weaknesses, opportunities and threats (SWOT) of different kinds of promotional campaigns.
- Examine the importance of market segmentation, position and action objectives to the development of an advertising and promotion program.

**Text Books:**

- C. N. Sontakki, Sales and Advertisement Management, Kalyani Publication.
- Saxena, Rajan, Marketing Management, Tata Mcgraw Hill Publishing Company, New Dehli, 1997

**Reference Books:**

- Still Cundiff & Gowani; Sales Management
- Marketing Management. 12th ed. by Kotler, Philip, and Kevin Lane

**Suggested Readings:**

1. Aaker, David A., Rajeev Batra and John G. Mayers, Advertising Management, Prentice Hall of India.
2. Belch. George and Michael Belch, Advertising and Promotion: An Integrated Marketing Communications Perspective, McGraw Hill Education.
3. Still, Richard R., Sales Management: Decisions, Strategies and Cases, Pearson Education India
4. Anderson B. Robert, Professional Selling, Universe.
5. Johnston, Mark W. and Greg W. Marshall, Sales Force Management: Leadership, Innovation, Technology, Routledge.
6. Spiro, Rosann, William J. Stanton and Gregory A. Rich, Management of a Sales Force, McGraw Hill Education.
7. Hair, Sales Management, Cengage Learning.
8. Johnston, mark W. and Greg W. Marshall, Contemporary Selling: Building Relationships and Creating Value, Routledge.
9. Sharma, Kavita, Advertising: Planning and Decision Making, Taxman.

<b>Discipline Specific Elective 7</b>		<b>Semester-III</b>	<b>Credit: 5</b>
<b>M.Com</b>	<b>Human Resource Development</b>		<b>MCM307</b>

**Course Objectives:**

- To develop the ability to understand Human Resource Management in order to analyze the opportunities and take decisions.
- It aims at acquainting the students with the emerging issues in Human Resource Management.

**Module- I**

Introduction to Human Resource Development: Concept, Nature and scope of HRD- Meaning, – Role HRD-Function, Objective, Scope, Personnel Management Vs HRM & HRD , Internal & External HRD in India, Human Resource Development – Meaning Factors effecting, Current and Future Challenges in HRD Jobs and Careers in HRD **(12 Hours)**

**Module-II**

Human Resource Development, Research in HRD, HRD in Govt.& Pvt. Systems, HRD Interventions ,HRD Processes, Assessing HRD Needs, HRD Training Programs, On Job off Job Training, Simulation, T Groups, Transactional Analysis. **(12 Hours)**

**Module-III**

Evaluating HRD Programs, Models & Framework of HRD, Impact of HRD, Human Resources Development Applications, Career Management & Development, Socialization & HRD. **(12 Hours)**

**Module- IV**

Management Development-Employee Counseling & Wellness Services, Counseling as an HRD Activity, Human Resources Development Counseling Programs, Issues in Employee Counseling, Employee Welfare & Health Promotion, & Organizational Strategies Based on HRD. **(12 Hours)**

**Module –V**

Work Force Reduction, Realignment & Retention, HR Performances & Bench Marking, Impact of Globalization on HRD, HRD Diversity & Work Force, HRD Programs for diverse Employees.**(12 Hours)**

**Course Outcome**

- Sensitizing students towards developing employees for achieving personal and organizational goals. It will make understand the concept of HRD Matrix and HRD intervention
- It empowers students to hone skills to address the realities of organizations while developing context specific strategies for human resource development. It will make the students to derive the employee development approaches.
- A simulated situation is created through case method of learning to empower students to appreciate dilemmas of real life. It is focussed on HRD practices in Government organisation and Industries.

**Reference:**

- Human Resources Development – Rao, Verma Khandelwal
- Human Resources Development – Nadler & Lenonard
- Dwivedi RS - Human Relations and Organization Behavior
- Aswathappa K - Human Resource and Personnel Management

**Text Books:**

- Memoria CB - Personnel Management
- Subba Rao P - Human Resource Management and Industrial Relations

<b>Discipline Specific Elective 8</b>		<b>Semester-III</b>	<b>Credit: 5</b>
<b>M.Com</b>	<b>Management of Industrial Relations</b>		<b>MCM308</b>

**Course Objective:**

The objective of the course is to make student practically equipped to manage the industrial relations in the light of numerous augmentations in the area of Industrial relations. The course will make them understand the importance of industrial relations for an organisation and the ways and means to create industrial harmony at different levels of organisation.

**Module 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. **(12 Hours)**

**Module II-**

Industrial Conflict and Disputes Resolution: Industrial Relations Machinery in India, Provisions under the Industrial Disputes Act, 1947; Authorities under the Act, Reference of disputes to boards, courts or Tribunals, Procedures, Powers and duties of Authorities, Strikes, Lockouts, Layoff and retrenchments, unfair labour Practices, Penalties. Disputes resolution methods, Forms of industrial conflicts, Labour turnover, workplace practices and cooperation. Dynamics of conflict and collaboration. Trends in industrial conflict. Nature, Causes and Types of industrial disputes: handling interest and rights disputes—Statutory and Non-statutory—Linking IR Strategy and HRM strategy. **(12 Hours)**

**Module III-**

Trade Unionism, Negotiations 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. Management of labour, management control strategies, business strategies and industrial relations, Role of market conditions, Structure for management of Industrial relations; Collective bargaining: Nature and functions; Types of bargaining; Collective bargaining in the Indian context; Negotiating a collective bargaining agreement. **(12 Hours)**

**Module IV-**

Industrial Relations and HRM performance: Unions and productivity; Industrial relations climate and performance; the conciliation and arbitration system and performance; labour market and economic performance; Nature of grievances and grievance procedure. Handling employee grievances Model grievance procedures. Industrial indiscipline. Disciplinary enquiries: an overview. Salient features of Industrial Employment (Standing Orders) Act, 1946. Disciplinary action and termination of employment contract. **(12 Hours)**

**Module V-**

Industrial Democracy: Concept and scope of industrial democracy, Workers' participation: Strategy, practices, behavioural science input/contribution and models. Rationale for participation, Issues in participation, strategies for making participation effective. 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, Yugoslavia, West Germany, Scandinavian countries and Japan. Note: Cases to supplement learning from the course. **(12 Hours)**

**COURSE OUTCOME**

- Could describe the procedures using to overcome grievances among the parties involve in industrial relations
- Could describe the specific laws and regulations related to Malaysian industrial relations and generally to the international industrial relations.
- Could describe the tripartite system in Malaysian industrial relations.
- To understand how the industrial relations established in one nation state.

**Suggested Readings:**

1. Venkataratnam, C. S. Industrial Relations: Text and Cases. Delhi. Oxford University Press.
2. Michael Salamon, Industrial Relations—Theory & Practice. London. Prentice Hall.
3. Bray, M, Deery.S, Walsh.J, and Waring P, Industrial Relations : A Contemporary Approach, Tata Mc Graw Hill.
4. Dwivedi, R.S., Managing Human Resources: Industrial Relations in Indian Enterprises, New Delhi, Galgotia Publishing Company.
5. Edwards, P. Industrial Relations: Theory and Practice in Britain. U.K. Blackwell Publishing.

M.Com	Principles and Practice of Taxation and Indian Tax System	MCM309
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**Course Objective:**

To familiarize and update the students with the basic principles of taxation, Structure of Indian Taxation system and provisions of indirect tax.

**MODULE I****Introduction:**

Canons of taxation, Tax-GDP Ratio: Meaning, Significance & Determinants. Trends in Tax- GDP Ratio. Features of a good taxation system, Tax Equity: Benefit Principle of Taxation; Ability to-pay principle of taxation. Tax Capacity & Tax Effort, Tax bases and tax policy – Determinants of tax yield – Classification of taxes: Direct and indirect taxes (Relative Roles of Direct and Indirect Taxes in Indian Economy) OECD classification; Progressive, proportional and regressive taxes; Ad-valorem and specific taxes. (12 hours)

**MODULE II****International Double Taxation:**

Assignment Rules of Foreign Income- Source Versus Residence; Methods to alleviate international tax duplication: Exemption, Tax Credit Method, Bilateral Tax Treaty, Multilateral Tax Treaty, OECD Model & United Nations Model- Tax Convention, International Tax Avoidance and Evasion; Transfer Pricing; Tax Heavens, Tax Treaty Shopping – Anti Avoidance Measures. Indian Law on Double Tax Relief. (12 hours)

**MODULE III****Incidence of Taxation:**

Types of tax incidence, Factors determining extent of tax shifting taxation and efficiency: Excess Burden of Taxation; Administrative Costs; Compliance Costs. Distribution of Tax Burden, - Buoyancy and elasticity of tax revenue-Tax evasion in India, causes and consequences of tax evasion, Methods to curb tax evasion, Tax Incentives: Rationale, benefits and costs of tax incentives, forms of tax incentives: Tax Holidays, investment allowance, deductions, reinvestment incentives etc. (12 hours)

**MODULE IV****Constitutional Provisions Pertaining to Taxes:**

Rationale for constitutional arrangements. Distribution of taxation powers between the Center and States in the constitution of India; Restrictions on the taxation powers of the States; sharing of Central taxes. Recommendations of the Thirteenth Finance Commission. (12 hours)

**MODULE V****Tax Reforms in Direct and Indirect Taxes:**

Issues & Challenges, Value Added Tax, Goods & Service Tax, and Direct Tax Code. (12 hours)

**COURSE OUTCOMES:**

- Students will learn international taxation system.
- Interpret tax aspects of individual investment planning and personal activities.
- Summarize the tax environment and the federal tax compliance process.

**Suggested Readings:**

1. Musgrave. Richard and Peggy Musgrave, *Public Finance in Theory and Practice*, New York: McGraw Hill Book Company.
2. Sury, M.M. *Fiscal Policy Development in India: 1947 to 2007*, Indian tax foundation in association with New Century publications, New Delhi.
3. Peerzode, Sayal Afzal, *Economics of Taxation*, Atlantic Publishers& Distributors Pvt. Ltd.
4. Goode. Richard, *Government Finance in Developing Countries*, New Delhi. Tata –McGraw Hill publishing Company Ltd.
5. Government of India, Ministry of Finance, *Report of the Indirect Taxation Enquiry Committee* (Chairman, L. K. Jha).

<b>Elective 2</b>	<b>Semester-III</b>	<b>Credit: 5</b>
<b>M.Com</b>	<b>Strategic Cost Management</b>	<b>MCM310</b>

**COURSE OBJECTIVE:**

The objective of this course is to enable the students to use of cost as a decision making through various cost management tools.

**Module-I**

Cost analysis for strategic decisions: Introduction, Strategic cost management, Cost leadership strategy, Strategic cost management programme, Importance of strategic cost management, Cost benefit analysis. Uniform costing & Inter firm Comparison, Cost reduction, Cost control and value analysis. **(12 Hours)**

**Module-II**

Role of costs in product pricing, Factors governing pricing policy of an enterprise, Objective of pricing policy, Economic approaches to pricing, Methods of pricing, Transfer pricing: Concept, Objectives, Methods, International Transfer Pricing, Choosing the right transfer pricing. **(12 Hours)**

**Module-III**

Target costing: Concept, Component, Factors in setting target cost, Target cost based pricing strategy, Benefits, Limitations. Activity based costing: Concept, Steps, Traditional Vs. Activity based costing, Applicability, Reasons for emergence of activity based costing. **(12 Hours)**

**Module-IV**

Relevant cost analysis and Management decisions: Outsourcing and idle facilities, Opportunity cost, outsourcing and capacity constraints, Customer profitability, Product- mix, Limiting factor, Make or buy, Special orders and idle capacity, Replacement of old equipment, Shut down activities. **(12 Hours)**

**Module-V**

Responsibility accounting: Assumption, Steps, Responsibility centre, Advantages, Limitations Divisional performance measurement: Concept, Methods, Non- financial indicators of performance. **(12 Hours)**

**Course outcomes:-**

- Understand the various alternatives available for cost management.
- Learn to measure performance through modern cost tools

**Text Books:**

1. Strategic Cost Management, Dr. P. K. Bandgar, Himalya Publishing House
2. Advanced Cost Accounting, J. K. Mitra, New Age International Publishers
3. Cost Accounting Theory and Practice, Bhabatosh Banerjee, PHI Learning Private Limited

**Reference materials:**

- Journals of Institute of Cost Accountants of India



M.Com	E-ship and customer relation mgt – part 1	MCM311
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**Course 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.

**Module 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; Entrepreneurs versus inventors; Entrepreneurial Culture; Women Entrepreneurs; Social Entrepreneurship; Classification and Types of Entrepreneurs; EDP Programmes; Entrepreneurial Training; Traits/Qualities of an Entrepreneurs. **(12 Hours)**

**Module II**

**Creating Entrepreneurial Venture:** Generating Business idea- Sources of Innovation, methods of generating ideas, Creativity and Entrepreneurship; Challenges in managing innovation; Business planning process; Drawing business plan; 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. **(12 Hours)**

**Module III**

**Entrepreneurial Finance:** Debt or equity financing, Sources of Finance- Commercial banks, private placements, venture capital, financial institutions supporting entrepreneurs; Lease Financing; Funding opportunities for Startups in India. **(12 Hours)**

**Module IV**

Introduction CRM- Planning, Stagey for CRM, Process of segmentation, Choice of Technology, Choice of organizational Structure for CRM, Understanding Market Intelligent Enterprises. **(12 Hours)**

**Module V**

Conceptual frame work of Customer Relationship and its Management. Evaluation customer Relationship Marketing, Types of CRM – Win Back, Prospecting, Loyalty, Cross Sell and Up Sell, Significance and Importance of CRM in Modern Business Environment. **(12 Hours)**

**Course outcomes**

Students in the Entrepreneurship emphasis of the Business Management major acquire the knowledge and, more importantly, develop the skills and competencies necessary to engage in entrepreneurship throughout their lives. Whether through starting new ventures or managing in existing firms, Entrepreneurship students solve problems through innovation.

**Suggested Readings:**

1. Kumar, Arya, Entrepreneurship: Creating and Leading an Entrepreneurial Organization, Pearson, India.
1. Hishrich., Peters, Entrepreneurship: Starting, Developing and Managing a New Enterprise, Irwin Taneja, Entrepreneurship, Galgotia Publishers.
2. Barringer, Brace R., and R. Duane Ireland, Entrepreneurship, Pearson Prentice Hall, New Jersey (USA)
3. Hisrich, Robert D., Michael Peters and Dean Shepherd, Entrepreneurship, Tata McGraw Hill, New Delhi
6. Lall, Madhurima, and Shikha Sahai, Entrepreneurship, Excel Books, New Delhi
4. Customer driven Project Management – Brakley- Tata McGraw Hill
5. Marketing Management –Philip Kotler –Pearson Education
6. Fundamental of Marketing.- W. J. Stanton
7. Marketing Management – Ranjan Saxena – Tata McGraw Hill

<b>Core Course</b>	<b>Semester-IV</b>	<b>Credit: 5</b>
<b>M.Com</b>	<b>Corporate Governance, Ethics and Social Responsibility of Business</b>	<b>MCM401</b>

**Course Objective:**

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

**Module I**

**Business Ethics:** The concept of ethics; ‘ethics’ and related connotations; business values and ethics; concept of business ethics; various approaches to business ethics; ethical theories; ethical governance; social responsibility—an extension of business ethics; the concept of corporate ethics; benefits of adopting ethics in business; ethics programme; code of ethics; ethics committee. **(12 Hours)**

**Module II**

**Conceptual Framework Of Corporate Governance:** Evolution of corporate governance; developments in India; regulatory framework of corporate governance in India; SEBI guidelines and clause 49; reforms in the Companies Act; secretarial audit; class action; NCLT; insider trading; rating agencies; green governance/e-governance; shareholders’ activism; corporate governance in PSUs and banks; legislative framework of corporate governance –an international perspective (United Kingdom, USA, Australia, China, Russia, South Africa). **(12 Hours)**

**Module III**

**Corporate Management:** Management vs. Governance; internal constituents of the corporate governance; key managerial personnel (KMP); chairman- qualities of a chairman, powers, responsibilities and duties of a chairman; chief executive officer (CEO), role and responsibilities of the CEO; separation of roles of chairman and CEO; CFO; manager; company secretary; auditor. **(12 Hours)**

**Module IV**

**Role and Functions of Board Committees:** Standing committees, ad-hoc committees, task force committees, advisory committees; powers, functions and duties of board committees; enhanced performance of board committees; limitations of board committees; statutory committees of board- audit committee, remuneration committee, nomination committee, compliance committee, shareholders grievance committee, investors relation committee, investment committee, risk management committee, other committees. **(12 Hours)**

**Module V**

**Corporate Social Responsibility (CSR) –**Meaning; corporate philanthropy; CSR-an overlapping concept; corporate sustainability reporting; CSR through triple bottom line; CSR and business ethics; CSR and corporate governance; environmental aspect of CSR; CSR models; drivers of CSR; global reporting initiatives; major codes on CSR; initiatives in India. **(12 Hours)**

**Course outcomes**

- The foundations for the major ethical schools of thought
- The ethical implications of business policies and decisions
- The importance of different perspectives of CSR in the business world

**Suggested Readings:**

1. Mallin, Christine A., *Corporate Governance (Indian Edition)*, Oxford University Press, New Delhi.
2. Blowfield, Michael, and Alan Murray, *Corporate Responsibility*, Oxford University Press.
3. Francesco Perrini, Stefano, and Antonio Tencati, *Developing Corporate Social Responsibility- A European Perspective*, Edward Elgar.
4. Sharma, J.P., *Corporate Governance, Business Ethics & CSR*, Ane Books Pvt Ltd, New Delhi.
5. Sharma, J.P., *Corporate Governance and Social Responsibility of Business*, Ane Books Pvt. Ltd, New Delhi

M.Com	Dissertation	MCM402
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**OBJECTIVE:**

This course is designed to synthesize the knowledge and skills developed in previous research courses and apply them to the dissertation process. Students learn about all aspects of the process of developing and carrying out the dissertation, and they gain an understanding of standards and expectations that students need to meet to be successful in completing the dissertation process. Throughout the course, students are required to work closely with their major advisor, as appropriate. Student performance in the course will be assessed by the internal guide in collaboration with each student's major advisor. To make substantial progress, it is essential that students set and meet aggressive goals and meet regularly with their major advisor/dissertation director to ensure the dissertation is progressing in a focused and high quality manner.

Specifically, students in this advanced research course will gain a better understanding of how to accomplish the following actions:

- select the dissertation problem;
- identify and work productively with an advisor/ dissertation director and faculty committee;
- conduct productive student-faculty interactions;
- organize and manage high level research;
- organize and write the dissertation;
- meet departmental and university requirements;
- form and contribute to a thesis/dissertation support group, as appropriate;
- schedule and successfully complete a pre-preliminary or preliminary exam; and
- prepare for the final oral examination.

The course is designed to be taught in a seminar style with extensive dialogue among the students, instructor, and resource persons. In-class discussions should be enhanced with additional student-advisor (and committee, if appropriate) meetings. Students are expected to be prepared for all class meetings. Since lecture will be minimized, it is essential that all students be prepared to contribute to all in-class discussions and activities.

**The criteria for selection of a particular dissertation:-**

1. Skills relevant to the particular topic.
2. Subject knowledge in the relevant area.
3. Level of Interest in that particular topic
4. Future Career opportunities in that particular area.

**Training Diary**

Each student has to maintain a diary in which he will record/writing the details of work/ activity progress, the diary has to be checked by the concerned officer/section in-charge

**Project Work**

After carefully having understanding of the working environment related to the topic the student has to undergo a major project work in consultation with company and its guide from the institution in his related field of specialization i.e. **Finance**.

The student is expected to undergo detailed study regarding the topic from books and available journals and prepare a questionnaire duly approved by the company and the faculty. He/ she will collect the relevant data with the help of questionnaire and observation method. He/she is expected to complete the project report after getting consultation from the guide of the company and guide from the institution in respective cases. Student is supposed to prepare two copies (3 copies if they need one personal copy) of the project report. Project Work has to be done within the stipulated period of 60 days.

## **GUIDELINES FOR SUBMISSION OF DISSERTATION (PROJECT REPORT)**

### **THE GUIDE**

The Guide for MCOM would be an experienced faculty from MATS. The student has to perform according to the directions of the guide and will be responsible for enhancing the quality of the project.

### **PROJECT TIME / MAN-HOURS**

- The MCOM Major Projects would be of approximately 4 to 6 weeks and carries total marks of 100 including project report (50 marks) and viva (50 marks).
- Number of students in a project group will not be more than two for MCOM.

**Each student must prepare a separate project report with different content.**

### **PROJECT EVALUATION GUIDELINES**

#### **To be done at MATS Campus by External Examiner**

Presentation and viva – 25% of total marks.

Thesis/Project report - 75% of total marks.

### **SYNOPSIS**

All students must submit a summary/abstract separately with the project report. Summary, preferably, should be of about 3-4 pages. The content should be as brief as is sufficient enough to explain the objective and implementation of the project that the candidate is going to take up. The write up must adhere to the guidelines and should include the following:

#### **➤Name / Title of the Project**

- Literature Review
- Statement about the Problem
- Why is the particular topic is chosen?
- Objective and scope of the Project
- Methodology (including a summary of the project)
- What contribution you have made to the project?
- Your suggestions, recommendations to the organization.
- Your final conclusion in case of secondary data, source of data availability bibliography.

**TOPIC OF THE PROJECT-** This should be explicitly mentioned at the beginning of the Synopsis. Since the topic itself gives a meaning into the project to be taken up, candidate is advised to be prudent on naming the project. This being the overall impression on the future work, the topic should collaborate with the work.

**OBJECTIVE AND SCOPE:** This should give a clear picture of the project. Objective should be clearly specified. What the project ends up to and in what way this is going to help the end user has to be mentioned.

**RESOURCES AND LIMITATIONS:** The requirement of the resources for designing and developing the proposed system must be given. The resources might be in form of the hardware/software or the data from the industry. The limitation of the proposed system in respect of a larger and comprehensive system must be given.

**CONCLUSION:** The write-up must end with the concluding remarks-briefly describing innovation in the approach for implementing the Project, main achievements and also any other important feature that makes the system stand out from the rest.

#### **The following suggested guidelines must be followed in preparing the Final project Report:**

Good quality white executive bond paper A4 size should be used for typing and duplication. Care should be taken to avoid smudging while duplicating the copies.

#### **Page Specification :(Written paper and source code)**

- Left margin - 3.0 cms
- Right margin- 2.0 cms
- Top margin 2.54 cms
- Bottom margin 2.54 cms
- Page numbers - All text pages should be numbered at the bottom center of the pages.

**Normal Body Text: Font Size:** 12, Times New Roman, Double Spacing, Justified. 6 point above and below para spacing

**Paragraph Heading Font Size:** 14, Times New Roman, Underlined, Left Aligned. 12 point above & below spacing.

**Chapter Heading Font Size:** 20, Times New Roman, Centre Aligned, 30 point above and below spacing.

**Binding::** The project report should be book binding (Spiral binding and other forms of bindings are not permitted) Colour of the bounded copy should be Navy blue.

**Submission of Project Report to the MATS UNIVERSITY :** The student will submit his/her project report in the prescribed format. The Project Report should include:

1. One copy of the summary/abstract.
2. Two hard Copy of the Project Report.
3. Soft copy of project on CD in a thick envelope pasted inside of the back cover of the project report.
4. The Project Report may be about 100 pages.

#### **FORMAT OF THE STUDENT PROJECT REPORT ON COMPLETION OF THE PROJECT**

- Cover Page as per format
- Acknowledgement
- Certificate of the project guide as at Annexure III (Internal Guide i.e. faculty from the institution)
- Certificate of the Company/Organization ( Not applicable for Independent Research)Synopsis of the Project
- Literature Review
- Main Report
- Objective & Scope of the Project
- Theoretical Background Definition of Problem
- Methodology adopted,
- Recommendations/ suggestions
- Conclusion.

#### **PROJECT OUTCOME:**

- practical approach about different area of commerce.

#### **Annexure:**

1. Brief background of the organization where the student has developed the project.
3. List of abbreviations, Figures, Tables
4. References: Bibliography , Website
5. Soft copy of the project on CD/Floppy

**Formats of various certificates and formatting styles are as:**

#### **1) Certificate from the Guide**

Guide Name & Designation Full Address

#### **CERTIFICATE**

This is to certify that this project entitled “.....” submitted in partial fulfillment of the degree of Master of Commerce to MATS University, Raipur, done by Mr./Ms. \_\_\_\_\_, ID No. \_\_\_\_\_ is an authentic work carried out by him/her at \_\_\_\_\_ under my guidance. The matter embodied in this project work has not been submitted earlier for award of any degree or diploma to the best of my knowledge and belief.

Signature of the student

Signature of the Guide

M.Com	Financial Management and Policy	MC403
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**COURSE OBJECTIVES:**

- During the course, the participants will:
- Gain expert knowledge of principles and concepts used in finance;
- Be able to find out the best course of action among several financial options;
- Have an idea as to how financial management decisions are taken in the Public Sector Undertakings.

**Module- I**

Financial Management : Introduction, Objectives, Introduction to Long Term Sources of Finance, Equity/Ordinary Shares , Debentures / Bonds, Estimation of Financial Requirements of a Firm, Capital Budgeting , Principles and Techniques, Nature, significance and kinds of capital budgeting decisions. Estimation of Cash flows **(12 Hours)**

**Module- II**

Capital budgeting techniques- ARR, Payback period, Discounted payback period, NPV, Equivalent annual NPV, IRR, A Comparison; Project Selection Under Capital Rationing; and Inflation and Capital Budgeting. **(12 Hours)**

**Module- III**

Concept and Measurement of Cost of Capital Importance and concept; Measurement of Specific Costs; Computation of Overall Cost of Capital; and Cost of Capital Practices in India. **(12 Hours)**

**Module- IV**

Operating Leverage; Financial Leverage; and Combined Leverage. Capital Structure Cost of Capital and Valuation Capital Structure Theories; Net Income Approach; Net Operating Income (NOI) Approach; Modigliani-Miller (MM) Approach; and Traditional Approach **(12 Hours)**

**Module- V**

Dividend and Valuation Irrelevance of Dividends; and Relevance of Dividends. Determinants of Dividends Policy Factors; Dividend Policy in India; Bonus Shares (Stock dividend) and Stock (Share) Splits; Legal, Procedural; and Tax Aspects associated with Dividend Decision. **(12 Hours)**

**COURSE OUTCOMES**

1. Analyze financial statements using standard financial ratios of liquidity, activity, debt, profitability, and market value.
2. Apply techniques to project financial statements for forecasting long-term financial needs.
3. Explain the role of short-term financial management, and the key strategies and techniques used to manage cash, marketable securities, accounts receivable and inventory

**Books & References**

1. Khan, M.Y & Jain, P.K.: Financial Management; Tata McGraw Hill, New Delhi, 2008.
2. Pandey, I. M.: Financial Management; Vikas Publishing House, New Delhi, 2005.
3. Chandra, Prasanna: Financial Management; Tata McGraw Hill, New Delhi, 2008.
4. Brealey and Meyers: Principles of Corporate Finance; Tata McGraw Hill, New Delhi, 2008.
5. Keown, Martin, Petty and Scott (Jr): Financial Management; Principles and Applications; Prentice Hall of India, New Delhi, 2002.
6. Gitman, L.J: Principles of Managerial Finance; Addison Wasley, 2009.

<b>Discipline Specific Elective 8</b>	<b>Semester-IV</b>	<b>Credit: 5</b>
<b>M.Com</b>	<b>International Financial Management</b>	<b>MCM404</b>

**Course Objectives:**

The course provides an analytical framework for understanding how cross-border financing, valuation, risk management and investment decisions are influenced by exchange rates, tax and legal issues and country risk.

**Module- I**

Financial Management in a global perspective - IFM basic concept & challenges – International monetary system - Overview of international financial markets (Bond markets, Equity markets, Forex Market)- The Balance of Payments and International Economic Linkages. **(12 Hours)**

**Module- II**

Foreign Exchange Exposure and risk management- Exchange rate forecasting-volatility-Exposure types- Transaction Exposure, Translation exposure, Economic exposure-Currency Derivatives-forward, futures & options-usage in firms as hedging tool. **(12 Hours)**

**Module- III**

Financial management of the MNC: Multinational Capital Budgeting – subsidiary Vs parent-MNC capital budgeting inputs and calculations Multinational cost of capital - capital structure-factors influencing decisions, Cash Management. **(12 Hours)**

**Module- IV**

Foreign Trade Finance: concept of foreign trade finance. concepts of financing exports and financing imports and documentary collections, Country Risk Analysis: country risk factors, assessment of risk factors. Techniques through which the country risks can be assessed as well as measured. **(12 Hours)**

**Module- V**

Introduction to valuation, Principles and practices, Tools and techniques CAPM, Equity DCF models. Foreign Direct Investment, International Portfolio and Cross- Border Acquisitions: flow, cost and benefits of Foreign Direct Investment. ADR and GDR, concept of portfolio, cases on cross border acquisitions. **(12 Hours)**

**Course outcome**

On completion of this course students should understand and be able to apply the processes and applications outlined in the course description.

**Text Books**

1. Jeff Madura, International Financial Management, 7th Edition, Thomson India.
2. Jeff Madura, International Corporate Finance, 8th Edition, SW cengage Indian Edition.

**Reference Books:**

1. Cheol S.Eun and Resnick, International Financial Management, SIE 4th Edition, TMH
2. Allen Shapiro, Multi-National Financial Management, Prentice-Hall of India
3. Apte, P.G. International Financial Management, Fourth edition, Tata McGraw-Hill
4. Aswath Damodaran, Corporate Finance -Theory and Practice, Wiley & Sons Inc, 2nd Edn.
5. Aswath Damodaran, Investment Valuation, Wiley, 2nd Edition.

<b>Discipline Specific Elective 9</b>	<b>Semester-IV</b>	<b>Credit: 5</b>
<b>M.Com</b>	<b>Consumer Behavior</b>	<b>MCM405</b>

**Course Objectives:**

The course helps students to develop basic understanding of the concepts and theories of consumer behavior and their applications in marketing decision making.

**MODULE I**

Introduction: Importance and nature of consumer behaviour; Types of consumers and their role; Consumer buying process and determinants; Changing profile of Indian consumers.

Defining consumer behaviour; reasons for studying behaviour, applying consumer behaviour knowledge; scope of consumer behaviour; market segmentation; bases of segmentation, criteria for effective targeting of market segments. **(12 Hours)**

**MODULE II**

Consumer as an Individual: Consumer motivation; consumer involvement, personality and self concept; perception consumer learning and memory; information processing, attitudes and changing attitudes. Needs and motivation; Perception; Attitude and attitude change; Learning and learning theories; Personality and life style analysis. **(12 Hours)**

**MODULE III**

Consumer in Social and cultural settings: Reference groups and family influences; Social class, cultural; sub cultural and cross cultural influences on consumer behaviour; personal influences and diffusion of innovations; impact of media and globalization. **(12 Hours)**

**MODULE IV**

Consumer Decision Process: Problem recognition; search and evaluating; purchasing processes; post purchase behaviour; consumer behaviour models; consumerism; organizational buying behaviour. Models of consumer behaviour; Business buying behaviour. **(12 Hours)**

**MODULE V**

Consumer Satisfaction: Measurement of consumer satisfaction and dis-satisfaction, repeat buying, brand switching and loyalty, opinion leadership, complaining behaviour. Cross-cultural dimensions of consumer behaviour; Consumer research – complexities and issues. **(12 Hours)**

**COURSE OUTCOMES**

1. It helps to understand individual behavior.
2. It helps in analyzing customer behavior and the satisfaction level.
3. It helps in studying consumer buying behavior.

**Suggested Readings:**

1. Schiffman and Kanuk: Consumer Behaviour
2. Engle, Blackwell and Miniard: Consumer Behaviour
3. Zaltman and Wallendorf: Consumer Behaviour
4. Mellot, Douglas W. Tr. : Consumer Behaviour
5. Loudon and Della Bitta: Consumer Behaviour
6. Benneton: Consumer Behaviour



M.Com	Supply Chain Management and Logistics	MCM406
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**Course Objectives:**

- To provide students the knowledge of Logistics and supply chain management system in business.
- To acquaint them with importance of Logistics and supply chain in a business.

**Module- I**

Logistics Management: Origin and Definition, Types of Logistics, Logistics Management, Ware House Management, Automation and Outsourcing, Customer Service and Logistics Management, A Perspective, Concepts in Logistics and Physical Distribution, Distribution and Inventory. **(12 Hours)**

**Module-II**

Types of Inventory Control, Demand Forecasting, Warehousing and Stores Management, Routing Transportation Management, Some Commercial Aspects in Distribution Management Codification, Distribution Channel Management, Distribution Resource Planning (DRP), Logistics in 21st Century. **(12 Hours)**

**Module- III**

Importance of Supply Chain, Supply Chain Strategy, Collaborative, Planning Forecasting Replenishment (CPFR) Manufacturing Management in Supply chain, Value Chain, Components of Supply Chain, The Need for Supply Chain, Understanding the Supply Chain Management - Participants in Supply Chain, Global Applications Mass Customization, Outsourcing. **(12 Hours)**

**Module- IV**

Procurement Management in Supply chain, Inventory Models, Materials Requirement Planning, JIT, Vendor Managed Inventory(VMI), Logistics Management in Supply chain, Distribution Management, Inventory Management, Distribution Strategies, Transportation Management, Service Innovation, Intermodal Transportation, Warehousing, Packaging for Logistics. **(12 Hours)**

**Module- V**

Role of a Manager in Supply Chain , Supply Chain Performance Drivers , Key Enablers in Supply Chain Improvement, Inter-relation between Enablers and Levels of Supply Chain Improvement, Systems and Values of Supply Chain. **(12 Hours)**

**Course Outcomes:**

- Analyze the manufacturing operations of a firm
- Apply sales and operations planning, MRP and lean manufacturing concepts
- Apply logistics and purchasing concepts to improve supply chain operations
- Apply quality management tools for process improvement

**Text Books:**

- G Raghuram & N Rangaraj, Logistics and Supply Chain Management - Cases and Concepts. Mac Millan.
- D K Agrawal, Textbook of Logistics and Supply Chain Management, MacMillan 2003, 1<sup>st</sup> Edition

**References:**

- Simchi, D.,Kaminsky, P., et al ‘Designing and Managing the Supply Chain- Concepts,Strategies and Case Studies’; McGraw-Hill Companies, Latest edition.
- Essentials of Supply Chain Management by Michael Hugos

<b>Discipline Specific Elective 11</b>		<b>Semester-IV</b>	<b>Credit: 5</b>
<b>M.Com</b>	<b>Strategic Human Resource Management</b>		<b>MCM407</b>

**Course Objective:**

This course will help the students to think strategically and integrate the activities of HR with the organizations goals.

**Module- I**

Conceptual Framework of strategic HRM, models of strategic HRM, development & delivery of HR strategies, challenges in strategic human resource management, impact of strategic HRM, SHRM for competitive advantage. **(12 Hours)**

**Module- II**

Implementation of strategic HRM : Staffing, training & development, performance management & feedback, compensation, employee separation. **(12 Hours)**

**Module- III**

Components of strategic HRM – organizational HR strategies, functional HR strategies, strategic HRM in action, improving business performance through strategic HRM. **(12 Hours)**

**Module- IV**

Strategic Knowledge Management-building, knowledge sharing as a core competency, HR dimension to knowledge management. Strategic approach to industrial relations, outsourcing & its HR implications, Human Side of Mergers and Acquisitions three- stage model of M&A. **(12 Hours)**

**Module- V**

Global human resource management: Difference between global HRM & domestic HRM; strategic HR issues in global assignments – expatriates selection & repatriation. Building a multicultural organization multinational organization, strategic choice, leadership & strategic issues in international assignment. **(12 Hours)**

**Course outcomes**

- explain the scope of HRM
- understand the meaning and nature of strategic HRM
- appreciate how HR strategies are related to business strategies
- describe how HR strategies can be informed by a knowledge of labour markets and product markets locally, nationally and internationally
- describe the dynamic nature of global competition and of social and technological trends and their significance for HRM practice.

**Text books:**

1. Armstrong, Michael & Baron Angela. (2005). Handbook of Strategic HRM (1st ed.). New Delhi: Jaico Publishing House.
2. Mello, Jeffrey A. (2007). Strategic Human Resource Management (2nd ed.). India: Thomson South Western.

**References:**

1. Regis, Richard. (2008). Strategic Human Resource Management & Development (1st ed.). New Delhi: Excel Books.
2. Agarwala, T. (2007). Strategic Human Resource Management. New Delhi: Oxford University Press.
3. Dhar, Rajib Lochan. (2008). Strategic Human Resource Management (1st ed.). New Delhi: Excel Books.

<b>Discipline Specific Elective 12</b>		<b>Semester-IV</b>	<b>Credit: 5</b>
<b>M.Com</b>	<b>Compensation Management and Employee Welfare Laws</b>		<b>MCM408</b>

**Course objective:**

- To examine the traditional concept of labour welfare in the industry
- To understand the labour policy aspects in the country
- To understand the conditions of labour and their welfare and social security needs in the country.

**MODULE I**

Compensation management – An Introduction: Compensation Management, Compensation and Non-compensation Dimensions, 3-P Concept in Compensation Management, Compensation as Retention Strategy, Compensation for Special Groups.

Origin and evolution of Labour Welfare-objectives of Labour Welfare need and importance of L.W Classification of L.W, Work agencies of L.W, Scope of L.W Concepts, philosophy and principles of labour welfare. Plans and labour policy in India, Legislation and Labour Welfare in India. **(12 Hours)**

**MODULE II**

Job Evaluation, Grading and Compensation Structure: Concept of Salary Structure, Salary Progression, Methods of Payment, Limitations of Job Related Compensation, Competency based Compensation (Broad pay bands and 360 degree feedback)

Working condition and benefits. Working conditions in the factory-safety and accident prevention. Health and hygiene. Canteen organization and management Organization of credit and consumer co-operative societies-recreational and educational activities-workers education in India. Functions of Labour welfare officers India. **(12 Hours)**

**MODULE III**

Wages and Salary Administration at Macro (National) Level: Wage Concept, Wage Policy, Institutional Mechanisms for Wage Determination, Pay Commission, Wage Boards, Public Sector Pay Revision, ILO and Collective Bargaining, Union Role in Wage and Salary Administration. Problems of Labour in India. Problems of Indian labour- Industrial Housing-slums-illiteracy-indebtedness-alcoholism, absenteeism and turnover. **(12 Hours)**

**MODULE IV**

Job Evaluation: Compensation Strategy at Micro Level, Concept of Equity, Job Evaluation - Methods of job evaluation and System of job evaluation, Process of Job Evaluation, Problems Involved in Job Evaluation

Problems of Women Labour . Problems of Unorganized labour . Problems of Workers education.Recommendations of major commissions on Labour and employment. **(12 Hours)**

**MODULE V**

Incentive Schemes: Pay for Performance: Types of Incentive Schemes, Wage Incentive Plans, Pre-requisites of Effective Incentive Schemes, Merits and Demerits of Incentives, Pay for Performance Plans. , Employee Benefit Programs,

Social Security . Evolution, definition and objectives of Social security. Essential requirement of Social security. Growth of social security and social insurance in India and overview of social security in India. Social securities in developing countries and I.L.O.Social security for unorganized sector. **(12 Hours)**

**Course Outcomes:**

- To learn the concepts of Payment and employee benefits issues for contingent workers.
- To understand the Legally required employee benefits.
- To learn some of the implications for strategic compensation and possible employer approaches to managing legally required benefits
- At the end of the course students should be able to understand a perspective of labour problems and remedial measures in the country.

**Text references:**

1. N.D. Kapoor ;Business and industrial laws,;publication;sultan chand and sons
2. Gupta C. B.,Kapoor N.D.,Tripathi P.C.;Industrial Relation & Labour Laws;Sultan Chand And Sons
3. J.Martocchio Joseph;Strategic Compensation: A Human Resource Management Approach
4. Mousumi S. Bhattacharya,Nilanjan Sengupta;Compensation Management P

M.Com	Corporate Tax Structure and Planning	MCM409
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**Course Objective:**

To familiarize the student with latest provisions of the Indian Corporate tax laws and related judicial pronouncements having implications for corporate tax planning.

**Module I-****Introduction of Tax Planning:**

Meaning of tax planning and management, tax evasion and tax avoidance; Nature and scope of tax planning and management in the corporate sector; Justification of corporate tax planning and management. **(12 Hours)**

**Module II-****Assessment of Companies:**

Residential Status and incidence of Tax, Computation of corporate tax: Carry forward and set off of losses in the case of certain companies under Sec. 79 of Income-tax Act, 1961; Deductions available to corporate assessee, Computation of taxable income of companies; Computation of amount of corporate tax liability; Minimum Alternate Tax; Tax on distributed profits of domestic companies; Tax on income distributed to unit holders. **(12 Hours)**

**Module III-****Tax Planning and Specific Management 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. **(12 Hours)**

**Module IV-****Tax Planning and Financial Management Decisions:**

Capital structure decisions; Dividend Policy; Bonus Share; Investments and Capital Gains. Owning or leasing of an asset; purchase of assets by installment system or Hire System; 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. **(12 Hours)**

**Module V-****Business Reorganisation:**

Tax Planning in respect of amalgamation or 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. **(12 Hours)**

**Course outcomes:**

- Students who complete this course will be able identify the difference between tax evasion and tax planning.
- By the end of the course students will able to describe how the provisions in the corporate tax laws can be used for tax planning.
- Students of the course will able to explain different types of incomes and their taxability and expenses and their deductibility.
- Students who complete this course will be able to outline the corporate tax laws.
- Students of the course will able to state the use of deductions of expenses to reduce the taxable income.

**Suggested Reading:**

1. Srinivas.E.A, Corporate Tax Planning, Tata McGraw Hill,
2. Singhania,Vinod. K,Taxmann's Direct Taxes, Law & Practice.
3. Ahuja. Girish&Ravi Gupta, Bharat's Professional Approach to Direct Taxes, Law & Practice, Bharat Law House Pvt. Ltd.
4. Lal. B. B & N. Vashisht, Direct Taxes Income Tax, Wealth Tax and Tax Planning.
5. Taxman, The Tax and Corporate Law Weekly.
6. Bhagmati Prasad, Direct Taxes And Laws And Practice, Wishwa Prakashan,

<b>Elective 5</b>	<b>Semester-IV</b>	<b>Credit: 5</b>
<b>M.Com</b>	<b>Managerial accounting</b>	<b>MCM410</b>

**Course Objective:**

The objective of the course is to enable students to acquire knowledge of concepts, methods and techniques of management accounting and to make the students develop competence with their usage in managerial decision making and control.

**Module I:**

**Management Accounting** – Nature and Functions; Financial vs. Management Accounting; Cost vs. Management Accounting; Role of Management Accountant. Cost Concepts and Classifications.

**(12 Hours)**

**Module II:**

**Activity Based Costing (ABC)** – Concept and uses; Flow of Costs in ABC; Emerging Costing Approaches; Traditional Costing System vs. ABC.

**(12 Hours)**

**Module 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.

**(12 Hours)**

**Module 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.

**( 12 Hours)**

**Module V:**

**Responsibility Accounting and Divisional Performance Measurement** –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. Performance Measurement: Traditional Performance Measures; Balanced Scorecard- Meaning, Perspectives in Balanced Scorecard, Weighting Performance Measures; Requisites of Balanced Scorecard.

**(12 Hours)**

**Course Outcomes:**

- Identify cost classifications based on how the cost will be used: whether for preparing external reports, predicting cost behavior, assigning costs to cost objects, or decision making.
- Identify various cost classifications based on how costs respond to changes in production levels, Explain the critical tradeoffs existing between total cost and sales volume in determining desired profit goals.
- Prepare an income statement required for external reporting and a different one more useful to managers for managerial decision-making.
- Identify costs which may be relevant or irrelevant to a given management decision at hand.
- Discuss the ethical constraints that guide a manager in pursuing his/her ultimate goal of maximizing the value of the firm.

**Suggested Readings:**

1. Jawahar Lal, Advanced Management Accounting, Text, Problems and Cases, S.Chand & Co., New Delhi.
2. Ronald W. Hilton, Managerial Accounting , creating value in a Dynamic Business Environment. Tata Mc-Graw Hill Publishing Company Limited.
3. J.K. Mishra, Advanced Cost Accounting, New Age International Private Limited, Publishers.
4. Ashish K Bhattacharya, Financial Accounting for Business Managers, PHI Learning Private Limited

<b>Elective 6</b>	<b>Semester-IV</b>	<b>Credit: 5</b>
<b>M.Com</b>	<b>E-ship and customer relation mgt – part 2</b>	<b>MCM411</b>

**Course Objective:**

To offer the students a conceptual and applied knowledge about entrepreneurship.

**Module I**

Project Management a) Meaning, Objectives and How to choose a project b) Technical, Financial, Marketing, Personnel Feasibility c) Estimating and Financing Funds requirement, Significance and determinants of Working Capital, Venture Capital Funding, Schemes offered by various commercial banks and financial institutions. **(12 Hours)**

**Module II**

Licensing procedure - procedures to start an industrial unit - financial and other assistance SMEs. Role of Central Govt. and State Govt. in Promoting Entrepreneurship, Introduction to various incentives, subsidies and grants, Promotion of Export oriented units, Fiscal and Tax concessions Role of Govt. other Institutions in the Entrepreneurship Development – District Industries (DIC) and its functioning. **(12 Hours)**

**Module III**

Incentives as subsidies of state and central governments - Aims - backward areas - Industrial estates - DIC's - role of financial institutions in the Entrepreneurial growth - project financing - sources of finance - IDBI, IFCI, ICICI and IRCI - Role of promotional and consultancy organizations of State and Central Govt. **(12 Hours)**

**Module IV**

Concept of Loyalty at CRM: Definition of Loyalty, Customer Loyalty and Customer decency, Process of Developing Customer Loyalty. Status of CRM in India. **(12 Hours)**

**Module V**

Implementation of CRM: Business oriented solutions, Project Management, Channel Management, CRM in Services, CRM in Financial Services, Use of E- Commerce in CRM, CEM and Data Mining, Information required for Effective CRM. **(12 Hours)**

**Course outcomes**

Students in the Entrepreneurship emphasis of the Business Management major acquire the knowledge and, more importantly, develop the skills and competencies necessary to engage in entrepreneurship throughout their lives. Whether through starting new ventures or managing in existing firms, Entrepreneurship students solve problems through innovation.

**Text Book**

1. Desai, Vasant, (2009) Entrepreneurial Development, Vol. I, Himalaya Publishing House, New Delhi,

**Reference Books**

1. Hisrich. R.D & Peter, M.P, (2008) Entrepreneurship, Tata Mc Graw Hill, New Delhi.
2. Awasthi, D & Sebastian. (2005)J, Evaluation of Entrepreneurship Progress, Sage Publications, New Delhi.
3. Jain, G. Raj & Gupta, D. (2008), New Initiatives in Entrepreneurship Education and Training, EDII, Ahmedabad.
4. Kao, John J., “*The Entrepreneurial Organisation*”, Englewood Cliffs, New Jersey: Prentice-Hall, (2001)
5. Panda, Shiba Charan.,(2009) “*Entrepreneurship Development*”, New Delhi, Anmol Publications. (Latest Editions)
6. Customer driven Project Management – Brakley- Tata McGraw Hill
7. Marketing Management –Philip Kotler –Pearson Education
8. Fundamental of Marketing,- W. J. Stanton
9. Marketing Management – Ranjan Saxena – Tata McGRaw Hill
10. Customer Relationship Management – Venkata Ramana G. Somayagulu – Excel Book